



FESIA A. DAVENPORT
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE OPERATIONS CLUSTER

DATE: February 17, 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:
COUNTYWIDE CLASSIFICATION ACTIONS TO IMPLEMENT THE
MARCH 9, 2021 GENERAL RECLASS BOARD LETTER
CEO/ CLASSIFICATION – Irish Wong, Principal Analyst, CEO
 - B) Board Letter:
COUNTYWIDE CLASSIFICATION ACTIONS TO IMPLEMENT THE
MARCH 9, 2021 DEPARTMENT OF HEALTH SERVICES RECLASS
BOARD LETTER
CEO/ CLASSIFICATION – Irish Wong, Principal Analyst, CEO

CONTINUED ON PAGE 2

- C) Board Letter:
DELEGATION OF AUTHORITY TO INVEST AND ANNUAL ADOPTION
OF THE TREASURER AND TAX COLLECTOR INVESTMENT POLICY
Treasurer and Tax Collector – Keith Knox, Treasurer and Tax Collector
and Elizabeth Buenrostro Ginsberg, Chief Deputy

3. **PRESENTATION/DISCUSSION ITEMS:**

- A) FACILITY REINVESTMENT PROGRAM BRIEFING
CEO/ CAPITAL PROJECTS – Vanessa Moody, Senior Manager, CEO
and Amir Alam, Manager, CEO

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

5. **Adjournment**

FUTURE AGENDA TOPICS

CALENDAR LOOKAHEAD:

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

ISD – REQUEST FOR APPROVAL TO AWARD AS-NEEDED ELEVATOR AND
ESCALATOR MAINTENANCE SERVICES MASTER AGREEMENTS AND A
SOLE SOURCE CONTRACT FOR ELEVATOR MAINTENANCE AND REPAIR
SERVICES AT LAC+USC MEDICAL CENTER

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☒ Board Letter

☐ Board Memo

☐ Other

OPS CLUSTER AGENDA REVIEW DATE	2/17/2021	
BOARD MEETING	3/9/2021	
DELEGATED AUTHORITY BOARD LETTER	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	ALL DISTRICTS	
DEPARTMENT	CHIEF EXECUTIVE OFFICE	
SUBJECT	COUNTYWIDE CLASSIFICATION ACTIONS	
PROGRAM		
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
	If Yes, please explain why:	
DEADLINES/ TIME CONSTRAINTS		
COST & FUNDING	Total cost: \$390,000 (all funds) (savings) \$235,000 (NCC) (savings)	Funding source:
	TERMS (if applicable):	
	Explanation:	
PURPOSE OF REQUEST		
BACKGROUND (include internal/external issues that may exist)	<ol style="list-style-type: none"> 1. Add ten (10) new classifications <ul style="list-style-type: none"> • Four (4) new employee classifications: <ul style="list-style-type: none"> ➤ Predictive Data Analyst (Item No. 1762) 103K NMO (\$6,993.82 - \$9,425.00) ➤ Data Scientist (Item No. 1763) 110F NMO (\$8,373.18 - \$11,284.09) ➤ Senior Data Scientist (Item No. 1764) 112F NMO (\$8,840.09 - \$11,912.82) ➤ Data Scientist Supervisor (Item No. 1765) 114F NMO (\$9,333.00 - \$12,576.45) • Six (6) new Information Technology (IT) classifications: <ul style="list-style-type: none"> ➤ IT Business Analyst I (Item No. 2586) 109B NMO (\$8,069.09 - \$10,874.09) ➤ IT Business Analyst II (Item No. 2587) 113E NMO (\$9,060.82 - \$12,209.73) ➤ IT Project Manager I (Item No. 2604) 109B NMO (\$8,069.09 - \$10,874.09) ➤ IT Project Manager II (Item No. 2605) 113E NMO (\$9,060.82 - \$12,209.73) ➤ IT Project Manager III (Item No. 2606) 114E NMO (\$9,310.00 - \$12,545.36) ➤ IT Project Management Office Manager (Item No. 2607) S12 N23 (\$10,514.55 - \$16,352.24) (Control Point \$13,577.97) 2. Amend a compensation provision related to sustainability adjustments 3. Reclassification of 86 positions in the Departments of Auditor-Controller, Children and Family Services, District Attorney, Health Services, Internal Services, Mental Health, Probation, Public Defender, Public Social Services, and Sheriff. 	
DEPARTMENTAL AND OTHER CONTACTS	Name, Title, Phone # & Email: Irish Wong, Principal Analyst, (213) 893-7818, iwong@ceo.lacounty.gov Christopher Stevens, Senior Analyst, (213) 974-2507, cstevens@ceo.lacounty.gov Tommy Patikamanant, Senior Analyst, (213) 893-0355, TPatikamanant@ceo.lacounty.gov Patricia Barnard, Principal Analyst, (213) 893-0049, pbarnard@ceo.lacounty.gov Tabitha Lam, Principal Analyst, (213) 974-2549, TLam@ceo.lacounty.gov Dalila Alcantara, Deputy Director Probation, Dalila.Alcantara@probation.lacounty.gov , (562) 940-2508 Mark Garcia, Bureau Chief Probation, Mark.Garcia@probation.lacounty.gov , (562) 940-2058 Victoria Brown, Administrative Services Manager III, Victoria.Brown@probation.lacounty.gov , (562) 774-2647	



CEO March 9, 2021 General Reclass Board Letter Summary

CEO Classification Contact Information:

Irish Wong, Principal Analyst, (213) 893-7818, iwong@ceo.lacounty.gov

Christopher Stevens, Senior Analyst, (213) 974-2507, cstevens@ceo.lacounty.gov

Tommy Patikamanant, Senior Analyst, (213) 893-0355, TPatikamanant@ceo.lacounty.gov

CEO Compensation:

Patricia Barnard, Principal Analyst, (213) 893-0049, pbarnard@ceo.lacounty.gov

Tabitha Lam, Principal Analyst, (213) 974-2549, TLam@ceo.lacounty.gov

Probation Department:

Dalila Alcantara, Deputy Director Probation, Dalila.Alcantara@probation.lacounty.gov, (562) 940-2508

Mark Garcia, Bureau Chief Probation, Mark.Garcia@probation.lacounty.gov, (562) 940-2058

Victoria Brown, Administrative Services Manager III, Victoria.Brown@probation.lacounty.gov, (562) 774-2647

This Board Letter includes:

1. Add ten (10) new classifications

- Four (4) new employee classifications:
 - Predictive Data Analyst (Item No. 1762)
103K NMO (\$6,993.82 - \$9,425.00)
 - Data Scientist (Item No. 1763)
110F NMO (\$8,373.18 - \$11,284.09)
 - Senior Data Scientist (Item No. 1764)
112F NMO (\$8,840.09 - \$11,912.82)
 - Data Scientist Supervisor (Item No. 1765)
114F NMO (\$9,333.00 - \$12,576.45)

These classifications will be utilized by departments to deploy techniques of professional data science and machine learning in order to assist in data-driven decision-making, program design, and forecasting. Developed in conjunction with the Chief Information Office (CIO), these classes recognize the increased scale and complexity of departmental data analysis requirements; and are consistent with the levels of data science assignments performed, as based on respective departmental operational requirements.

- Six (6) new Information Technology (IT) classifications:
 - IT Business Analyst I (Item No. 2586)
109B NMO (\$8,069.09 - \$10,874.09)
 - IT Business Analyst II (Item No. 2587)
113E NMO (\$9,060.82 - \$12,209.73)
 - IT Project Manager I (Item No. 2604)
109B NMO (\$8,069.09 - \$10,874.09)
 - IT Project Manager II (Item No. 2605)
113E NMO (\$9,060.82 - \$12,209.73)
 - IT Project Manager III (Item No. 2606)
114E NMO (\$9,310.00 - \$12,545.36)
 - IT Project Management Office Manager (Item No. 2607)
S12 N23 (\$10,514.55 - \$16,352.24) (Control Point \$13,577.97)

Developed in conjunction with the CIO, these classes clarify and align the level and scope of IT business analysis and IT project management as these functions are performed in departments, reducing the County's dependence on contract staff performing these functions.



**CEO March 9, 2021
General Reclass
Board Letter Summary**

2. Amend a compensation provision related to sustainability adjustments
 - Effective January 1, 2021, various Memorandums of Understanding (MOUs) provided a Sustainability half-step for 11 standard salary levels (approximately 2.75 percent) for full-time permanent employees who receive a performance evaluation rating of competent or better. The Board approved extending the same Sustainability half-step provisions to most non-represented employees for internal equity purposes effective June 25, 2019. Adding clarifying language to Salary Note O will accurately reflect the implementation of the Sustainability half-step. The existing rule for step placement upon promotion is applicable when the promotion results in an increase in pay that is less than the equivalent of one standard salary schedule. The clarification would also address the application of the existing rule for determining the next step advance date when the promotion results in an increase in pay that is less than the equivalent of two standard salary schedules. The clarification applies to employees paid according to the County of Los Angeles Standardized Salary Schedule Table.
3. Reclassification of 86 positions in the Departments of Auditor-Controller, Children and Family Services, District Attorney, Health Services, Internal Services, Mental Health, Probation, Public Defender, Public Social Services, and Sheriff.

n:\classification\abcd - board letters - working file\board letter - reclass 3-9-21\03.09.21 general reclass bl summary.docx



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>

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

March 9, 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:

COUNTYWIDE CLASSIFICATION ACTIONS (ALL DISTRICTS - 3 VOTES)

SUBJECT

This letter and accompanying ordinance will update the tables of classes of positions and the departmental staffing provisions by adding 10 new classifications; by amending a compensation provision; and by reclassifying positions in various County departments.

IT IS RECOMMENDED THAT THE BOARD:

Approve the accompanying ordinance amending Title 6, Salaries, of the County Code to add 10 new classifications; to amend a compensation provision related to sustainability adjustments; and to reclassify 86 positions in the Departments of Auditor-Controller, Children and Family Services, District Attorney, Health Services, Internal Services, Mental Health, Probation, Public Defender, Public Social Services, and Sheriff.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The Board of Supervisors (Board) has requested submission of classification letters on a periodic basis throughout the year to implement recommended actions in a timely manner. Approval will provide the ordinance authority for County departments to implement the classification and compensation changes in this letter.

These recommendations will ensure the proper classification and compensation of positions based upon the duties and responsibilities assigned to these jobs and as performed by the incumbents (Attachments A and B). This is a primary goal of the County's classification and compensation system.

These actions are recommended based upon generally accepted professional principles of classification and compensation. Furthermore, these actions are important in addressing departmental operational needs and in maintaining consistency in personnel practices throughout the County. The proper classification and compensation of positions facilitates efficient business operations and can reduce the number of costly personnel-related problems.

New Classifications

We are recommending the establishment of four (4) new employee classifications (Attachment A): Predictive Data Analyst (Item No. 1762); Data Scientist (Item No. 1763); Senior Data Scientist (Item No. 1764); and Data Scientist Supervisor (Item No. 1765). These classifications will be utilized by departments to deploy techniques of professional data science and machine learning in order to assist in data-driven decision-making, program design, and forecasting. Developed in conjunction with the Chief Information Office (CIO), these classes recognize the increased scale and complexity of departmental data analysis requirements; and are consistent with the levels of data science assignments performed, as based on respective departmental operational requirements.

We are recommending the establishment of six (6) new Information Technology (IT) classifications (Attachment A): IT Business Analyst I (Item No. 2586); IT Business Analyst II (Item No. 2587); IT Project Manager I (Item No. 2604); IT Project Manager II (Item No. 2605); IT Project Manager III (Item No. 2606); and IT Project Management Office Manager (Item No. 2607). Developed in conjunction with the CIO, these classes clarify and align the level and scope of IT business analysis and IT project management as these functions are performed in departments, reducing the County's dependence on contract staff performing these functions.

Compensation Amendment

Effective January 1, 2021, various Memorandums of Understanding (MOUs) provided a Sustainability half-step for 11 standard salary levels (approximately 2.75 percent) for full-time permanent employees who receive a performance evaluation rating of competent or better. The Board approved extending the same Sustainability half-step provisions to most non-represented employees for internal equity purposes effective June 25, 2019.

We are recommending adding clarifying language to Salary Note O to accurately reflect the implementation of the Sustainability half-step. The existing rule for step placement upon promotion is applicable when the promotion results in an increase in pay that is less than the equivalent of one standard salary schedule. The clarification would also address the application of the existing rule for determining the next step advance date when the

promotion results in an increase in pay that is less than the equivalent of two standard salary schedules. The clarification applies to employees paid according to the County of Los Angeles Standardized Salary Schedule Table.

Reclassifications

There are 86 positions in 10 departments being recommended for reclassification (Attachment B). The duties and responsibilities assigned to these positions have changed since the original allocations were made. The positions would be appropriately classified in the recommended classes.

Implementation of Strategic Plan Goals

Approval of the accompanying ordinance will further the County Strategic Plan Goal III – Realize Tomorrow’s Government Today. Specifically, it will address Strategy III.3 to Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability.

FISCAL IMPACT/FINANCING

The projected budgeted annual cost resulting from these recommended actions is estimated to total \$395,000 (all funds). Net County cost is estimated to be \$240,000. Cost increases associated with upward reclassification actions will be absorbed within the Adopted Budget for each affected department. No additional funding is required.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The County Charter authorizes the establishment and maintenance of “a classification plan and the classification of all positions.” This responsibility is further delineated in Civil Service Rule 5.

Appropriate notifications have been made to the impacted employee organizations regarding the recommended classification actions. The accompanying ordinance implementing amendments to Title 6, Salaries, of the County Code, has been approved as to form by County Counsel.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of these classification recommendations will enhance the operational effectiveness of the departments through the proper classification and compensation of positions.

Respectfully submitted,

FESIA A. DAVENPORT
Chief Executive Officer

FAD:JMN:AC:AYH
IW:KP:mmg

Enclosures

c: Executive Office, Board of Supervisors
County Counsel
Auditor-Controller
Human Resources
Affected Departments

N:\CLASSIFICATION\ABCD - BOARD LETTERS - WORKING FILE\BOARD LETTER - RECLASS 3-9-21\3-9-21 BOARD LETTER - GENERAL RECLASS (FINAL DRAFT).Docx

CLASSIFICATION PLAN CHANGES

ATTACHMENT A

CLASSIFICATIONS RECOMMENDED FOR ADDITION TO THE CLASSIFICATION PLAN

Proposed Savings/ Cafeteria Benefit Plan	Item No.	Title	Recommended Salary Schedule and Level	
Savings/ Megaflex	1763	Data Scientist	NMO	110F
Savings/ Megaflex	1765	Data Scientist Supervisor	NMO	114F
Savings/ Megaflex	2586	Information Technology Business Analyst I	NMO	109B
Savings/ Megaflex	2587	Information Technology Business Analyst II	NMO	113E
Savings/ Megaflex	2607	Information Technology Project Management Office Manager	N23	S12
Savings/ Megaflex	2604	Information Technology Project Manager I	NMO	109B
Savings/ Megaflex	2605	Information Technology Project Manager II	NMO	113E
Savings/ Megaflex	2606	Information Technology Project Manager III	NMO	114E
Savings/ Megaflex	1762	Predictive Data Analyst	NMO	103K
Savings/ Megaflex	1764	Senior Data Scientist	NMO	112F

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

AUDITOR-CONTROLLER

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Program Specialist II, Auditor-Controller Item No. 0713A NMO 105E Non-Represented	1	Administrative Services Manager II Item No. 1003A NMO 104L Non-Represented
1	Program Specialist IV, Auditor-Controller Item No. 0716A N39MO 112G Non-Represented	1	Departmental Finance Manager II Item No. 1053A N23 S11 Non-Represented

The subject Program Specialist II, Auditor-Controller position reports directly to a Departmental Human Resources Manager II, and is located in the Administrative Services Division, Human Resources Section, Return-To-Work/Workers' Compensation/Risk Management/Operations, and Training Unit, where it provides day-to-day direction and leadership to staff. The subject position supports the Departmental Human Resources Manager II by assisting in planning and implementing Human Resources goals and objectives as well as represents the Departmental Human Resources Manager II by communicating and facilitating management directives. The duties and responsibilities of the subject position meet the classification criteria for the Administrative Services Manager II, a class, when assigned to Human Resources, typically supervises technical staff providing personnel services in various areas. Therefore, we recommend downward reclassification to an Administrative Services Manager II.

The subject Program Specialist IV, Auditor-Controller position, reports directly to the Administrative Deputy, and is located in the Administrative Services Division, Management Services Section, where it manages the financial resources of the department. The subject position provides day-to-day direction and leadership to staff performing functions in the areas of Budget and Fiscal Services, Master Agreement, Special Projects, and Facilities Management. The subject position oversees the development and implementation of finance and budget policies, and directs departmental financial systems. Finally, the subject position advises and consults with management concerning the department's budgetary status and the impact on existing and proposed departmental operations and programs. The duties and responsibilities meet the classification criteria for the Departmental Finance Manager II, a class which typically reports to an Administrative Deputy and is responsible for functioning as the highest-level manager over a division or section responsible for managing the financial resources of a County department with a medium size budget. Therefore, we recommend downward reclassification to a Departmental Finance Manager II.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

CHILDREN AND FAMILY SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Assistant Regional Administrator, Children and Family Services Item No. 9085A NMO 114K Non-Represented	1	Division Chief, Children and Family Services Item No. 9108A N23 S12 Non-Represented

In conjunction with a reorganization, the department requested to reclassify the subject position to manage the new centralized Supportive Housing Division located in the Contract Services Bureau. The Supportive Housing Division consists of the Skid Row Assessment Team Section and Housing Section which will focus on housing resources to address homeless families and Transition Age Youth. In addition, the new Division will be responsible for identifying opportunities to prevent housing instability and homelessness through early intervention efforts.

The duties and responsibilities of the subject position meet the classification criteria for the Division Chief, Children and Family Services, a class that typically directs, plans, organizes, and evaluates the activities of a division. Therefore, we recommend upward reclassification to a Division Chief, Children and Family Services.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

DISTRICT ATTORNEY

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Senior Clerk Item No. 1140A NMVO 75H Represented	1	Senior Departmental Personnel Assistant Item No. 1843A NMO 88J Non-Represented

The subject position is assigned to the Exams Unit which is responsible for planning, developing, validating, and administering examinations for the department. The subject position reports to an Administrative Services Manager I and is responsible for conducting examinations for lower-level positions; assisting exam analysts with complex assignments and examinations for higher-level positions; interpreting and applying the provisions of the Los Angeles County Code, Civil Service Rules, Interpretive Manual, Department of Human Resources' Policies, Procedures, and Guidelines, MOUs between the County and various labor groups, and the District Attorney's Office policies and procedures related to the administration of examinations to resolve exam issues; preparing and coordinating Appraisal of Promotability forms and requests; and monitoring the appeals process for all examinations.

