



County of Los Angeles CHIEF EXECUTIVE OFFICE OPERATIONS CLUSTER

FESIA A. DAVENPORT
Chief Executive Officer

DATE: March 16, 2022
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](#)

**THIS MEETING WILL CONTINUE TO BE CONDUCTED VIRTUALLY TO ENSURE
THE SAFETY OF MEMBERS OF THE PUBLIC AND EMPLOYEES AS PERMITTED
UNDER STATE LAW**

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 – Kirk Shelton/Anthony Baker**
2. **INFORMATIONAL ITEM(S):**

A) Board Letter:
REQUEST APPROVAL OF AN APPROPRIATION ADJUSTMENT AND
AUTHORIZE THE COUNTY PURCHASING AGENT TO EXECUTE A
SOLE SOURCE PURCHASE ORDER WITH PERATON
INCORPORATED FOR THE ACQUISITION OF THE JUSTICE DATA
INTERFACE CONTROLLER (JDIC) REPLACEMENT HARDWARE FOR
THE LOS ANGELES COUNTY SHERIFF'S DEPARTMENT (LASD)
LASD – Brian Yanagi, Chief, Project Director;
Chris Kovac, Commander, Data Systems Bureau;
James Peterson, Acting Captain, Project Manager

CONTINUED ON PAGE 2

- B) Board Letter:
COUNTYWIDE CLASSIFICATION ACTIONS TO IMPLEMENT THE
APRIL 5, 2022 GENERAL RECLASS BOARD LETTER
CEO/CLASSIFICATION – Jennifer Revuelta, Principal Analyst
- C) Board