The duties and responsibilities of the subject position meet the classification standards for Senior Departmental Personnel Assistant (DPA). Positions allocable to this class work in the personnel office of a County department and analyze personnel problems of varying levels of difficulty under general supervision. As such, we recommend upward reclassification to Senior DPA.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

HEALTH SERVICES – LAC+USC MEDICAL CENTER

No of Pos.	Present Classification	No of Pos.	Classification Findings
2	Clinical Perfusion Technician Item No. 5604A NMO 102C Represented	1	Occupational Therapist I Item No. 5856A NMO 102K Represented
		1	Recreation Therapist II Item No. 5872A NMO 97B Represented

The first of the subject Clinical Perfusion Technician positions is assigned to the Inpatient/Outpatient Occupational Therapy Section within the Rehabilitation Services Division. Specifically, the subject position is assigned to the Outpatient Therapy Unit and reports to an Occupational Therapist Supervisor I. Under supervision, the subject position assesses referrals from providers, evaluates each patient, and utilizes appropriate testing procedures to determine functional needs and the most appropriate intervention strategies and treatment plans. The subject position treats each patient on a weekly basis through therapeutic exercises, functional activities, neuromuscular re-education, and modification of home program. In addition, the subject position provides services in the Ortho Trauma Clinic and Hand Clinic providing technical supervision to a Rehabilitation Therapy Technician on patient treatments. The duties and responsibilities of the subject position are comparable to the scope and level of Occupational Therapist I, a classification that provides professional occupational therapy services to assist patients with mental or physical disabilities to attain, regain, or maintain physical or mental functioning or to adjust to their disabilities. Therefore, we recommend upward reclassification to Occupational Therapist I.

The second subject position is assigned to the Recreational Services Section within the Rehabilitation Therapy Services Division, and reports to a Recreation Therapy Supervisor. The subject position provides services for the Psychiatric Recreational Therapy Training Program at August F. Hawkins Mental Health Center. The subject position performs program development, treatment and case management of patients with psychiatric and physical disabilities in the psychiatric emergency room, acute psychiatric hospital, and outpatient clinics. In addition, the subject position conducts initial assessment; develops individualized treatment plans within 72 hours of admission; provides technical supervision to staff; coordinates, plans and conducts individual and/or group peer reviews; and recommends follow-up programs or referrals to special services. The duties and responsibilities of the subject position meet the allocation standards for Recreation Therapist II, a classification that provides a full-range of professional recreational therapy services to assist patients with mental or physical disabilities to

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

HEALTH SERVICES – LAC+USC MEDICAL CENTER (Continued)

attain, regain, or maintain physical, social, or mental functioning or to adjust to their disabilities. Therefore, recommend downward reclassification to Recreation Therapist II.

HEALTH SERVICES – OLIVE VIEW-UCLA MEDICAL CENTER (OVMC)

No of Pos.	Present Classification	No of Pos.	Classification Findings
2	Psychiatric Social Worker I Item No. 9034A N2MO 93K Represented	2	Psychiatric Social Worker II Item No. 9035A N3MWO 96K Represented

The subject positions are assigned to the Psychiatric Inpatient Unit within the Psychiatry Social Work Department and report to a Mental Health Clinical Supervisor. On July 16, 2018, OVMC partnered with the Office of Diversion and Reentry to divert acute psychiatric patients in custody to inpatient care and opened an 18-bed inpatient psychiatric unit.

As a result, the subject positions are part of an interdisciplinary psychiatric team that treat inmates who are diverted from jails to provide various mental health services and improve the health outcomes of justice-involved populations. Primary duties include preparing and conducting psychosocial assessments of patients; interviewing and assessing patients in an effort to obtain family histories, social relations, and psychiatric and medical history; documenting assessments; providing appropriate evidence-based crisis interventions; conducting clinical group therapy sessions; and collaborating with various community-based agencies for additional mental health services. The subject positions will provide a variety of comprehensive clinical assessments, therapeutic interventions, release planning, and linkage to community services for patients, under general supervision, which require licensure as Licensed Clinical Social Worker to perform essential functions of the job. Therefore, we recommend upward reclassification to Psychiatric Social Worker II.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

INTERNAL SERVICES DEPARTMENT (ISD)

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Contract Program Monitor Item No. 4229A NMO 98C Non-Represented	1	Administrative Services Manager I Item No. 1002A NMO 101L Non-Represented

The subject position is located in the Facilities Operation Service Planning and Administration Section of the Facilities Operations Division within the Facilities Operation Service. The subject position is responsible for developing Job Order Contract (JOC) solicitations as well as contract documents such as Requests for Proposals (RFPs), Invitations for Bids (IFBs), contract-related correspondence to the Board, and Requests for Quotations (RFQs). Duties of the position include reviewing and analyzing contract services and materials requests to establish encumbrances to pay contractors; reviewing and analyzing JOC work order packages; administering complex JOC solicitations by developing solicitation package specifications and scope of work; participating in the proposal/bid evaluation process; developing JOC solicitation and contract documents including RFPs, IFBs, and RFQs; negotiating and participating in the negotiation and development of assigned contracts specifying vendor and County responsibilities and expectations regarding service delivery, contract term, special pricing arrangements, and other essential provisions; preparing correspondence for submission to the Board to obtain approval for JOCs; conducting specialized and complex contracting feasibility and cost analysis studies; preparing reports detailing findings and making recommendations; and coordinating with the Board for posting of JOC advertisements and JOC solicitation bids online.

Based on the duties and responsibilities of the subject position, the work performed is more consistent with the classification of Administrative Services Manager I. Positions allocated to this class conduct complex contracting feasibility and cost analysis studies of various departmental operations; prepare reports detailing findings and make recommendations; administer contract solicitations; develop specifications and/or scope of work; develop and prepare solicitation packages; participate in the proposal/bid evaluation process; prepare documentation to support contract recommendations for a variety of contracted services; negotiate, or participate in the negotiation of highly-complex, legal and operational terms, requirements, and conditions for contract awards and modifications; and prepare letters and memos to the Board recommending contract awards. Therefore, we recommend upward reclassification to Administrative Services Manager I.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

MENTAL HEALTH

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Rehabilitation Counselor II Item No. 8593A NMO 88D Represented	1	Psychiatric Technician II Item No. 8162A NMO 81J Represented

The subject position is allocated to the Women's Community Reintegration Services and Education Center where it reports to a Senior Mental Health Counselor, Registered Nurse, and functions as a member of a multidisciplinary team tasked with providing services to clients. Specifically, the subject position is responsible for providing medication support, linkage, and referral services to approximately 150 clients in the Women's Reentry program. The duties and responsibilities of the subject position meet classification criteria for Psychiatric Technician II, a class responsible for providing direct and indirect mental health services to clients who are mentally ill or emotionally disturbed. Therefore, we recommend downward reclassification to Psychiatric Technician II.

PROBATION DEPARTMENT

No of Pos.	Present Classification	No of Pos.	Classification Findings
56	Detention Services Officer Item No. 8655A N2O 89B Represented	56	Deputy Probation Officer I, Residential Treatment/Detention Services Item No. 8608A NO 90D Represented

The subject positions are located at the Barry J. Nidorf Juvenile Hall and the Central Juvenile Hall and are tasked with the care and support of youth residing within these facilities. The duties and responsibilities include conducting case management activities, assessing life-skills and individual needs of youth under the care of the juvenile halls, supervising the group living process, and facilitating individual and group interventions utilizing evidence-based practices. The subject positions allow for the introduction of in-depth case management for youth in the juvenile halls and assist the department in achieving efficient operation of these facilities. The duties and responsibilities meet the allocation criteria for Deputy Probation Officer I, Residential Treatment/Detention Services. Therefore, we recommend upward reclassification to Deputy Probation Officer I, Residential Treatment/Detention Services.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

PUBLIC DEFENDER

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Mental Health Program Manager I Item No. 4740A NMO 113D Non-Represented	1	Mental Health Program Manager II Item No. 4741A NMO 116D Non-Represented

The subject Mental Health Program Manager (MHPM) I position manages the Office of Public Defender's (PD) Social Worker Program. The subject position reports to a Division Chief, PD and has 30 subordinate staff including three (3) Mental Health Clinical Supervisors and 27 Psychiatric Social Worker IIs. Duties include overseeing the daily operations of the program; planning and evaluating the work of the Mental Health Clinical Supervisors; directing records maintenance, report preparation, and other necessary clinical and administrative functions for optimal operations; assessing the mental health needs of the community served; evaluating the effectiveness of existing programs, implementing new programs and ensuring compliance with agency guidelines, and modifying existing programs and services as appropriate; overseeing and participating in studies and analyses of program effectiveness and initiating modifications in program policies and procedures, as needed; assisting the Division Chief, PD in developing and implementing policies that support the PD's vision and direction of the department's mental health programs and delivery of services; representing the department in various groups to advocate for program expansion and communicate departmental goals and needs; and meeting regularly with other departments to organize and structure services in County jails and those that serve the AB109 population.

The duties and responsibilities of the subject position meet the classification standards for MHPM II. Positions allocable to this class have responsibility for the development and direction of directly-operated and contracted mental health services programs administered for a medium- to large-sized clinic; or for the development and direction of comparable Service Area-based or Countywide programs. Incumbents technically and administratively oversee programs operated with multidisciplinary treatment and support staff that include subordinate supervisors; direct and participate in the design of treatment programs and the planning, implementation, and evaluation of program services; and coordinate program services with those of other Service Areas, bureaus, and mental health contract agencies. Therefore, we recommend upward reclassification to Mental Health Program Manager II.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

PUBLIC SOCIAL SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
17	GAIN Services Worker Item No. 9165A NRO 81F Represented	17	Social Worker Item No. 9051A NRO 84L Represented
1	Information Technology Manager II Item No. 2571A N23 S12 Non-Represented	1	Division Chief, Public Social Services Item No. 8014A N23 S12 Non-Represented

The subject GAIN Services Worker positions are located in two sections, the GAIN Region I – West County Main Section and the Line Operations Development Section and are assigned to the Linkages Program, a statewide program that was implemented in 2007. The goal of the Linkages Program is to integrate the CalWORKs welfare program and Child Welfare Services to link families with appropriate services. The subject positions participate in meetings and collaborate with the Department of Children and Family Services' (DCFS) staff and Children's Social Workers in developing strategies to strengthen families; identify and provide resources; develop family plans; improve family self-sufficiency; and make decisions that will enhance children's safety and placement as well as assist clients in resolving various issues and barriers through identifying and analyzing the client's needs for various services such as housing, health care, and employment. Duties performed by the subject positions include evaluating cases in conjunction with DCFS staff to resolve various issues for clients and improve access to supportive services for families; participating in meetings to address barriers limiting parents' ability to support their children and becoming self-sufficient including barriers to services such as housing, counseling, substance abuse, parenting, domestic violence services, and job services; assisting in the family reunification process through coordination with the Department of Public Social Services (DPSS) and DCFS staff in order to determine if a parent can continue to receive supportive services to assist in child reunification; and utilizing various screening tools to screen and refer families for potential eligibility to DPSS benefits and services such as In-Home Supportive Services (IHSS), Food Banks, and legal aid.

Based on the above duties and responsibilities, the work performed is more consistent with the classification of Social Worker. Incumbents in the class of Social Worker perform a range of social casework and related activities including the assessment of client needs and the development and implementation of social services plans to meet clients' needs. The work performed by the subject positions in providing support services to clients is broader than that of the GAIN Services Worker class and is more consistent with the

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

PUBLIC SOCIAL SERVICES (Continued)

duties and responsibilities of the Social Worker classification. Therefore, we recommend the upward reclassification to the classification of Social Worker.

The subject Information Technology Manager II position is responsible for assisting the Assistant Director in the direction, management, and administration of operations within the Customer Service Center Operations Division; formulating the Customer Service Call Center's plans, policies, standards, and procedures; planning, organizing, assigning, directing, and evaluating the work of the Division; directing the Division staffing, and operational activities to increase effectiveness, efficiency, and reduce administrative costs; and overseeing the operations of public assistance programs, and ensuring policies and practices are consistent with County, State, and federal requirements. Incumbents allocated to the class of Division Chief, PSS work under the direction of an Assistant Director of Public Social Services and are responsible for directing the activities of a function or unit organized on a divisional basis to accomplish one or more major departmental line or staff objectives. Incumbents must exercise a knowledge of the principles of management in order to direct the activities of these major organizational units or functions. They must also exercise a knowledge of the Department's programs, policies, and procedures in order to coordinate effectively the activities of their division with other divisions in the Department. The subject position will manage and direct the activities of the new Customer Service Center Operations Division within the Bureau of Special Operations and will exercise thorough knowledge of the Department's programs, policies, and procedures in efficiently managing the operations of the Division. These duties and responsibilities are consistent with the requested classification. Therefore, we recommend lateral reclassification to Division Chief, PSS.

SHERIFF – PATROL CLEARING

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Operations Assistant II, Sheriff Item No. 1229A NMO 90F Represented	1	Operations Assistant III, Sheriff Item No. 1230A NMO 95F Represented

The subject position will be transferred to Special Operations Division/Headquarters/Homeland Security Grants and will provide the increasing demand for grants support work. The subject position will be responsible for handling all grant audits and reimbursements; identifying, overseeing, and managing highly-complex grants; and functioning as the division's grants coordinator, managing the grant awards, and providing subject matter expertise. The duties and responsibilities of the subject position are more consistent with the Operations Assistant III, Sheriff classification, a

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

SHERIFF – PATROL CLEARING (Continued)

class that functions as an administrative specialist responsible for independently analyzing and making recommendations for the solution of highly-complex problems in the areas of organization, systems and procedures, budget, facilities planning, or personnel. Therefore, we recommend upward classification to Operations Assistant III, Sheriff.

DRAFT

ANALYSIS

This ordinance amends Title 6 - Salaries of the Los Angeles County Code by:

- Adding and establishing the salary for ten employee classifications;
- Amending Section 6.28.050-25 (Notes to Section 6.28.050) to clarify language on Salary Note O to accurately reflect with the implementation of the Sustainability half-step; and
- Adding, deleting, and/or changing certain employee classifications and number of ordinance positions in the departments of Auditor-Controller, Children and Family Services, District Attorney, Health Services, Internal Services, Mental Health, Probation, Public Defender, Public Social Services, and Sheriff.

RODRIGO CASTRO-SILVA
County Counsel

By: RICHARD D. BLOOM
Principal Deputy County Counsel
Labor & Employment Division

RDB:

ORDINANCE NO. _____

An ordinance amending Title 6 - Salaries of the Los Angeles County Code to add and establish the salaries for ten employee classifications; update a compensation provision; and add, delete, and/or change certain employee classifications and number of ordinance positions in various departments to implement the findings of classification studies.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Section 6.28.050 (Tables of Classes of Positions with Salary Schedule and Level) is hereby amended to add the following classes:

ITEM NO.	TITLE	EFFECTIVE DATE	SALARY OR SALARY SCHEDULE AND LEVEL	
<u>1763</u>	<u>DATA SCIENTIST</u>	<u>_____*</u>	<u>NMO</u>	<u>110F</u>
<u>1765</u>	<u>DATA SCIENTIST SUPERVISOR</u>	<u>_____*</u>	<u>NMO</u>	<u>114F</u>
<u>2586</u>	<u>INFO TECH BUSINESS ANALYST I</u>	<u>_____*</u>	<u>NMO</u>	<u>109B</u>
<u>2587</u>	<u>INFO TECH BUSINESS ANALYST II</u>	<u>_____*</u>	<u>NMO</u>	<u>113E</u>
<u>2607</u>	<u>INFO TECH PROJECT MANAGEMENT OFFICE MANAGER</u>	<u>_____*</u>	<u>N23</u>	<u>S12</u>
<u>2604</u>	<u>INFO TECH PROJECT MANAGER I</u>	<u>_____*</u>	<u>NMO</u>	<u>109B</u>
<u>2605</u>	<u>INFO TECH PROJECT MANAGER II</u>	<u>_____*</u>	<u>NMO</u>	<u>113E</u>
<u>2606</u>	<u>INFO TECH PROJECT MANAGER III</u>	<u>_____*</u>	<u>NMO</u>	<u>114E</u>
<u>1762</u>	<u>PREDICTIVE DATA ANALYST</u>	<u>_____*</u>	<u>NMO</u>	<u>103K</u>
<u>1764</u>	<u>SENIOR DATA SCIENTIST</u>	<u>_____*</u>	<u>NMO</u>	<u>112F</u>

*The Executive Office/Clerk of the Board of Supervisors shall insert the effective date for the salary or salary schedule and level in the space provided for the classifications added to Section 6.28.050 of the County Code.

SECTION 2. Section 6.28.050-25 (Notes to Section 6.28.050) is hereby amended to read as follows:

NOTE O. Notwithstanding any other provision of this Title 6, effective January 1, 2020, persons employed in this classification on a full-time permanent basis shall receive a Sustainability Adjustment which is four levels above the indicated salary range provided for in Section 6.28.050 or the applicable memorandum of understanding. The rate or rates established by this provision constitute a base rate. Effective January 1, 2021, a Sustainability step of one standard salary schedule shall be added to the indicated salary range for this classification provided for in Section 6.28.050 or the applicable memorandum of understanding. Advancement to the Sustainability step shall be limited to persons employed on a full-time, permanent basis and shall occur only after the completion of 12 months of service at the previous step and receipt of a Competent or better Performance Evaluation, except in cases of promotion to a full-time permanent position where the initial appointment to the salary step immediately below the Sustainability step would result in less than a 2.7846 percent increase in pay, in which case initial appointment shall be to the Sustainability step. If the appointment to a full-time permanent position to the salary step immediately below the Sustainability step would result in an increase in pay of at least 2.7846 percent but less than 5.6468 percent, advancement to the Sustainability step shall be granted upon six months of service at the previous step. Step advances thereafter shall

be as otherwise provided in Section 6.08.090. The rate or rates established by this provision constitute a base rate.

SECTION 3. Section 6.40.010 (Auditor-Controller) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>1003A</u>	<u>1</u>	<u>ADMINISTRATIVE SERVICES MANAGER II</u>
<u>1053A</u>	<u>1</u>	<u>DEPARTMENTAL FINANCE MANAGER II</u>

SECTION 4. Section 6.40.010 (Auditor-Controller) is hereby amended to change the number of ordinance positions for the following class:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
0713A	33 <u>32</u>	PROGRAM SPECIALIST II,AUDITOR-CONT
0716A	4 <u>3</u>	PROGRAM SPECIALIST IV,AUDITOR-CONT

SECTION 5. Section 6.53.010 (Department of Children and Family Services) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
9085A	423 <u>122</u>	ASST REGIONAL ADMINISTRATOR,CFS
9108A	24 <u>22</u>	DIVISION CHIEF,CHILD & FAMILY SERVS

SECTION 6. Section 6.70.010 (District Attorney) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS		TITLE
1140A	44	<u>13</u>	SENIOR CLERK
1843A	6	<u>7</u>	SENIOR DEPARTMENTAL PERSONNEL ASST

SECTION 7. Section 6.78.060 (Department of Health Services – LAC+USC Medical Center) is hereby amended to delete the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS		TITLE
5604A	2		CLINICAL PERFUSION TECHNICIAN

SECTION 8. Section 6.78.060 (Department of Health Services – LAC+USC Medical Center) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS		TITLE
5856A	7	<u>8</u>	OCCUPATIONAL THERAPIST I
5872A	2	<u>3</u>	RECREATION THERAPIST II

SECTION 9. Section 6.78.070 (Department of Health Services – Olive View-UCLA Medical Center) is hereby amended to delete the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
9034A	2	PSYCHIATRIC SOCIAL WORKER I

SECTION 10. Section 6.78.070 (Department of Health Services – Olive View-UCLA Medical Center) is hereby amended to change the number of ordinance positions for the following class:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
9035A	6 <u>8</u>	PSYCHIATRIC SOCIAL WORKER II

SECTION 11. Section 6.81.010 (Internal Services Department) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
1002A	49 <u>20</u>	ADMINISTRATIVE SERVICES MANAGER I
4229A	49 <u>18</u>	CONTRACT PROGRAM MONITOR

SECTION 12. Section 6.86.010 (Department of Mental Health) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
8162A	48 <u>49</u>	PSYCHIATRIC TECHNICIAN II
8593A	4 <u>3</u>	REHABILITATION COUNSELOR II

SECTION 13. Section 6.100.017 (Probation Department – Juvenile Institution Services) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
8608A	346 <u>402</u>	DEP PROB OFF I (RES TREAT/DET SVCS)
8655A	732 <u>676</u>	DETENTION SERVICES OFFICER

SECTION 14. Section 6.104.010 (Public Defender) is hereby amended to delete the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
4740A	4	MENTAL HEALTH PROGRAM MANAGER I

SECTION 15. Section 6.104.010 (Public Defender) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>4741A</u>	<u>1</u>	<u>MENTAL HEALTH PROGRAM MANAGER II</u>

SECTION 16. Section 6.108.010 (Department of Public Social Services) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
8014A	44 <u>15</u>	DIVISION CHIEF,PSS
9165A	4020 <u>1003</u>	GAIN SERVICES WORKER
2571A	6 <u>5</u>	INFORMATION TECHNOLOGY MANAGER II
9051A	849 <u>836</u>	SOCIAL WORKER

SECTION 17. Section 6.120.018 (Sheriff – Patrol Clearing Account) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
1229A	37 <u>36</u>	OPERATIONS ASSISTANT II,SHERIFF
1230A	9 <u>10</u>	OPERATIONS ASSISTANT III,SHERIFF

SECTION 18. Pursuant to Government Code Section 25123(f), this ordinance shall take effect immediately upon final passage.



**Los Angeles County
Chief Executive Office**

Class Specification: Data Scientist

ITEM NUMBER: 1763

APPROVAL DATE:

DEFINITION:

Under general supervision, develops and applies methods to identify, collect, process, organize, and analyze structured and unstructured data using statistical prediction, inference, and optimization; effectively communicates results to County, departmental, and divisional decision makers to support data-driven program design and management.

CLASSIFICATION STANDARDS:

This is the second working level in the professional data science/analysis series. Positions allocable to this class work under the general direction of a Data Science Supervisor or supervisor or manager responsible for the data analytics, research, or statistical function of a department, independently performing duties of considerable difficulty to complete moderately complex projects or major aspects of large/complex projects that may be divisional, departmental, or Countywide in scope. Incumbents deploy techniques such as data extraction, transformation, and loading; classical statistical analysis and machine learning, including predictive and prescriptive modeling and optimization; and data visualization, to generate critical information and knowledge and effectively communicate findings to technical and nontechnical stakeholders to support data-driven program design, management, and decision-making. Incumbents work with data sets characterized by large volume, moderate complexity, and significant heterogeneity, integrating data from various sources, requiring direct collaboration with data engineers and other IT staff to design and provide feedback on data systems and processes necessary to support their work.

Data Scientist is distinguished from the Senior Data Scientist in that the latter applies subject-matter expertise to identify new and emerging business problems, whereas the Data Scientist works under general supervision to develop methods of interrogating data in order to solve previously identified business problems. The Data Scientist is distinguished from the Predictive Data Analyst in that the latter applies well-established analytic principles, methods, and procedures within

existing data systems and architectures to complete well-defined, routine to moderately difficult functions and projects, whereas Data Scientists may develop or assist in developing new analytic methods, functions, and data architectures as necessary to complete complex projects, including those involving unstructured data.

Positions in this class differ from those that plan, design, conduct and evaluate research projects involving complex experimental designs and data analysis, programming and processing of data, and preparing reports and recommendations based on research findings, in that these classes do not employ machine learning or big data as part of their analyses.

EXAMPLES OF DUTIES:

Collaborates with division, department, and countywide stakeholders to solicit, define, and manage data science projects from conception through implementation, including identifying and developing statements of business problems; conducting exploratory data analysis and data mining; developing model specification requirements; and conducting advanced statistical analyses.

Develops and presents visualizations of findings and recommendations that can be used to support business decisions and allocate resources.

Works with departmental stakeholders to document business requirements and helps frame business problems so that appropriate corresponding data science techniques can be identified and applied.

Collaborates with department subject matter experts to understand, identify, select and available and relevant sources of data for use cases, including internal, external, structured, and unstructured data sources.

Works with departmental Information Technology organization to support collection, integration, and retention requirements for large sets of structured and unstructured data from various sources and consults with data engineers and architects on the design and architecture of relevant data systems and processes.

Collaborates with other Data Scientists, Analysts, and IT staff to select, evaluate, improve, and document tools and systems in order to strengthen divisional and departmental analytic capacity.

Independently conducts advanced analytical studies for the resolution of business problems and transfigures data into critical information by selecting and deploying appropriate advanced statistical techniques such as machine learning, bivariate and multivariate analyses, predictive/prescriptive analytics, and optimization.

Uses statistical computer scripting, domain-specific, and programming languages and other software and tools to digest, manipulate, prepare, augment, evaluate, analyze, summarize, and visualize data.

Plans, designs, and manages experiments, consumer surveys, and other data collection projects to augment existing sources of data as necessary to solve business problems. Reviews the work of Predictive Data Analysts and other lower-level analysts assigned to project for quality-control purposes.

Conveys findings and conclusions of work orally, in writing, visually, in presentations, and by developing interactive tools as appropriate to communicate effectively with a wide range of audiences, including technical and nontechnical staff, stakeholders, and members of the public.

Works with program staff to understand the implications of analyses and to ensure that findings are actionable and support data-driven program, policy, and operational decision-making.

Assists in implementing recommended business process changes in ways that both retain fidelity to best practices identified through the analysis and recognize the operational realities underlying existing business processes.

Works with functional teams to develop and implement products, services, and tools, such as dashboards and reports, emerging from the analysis.

Contributes to advanced analytic products (e.g., Recommender Engines, Auto Classification algorithms, Predictive Scoring, geo-spatial clustering, NLP classifier, etc.) and helps place them in production.

Recommends ongoing improvements to methods and algorithms that lead to findings, including new information.

Provides business metrics for departmental projects to show improvements both initially and over multiple iterations. Provides ongoing tracking and monitoring of performance of decision systems and statistical models and troubleshoots and implements enhancements and fixes to systems as needed.

Accesses ongoing training and professional development to maintain familiarity with current industry and academic research to apply the latest and most useful statistical learning techniques to help extract pattern and trends from data.

Develops relationships with local academic data science programs to foster recruitment of data science interns and is responsible for overseeing their work on departmental data science projects.

TRAINING AND EXPERIENCE:

Option I: Two (2) years of experience applying advanced statistical analyses, including predictive analytics, to produce actionable recommendations to support data-driven program, policy, and operational decision-making, at a level equivalent to the Los Angeles County class of Predictive Data Analyst. *

Option II: A Bachelor's degree from an accredited college in a field of applied research such as Data Science, Machine Learning, Mathematics, Statistics, Business Analytics, Psychology, or Public Health that included 12 semester or 18 quarter units of coursework in data science, predictive analytics, quantitative research methods, or statistical analysis -AND- Four (4) years of experience applying machine learning, predictive analytics, data management, and hypothesis-driven data analysis to produce actionable recommendations to support data-driven program, policy, and operational decision-making. A Master's degree from an accredited college or university in a field of applied research such as Data Science, Machine Learning, Mathematics, Statistics, Business Analytics, Psychology, or Public Health may substitute for up to two (2) years of experience.

*Experience at the level of Predictive Data Analyst is defined as using machine learning techniques to analyze complex data sets and find statistically significant, meaningful predictive patterns, relevant to program goals, that human intelligence could not identify on its own.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light



**Los Angeles County
Chief Executive Office**

Class Specification: Data Scientist Supervisor

ITEM NUMBER: 1765

APPROVAL DATE:

DEFINITION:

Provides administrative and technical supervision to the section responsible for conducting data science projects and other advanced research and analytics for a County department or division; works with senior IT management to build and maintain data infrastructure necessary to support data science; serves as technical resource for departmental managers on the uses of data science to strengthen programs and policy initiatives; and defines overall data analytics vision and strategy.

CLASSIFICATION STANDARDS:

This is the highest level in the Data Science series. Positions allocable to this class report to a higher-level manager responsible for the data analytics, research, or statistical function of a department, and oversee the section responsible for meeting the data science needs of a division or department. Positions supervise staff in the development of sophisticated statistical models and forecasting tools; create, maintain, and leverage big data assets to drive evidence-based program design and management; and construct data science products, such as automated reports and predictive scores, to meet departmental or divisional requirements. Incumbents collaborate with Information Technology staff to scope, design, and build, and administer, maintain, and update large-scale databases and data pipelines to support the work of the section. Positions require expert knowledge of and experience in advanced data and statistical modeling and computational methods, statistical programming languages and packages, and big-data engineering solutions; and the ability to identify and resolve business needs and issues of strategic importance within the assigned department.

Data Science Supervisor is distinguished from Senior Data Scientist class by its responsibility for supervising a section of data science professionals, whereas the latter provides technical leadership and subject matter expertise to a project or team.

Positions in this class differ from those that supervise the planning, design, conduct and evaluation of research projects involving complex experimental designs and data analysis, programming and processing of data, and preparing reports and

recommendations based on research findings, in that such projects do not employ machine learning or big data as part of analyses.

EXAMPLES OF DUTIES:

Plans, organizes, supervises, manages, and evaluates highly technical and complex assignments of the section; with staff, develops, implements, and monitors data science projects from inception to implementation to ensure that the objectives and desired outcomes are achieved, and that critical decisions are made in a timely manner.

Plans, assigns, and reviews the work of data scientists and analysts to ensure accuracy, completeness, and compliance with business needs; ensures that section products and services continue to perform as desired over time and directs updates and modifications to such as necessary.

Collaborates with IT group and program managers to identify departmental or divisional business needs and issues of strategic importance; implements enhancements to existing systems, recommends alternative systems, and assists in developing and implementing new data engineering, data modeling, and data science solutions as appropriate.

In conjunction with the governance board and executive committees, defines the overall vision and strategy for data analytics across the organization.

Assists to develop, implement, and evaluate divisional/departmental initiatives, strategies, and operational objectives through deployment of big data; advocates for measurability in strategic planning and operations in order to build analytics and evaluation into program design on a foundational level.

Evaluates, manages, and participates in all aspects of the section's solution development, including quality assurance and maintenance of data sets integrated from multiple sources; exploratory data analysis; model creation, testing, and deployment; presentation of findings; and consultation with program managers regarding effective operationalization and model fidelity to improve business outcomes.

Directs the development of technical reports, dashboards, data briefs, white papers, and publications, including advanced data visualization tools.

Works with IT data engineers and architects to develop and maintain large-scale databases that meet high standards for completeness, accuracy, and utility; supervises and participates in quality control checks of data extraction, transformation, and loading (ETL) of large-scale, structured, unstructured, and streaming data.

Advises divisional/departmental managers on opportunities and gaps in their current capabilities across data science technology and infrastructure; recommends plans for growth through adoption of new methods and technologies.

Builds solutions that apply machine learning techniques to address complex business problems, derive actionable insights, and maximize decision-making confidence. Makes recommendations, develops technical infrastructure and analytic competencies, and participates in project selection to inform and execute the data science strategy of the County, department, or division.

Stays current with and contributes to discovery of data science best practices; mentors staff and ensures the section maintains ongoing training and professional development and is competent in all techniques necessary to complete their duties; and participates in the broader data science community to identify and disseminate the latest developments in data and technology.

Serves as a technical resource for divisional/departmental managers on data-driven program design and management and the translation of data science and knowledge into improved business outcomes, efficiency, and effectiveness of business processes.

TRAINING AND EXPERIENCE:

Option I: Two (2) years of experience leading the development and application of methods to identify, collect, process, and analyze data using advanced statistical prediction, inference, and optimization, and providing ongoing support to decision makers to strengthen data-driven program design and management, at a level equivalent to the Los Angeles County class of Senior Data Scientist.

Option II: A Bachelor's degree from an accredited college or university in a field of applied research such as Data Science, Machine Learning, Mathematics, Statistics, Business Analytics, Psychology, or Public Health that included 12 semester or 18 quarter units of coursework in data science, predictive analytics, research methods or statistical analysis - AND- Eight (8) years of experience, including four (4) years supervising a team of data science professionals and serving as subject matter expert, and coordinating and overseeing complex data science projects to support program, policy, and operational decision-making. A Master's or Doctoral degree from an accredited college or university in a field of applied research such as Data Science, Machine Learning, Mathematics, Statistics, Business Analytics, Psychology, or Public Health may substitute for up to two (2) years of experience.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light



**Los Angeles County
Chief Executive Office**

Class Specification: Information Technology Business Analyst I

ITEM NUMBER: 2586

APPROVAL DATE:

DEFINITION:

Under general supervision, analyzes business needs and facilitates the elicitation of user requirements; documents and prioritizes business requirements; verifies the project deliverables; and identifies business reengineering opportunities and workflow from the business perspective for complex information technology systems and business processes. May lead and coordinate lower-level IT analyst staff performing project business analyses and related duties.

CLASSIFICATION STANDARDS:

This is the first level in the Information Technology (IT) Business Analyst series. Positions allocable to this class typically report to an information technology supervisor or manager and perform project analyses in relation to complex information systems and business processes. Incumbents apply foundational tools and methodologies to carry out IT systems development projects that require analyzing business needs; facilitating elicitation of user requirements; documenting business requirements; verifying project deliverables; identifying business improvement opportunities and workflow from the business perspective; and facilitating effective communication between business and IT team members.

Information Technology Business Analyst I is distinguished from Information Technology Business Analyst II in that the latter performs the most advanced project business analyses in relation to large scale and/or highly-complex information technology systems and business processes, frequently requiring the design and application to technology solutions of greater scope and complexity. It is further distinguished from Information Systems Analyst II by assignment of the latter to moderately complex systems. IT Business Analysts are distinguished from IT Project Managers in that the latter primarily plan and execute the development and implementation stages of a product or solution, whereas IT Business Analysts primarily evaluate and establish its business and technological requirements.

EXAMPLES OF DUTIES:

Contributes to development of a business case for IT projects by assisting stakeholders in identifying business problems, needs and functions, understanding stakeholders' concerns, and identifying potential benefits and metrics.

Participates in gathering and developing documentation on existing current-state and future-state business processes and identifies business process improvement opportunities that provide a foundation from which to build new system enhancements or make business process improvements.

Participates in preparing and planning project business analysis to establish realistic business objectives and expectations, as well as the scope of requirements with the full support of key stakeholders.

Models, abstracts, and simplifies complex concepts so that these can be understood by a variety of stakeholders.

Leads the elicitation of business requirements using business analysis tools and methodologies such as use case modeling and use case narratives; and models conceptual data, functional specifications, and processes.

Runs facilitated sessions with stakeholders for requirements discovery, problem investigation, and to make key group decisions.

Manages stakeholder expectations and needs to ensure the business requirements are complete, unambiguous, and map to bona fide business needs.

Develops quality requirements for a variety of contexts including solicitation documents, internal software development, and business process re-engineering projects.

Participates in implementing governance, processes, and tools required to successfully manage requirements for systems development and implementation, including initial requirements capture, requirements change management, and traceability to testing and delivered functionality.

Provides support to business users by coordinating with IT staff to help review and provide input for the design of the IT system from the business perspective and to resolve issues and conflicts among stakeholders.

Participates in development of test plans and organizes comprehensive and quality user acceptance testing by assisting users in developing test cases, conducting testing, and documenting results of testing.

Assists with organizing system training to ensure the deployed IT system is optimized for business use and realizes the anticipated benefits.

Collaborates on IT project post-implementation review to evaluate the implemented system solution against business needs and benefits.

Identifies, adapts and implements appropriate methodology and tools for specific projects and evaluations to deliver consistent, effective, and quality business analysis.

May provide technical leadership and coordination to IT analyst staff performing project business analyses and related duties.

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Option I: A Bachelor's degree from an accredited college or university in Computer Science, Management Information Systems, Business Administration, or a related field -AND- Three (3) years of full-time, paid experience, gained within the previous ten (10) years, performing business or systems analysis in a centralized IT organization.

Option II: Six (6) years of full-time, paid experience, gained within the previous ten (10) years, performing business or systems analysis in a centralized IT organization. A Bachelor's degree from an accredited college or university in any field may substitute for up to two (2) years of the required experience.

Option III: Two (2) years of experience at the level equivalent to the Los Angeles County class of Information Systems Analyst II, performing business or systems analysis in a centralized IT organization.

For all options, an International Institute of Business Analysis Certified Business Analysis Professional (CBAP) may be substituted for two (2) years of experience.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light



**Los Angeles County
Chief Executive Office**

Class Specification: Information Technology Business Analyst II

ITEM NUMBER: 2587

APPROVAL DATE:

DEFINITION:

Under general supervision, analyzes business needs and facilitates the elicitation of user requirements; documents and prioritizes business requirements; and verifies the project deliverables; and identifies business reengineering opportunities and workflow from business perspective for large-scale and/or highly-complex information technology systems and business processes. Leads the conduct of business analysis projects and may supervise lower-level IT analyst and technical staff.

CLASSIFICATION STANDARDS:

This is the second and highest level in the Information Technology (IT) Business Analyst Series. Positions allocable to this class typically report to an IT supervisor or manager and perform advanced analytical work related to large-scale and/or highly complex information technology systems and business processes. Incumbents apply a full range of foundational tools and methodologies of business analysis to carry out and oversee IT system development projects requiring analyzing and documenting business needs, facilitating elicitation of user requirements, documenting business requirements, verifying project deliverables; identifying business improvement opportunities and workflow from the business perspective, and facilitating effective communication between business and IT team members.

Information Technology Business Analyst II is distinguished from Information Technology Business Analyst I in that the latter performs the more standard business analyses in relation to smaller-scale, less complex information technology systems and business processes. IT Business Analysts are distinguished from IT Project Managers in that the latter primarily plan and execute the development and implementation stages of a product or solution, whereas IT Business Analysts primarily evaluate and establish its business and technological requirements.

EXAMPLES OF DUTIES:

Contributes to development of a business case for large and/or highly complex IT projects by assisting stakeholders in identifying business problems, needs and functions, understanding stakeholders' concerns, and identifying potential benefits and metrics.

Leads in gathering and developing documentation on existing current-state and future-state business processes and identifies business process improvement opportunities to provide a foundation from which to build new enhancements or make business process improvements.

Leads in preparing and planning project business analysis to establish realistic business objectives and expectations, as well as the scope of requirements with the full support of key stakeholders.

Models, abstracts and simplifies complex concepts so that these can be understood by a variety of stakeholders.

Elicits business requirements using business analysis tools and methodologies such as use case modeling and use case narratives; and models conceptual data, functional specifications, and processes.

Runs facilitated sessions for requirements discovery, problem investigation, and to make key group decisions.

Manages stakeholder expectations and needs to ensure the business requirements are complete, unambiguous, and map to bona fide business needs.

Develops quality requirements for a variety of contexts including solicitation documents, an internal software development, and business process reengineering projects.

Supports implementing governance, processes and tools required to successfully manage requirements for a systems development and implementation including initial requirements capture, requirements change management, and traceability to testing and delivered functionality.

Provides support to business users and coordinates with IT staff to help review and provide input for the design of the IT system from the business perspective and resolve issues and conflicts among stakeholders.

Leads development of test plans and organizes comprehensive and quality user acceptance testing through assisting users in developing test cases, conducting testing and documenting results of testing.

Assists with organizing system training to ensure the deployed IT system is optimized for business use and realizes the anticipated benefits.

Collaborates on IT project post-implementation review, evaluating the implemented system solution against business needs and benefits.

Identifies, adapts and implements the appropriate methodology and tools for specific projects and evaluations to deliver consistent, effective and quality business analysis.

May provide technical and administrative supervision to lower-level IT analyst and technical staff performing project business analyses and related duties.

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Option I: A Bachelor's degree from an accredited college or university in Computer Science, Management Information Systems, Business Administration, or a related field -AND- five (5) years of full-time, paid experience, gained within the previous ten (10) years, performing business or systems analysis in a centralized information technology organization.

Option II: Eight (8) years of, full-time, paid experience, gained within the previous ten (10) years, performing business or systems analysis in a centralized information technology organization. A Bachelor's degree from an accredited college or university in any field may substitute for up to two (2) years of the required experience.

Option III: Two (2) years of experience at the level of the Los Angeles County class of IT Business Analyst I.

For all options an International Institute of Business Analysis Certified Business Analysis Professional (CBAP) may be substituted for two (2) years of experience.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light



**Los Angeles County
Chief Executive Office**

Class Specification: Information Technology Project Management
Office Manager

ITEM NUMBER: 2607

APPROVAL DATE:

DEFINITION:

Manages a centralized departmental information technology (IT) project management office (PMO) by providing leadership, integration, and coordination of PMO processes and functions to ensure the consistency and efficiency of departmental IT project delivery.

CLASSIFICATION STANDARDS:

Positions allocable to this class provide highly complex, expert-level IT project management and consultation in planning, coordinating, and leading the development and execution of IT projects of any size and level of complexity at the project-portfolio level. Incumbents lead and manage teams of departmental IT project managers in the application of project management methods and tools and continually aligns the portfolio to strategic business objectives

Positions require a thorough knowledge of foundational project management disciplines, methods, and tools; and information technology and programmatic knowledge necessary to provide insightful and effective planning, management, and follow-up.

IT PMO Manager is distinguished from Information Technology Project Manager III in that incumbents focus on managing the methodologies, standards, overall risks/opportunities, metrics, and interdependence among IT projects at the department or enterprise level, whereas the IT Manager III manages the constraints (scope, schedule, cost, quality, etc.) of the individual projects of a large scale and/or a high complexity and risk.

EXAMPLES OF DUTIES:

Develops and Enables Project Management Capabilities

Defines the PMO strategy and leads the development, implementation, and maintenance of common IT project management standards, practices, and methodologies to drive and facilitate the successful delivery of projects.

Serves as a change agent for continuous improvement through enhanced IT project management methodologies to meet changing project delivery methodologies and priorities.

Leads the development and implementation of tools and processes to manage: project risks and interdependences, benefits realization, project estimates and costs, and resources and metrics.

Leads the effort to design an IT risk-management approach and establishes policies and procedures to manage adherence to the plan.

Works with IT and external project leaders and teams to facilitate the development of actionable work plans, deployment models, and resource allocations to effectively support the execution of projects and project portfolios.

Manages Quality and Governance

Leads the execution of a PMO governance, reporting, and review framework to provide a holistic view of all department project activity, such as status, performance, and financial health, to IT leadership and executive management.

Reviews projects and generates objective, accurate, and well-articulated project health assessments for distribution to senior and executive management.

Manages interdependencies and coordination across projects to ensure that information relating to project deliverables, risks, and issues are effectively communicated between stakeholders and that key performance indicators are monitored and evaluated.

Manages the overall risk of a portfolio of projects, which includes conducting risk and cost/benefit analyses and devising strategies to deal with unexpected crises and unresolved risks.

Provides oversight and uses assessment tools sufficient to determine health of projects and ensure they are tracking to meet required goals. Formulates recovery plan to intervene for troubled projects.

Leads Teams to Deliver Projects and Programs

Supports IT planning and strategy by working with IT and departmental leadership to create and manage demand-management and project-prioritization processes across the department

Develops and leads a team of departmental project managers that leverages project management expertise, best practices, and analytics to deliver multiple projects on-time, on-budget and achieve strategic goals.

Serves as the final review for key initiatives and projects to ensure alignment with broader project portfolio and to identify potential conflicts, barriers, and risks to implementation.

Leads sessions to capture, communicate, and incorporate lessons learned for utilization on future projects.

Mentors, coaches, and provides guidance in all facets of the project management discipline to departmental IT project managers.

Acts as a reference point for PMO queries and information and as an advocate for best practices in project management.

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Option I: A Bachelor's degree from an accredited college in Computer Science, Management Information Systems, or a closely related field -AND- eight (8) years of experience performing software development, project management, or business or systems analysis in a centralized information technology organization that includes two (2) years of experience in a highly-responsible project management role that included supervising professional IT staff.

Option II: Twelve (12) years of experience planning, managing, and leading the execution of complex information technology projects in a centralized information technology organization that includes two (2) years supervising professional IT staff. A Bachelor's degree from an accredited college or university in any field may substitute for up to two (2) years of the required experience.

Project Management Professional (PMP) (PgMP) certification from the Project Management Institute may be substituted for an additional two (2) years of experience for Options I and II*.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light

DRAFT



**Los Angeles County
Chief Executive Office**

Class Specification: Information Technology Project Manager I

ITEM NUMBER: 2604

APPROVAL DATE:

DEFINITION:

Under general supervision, plans, manages, and leads the execution of information technology projects of smaller scale and/or limited complexity and risk. May also provide technical leadership and coordination to a project team.

CLASSIFICATION STANDARDS:

This is the first working level in the Information Technology Project Manager Series. Positions allocable to this class typically report to an IT supervisor or manager, and function as managers of information technology projects of smaller or limited scale and complexity. Incumbents utilize techniques, methods, and tools of information technology project management to oversee projects of limited size and/or complexity and risk as determined by budget allocation, mission criticality, technical and/or solution complexity, and number of involved stakeholder organizations. Positions require information technology and programmatic knowledge necessary to provide insightful and effective planning, management, and oversight of project progress and results. Projects typically assigned to positions in this class are usually well-defined in scope, associated with one line of business or operational function, have limited systems integration, and are generally non-essential to continued County operations and services.

Information Technology Project Manager I is distinguished from Information Technology Project Manager II by the latter's supervisory role and responsibility for managing larger projects of a less well-defined scope, typically associated with more than one department or line of business and having greater mission criticality and technical and/or solution complexity, with interactions with project stakeholders requiring a higher level of facilitation, documentation, and/or particular sensitivity to confidential matters. IT Project Managers are distinguished from IT Business Analysts in that the latter primarily evaluate the business and technological requirements of the product or solution, whereas IT Project Managers primarily plan and execute the stages of its development and implementation.

EXAMPLES OF DUTIES:

Plans, manages, and leads the execution of smaller information technology projects such as upgrades to existing systems or implementation of commercial off-the-shelf software without substantial customization.

Collaborates with project stakeholders and contributes to or leads project initiation activities that may include defining scope and performance measures, developing a business case, determining a project approach, and developing and establishing a project charter.

Contributes to or leads project-planning activities such as alternatives analyses and feasibility assessments, refinements of scope and performance measures, project approach, identification of resource requirements, budget and schedule development, establishment of initial project team and document project management plan.

Understands and applies appropriate methodologies and tools for specific projects and situations to deliver consistent, effective, and quality results.

Manages all aspects of project execution including budget and funding outlays, resources, schedule, staff and plan performance, risks, reporting, anticipated and unexpected issues and problems, quality, scope, outcomes, and results.

Contributes to or leads the development and execution of communication plan, which may include communicating with multiple stakeholders about the project's impact or status.

Prepares status reports and provides updates to internal and external project stakeholders, sponsors, and oversight agencies.

Coordinates, requests, and recommends changes to original specifications with project sponsor, project team, or stakeholders.

Identifies potential problems and facilitates their resolution by determining or recommending and implementing a risk mitigation strategy.

Leads or participates in project close-out activities such as transitions, lessons learned, and post-implementation review and reporting.

Applies interpersonal skills to establish and maintain effective working relationships with team members, management, and stakeholders.

May participate actively in developing solicitations and associated documents for contracted services in connection with ongoing projects.

May serve as technical lead and coordinate the activities of a project team.

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Option I: A Bachelor's degree from an accredited college or university in Computer Science, Management Information Systems, or a closely related field -AND- Three (3) years of experience performing software development, project management, or business or systems analysis in a centralized information technology organization.

Option II: Six (6) years of experience in planning, managing, and leading the execution of information technology projects in a centralized information technology organization. A Bachelor's degree from an accredited college or university in any field may substitute for up to two (2) years of the required experience.

For Options I and II, Project Management Professional (PMP) certification from the Project Management Institute may be substituted for (2) two years of experience.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed in carry out job-related essential functions

PHYSICAL CLASS:

2- Light



**Los Angeles County
Chief Executive Office**

Class Specification: Information Technology Project Manager II

ITEM NUMBER: 2605

APPROVAL DATE:

DEFINITION:

Under general supervision, plans, manages, and leads the execution of information technology projects of an intermediate scale and/or moderate complexity and risk. May supervise lower-level professional and technical IT staff performing project-management and related activities.

CLASSIFICATION STANDARDS:

This is the second working level in the Information Technology Project Manager Series. Positions allocable to this class typically report to an IT manager and function as experienced managers of information technology projects. Incumbents utilize techniques, methods, and tools of information technology project management to oversee projects of an intermediate-level complexity and risk as determined by budget allocation, mission criticality, technical and/or solution complexity, and number of involved stakeholder organizations. Positions require information technology and programmatic knowledge necessary to provide insightful and effective planning, management, and oversight of project progress and results. Projects typically assigned to positions in this class are associated with multiple lines of business or a cross-functional operation involving a significant degree of systems integration and/or vendor product implementation, with potential consequences for delivery of essential County services.

Information Technology Project Manager II is distinguished from Information Technology Project Manager III in that the latter manages large projects of significant and less-defined scope, typically enterprise projects crossing multiple departments and having significant user impact Countywide, and a high degree of mission criticality and complexity requiring significant coordination and communication between multiple stakeholders. IT Project Managers are distinguished from IT Business Analysts in that the latter primarily evaluate the business and technological requirements of the product or solution, whereas IT

Project Managers primarily plan and execute the stages of its development and implementation.

EXAMPLES OF DUTIES:

Plans, manages, and leads the execution of information technology projects of intermediate scale such as major upgrades to one or more existing systems; development and implementation of one or more new systems; or implementation of commercial off-the shelf software requiring a moderate level of customization.

Collaborates with project stakeholders and leads project initiation activities that may include defining scope and performance measures, developing a business case, determining project approach, and developing and establishing a project charter.

Leads project planning activities such as alternatives analyses and feasibility assessments, refinements of scope and performance measures, project approach, identification of resource requirements, budget and schedule development, establishment of initial project team and document project management plan.

Identifies, adapts, and implements appropriate methodologies and tools for specific projects and situations to deliver consistent, effective, and quality project results.

Manages all aspects of project execution, including budget and funding outlays, resources, schedule, staff and plan performance, risks, reporting, anticipated and unexpected issues and problems, and quality, scope, outcomes, and results.

Leads the development and execution of communication plan, which may include communicating with multiple stakeholders about the project's impact or status.

Prepares status reports and provides updates to internal and external project stakeholders, sponsors, and oversight agencies.

Coordinates, requests, and recommends changes to original specifications with project sponsor, project team, or stakeholders.

Identifies potential problems and facilitates their resolution by determining or recommending and implementing a risk mitigation strategy.

Participates actively in the development of solicitations for services and associated documents in connection with ongoing projects.

Leads project close-out activities such as transitions, lessons learned, and post-implementation review and reporting.

Mentors department staff responsible for managing small projects.

May supervise and coordinate the assignments of lower-level professional and technical IT staff performing project-management and related activities.

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Option I: A Bachelor's degree from an accredited college or university in Computer Science, Management Information Systems, or a closely related field -AND- Four (4) years of experience performing software development, project management, or business or systems analysis in a centralized information technology organization that includes two (2) years of experience planning, managing, and leading the execution of information technology projects at the level of the Los Angeles County class of Information Technology Project Manager I.

Option II: Eight (8) years of experience planning, managing, and leading the execution of information technology projects in a centralized information technology organization. A Bachelor's degree from an accredited college or university in any field may substitute for up to two (2) years of the required experience.

For Options I and II, Project Management Professional (PMP) certification from the Project Management Institute may be substituted for (2) two years of experience.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light



**Los Angeles County
Chief Executive Office**

Class Specification: Information Technology Project Manager III

ITEM NUMBER: 2606

APPROVAL DATE:

DEFINITION:

Plans, manages, and leads the execution of information technology enterprise projects of a large scale and/or high complexity and risk and supervises lower-level professional and technical IT staff performing project-management and related activities.

CLASSIFICATION STANDARDS:

This is the third and highest working level in the Information Technology Project Manager Series. Positions allocable to this class report to an IT manager or Department Chief Information Officer and function as advanced-level managers of information technology enterprise projects. Incumbents utilize techniques, methods, and tools of information technology project management to oversee projects of a large scale and/or a high complexity and risk as determined by budget allocation, mission criticality, technical and/or solution complexity, and number of involved stakeholder organizations. Positions require information technology and programmatic knowledge necessary to provide insightful and effective planning, management, and oversight of project staff, progress, and results. Projects typically assigned to positions in this class are distinguished by their association with the business enterprise and cross multiple departments, with significant service and user impact Countywide; involve very complex integration and where such integration spans technologies, may require advanced knowledge of multiple IT protocols; have a high degree of mission criticality and complexity; and require significant coordination and communication between multiple stakeholders.

EXAMPLES OF DUTIES:

Plans, manages, and leads the execution of large-scale information technology projects involving multidisciplinary staff, typically extensive implementation of one or more systems that includes upgrades to an existing system; development and

implementation of one or more new and complex systems; or implementation of commercial off-the-shelf software requiring extensive customization.

Provides technical and administrative supervision to functional units or sections of IT professional and support staff performing project-management and related activities.

Collaborates with project stakeholders and leads project initiation activities that may include defining scope and performance measures, developing a business case, and determining project approach and developing and establishing a project charter.

Leads project planning activities such as alternatives analyses and feasibility assessments, refinements of scope and performance measures, project approach, identification of resource requirements, budget and schedule development, establishment of initial project team, and document project management plan.

Identifies, adapts, and implements appropriate methodologies and tools for specific projects and situations to deliver consistent, effective, and quality project results.

Leads activities in the procurement cycle and contract vendor management.

Manages all aspects of project execution, including budget and funding outlays, cost/schedule/performance, risks, reporting, issues, governance, resources, quality, scope, outcomes, and results.

Leads the development and execution of communication plan including communicating with multiple stakeholders about the project's impact or status.

Prepares status reports and presents project status, progress, and budget to departmental leadership and governance organization.

Coordinates, requests, and recommends changes to original specifications with project sponsor, project team, or stakeholders.

Identifies potential problems and facilitates their resolution by determining or recommending and implementing a risk mitigation strategy.

Participates and leads the development of solicitations for services and associated documents and defines acceptance criteria.

Manages vendors and negotiates contracts for project-related services.

Coordinates across the organization to manage change for adoption and sustained business value and success as a result of project.

Leads project close-out activities such as transitions, lessons learned, and post-implementation review and reporting.

Defines and manages departmental level process improvement initiatives.

Mentors department staff responsible for managing projects.

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Option I: A Bachelor's degree from an accredited college in Computer Science, Management Information Systems, or a closely related field -AND- six (6) years of experience performing software development, project management, or business or systems analysis in a centralized information technology organization that includes two (2) years of experience in planning, managing, and leading the execution of information technology projects at the level of the Los Angeles County class of Information Technology Project Manager II.

Option II: Ten (10) years of experience planning, managing, and leading the execution of information technology projects in a centralized information technology organization. A Bachelor's degree from an accredited college or university in any field may substitute for up to two (2) years of the required experience.

Project Management Professional (PMP) from the Project Management Institute may be substituted for two (2) years of experience for Options I and II.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light



**Los Angeles County
Chief Executive Office**

Class Specification: Predictive Data Analyst

ITEM NUMBER: 1762

APPROVAL DATE:

DEFINITION:

Under immediate supervision, assists in maintaining and analyzing County, departmental, or divisional data assets; utilizes classical and machine learning techniques, including predictive and prescriptive analytics, to support data-driven program design and management; produces dashboards, reports, and other advanced data visualization products to help program managers monitor outputs and outcomes.

CLASSIFICATION STANDARDS:

This is the first working level in the professional data science/analysis series. Positions allocable to this class work under the immediate supervision of a Data Scientist Supervisor or supervisor or manager responsible for the data analytics, research, or statistical function of a department, to analyze and maintain the quality of County, departmental, or divisional data assets. Incumbents perform regular quality-assurance analysis upon relevant data sets and work with data administrators and other information technology staff to establish data pipelines and identify issues in need of correction. Incumbents use major statistical programming languages and packages to deploy well-established machine learning and advanced data visualization techniques to complete well-defined, routine-to-moderately-difficult functions and projects. Incumbents may oversee smaller or more routine projects and contribute to larger, more complex projects overseen by a Data Scientist or Senior Data Scientist.

Predictive Data Analyst is distinguished from the higher-level Data Scientist in that the latter independently completes moderately complex data science projects or major aspects of large/complex projects, which may include developing new analytic methods, functions, or data architectures, whereas Predictive Data Analysts apply well-established analytic principles, methods, and procedures within existing data systems and architectures to complete well-defined, routine-to-moderately-difficult functions and projects.

Positions in this class differ from those that plan, design, conduct and evaluate research projects involving complex experimental designs and data analysis, programming and processing of data, and preparing reports and recommendations based on research findings, in that these classes do not employ machine learning or big data as part of their analyses.

EXAMPLES OF DUTIES:

Assists department stakeholders to define data needs and requirements to ensure data science projects meet business needs at the community, regional, divisional, departmental, or county-wide level.

Collaborates with other department subject matter experts to understand, identify, and select available and relevant sources of data for use cases, including internal and external data sources.

Collaborates with data administrators and other IT staff to develop data pipelines and ensure the availability of quality data

Uses statistical programming languages and packages, computer scripting languages, and/or domain-specific languages to digest, manipulate, prepare, augment, evaluate, analyze, summarize, and visualize data.

Conducts end-to-end predictive data modeling projects that include basic exploratory data analysis, feature engineering, model selection, deployment of models into production environments, and visualization of findings.

Uses advanced data visualization techniques to create data dashboards and reports to be used by varying levels of the enterprise and business managers.

Uses supervised machine learning techniques on less complex business problems, with an understanding of algorithms, feature selection, variable importance, hyper parameter tuning, and optimization.

Performs data management and manipulation, including the writing of data queries of departmental databases and data marts, data cleaning, and joining of multiple disparate data sets.

Extracts and organizes data and applies quality-control techniques to ensure the accuracy and completeness of all data; researches source documents and coordinates with others to resolve missing or conflicting data and other anomalies.

Assists in planning, designing, and managing experiments, consumer surveys, and other data collection projects to augment existing sources of data as necessary to solve business problems.

Works with program staff to understand the implications of analyses and to ensure that findings are actionable and support data-driven program, policy, and operational decision-making.

Assists in coordinating with various functional teams to develop and implement products, services, tools, or business process changes resulting from the analysis.

Accesses ongoing training and professional development to maintain familiarity with current industry and academic research to apply the latest and most useful statistical learning techniques to help extract patterns and trends from data.

TRAINING AND EXPERIENCE:

Option I: A Bachelor's degree from an accredited college or university in a field of applied research such as Data Science, Machine Learning, Mathematics, Statistics, Business Analytics, Psychology, or Public Health that included 12 semester or 18 quarter units of coursework in data science, predictive analytics, quantitative research methods, or statistical analysis -AND- Two (2) years of experience in the application of techniques of machine learning, predictive analytics, data management, and hypothesis-driven data analysis to complex experimental designs leading to actionable findings and recommendations -OR- A Master's or Doctoral degree from an accredited college or university in a field of applied research such as Data Science, Machine Learning, Mathematics, Statistics, Business Analytics, Psychology, or Public Health.

Option II: Four (4) years of experience with responsibility for planning, designing, conducting, and evaluating research projects involving the application of techniques of machine learning, predictive analytics, data management, and/or hypothesis-driven data analysis to complex experimental designs leading to actionable findings and recommendations.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light



**Los Angeles County
Chief Executive Office**

Class Specification: Senior Data Scientist

ITEM NUMBER: 1765

APPROVAL DATE:

DEFINITION:

Under general supervision, leads the development and application of methods to identify, collect, process, organize, and analyze structured and unstructured data using advanced statistical prediction, inference, and optimization; effectively communicates results to County, departmental, and divisional decision makers and provides ongoing support to strengthen data-driven program design and management.

CLASSIFICATION STANDARDS:

Positions allocable to this class typically report to a Data Scientist Supervisor or a higher-level position responsible for the data analytics, research, or statistical function of a department, and serve as data science project leads and subject matter experts assigned to large and complex data science projects. Incumbents utilize advanced expertise in data science, including standard software tools and programming languages, advanced statistical design and modeling, predictive and prescriptive analytics, and visualization; and are conversant in the principles of data engineering and architecture, contributing to the design of systems to be used by their teams. Senior Data Scientists work collaboratively with both technical and nontechnical partners to develop and complete large-scale projects in response to identified business needs and oversee teams of data scientists and analysts as part of a large-scale project. Incumbents coordinate and contribute to complex projects that require using advanced methods of data science such as cloud-based data design; data extraction, transformation, and loading; statistical analysis and machine learning; data visualization; and placement of predictive models, automated dashboards, and other data science products into production. Incumbents present their findings to technical and nontechnical stakeholders to support data-driven program design and management; and provide and/or delegate ongoing consultation services to client programs to assist with implementing recommendations as necessary.

Senior Data Scientist is distinguished from Data Scientist in that Senior Data Scientists apply advanced methods of data science to identify new and emerging business

problems within their assigned departments and may lead project teams of Data Scientists and other analyst staff.

Positions in this class differ from those that plan, design, conduct and evaluate research projects involving complex experimental designs and data analysis, programming and processing of data, and preparing reports and recommendations based on research findings, in that these classes do not employ machine learning or big data as part of their analyses.

EXAMPLES OF DUTIES:

Collaborates with division, departmental, and countywide stakeholders to solicit, define, and manage highly complex data science projects from conception through implementation; ensures that projects result in actionable insights and recommendations that can be used to support business decisions and allocate resources; and provides ongoing consultation during program implementation of recommendations as necessary to ensure program fidelity.

Provides technical oversight to small teams of Data Scientists and Predictive Data Analysts as necessary to ensure project success.

Leads the discovery process with departmental stakeholders to document business requirements and frame business problems so that appropriate corresponding data science techniques and products can be identified and deployed.

Collaborates with other department subject matter experts to understand, identify, and select available and relevant sources of data for use cases, including internal, external, structured, and unstructured data sources; and provides guidance to other department data experts in the selection and transformation of such sources.

In conjunction with the Information Technology organization, supports collection, integration, and retention requirements for large sets of structured and unstructured data from disparate sources; acts as a resource for senior data engineers and architects in the selection and design of systems for use by the data science team.

Reviews proposals by Data Scientists and analysts regarding selection and improvement of data science tools and ensures that the team's tools and systems are well documented.

Conducts and coordinates statistical inference of data and conveys findings and conclusions orally, in writing, visually, in presentations, and by developing interactive tools as appropriate to communicate effectively with a wide range of audiences, including technical and nontechnical staff, stakeholders, and members of the public.

Works with program staff to understand the implications of analyses and to ensure that findings are actionable and support data-driven program, policy, and operational decision-making.

Assists in implementing recommended business process changes in ways retain fidelity to best practices identified through the analysis and recognize the operational realities underlying existing business processes; provides ongoing consultation as recommended changes and new programs grow and evolve, including recommending modifications to adopted goals and metrics.

Coordinates with various functional teams to develop and implement products, services, tools, or business process changes resulting from the analysis.

Creates and validates advanced analytic products (e.g., Recommender Engines, Auto Classification algorithms, Predictive Scoring, geo-spatial clustering, NLP classifier, etc.) and places them in production; works with nontechnical program managers and staff to understand analytic products and to integrate them into departmental programs.

Recommends ongoing improvements to methods and algorithms that lead to findings, including new information.

Creates and monitors performance of automated-detection systems and provides business metrics for overall project to show improvements initially and over multiple iterations. Provides ongoing tracking and monitoring of performance of decision systems and statistical models and troubleshoots and implements enhancements and fixes to systems as needed.

Develops and maintains a high level of expertise in statistical programming languages and packages and other software tools; provides training and support to Data Scientists and Predictive Data Analysts as necessary; and ensures the quality of code and programming logic generated by the data science team.

TRAINING AND EXPERIENCE:

Option I: Two (2) years of experience carrying out complex data science projects that included independently developing and applying methods to identify, collect, process, structure, and analyze data using statistical prediction, inference, and optimization to support data-driven program design and management, at a level equivalent to the Los Angeles County class of Data Scientist.

Option II: A Bachelor's degree from an accredited college or university in a field of applied research such as Data Science, Machine Learning, Mathematics, Statistics, Business Analytics, Psychology, or Public Health that included 12 semester or 18 quarter units of coursework in data science, predictive analytics, quantitative research methods, or statistical analysis -AND- Six (6) years of experience, including two (2) years in a lead capacity, applying and overseeing the application of machine learning, predictive

analytics, data management, and hypothesis-driven data analysis to make actionable recommendations to support program, policy, and operational decision-making. A Master's or Doctoral degree from an accredited college or university in a field of applied research such Data Science, Machine Learning, Mathematics, Statistics, Business Analytics, Psychology, or Public Health may substitute for up to two (2) years of experience.

LICENSE:

A valid California Class C Driver License or the ability to utilize alternative method of transportation when needed to carry out job-related essential functions

PHYSICAL CLASS:

2- Light

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☒ Board Letter

☐ Board Memo

☐ Other

OPS CLUSTER AGENDA REVIEW DATE	2/17/2021	
BOARD MEETING	3/9/2021	
DELEGATED AUTHORITY BOARD LETTER	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	ALL DISTRICTS	
DEPARTMENT	CHIEF EXECUTIVE OFFICE	
SUBJECT	COUNTYWIDE CLASSIFICATION ACTIONS – DEPARTMENT OF HEALTH SERVICES	
PROGRAM		
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
	If Yes, please explain why:	
DEADLINES/ TIME CONSTRAINTS		
COST & FUNDING	Total cost: \$ 4,530,000 (all funds) \$ 645,000 (NCC)	Funding source:
	TERMS (if applicable):	
	Explanation:	
PURPOSE OF REQUEST		
BACKGROUND (include internal/external issues that may exist)	<p>This Board Letter implements reclassification of 224 positions as a result of three (3) reorganization studies within DHS:</p> <p><u>Infection Control and Prevention</u></p> <p>We are recommending reclassification of positions allocated to various Infection Prevention and Control (IPC) units across DHS facilities. The redesign of existing IPC staffing levels throughout departmental hospitals, ambulatory care clinics, and correctional health facilities was due to changes in the healthcare delivery system, the need for emergency preparedness plans, an increased focus on patient safety, and the emergence of new diseases.</p> <p><u>Internal Medicine-General and Surgery – Critical Care</u></p> <p>The reclassification of physician positions assigned to various facilities within the DHS was as a result of the August 6, 2019 Board's approval of a successor Memorandum of Understanding (MOU) for Bargaining Unit (BU) 324 (Physicians and Veterinarians), as well as related changes for non-represented classifications to extend comparable pay adjustments and maintain appropriate internal pay relationships with represented employees.</p> <p>In light of labor agreements and changes to the County Code, Title 6 – Salaries, Section 6.08.425 (2) (Management Physician E Pay Schedules - Compensation of Physicians), physician medical specialties changed on Section 4, Physician Pay Schedule D, of the MOU and on Part 4 of Title 6, Chapter 6.08, New Management Physician Pay Plan, for non-represented management physician classifications. Particularly, two (2) new medical specialties were created for Internal Medicine (IM) - General and Surgery - Critical Care to properly compensate physicians trained in these fields. Historically, two medical specialties, IM-Endocrinology and IM-General, consolidated into Specialty Code 55 and titled, "IM-General/Endocrinology".</p> <p>During labor negotiations, IM-Endocrinology remained under Specialty Code 55, while IM-General became new Specialty Code 92. Positions assigned to the IM-General specialty provide specialized medical services to adolescents, adults, elderly patients at various outpatient clinics, hospital-based clinics, and jail and rehabilitation settings. Furthermore, new Specialty Code 91 was created for Surgery - Critical Care County-employed physicians, who provide specialized professional medical services in DHS to critically ill and injured patients, including trauma victims.</p> <p>Therefore, we are recommending reclassification of IM-General and Surgery - Critical Care positions. In addition, our office also recommends reclassification of some positions assigned to other medical specialties, Family Practice and IM-Critical Care positions. The reclassification of these physician positions would be more appropriately classified in the recommended medical specialties.</p>	
DEPARTMENTAL AND OTHER CONTACTS	<p>Name, Title, Phone # & Email:</p> <p>Irish Wong, Principal Analyst, (213) 893-7818, iwong@ceo.lacounty.gov</p> <p>Bany Rojas, Senior Analyst, (213) 974-1772, brojas@ceo.lacounty.gov</p> <p>Kimberly McKenzie, Hospital Administrator II (UC), (747) 210-3001, kmckenzie2@dhs.lacounty.gov</p> <p>Aries Limbaga, Hospital Administrator II (UC), (562) 385-7022, alimbaga@dhs.lacounty.gov</p> <p>Elizabeth Augusta, Assistant Nursing Director, Administration, (213) 288-8241, laugusta@dhs.lacounty.gov</p> <p>Hal Yee, Chief Medical Officer, (213) 240-7989, hyee@dhs.lacounty.gov</p>	



**CEO March 9, 2021
Department of Health Services
Reclass Board Letter Summary**

CEO Classification Contact Information:

Irish Wong, Principal Analyst, (213) 893-7818, iwong@ceo.lacounty.gov

Bany Rojas, Senior Analyst, (213) 974-1772, brojas@ceo.lacounty.gov

DHS Contact Information:

Kimberly McKenzie, Hospital Administrator II (UC), (747) 210-3001, kmckenzie2@dhs.lacounty.gov

Aries Limbaga, Hospital Administrator II (UC), (562) 385-7022, alimbaga@dhs.lacounty.gov

Elizabeth Augusta, Assistant Nursing Director, Administration, (213) 288-8241, laugusta@dhs.lacounty.gov

Hal Yee, Chief Medical Officer, (213) 240-7989, hyee@dhs.lacounty.gov

This Board Letter implements reclassification of 224 positions as a result of three (3) reorganization studies within DHS:

Infection Control and Prevention

We are recommending reclassification of positions allocated to various Infection Prevention and Control (IPC) units across DHS facilities. The redesign of existing IPC staffing levels throughout departmental hospitals, ambulatory care clinics, and correctional health facilities was due to changes in the healthcare delivery system, the need for emergency preparedness plans, an increased focus on patient safety, and the emergence of new diseases.

Internal Medicine-General and Surgery – Critical Care

The reclassification of physician positions assigned to various facilities within the DHS was as a result of the August 6, 2019 Board's approval of a successor Memorandum of Understanding (MOU) for Bargaining Unit (BU) 324 (Physicians and Veterinarians), as well as related changes for non-represented classifications to extend comparable pay adjustments and maintain appropriate internal pay relationships with represented employees.

In light of labor agreements and changes to the County Code, Title 6 – Salaries, Section 6.08.425 (2) (Management Physician E Pay Schedules - Compensation of Physicians), physician medical specialties changed on Section 4, Physician Pay Schedule D, of the MOU and on Part 4 of Title 6, Chapter 6.08, New Management Physician Pay Plan, for non-represented management physician classifications. Particularly, two (2) new medical specialties were created for Internal Medicine (IM) - General and Surgery - Critical Care to properly compensate physicians trained in these fields. Historically, two medical specialties, IM-Endocrinology and IM-General, consolidated into Specialty Code 55 and titled, "IM-General/Endocrinology".

During labor negotiations, IM-Endocrinology remained under Specialty Code 55, while IM-General became new Specialty Code 92. Positions assigned to the IM-General specialty provide specialized medical services to adolescents, adults, elderly patients at various outpatient clinics, hospital-based clinics, and jail and rehabilitation settings. Furthermore, new Specialty Code 91 was created for Surgery - Critical Care County-employed physicians, who provide specialized professional medical services in DHS to critically ill and injured patients, including trauma victims.

Therefore, we are recommending reclassification of IM-General and Surgery - Critical Care positions. In addition, our office also recommends reclassification of some positions assigned to other medical specialties, Family Practice and IM-Critical Care positions. The reclassification of these physician positions would be more appropriately classified in the recommended medical specialties.



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>

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

March 9, 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:

COUNTYWIDE CLASSIFICATION ACTIONS DEPARTMENT OF HEALTH SERVICES (ALL DISTRICTS - 3 VOTES)

SUBJECT

This letter and accompanying ordinance will update the tables of classes of positions and departmental staffing provisions for the Department of Health Services (DHS) by implementing three (3) reorganization studies resulting in reclassification of positions in various DHS facilities.

IT IS RECOMMENDED THAT THE BOARD:

Approve the accompanying ordinance amending Title 6, Salaries, of the County Code to reclassify 224 positions to continue implementing results of three (3) reorganization studies within DHS.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The Board of Supervisors (Board) has requested submission of classification letters on a periodic basis throughout the year to implement recommended actions in a timely manner. Approval will provide the ordinance authority for County departments to implement the classification and compensation changes in this letter.

These recommendations will ensure the proper classification and compensation of positions based upon the duties and responsibilities assigned to these jobs and as performed by the incumbents (Attachment A). This is a primary goal of the County's classification and compensation system.

These actions are recommended based upon generally accepted professional principles of classification and compensation. Furthermore, these actions are important in addressing departmental operational needs and in maintaining consistency in personnel practices throughout the County. The proper classification and compensation of positions facilitates efficient business operations and can reduce the number of costly personnel-related problems.

Infection Prevention and Control Reorganization

In conjunction with a departmental reorganization, we are recommending reclassification of 23 ordinance positions allocated to various Infection Prevention and Control (IPC) units across DHS facilities (Attachment A). DHS is redesigning existing IPC staffing levels throughout departmental hospitals, ambulatory care clinics, and correctional health facilities due to changes in the healthcare delivery system, the need for emergency preparedness plans, an increased focus on patient safety, and the emergence of new diseases. Positions educate clinicians and patients and communicate to hospital leadership the pattern of infections that threaten patient and staff safety.

Since the level of positions assigned to IPC units vary across departmental facilities, our office reviewed 34 ordinance positions to standardize nursing operations at LAC+USC Medical Center, Harbor-UCLA Medical Center, Olive View-UCLA Medical Center, Rancho Los Amigos National Rehabilitation Center, the Ambulatory Care Network, Juvenile Correctional Health Services, and Integrated Correctional Health Services. IPC units will have a combination of positions at the level of Assistant Nursing Director, Administration (ANDA) and Health Facilities Consultant, Nursing (HFCN).

The ANDA positions oversee IPC operations and will serve as a resource and consultant across the organization in policy development, employee education, and department-specific infection prevention and control projects. Positions at the level of HFCN report to the ANDA and provide consultation to administrators, medical and nursing directors, departmental managers, and others in the interpretation of applicable laws and regulations regarding infection prevention and control. The number of HFCN positions in each unit is based on a hospital's average daily census, along with other operational factors, such as the number of outpatient clinics and operating rooms. The HFCN staffing for outpatient care clinics and correctional health facilities is based on the current workload demand.

Internal Medicine-Endocrinology and Surgery-Critical Care Classification Studies

We are recommending reclassification of 201 physician positions assigned to various facilities within the DHS (Attachment A). On August 6, 2019, your Board approved a successor Memorandum of Understanding (MOU) for Bargaining Unit (BU) 324 (Physicians and Veterinarians), as well as related changes for non-represented classifications to extend comparable pay adjustments and maintain appropriate internal pay relationships with represented employees.

In light of labor agreements and changes to the County Code, Title 6 – Salaries, Section 6.08.425 (2) (Management Physician E Pay Schedules - Compensation of Physicians), physician medical specialties changed on Section 4, Physician Pay Schedule D, of the MOU and on Part 4 of Title 6, Chapter 6.08, New Management Physician Pay Plan, for non-represented management physician classifications. Particularly, two (2) new medical specialties were created for Internal Medicine (IM) - General and Surgery - Critical Care to properly compensate physicians trained in these fields. Historically, two medical specialties, IM-Endocrinology and IM-General, consolidated into Specialty Code 55 and titled, “IM-General/Endocrinology”.

During labor negotiations, IM-Endocrinology remained under Specialty Code 55, while IM-General became new Specialty Code 92. Positions assigned to the IM-General specialty provide specialized medical services to adolescents, adults, elderly patients at various outpatient clinics, hospital-based clinics, and jail and rehabilitation settings. Furthermore, new Specialty Code 91 was created for Surgery - Critical Care County-employed physicians, who provide specialized professional medical services in DHS to critically ill and injured patients, including trauma victims.

Therefore, we are recommending reclassification of 191 IM-General and 10 Surgery - Critical Care ordinance positions. In addition, our office also recommends reclassification of positions assigned to other medical specialties, three (3) Family Practice and one (1) IM-Critical Care ordinance positions. The reclassification of these physician positions would be more appropriately classified in the recommended medical specialties.

Reclassifications

In sum, there are 224 DHS positions being recommended for reclassification in this report (Attachment A). The duties and responsibilities assigned to these positions have changed since the original allocations were made. The positions would be appropriately classified in the recommended classes described in this report.

Implementation of Strategic Plan Goals

Approval of the accompanying ordinance will further the County Strategic Plan Goal III – Realize Tomorrow’s Government Today. Specifically, it will address Strategy III.3 to Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability.

FISCAL IMPACT/FINANCING

The projected budgeted annual cost resulting from these recommended actions is estimated to total \$4,530,000 (all funds). Net County cost is estimated to be \$645,000. Cost increases associated with upward reclassification actions will be absorbed within the Adopted Budget for each affected department. No additional funding is required.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The County Charter authorizes the establishment and maintenance of “a classification plan and the classification of all positions.” This responsibility is further delineated in Civil Service Rule 5.

Appropriate notifications have been made to the impacted employee organizations regarding the recommended classification actions. The accompanying ordinance implementing amendments to Title 6, Salaries, of the County Code, has been approved as to form by County Counsel.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of these classification recommendations will enhance the operational effectiveness of the departments through the proper classification and compensation of positions.

Respectfully submitted,

FESIA A. DAVENPORT
Chief Executive Officer

FAD:JMN:AC:AYH
IW:KP:mmg

Enclosures

c: Executive Office, Board of Supervisors
County Counsel
Auditor-Controller
Human Resources
Affected Departments

N:\CLASSIFICATION\ABCD - BOARD LETTERS - WORKING FILE\BOARD LETTER - DHS 3-9-21\3-9-21 BOARD LETTER - DHS (FINAL).Docx

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT A

INFECTION PREVENTION AND CONTROL NURSING REORGANIZATION

No of Pos.	Present Classification and Salary	No of Pos.	Classification Findings and Salary
Administration			
1	Registered Nurse II Item No. 5134A N21 RN02 Represented	1	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
Ambulatory Care			
1	Intermediate Clerk Item No. 1138A NMVO 71C Represented	1	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
1	Intermediate Typist-Clerk Item No. 2214A NMVO 72B Represented	1	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
Harbor Care South			
2	Registered Nurse I Item No. 5133A N21 RN01 Represented	2	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
Integrated Correctional Health Services			
8	Registered Nurse II, Sheriff Item No. 5140A N21 RN02 Represented	8	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
Juvenile Court Health Services			
1	Registered Nurse II Item No. 5134A N21 RN02 Represented	1	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT A

INFECTION PREVENTION AND CONTROL NURSING REORGANIZATION (Continued)

No of Pos.	Present Classification and Salary	No of Pos.	Classification Findings and Salary
LAC+USC Medical Center			
1	Genetic Counselor Item No. 9027A NMO 102D Non-Represented	1	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
2	Nutritionist II Item No. 4803A NMO 91D Represented	2	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
3	Registered Nurse II Item No. 5134A N21 RN02 Represented	3	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
Olive View-UCLA Medical Center			
1	Nursing Attendant II Item No. 5100A NMO 69B Represented	1	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
1	Unit Support Assistant Item No. 5096A N3MO 62C Represented	1	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented
Rancho Los Amigos National Rehabilitation Center			
1	Registered Nurse I Item No. 5133A N21 RN01 Represented	1	Health Facilities Consultant, Nursing Item No. 5701A N21 RN10 Represented

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT A

SURGERY-CRITICAL CARE RECLASSIFICATION STUDY

No of Pos.	Present Classification and Salary	No of Pos.	Classification Findings and Salary
Harbor Care South			
7	Physician Specialist (Non-Megaflex) (Surgery-General) Item No. 5476-83A N43 D29 Represented	7	Physician Specialist (Non-Megaflex) (Surgery-Critical Care) Item No. 5476-91A N43 D31 Represented
1	Senior Physician (Surgery-General) Item No. 5456-83A N42 E31 Non-Represented	1	Senior Physician (Surgery-Critical Care) Item No. 5456-91A N42 E33 Non-Represented
Olive View-UCLA Medical Center			
2	Physician Specialist (Non-Megaflex) (Surgery-General) Item No. 5476-83A N43 D29 Represented	2	Physician Specialist (Non-Megaflex) (Surgery-Critical Care) Item No. 5476-91A N43 D31 Represented

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT A

INTERNAL MEDICINE-ENDOCRINOLOGY RECLASSIFICATION STUDY

No of Pos.	Present Classification and Salary	No of Pos.	Classification Findings and Salary
Administration			
3	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	3	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92A N43 D11 Represented
1	Senior Physician (Internal Medicine-Endocrinology) Item No. 5456-55A N42 E11 Non-Represented	1	Senior Physician (Internal Medicine-General) Item No. 5456-92A N42 E13 Non-Represented
1	Senior Physician (Internal Medicine-Endocrinology) Item No. 5456-55N N42 E11 Non-Represented	1	Senior Physician (Internal Medicine-General) Item No. 5456-92N N42 E13 Non-Represented
Ambulatory Care Network			
1	Chief Physician II (Internal Medicine-Endocrinology) Item No. 5458-55A N42 E13 Non-Represented	1	Chief Physician II (Internal Medicine-General) Item No. 5458-92A N42 E15 Non-Represented
3	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	3	Physician Specialist (Non-Megaflex) (Family Practice) Item No. 5476-54A N43 D11 Represented
29	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	29	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92A N43 D11 Represented
8	Senior Physician (Internal Medicine-Endocrinology) Item No. 5456-55A N42 E11 Non-Represented	8	Senior Physician (Internal Medicine-General) Item No. 5456-92A N42 E13 Non-Represented

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT A

INTERNAL MEDICINE-ENDOCRINOLOGY RECLASSIFICATION STUDY (Continued)

No of Pos.	Present Classification and Salary	No of Pos.	Classification Findings and Salary
Harbor Care South			
3	Chief Physician I (Internal Medicine-Endocrinology) Item No. 5457-55A N42 E12 Non-Represented	3	Chief Physician I (Internal Medicine-General) Item No. 5457-92A N42 E14 Non-Represented
26	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	26	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92A N43 D11 Represented
2	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55F N43 D09 Represented	2	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92F N43 D11 Represented
1	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55N N43 D09 Represented	1	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92N N43 D11 Represented
8	Relief Physician (Internal Medicine-Endocrinology) Item No. 5473-55F N42 H09 Represented	8	Relief Physician (Internal Medicine-General) Item No. 5473-92F N42 H11 Represented
2	Senior Physician (Internal Medicine-Endocrinology) Item No. 5456-55A N42 E11 Non-Represented	2	Senior Physician (Internal Medicine-General) Item No. 5456-92A N42 E13 Non-Represented
Integrated Correctional Health Services			
1	Chief Physician II (Internal Medicine-Endocrinology) Item No. 5458-55A N42 E13 Non-Represented	1	Chief Physician II (Internal Medicine-Critical Care) Item No. 5458-58A N42 E22 Non-Represented

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT A

INTERNAL MEDICINE-ENDOCRINOLOGY RECLASSIFICATION STUDY (Continued)

No of Pos.	Present Classification and Salary	No of Pos.	Classification Findings and Salary
Integrated Correctional Health Services (Continued)			
24	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	24	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92A N43 D11 Represented
5	Senior Physician (Internal Medicine-Endocrinology) Item No. 5456-55A N42 E11 Non-Represented	5	Senior Physician (Internal Medicine-General) Item No. 5456-92A N42 E13 Non-Represented
LAC+USC Medical Center			
1	Chief Physician I (Internal Medicine-Endocrinology) Item No. 5457-55A N42 E12 Non-Represented	1	Chief Physician I (Internal Medicine-General) Item No. 5457-92A N42 E14 Non-Represented
12	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	12	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92A N43 D11 Represented
1	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	1	Senior Physician (Internal Medicine-General) Item No. 5456-92A N42 E13 Non-Represented
2	Senior Physician (Internal Medicine-Endocrinology) Item No. 5456-55A N42 E11 Non-Represented	2	Senior Physician (Internal Medicine-General) Item No. 5456-92A N42 E13 Non-Represented
1	Senior Physician (Internal Medicine-Endocrinology) Item No. 5456-55A N42 E11 Non-Represented	1	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92A N43 D11 Represented

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT A

INTERNAL MEDICINE-ENDOCRINOLOGY RECLASSIFICATION STUDY (Continued)

No of Pos.	Present Classification and Salary	No of Pos.	Classification Findings and Salary
Olive View-UCLA Medical Center			
1	Chief Physician II (Internal Medicine-Endocrinology) Item No. 5458-55A N42 E13 Non-Represented	1	Chief Physician II (Internal Medicine-General) Item No. 5458-92A N42 E15 Non-Represented
22	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	22	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92A N43 D11 Represented
12	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55F N43 D09 Represented	12	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92F N43 D11 Represented
5	Relief Physician (Internal Medicine-Endocrinology) Item No. 5473-55F N42 H09 Represented	5	Relief Physician (Internal Medicine-General) Item No. 5473-92F N42 H11 Represented
Rancho Los Amigos National Rehabilitation Center			
15	Physician Specialist (Non-Megaflex) (Internal Medicine-Endocrinology) Item No. 5476-55A N43 D09 Represented	15	Physician Specialist (Non-Megaflex) (Internal Medicine-General) Item No. 5476-92A N43 D11 Represented
1	Senior Physician (Internal Medicine-Endocrinology) Item No. 5456-55A N42 E11 Non-Represented	1	Senior Physician (Internal Medicine-General) Item No. 5456-92A N42 E13 Non-Represented

ANALYSIS

This ordinance amends Title 6 – Salaries, of the Los Angeles County Code by adding, deleting, and/or changing certain employee classifications and numbers of ordinance positions in the Department of Health Services.

RODRIGO CASTRO-SILVA
County Counsel

By:

RICHARD D. BLOOM
Principal Deputy County Counsel
Labor & Employment Division

RDB:

ORDINANCE NO. _____

An ordinance amending Title 6 - Salaries of the Los Angeles County Code to add, delete, and/or change certain employee classifications and number of ordinance positions in the Department of Health Services to implement the findings of classification studies.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Section 6.78.010 (Department of Health Services – Administration) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5701A	3 <u>4</u>	HLTH FACILITIES CONSULTANT,NURSING
5134A	65 <u>64</u>	REGISTERED NURSE II

SECTION 2. Section 6.78.035 (Department of Health Services – Juvenile Court Health Services) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5701A	4 <u>2</u>	HLTH FACILITIES CONSULTANT,NURSING
5134A	55 <u>54</u>	REGISTERED NURSE II

SECTION 3. Section 6.78.055 (Department of Health Services – Harbor Care South) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>5701A</u>	<u>2</u>	<u>HLTH FACILITIES CONSULTANT,NURSING</u>

SECTION 4. Section 6.78.055 (Department of Health Services – Harbor Care South) is hereby amended to change the number of ordinance positions for the following class:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5133A	554 <u>549</u>	REGISTERED NURSE I

SECTION 5. Section 6.78.060 (Department of Health Services – LAC+USC Medical Center) is hereby amended to delete the following classes and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
9027A	4	GENETIC COUNSELOR
4803A	2	NUTRITIONIST II

SECTION 6. Section 6.78.060 (Department of Health Services – LAC+USC Medical Center) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>5701A</u>	<u>6</u>	<u>HLTH FACILITIES CONSULTANT,NURSING</u>

SECTION 7. Section 6.78.060 (Department of Health Services – LAC+USC Medical Center) is hereby amended to change the number of ordinance positions for the following class:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5134A	993 <u>990</u>	REGISTERED NURSE II

SECTION 8. Section 6.78.065 (Department of Health Services – Rancho Los Amigos) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>5701A</u>	<u>1</u>	<u>HLTH FACILITIES CONSULTANT,NURSING</u>

SECTION 9. Section 6.78.065 (Department of Health Services – Rancho Los Amigos) is hereby amended to change the number of ordinance positions for the following class:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5133A	480 <u>179</u>	REGISTERED NURSE I

SECTION 10. Section 6.78.070 (Department of Health Services – Olive View-UCLA Medical Center) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>5701A</u>	<u>2</u>	<u>HLTH FACILITIES CONSULTANT,NURSING</u>

SECTION 11. Section 6.78.070 (Department of Health Services – Olive View-UCLA Medical Center) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5100A	453 <u>152</u>	NURSING ATTENDANT II
5096A	43 <u>12</u>	UNIT SUPPORT ASSISTANT

SECTION 12. Section 6.78.085 (Department of Health Services – Integrated Correctional Health Services) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>5701A</u>	<u>8</u>	<u>HLTH FACILITIES CONSULTANT,NURSING</u>

SECTION 13. Section 6.78.085 (Department of Health Services – Integrated Correctional Health Services) is hereby amended to change the number of ordinance positions for the following class:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5140A	234 <u>223</u>	REGISTERED NURSE II,SHERIFF

SECTION 14. Section 6.78.090 (Department of Health Services – Ambulatory Care Network) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>5701A</u>	<u>2</u>	<u>HLTH FACILITIES CONSULTANT,NURSING</u>

SECTION 15. Section 6.78.090 (Department of Health Services – Ambulatory Care Network) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS		TITLE
1138A	53	<u>52</u>	INTERMEDIATE CLERK
2214A	299	<u>298</u>	INTERMEDIATE TYPIST-CLERK

SECTION 16. Pursuant to Government Code Section 25123(f), this ordinance shall take effect immediately upon final passage.

[RECLASSTITLE6KPCEO]

BOARD LETTER/MEMO – FACT SHEET OPERATIONS CLUSTER

☒ Board Letter

☐ Board Memo

☐ Other

OPS CLUSTER AGENDA REVIEW DATE	2/17/2021	
BOARD MEETING	3/9/2021	
DELEGATED AUTHORITY BOARD LETTER	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
SUPERVISORIAL DISTRICT AFFECTED	All Districts	
DEPARTMENT	Treasurer and Tax Collector (TTC)	
SUBJECT	Delegation of Authority to Invest and Annual Adoption of the Treasurer and Tax Collector Investment Policy	
PROGRAM	N/A	
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain why:	
DEADLINES/ TIME CONSTRAINTS	N/A	
COST & FUNDING	Total cost: \$0	Funding source: N/A
	TERMS (if applicable):	
	Explanation:	
PURPOSE OF REQUEST	The request is for 1) the annual delegation of authority to the Treasurer to invest and reinvest County funds and funds of other depositories in the County Treasury and 2) annual adoption of the Treasurer and Tax Collector Investment Policy.	
BACKGROUND (include internal/external issues that may exist)	<p>The Board adopted an ordinance delegating the authority to invest to the Treasurer, pursuant to the Government Code. However, the delegation is subject to an annual renewal. In addition, the TTC submits the Investment Policy to the Board on an annual basis. Each year, the TTC reviews the Investment Policy to ensure alignment with applicable Government Code changes and to meet the primary objectives, which are safety of principal, liquidity, and to achieve a return on the funds invested. This year, the Department is recommending the following two changes:</p> <p>1) Enact the changes outlined in the “Socially Responsible Investing” report back to the Board dated October 16, 2020, by adding a new section entitled “Consideration of Environmental, Social and Corporate Governance (ESG) Scores.”</p> <p>2) Increase the weighted average maturity (WAM) target limits for the Pooled Surplus Investment portfolio (Treasury Pool) from the current range of 1 and 2 years, to a longer range of between 1 and 3 years to allow more flexibility during times of economic uncertainty, while maintaining liquidity.</p>	
DEPARTMENTAL AND OTHER CONTACTS	Name, Title, Phone # & Email: <ul style="list-style-type: none"> • Keith Knox, Treasurer and Tax Collector, (213) 974-2101, kknox@ttc.lacounty.gov • Elizabeth Buenrostro Ginsberg, Chief Deputy, (213) 974-0703, eginsberg@ttc.lacounty.gov. 	



KEITH KNOX
TREASURER AND TAX COLLECTOR

COUNTY OF LOS ANGELES TREASURER AND TAX COLLECTOR

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 437, Los Angeles, California 90012
Telephone: (213) 974-2101 Fax: (213) 626-18121
ttc.lacounty.gov and lacountypropertytax.com

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

March 9, 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:

DELEGATION OF AUTHORITY TO INVEST AND ANNUAL ADOPTION OF THE TREASURER AND TAX COLLECTOR INVESTMENT POLICY (ALL DISTRICTS) (3-VOTES)

SUBJECT

Delegation of authority to invest and reinvest County funds and funds of other depositors in the County Treasury to the Treasurer, and adoption of the Treasurer and Tax Collector Investment Policy.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate the authority to the Treasurer to invest and reinvest County funds and funds of other depositors in the County Treasury.
2. Adopt the attached Treasurer and Tax Collector Investment Policy (Investment Policy).

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The requested actions allow the Treasurer to continue to invest County funds and funds of other depositors in the County Treasury pursuant to the Investment Policy. On March 17, 2020, pursuant to Government Code (GC) Section 27000.1, and subject to GC Section 53607, your Board delegated to the Treasurer the annual authority to invest and reinvest funds of the County and funds of other depositors in the County Treasury. GC Section 27000.1 states that subsequent to your Board's delegation, the County treasurer shall thereafter assume full responsibility for those transactions until your

Board either revokes its delegation of authority, by ordinance, or decides not to renew the annual delegation, as provided in GC Section 53607. This action requests renewal of the annual delegation.

GC Section 53646 permits your Board to annually approve the Investment Policy. The primary objectives of the Investment Policy, in priority order, are to maintain the safety of principal, to provide liquidity, and to achieve a return on funds invested. These objectives align with those in State law. Each year, my office reviews the Investment Policy to incorporate changes deemed necessary to meet our primary objectives and to ensure that it aligns with any changes in the GC.

Based on our analysis, we have the following two recommendations for changes to the Investment Policy:

1. Enact the changes we outlined in our “Socially Responsible Investing” report back to the Board dated October 16, 2020, by adding a section entitled “Consideration of Environmental, Social, and Corporate Governance (ESG) Scores.”
2. Increase the weighted average maturity (WAM) target limits for the Pooled Surplus Investment portfolio (Treasury Pool) from the current range of 1.0 and 2.0 years, to a longer range of between 1.0 and 3.0 years.

Historically, the Treasury Pool maintained a WAM range of between 1.0 and 2.0 years. The low interest rate environment, caused by the 2019 Novel Coronavirus pandemic and its related recession, limited our our ability to mitigate the significant decrease in earnings on the Treasury Pool. A broader WAM range would allow some mitigation of this decrease. Effective August 12, 2020, the Treasurer approved an interim exception, as allowed under the Investment Policy, to make certain investments outside the limitations set forth within the Investment Policy. Specifically, the Treasurer approved a temporary increase in the WAM target range to between 1.0 and 3.0 years. This increase in WAM allowed a portion of the Treasury Pool to be invested in higher yielding securities with a longer maturity, while maintaining liquidity.

We are recommending incorporating this change permanently in the Investment Policy to give us the flexibility to invest in securities of longer maturity that have higher yields. The GC is silent on the duration of a treasury pool, and we feel this change is reasonable and relatively modest. This increase in WAM target range will provide additional flexibility, while managing liquidity, during times of economic uncertainty.

We have also provided the annual update to the limitation calculation for intermediate-term, medium-term, and long-term holdings in Attachment III.

Implementation of Strategic Plan Goals

The recommended action supports County Strategic Plan Strategy III.3 - Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability.

FISCAL IMPACT/FINANCING

The investment of surplus County funds and funds of other depositors allows these funds to earn a return which is credited to the depositor, net of administrative expenses.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Pursuant to GC Section 27000.1, your Board may delegate by ordinance the authority to invest and reinvest funds of the County and funds of other depositors in the County Treasury to the Treasurer. On January 23, 1996, your Board adopted Ordinance 96-0007 adding Los Angeles County Code Section 2.52.025, which delegated such authority to the Treasurer, subject to annual renewal pursuant to GC Section 53607. GC 53646 permits the Treasurer to render annually to your Board a statement of Investment Policy, to be reviewed and approved at a public meeting. This GC Section also requires that any change in the Investment Policy be submitted to your Board for review and approval at a public meeting.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

There is no impact on current services.

Respectfully submitted,

KEITH KNOX
Treasurer and Tax Collector

KK:EBG:NI:DJJ:JK:en

Attachments

c: Chief Executive Officer
Executive Officer, Board of Supervisors
Auditor-Controller
County Counsel
Los Angeles County Office of Education
Los Angeles Community College District

**COUNTY OF LOS ANGELES
TREASURER AND TAX COLLECTOR
INVESTMENT POLICY**

Authority to Invest

Pursuant to Government Code Section 27000.1 and Los Angeles County Code 2.52.025, the Los Angeles County Board of Supervisors has delegated to the Treasurer the authority to invest and reinvest the funds of the County and the funds of other depositors in the County Treasury.

Fundamental Investment Policy

The Treasurer, a trustee, is inherently a fiduciary and subject to the prudent investor standard. Accordingly, when investing, reinvesting, purchasing, acquiring, exchanging, selling, and managing investments, the investment decisions SHALL be made with the care, skill, prudence, and diligence under the circumstances then prevailing, that a prudent person acting in a like capacity and familiarity would use with like aims.

All investments SHALL be governed by the Government Code and comply with the specific limitations set forth within this Investment Policy. Periodically, it may be necessary and prudent to make investment decisions beyond the limitations set forth in the Investment Policy that are otherwise permissible by California Government Code. In these special circumstances, ONLY the Treasurer is permitted to give written approval to operate outside the limitations set forth within this Investment Policy.

Pooled Surplus Investment Portfolio

The Treasurer SHALL establish and maintain a Pooled Surplus Investment (PSI) portfolio. The PSI portfolio SHALL be used to provide safe, liquid investment opportunities for pooled surplus funds deposited into the County Treasury.

The investment policies of the PSI portfolio SHALL be directed by and based on three prioritized objectives. The primary objective SHALL be to ensure the safety of principal. The secondary objective SHALL be to meet the liquidity needs of the PSI participants, which might be reasonably anticipated. The third objective SHALL be to achieve a return on funds invested, without undue compromise of the first two objectives.

PSI revenue/loss distribution SHALL be shared on a pro-rata basis with the PSI participants. PSI revenue/loss distribution will be performed monthly, net of administrative costs authorized by Government Code Section 27013 which includes employee salaries and benefits and services and supplies, for investing, depositing or handling funds, and the distribution of interest income, based on the PSI participants' average daily fund balance as recorded on the Auditor-Controller's accounting records. Administrative costs SHALL be deducted from the monthly PSI revenue/loss distribution on the basis of one-twelfth of the budgeted costs and adjusted periodically to actual costs.

Investments purchased with the intent to be held to maturity SHALL be accounted for in the Non-Trading partition of the PSI portfolio. Investments purchased with the intent to be sold prior to maturity SHALL be accounted for in the Trading partition of the PSI portfolio. The investments in the Trading partition SHALL NOT exceed \$500 million without specific written approval of the Treasurer.

In the event that a decision is made to transfer a given security from one partition to another, it MAY be transferred at cost; however, the difference between the market value, exclusive of accrued interest, at the time of transfer and the purchase price, exclusive of accrued interest, SHALL be computed and disclosed as unrealized profit or loss.

All PSI investments SHALL be categorized according to the period of time from settlement date to maturity date as follows:

- SHORT-TERM investments are for periods of up to ONE YEAR.
- INTERMEDIATE-TERM investments are for periods of ONE YEAR to THREE YEARS.
- MEDIUM-TERM investments are for periods of over THREE YEARS to FIVE YEARS.
- LONG-TERM investments are for periods of over FIVE YEARS.

PSI investments SHALL be limited to the short-term category except that the Investment Office of the Treasurer's Office MAY make PSI investments in accordance with the limitations imposed in Attachments I, II, III, and IV (all of which are attached hereto and incorporated by this reference.)

The weighted average maturity target of the PSI portfolio is a range between 1.0 and 3.0 years. For purposes of maturity classification, the maturity date SHALL be the nominal maturity date or the unconditional put option date, if one exists.

The total PSI portfolio investments with maturities in excess of one year SHALL NOT exceed 75% of the last 36 months' average total cash and investments, after adjustments, as indicated in Attachment III.

Business Continuity Plan

The Treasurer's Business Continuity Plan (BCP) serves to sustain the performance of mission-critical Treasury functions in the event of a local or widespread emergency.

The BCP includes written guidelines to perform critical Treasury functions, contact information for key personnel, authorized bank representatives and broker/dealers. The Treasurer's Office implemented its BCP in 2007.

The Treasurer's Office shall perform regularly scheduled BCP exercises remotely. To prepare Treasury staff for emergency processing, staff shall participate in the BCP exercises on a rotating basis.

Liquidity of PSI Investments

Short-term liquidity SHALL further be maintained and adjusted monthly so that sufficient anticipated cash is available to fully meet unanticipated withdrawals of discretionary deposits, adjusted for longer-term commitments, within 90 days.

Such liquidity SHALL be monitored where, at the beginning of each month, the par value for maturities in the next 90 days plus projected PSI deposits for 90 days, divided by the projected PSI withdrawals for 90 days plus discretionary PSI deposits, is equal to or greater than one.

The liquidation of investments is not required solely because the discretionary liquidity withdrawal ratio is less than one; however, investments SHALL be limited to a maximum maturity of 30 days until such time as the discretionary liquidity withdrawal ratio is equal to or greater than one.

The sale of any PSI instrument purchased in accordance with established policies is not required solely because an institution's credit rating is lowered after the purchase of the instrument.

Specific Purpose Investment Portfolio

The Treasurer SHALL maintain a Specific Purpose Investment (SPI) portfolio to manage specific investment objectives of the SPI participants. Specific investments may be made with the approval of the requesting entity's governing body and the approval of the Treasurer. Revenue/loss distribution of the SPI portfolio SHALL be credited to the specific entity for which the investment was made. The Treasurer reserves the right to establish and charge the requesting entity fees for maintaining the entity's SPI portfolio.

Investments SHALL be limited to the short-term category, as defined above in the previous section for PSI investments, except when requested by a depositing entity and with the approval of the Treasurer, a longer term investment MAY be specifically made and held in the SPI portfolio.

The sale of any SPI instrument purchased in accordance with established policies is not required solely because an institution's credit rating is lowered after the purchase of the instrument.

Execution, Delivery, and Monitoring of Investments

The Treasurer SHALL designate, in writing, personnel authorized to execute investment transactions.

All transactions SHALL be executed on a delivery versus payment basis.

The Treasurer or his authorized designees, in purchasing or obtaining any securities in a negotiable, bearer, registered, or nonregistered format, requires delivery of the securities to the Treasurer or designated custodial institution, by book entry, physical delivery, or by third party custodial agreement.

All investment transactions made by the Investment Office SHALL be reviewed by the Internal Controls Branch to assure compliance with this Investment Policy.

Reporting Requirements

The Treasurer SHALL provide the Board of Supervisors with a monthly report consisting of, but not limited to, the following:

- All investments detailing each by type, issuer, date of maturity, par value, historical cost, market value and the source of the market valuation.
- Month-end bank balances for accounts under the control of the Treasurer.
- A description of funds, investments, or programs that are under the management of contracted parties, including lending programs for the Treasurer.
- A description of all investment exceptions, if any, to the Investment Policy.
- A statement denoting the ability of the PSI portfolio to meet the anticipated cash requirements for the participants for the next six months.

Discretionary Treasury Deposits and Withdrawal of Funds

At the sole discretion of the Treasurer, PSI deposits may be accepted from local agencies not required to deposit their funds with the Los Angeles County Treasurer, pursuant to Government Code Section 53684.

At the time such deposits are made, the Treasurer may require the depositing entity to provide annual cash flow projections or an anticipated withdrawal schedule for deposits in excess of \$1 million. Such projections may be adjusted periodically as prescribed by the Treasurer but in no event less than semi-annually.

In accordance with Government Code Section 27136, all requests for withdrawal of such funds, for the purpose of investing or depositing these funds elsewhere SHALL be evaluated, prior to approving or disapproving the request, to ensure that the proposed withdrawal will not adversely affect the principal deposits of the other PSI participants.

If it is determined that the proposed withdrawal will negatively impact the principal deposits of the other PSI participants, the Treasurer may delay such withdrawals until the impact can be mitigated.

Broker/Dealers Section

Broker/Dealers SHALL be limited to primary government dealers as designated by the Federal Reserve Bank or institutions meeting one of the following:

- A. Broker/Dealers with minimum capitalization of \$500 million and who meet all five of the below listed criteria:
 - 1. Be licensed by the State as a Broker/Dealer, as defined in Section 25004 of the Corporations Code, or a member of a Federally regulated securities exchange and;
 - 2. Be a member of the Financial Industry Regulatory Authority and;
 - 3. Be registered with the Securities and Exchange Commission and;
 - 4. Have been in operation for more than five years; and
 - 5. Have a minimum annual trading volume of \$100 billion in money market instruments or \$500 billion in United States (U.S.) Treasuries and Agencies.
- B. Emerging firms that meet all of the following:
 - 1. Be licensed by the State as a Broker/Dealer, as defined in Section 25004 of the Corporations Code, or a member of a Federally regulated securities exchange and;
 - 2. Maintain office(s) in California and;

3. Maintain a minimum capitalization of \$250,000 and, at the time of application, have a maximum capitalization of no more than \$10 million.

Commercial Paper and Negotiable Certificates of Deposit may be purchased directly from issuers approved by the Treasurer.

An approved Treasurer Broker/Dealer list SHALL be maintained. Firms SHALL be removed from the approved Broker/Dealer list and trading suspended with firms failing to accurately and timely provide the following information:

- A. Confirmation of daily trade transactions and all open trades in effect at month-end.
- B. Response to auditor requests for confirmation of investment transactions.
- C. Response to the Internal Controls Branch requests for needed information.

Honoraria, Gifts, and Gratuities Limitations

The Treasurer, Chief Deputy Treasurer and Tax Collector and designated Treasurer and Tax Collector employees SHALL be governed by the provision of the State's Political Reform Act, the Los Angeles County Code relating to Lobbyists, and the Los Angeles County Code relating to post government employment of County officials.

Investment Limitations

The Investment Office SHALL NOT invest in inverse floating rate notes, range notes, or interest only strips that are derived from a pool of mortgages.

The Investment Office SHALL NOT invest in any security that could result in zero interest if held to maturity.

For investment transactions in the PSI portfolio, the Investment Office SHALL obtain approval of the Treasurer before recognizing any loss exceeding \$100,000 per transaction, calculated using amortized cost.

Proceeds from the sale of notes or funds set aside for the repayment of notes SHALL NOT be invested for a term that exceeds the term of the notes. Funds from bond proceeds may be invested in accordance with Government Code Section 53601(m), which permits investment according to the statutory provisions governing the issuance of those bonds, or in lieu of any statutory provisions to the contrary, in accordance with the approved financing documents for the issuance.

Consideration of Environmental, Social, and Corporate Governance (ESG) Scores

The Treasurer considers that environmental, social and governance (ESG) factors may financially impact the safety, liquidity and yield of investment opportunities. The Treasurer therefore may pursue pragmatic and cost-effective means to consider such factors to fulfill the objectives set forth for the PSI Portfolio.

The Treasurer may also seek to further the County's sustainability goals and enhance the transition to a green economy, consistent with the County's Sustainability Plan, OurCounty, in its investment decisions, as long as such investments achieve substantially equivalent safety, liquidity and yield compared to other investment opportunities.

Permitted Investments

Permitted Investments SHALL be limited to the following:

A. Obligations of the U.S. Government, its agencies and instrumentalities

1. Maximum maturity: None.
2. Maximum total par value: None.
3. Maximum par value per issuer: None.
4. Federal agencies: Additional limits in Section G apply if investments are Floating Rate Instruments.

B. Municipal Obligations from the approved list of municipalities (Attachment IV)

1. Maximum maturity: As limited in Attachment IV.
2. Maximum total par value: 10% of the PSI portfolio.

C. Asset-Backed Securities

1. Maximum maturity: Five years.
2. Maximum total par value: 20% of the PSI portfolio.

3. Maximum par value per issuer: Per limits outlined in Attachment I for issuer's current credit rating.
4. All Asset-Backed securities must be rated in a rating category of "AA" or its equivalent or better rating and the issuer's corporate debt rating must be in a rating category of "A" or its equivalent or better by a Nationally Recognized Statistical Rating Organization (NRSRO).

D. Bankers' Acceptance Domestic and Foreign

1. Maximum maturity: 180 days and limits outlined in Attachment I for issuer's current credit rating.
2. Maximum total par value: 40% of the PSI portfolio.
3. Maximum par value per issuer: Per limits outlined in Attachment I for the issuer's current credit rating.
4. The aggregate total of Bankers' Acceptances and Negotiable Certificates of Deposits SHALL NOT exceed:
 - a) The total shareholders' equity of depository bank.
 - b) The total net worth of depository bank.

E. Negotiable Certificates of Deposit (CD)

1. Maximum maturity: Three years and limits outlined in Attachment I for issuer's current credit rating.
2. Maximum total par value: Aggregate total of Domestic and Euro CD's are limited to 30% of the PSI portfolio.
3. Maximum par value per issuer: Per limits outlined in Attachment I for the issuer's current credit rating.
4. Must be issued by:
 - a) National or State-chartered bank, or
 - b) Savings association or Federal association, or

- c) Federal or State credit union, or
 - d) Federally licensed or State-licensed branch of a foreign bank.
5. Euro CD's:
- a) Maximum maturity: One year and limits outlined in Attachment I for issuer's current credit rating.
 - b) Maximum total par value: 10% of the PSI portfolio.
 - c) Maximum par value per issuer: Per limits outlined in Attachment I for issuer's current credit rating.
 - d) Limited to London branch of National or State-chartered banks.
6. The aggregate total of Bankers Acceptances and Negotiable Certificates of Deposits SHALL NOT exceed:
- a) The total shareholders' equity of depository bank.
 - b) The total net worth of the depository bank.

F. Corporate and Depository Notes

- 1. Maximum maturity: Three years and limits outlined in Attachment I for the issuer's current credit rating.
- 2. Maximum total par value: 30% of the PSI portfolio.
- 3. Maximum par value per issuer: Per limits outlined in Attachment I for the issuer's current credit rating.
- 4. Notes MUST be issued by:
 - a) Corporations organized and operating within the U.S.
 - b) Depository institutions licensed by the U.S or any State and operating within the U.S.
- 5. Additional limits in Section G apply if note is a Floating Rate Note Instrument.

G. Floating Rate Notes

Floating Rate Notes included in this category are defined as any instrument that has a coupon or interest rate that is adjusted periodically due to changes in a base or benchmark rate.

1. Maximum maturity: Seven years, provided that Board of Supervisors' authorization to exceed maturities in excess of five years is in effect, of which a maximum of \$100 million par value may be greater than five years to maturity.
2. Maximum total par value: 10% of the PSI portfolio.
3. Maximum par value per issuer: Per limits outlined in Attachment I for the issuer's current credit rating.
4. Benchmarks SHALL be limited to commercially available U.S. dollar denominated indexes.
5. The Investment Office SHALL obtain the prospectus or the issuer term sheet prior to purchase for all Floating Rate Notes and SHALL include the following on the trade ticket:
 - a) Specific basis for the benchmark rate.
 - b) Specific computation for the benchmark rate.
 - c) Specific reset period.
 - d) Notation of any put or call provisions.

H. Commercial Paper

1. Maximum maturity: 270 days and limits outlined in Attachment I for the issuer's current credit rating.
2. Maximum total par value: 40% of the PSI portfolio.
3. Maximum par value per issuer: The lesser of 10% of the PSI portfolio or the limits outlined in Attachment I for the issuer's current credit rating.
4. Credit: Issuing Corporation - Commercial paper of "prime" quality of the highest ranking or of the highest letter and number rating as provided for by a

NRSRO. The entity that issues the commercial paper shall meet all of the following conditions in either paragraph (a) or paragraph (b):

a) The entity meets the following criteria:

- 1) Is organized and operating in the U.S. as a general corporation.
- 2) Has total assets in excess of \$500 million.
- 3) Has debt other than commercial paper, if any, that is rated in a rating category of "A" or its equivalent or higher by a NRSRO.

b) The entity meets the following criteria:

- 1) Is organized in the U.S. as a Limited Liability Company or Special Purpose Corporation.
- 2) Has program-wide credit enhancements including, but not limited to, over collateralization, letters of credit, or surety bond.
- 3) Has commercial paper that is rated "A-1" or higher, or the equivalent, by a NRSRO.

I. Shares of Beneficial Interest

1. Money Market Fund (MMF) - Shares of beneficial interest issued by diversified management companies known as money market mutual funds, registered with the Securities and Exchange Commission in accordance with Section 270.2a-7 of Title 17 of the Code of Federal Regulation. The company SHALL have met either of the following criteria:

- a) Attained the highest possible rating by not less than two NRSROs.
- b) Retained an investment adviser registered or exempt from registration with the Securities and Exchange Commission with not less than five years' experience investing in the securities and obligations authorized in Government Code Section 53601 and with assets under management in excess of five hundred million dollars (\$500,000,000).

Maximum total par value: 15% of the PSI portfolio. However, no more than 10% of the PSI may be invested in any one fund.

2. State of California's Local Agency Investment Fund (LAIF) pursuant to Government Code Section 16429.1.
3. Trust Investments – Shares of beneficial interest issued by a joint powers authority organized pursuant to Section 6509.7 that invests in securities and obligations authorized in Section 53601 (a) to (o) of the Government Code. To be eligible, the joint powers authority issuing the shares shall have retained an investment adviser that meets all of the following criteria:
 - a) The adviser is registered or exempt from registration with the Securities and Exchange Commission.
 - b) The adviser has not less than five years of experience investing in the securities and obligations authorized in Section 53601 (a) to (o) of the Government Code.
 - c) The adviser has assets under management in excess of five hundred million dollars (\$500,000,000).

J. Repurchase Agreement

1. Maximum maturity: 30 days.
2. Maximum total par value: \$1 billion.
3. Maximum par value per dealer: \$500 million.
4. Agreements must be in accordance with approved written master repurchase agreement.
5. Agreements must be fully secured by obligations of the U.S. Government, its agencies and instrumentalities. The market value of these obligations that underlie a repurchase agreement shall be valued at 102% or greater of the funds borrowed against those securities and the value shall be adjusted no less than monthly. Since the market value of the underlying securities is subject to daily market fluctuations, the investments in repurchase agreements shall be in compliance if the value of the underlying securities is brought back up to 102% no later than the next business day. If a repurchase agreement matures the next business day after purchase, the repurchase agreement is not out of compliance with this collateralization requirement if the value of the collateral falls below the 102% requirement at the close of business on settlement date.

K. Reverse Repurchase Agreement

1. Maximum term: One year.
2. Maximum total par value: \$500 million. Maximum par value is limited to a combined total of reverse repurchase agreements and securities lending agreements of 20% of the base value of the portfolio.
3. Maximum par value per broker: \$250 million.
4. Dealers limited to those primary dealers or those Nationally or State chartered banks that have a significant banking relationship with the County as defined in Government Code Section 53601(j)(4)(B) approved specifically by the Treasurer.
5. Agreements SHALL only be made for the purpose of enhancing investment revenue.
6. Agreements must be in accordance with approved written master repurchase agreement.
7. Securities eligible to be sold with a simultaneous agreement to repurchase SHALL be limited to obligations of the U.S. Government and its agencies and instrumentalities.
8. The security to be sold on a reverse repurchase agreement SHALL have been owned and fully paid for by the Treasurer for a minimum of 30 days prior to sale.
9. The proceeds of the reverse repurchase agreement SHALL be invested in authorized instruments with a maturity less than 92 days unless the agreement includes a codicil guaranteeing a minimum earning or spread to maturity.
10. The proceeds of the reverse repurchase agreement SHALL be invested in instruments with maturities occurring at or before the maturity of the reverse repurchase agreement.
11. In no instance SHALL the investment from the proceeds of a reverse repurchase agreement be sold as part of a subsequent reverse repurchase agreement.

L. Forwards, Futures and Options

Forward contracts are customized contracts traded in the Over The Counter Market where the holder of the contract is OBLIGATED to buy or sell a specific amount of an underlying asset at a specific price on a specific future date.

Future contracts are standardized contracts traded on recognized exchanges where the holder of the contract is OBLIGATED to buy or sell a specific amount of an underlying asset at a specific price on a specific future date.

Option contracts are those traded in either the Over The Counter Market or recognized exchanges where the purchaser has the RIGHT but not the obligation to buy or sell a specific amount of an underlying asset at a specific price within a specific time period.

1. Maximum maturity: 90 days.
2. Maximum aggregate par value: \$100 million.
3. Maximum par value per counterparty: \$50 million. Counterparties for Forward and Option Contracts limited to those on the approved Treasurer and Tax Collector list and must be rated "A" or better from at least one nationally recognized rating agency.
4. The underlying securities SHALL be an obligation of the U.S. Government and its agencies and instrumentalities.
5. Premiums paid to an option seller SHALL be recognized as an option loss at the time the premium is paid and SHALL not exceed \$100,000 for each occurrence or exceed a total of \$250,000 in any one quarter. Premiums received from an option purchase SHALL be recognized as an option gain at the time the premium is received.
6. Complex or hybrid forwards, futures or options defined as agreements combining two or more categories are prohibited unless specific written approval of the Treasurer is obtained PRIOR to entering into the agreement.
7. Open forward, future, and option contracts SHALL be marked to market weekly and a report SHALL be prepared by the Internal Controls Branch.
8. In conjunction with the sale of bonds, the Treasurer MAY authorize exceptions to maturity and par value limits for forwards, futures and options.

M. Interest Rate Swaps

Interest Rate Swaps SHALL be used only in conjunction with the sale of bonds approved by the Board of Supervisors. In accordance with Government Code Section 53534, these agreements SHALL be made only if all bonds are rated in one of the three highest rating categories by two nationally recognized rating agencies and only upon receipt, from any rating agency rating the bonds, of written evidence that the agreement will not adversely affect the rating.

Further, the counterparty to such an agreement SHALL be rated "A" or better from at least one nationally recognized rating agency selected by the Treasurer, or the counterparty SHALL provide an irrevocable letter of credit from an institution rated "A" or better from at least one nationally recognized rating agency acceptable to the Treasurer.

N. Securities Lending Agreement

Securities lending agreements are agreements under which the Treasurer agrees to transfer securities to a borrower who, in turn agrees to provide collateral to the Treasurer. During the term of the agreement, both the securities and the collateral are held by a third party. At the conclusion of the agreement, the securities are transferred back to the Treasurer in return for the collateral.

1. Maximum term: 180 days.
2. Maximum par value: Maximum par value is limited to a combined total of reverse repurchase agreements and securities lending agreements of 20% of the base value of the portfolio.
3. Dealers limited to those primary dealers or those Nationally or State chartered banks that have a significant banking relationship with the County as defined in Government Code Section 53601(j)(4)(B) approved specifically by the Treasurer.
4. Agreements SHALL only be made for the purpose of enhancing investment revenue.
5. Securities eligible to be sold with a simultaneous agreement to repurchase SHALL be limited to obligations of the U.S. Government and its agencies and instrumentalities.

6. The security to be sold on securities lending agreement SHALL have been owned and fully paid for by the Treasurer for a minimum of 30 days prior to sale.
7. The proceeds of the securities lending agreement SHALL be invested in authorized instruments with a maturity less than 92 days unless the agreement includes a codicil guaranteeing a minimum earning or spread to maturity.
8. In no instance SHALL the investment from the proceeds of a securities lending agreement be sold as part of a subsequent reverse repurchase agreement or securities lending agreement.

O. Supranationals

Supranationals are multilateral lending institutions that provide development financing, advisory services and other financial services to their member countries to promote improved living standards through sustainable economic growth.

Supranational investments are U.S. dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by any of the supranational institutions identified in Government Code Section 53601(q), with a maximum remaining maturity of five years or less, and which are eligible for purchase and sale within the United States. Supranational investments shall be rated in a rating category of "AA" or its equivalent or better by a NRSRO and shall not exceed 30% of the PSI portfolio.

1. Maximum maturity: Five years and limits outlined in Attachment I for issuer's current credit rating.
2. Maximum total par value: 30% of the PSI portfolio.
3. Maximum par value per issuer: Per limits outlined in Attachment I for issuer's current credit rating.

Permitted Investments are also subject to limitation based on the ESG score of individual issuers in comparison to the ESG score of the issuer's business sector, as rated by Sustainalytics. The limitation methodology is shown in Attachment II.

County of Los Angeles
Treasurer and Tax Collector
Investment Policy
ATTACHMENT I-a.

**MINIMUM CREDIT RATING
DOMESTIC ISSUERS**

Investment Type	Maximum Maturity	Issuer Rating (1)			Investment Limit
		S&P Global	Moody's Analytics	Fitch Ratings	
Bankers' Acceptance	180 days	A-1/AAA	P-1/Aaa	F1/AAA	\$750MM
		A-1/AA	P-1/Aa	F1/AA	\$600MM
		A-1/A	P-1/A	F1/A	\$450MM, of which 50% may be over 90 days to a maximum of 180 days
Certificates of Deposit	3 years	A-1/AAA	P-1/Aaa	F1/AAA	\$750MM, of which 50% may be over 180
		A-1/AA	P-1/Aa	F1/AA	\$600MM, of which 50% may be over 180
		A-1/A	P-1/A	F1/A	\$450MM, of which 50% may be over 90 days to a maximum of 180 days
Corporate Notes, Asset Backed Securities (ABS) and Floating Rate Notes (FRN)	Corporate: 3 years ABS: 5 years FRN: 5 years (2)	A-1/AAA	P-1/Aaa	F1/AAA	\$750MM, of which 50% may be over 180
		A-1/AA	P-1/Aa	F1/AA	\$600MM, of which 50% may be over 180
		A-1/A	P-1/A	F1/A	\$450MM, of which 50% may be over 90 days to a maximum of 180 days

Notes:

- (1) All issuers must attain the required ratings from at least two of the three Nationally Recognized Statistical Rating Organizations (S&P Global, Moody's Analytics, and Fitch Ratings).
- (2) Seven years, if Board of Supervisors' authorization to exceed maturities in excess of five years is in effect, of which a maximum of \$100 MM (million) par value may be greater than five years to maturity.

County of Los Angeles
Treasurer and Tax Collector
Investment Policy
ATTACHMENT I-b.

**MINIMUM CREDIT RATING
FOREIGN ISSUERS**

Investment Type	Maximum Maturity	Issuer Rating (1)			Investment Limit
		S&P Global	Moody's Analytics	Fitch Ratings	
Bankers' Acceptance	180 days	A-1/AAA	P-1/Aaa	F1/AAA	\$600MM
		A-1/AA	P-1/Aa	F1/AA	\$450MM
		A-1/A	P-1/A	F1/A	\$300MM, of which 50% may be over 90 days to a maximum of 180 days.
Certificates of Deposit	3 years	A-1/AAA	P-1/Aaa	F1/AAA	\$600MM, of which 50% may be over 180
		A-1/AA	P-1/Aa	F1/AA	\$450MM, of which 50% may be over 180
		A-1/A	P-1/A	F1/A	\$300MM, of which 50% may be over 90 days to a maximum of 180 days
Corporate Notes, Asset Backed Securities (ABS) and Floating Rate Notes (FRN)	Corporate: 3 years ABS: 5 years FRN: 5 years (2)	A-1/AAA	P-1/Aaa	F1/AAA	\$600MM, of which 50% may be over 180
		A-1/AA	P-1/Aa	F1/AA	\$450MM, of which 50% may be over 180
		A-1/A	P-1/A	F1/A	\$300MM, of which 50% may be over 90 days to a maximum of 180 days

Notes:

- (1) All issuers must attain the required ratings from at least two of the three Nationally Recognized Statistical Rating Organizations (S&P Global, Moody's Analytics, and Fitch Ratings).
- (2) Seven years, if Board of Supervisors' authorization to exceed maturities in excess of five years is in effect, of which a maximum of \$100 MM (million) par value may be greater than five years to maturity.

County of Los Angeles
Treasurer and Tax Collector
Investment Policy
ATTACHMENT I-c.

**MINIMUM CREDIT RATING
SUPRANATIONAL ISSUERS**

Issuer Rating (1)			Investment Limit (2)
S&P Global	Moody's Analytics	Fitch Ratings	
AAA	Aaa	aaa	30% of PSI Portfolio, of which 20% of the PSI Portfolio may be between 2 and 5 years.
AA	Aa	aa	20% of PSI Portfolio, of which 10% of the PSI Portfolio may be between 2 and 5 years.

Notes:

- (1) The issuer must attain the required ratings from at least two of the three Nationally Recognized Statistical Rating Organizations (S&P Global, Moody's Analytics, and Fitch Ratings).
- (2) Maximum combined par value for all issuers is limited to 30% of the PSI portfolio.

County of Los Angeles
Treasurer and Tax Collector
Investment Policy
ATTACHMENT I-d.

**MINIMUM CREDIT RATING
COMMERCIAL PAPER**

Maximum Maturity	Issuer Rating (1) (2)			Investment Limit (3)
	S&P Global	Moody's Analytics	Fitch Ratings	
270 days	A-1	P-1	F1	\$1.5 Billion

Notes:

- (1) The issuer must attain the required ratings from at least two of the three Nationally Recognized Statistical Rating Organizations (S&P Global, Moody's Analytics, and Fitch Ratings).
- (2) If an issuer has a long-term rating, it must be rated in a rating category of "A" or its equivalent or higher.
- (3) Maximum combined par value for all issuers is limited to 40% of the PSI portfolio.

**ENVIRONMENTAL, SOCIAL, AND CORPORATE GOVERNANCE (ESG) SCORE
IMPACT ON INVESTMENT LIMITS**

If an issuer's Sustainalytics ESG score is lower than the median Sustainalytics ESG score of its business sector, investment limits will be subject to the following investment limit reductions:

Score Differential	Percentage Reduction of Investment Limit
≤ 5 points lower	0%
$5 \leq 10$ points lower	15%
$10 \leq 20$ points lower	30%
> 20 points lower	50%

County of Los Angeles
Treasurer and Tax Collector
Investment Policy
ATTACHMENT III

**LIMITATION CALCULATION FOR
INTERMEDIATE-TERM, MEDIUM-TERM AND LONG-TERM HOLDINGS
(Actual \$)**

Average Investment Balance and Available Cash (1)	\$32,081,183,418
Less:	
▪ 50% of Discretionary Deposits (1)	(\$1,370,230,010.98)
Average Available Balance	\$30,710,953,407
Multiplied by the Percent Available for Investment Over One Year	75%
Equals the Available Balance for Investment Over One Year	\$23,033,215,055
Intermediate-Term (From 1 to 3 Years) ▪ One-third of the Available Balance for Investment	\$7,677,738,352
Medium-Term and Long-Term (Greater Than 3 Years) ▪ Two-thirds of Available Balance for Investment (2)	\$15,355,476,703

(1) 36 Month Average from December 2017 to November 2020.

(2) Any unused portion of the Medium-Term and Long-Term available balance may be used for Intermediate-Term investments.

APPROVED LIST OF MUNICIPAL OBLIGATIONS

1. Any obligation issued or caused to be issued by the County of Los Angeles on its behalf or on behalf of other Los Angeles County affiliates. If on behalf of other Los Angeles County affiliates, the affiliate must have a minimum rating of "A3" (Moody's Analytics) or "A-" (S&P Global or Fitch Ratings). The maximum maturity is limited to 30 years.
2. Any short- or medium-term obligation issued by the State of California or a California local agency with a minimum Moody's Analytics rating of "MIG-1" or "A2" or a minimum S&P Global rating of "SP-1" or "A." Maximum maturity limited to five years.



County of Los Angeles

lacounty.gov

CHIEF EXECUTIVE OFFICE

Facility Reinvestment Program Update

February 17, 2021

Background

- In 2016 and 2020, Strategic Asset Management Plans were released to the Board, providing a framework to inform and guide strategic management and investment in the County's critical assets and ensure long-term financial viability and service delivery to the public.
- Goal is to update the plan every four years to align with the Board strategic priorities and the County's Strategic Plan.

Key Objectives of Plan

- Maintain Asset Inventory
- ***Extend the Useful Life of Owned Assets***
- Optimize Real Estate Portfolio
- Guide Strategic Decision-Making
- Fund Highest Priority Needs

Challenges

There are 3 major challenges in the management of County assets:

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

Facility Reinvestment Program (FRP)

The FRP was developed to ***maximize existing assets*** to their best and highest use and ***extend their useful life***, and consists of:

- Systematic collection and recording of building condition information;
- Prioritization of identified building deficiencies and major building systems near or past their service life and in poor condition;
- Development and implementation of repair and system replacement capital projects.

Strategic Asset Management (SAM) Database

- From 2014 to 2020, facility condition assessments were completed for all County owned facilities, with reassessments planned for every 5 years.
- The SAM database contains facility assessment information and provides Asset System Priorities and the Facility Condition Index (FCI):
 - Asset System Priorities consider consequence of failure along with condition, capacity, compliance and efficiency
 - $FCI = \text{replacement value of flagged systems} / \text{Present Replacement Value}$ (i.e., $FCI = 1.0$ means the cost to replace poor/end of life systems = cost to replace entire building)

FRP Fiscal Overview

- FRP was originally envisioned to invest \$750 million
- FY2018-19 – Extraordinary Maintenance (EM) funded initial design efforts
- May 2019 – Board approved the program with a Total Project Cost Estimate (TPCE) of \$307.1 million for 189 high priority projects
- December 2019 – Board approved an additional 65 high priority projects, for a total of 254 projects, with a revised TPCE of \$620.6 million.
- January 2021 – Board approved a revised TPCE of \$522.9 million for a new total of 233 projects.

Total Program Performance Update

- Current Status of 233 Total Projects
 - 68 projects completed
 - 10 projects merged into 5 projects
 - 8 projects canceled
 - 25 projects on hold
 - 127 active projects (at end of Q2)
- TPCE of \$522.9 million
 - Actual expenditures is \$81 million (15.5% spent to date)

Quarterly Performance Update

- 161 Total Projects (at start of Q2)
 - 9 projects completed
 - 25 projects on hold (mainly Probation Facilities)
 - 127 active projects (at end of Q2)
- Q2 Forecasted Cash Flow was \$26.9 million
 - Actual expenditures was \$18.7 million (\$8.2 million underspent)
 - Cash flow variance driven by unused contingency of \$3.7 million and various project delays totaling \$4.5 million.
- Q3 Forecast
 - Anticipate completing 11 projects
 - Forecasted cash flow of \$25.7 million

Ongoing Focus

- CEO continues to partner with ISD, DPW and their consultants on improving project delivery strategies and project controls.
- Development underway of a multi-year cashflow and high-level cost loaded program schedule tied to quarterly cash flow to develop future fiscal year funding requirements.
- The next group of high priority projects under final review with the goal of kicking off design by the end of February.
- Recurring quarterly Board memo report-outs.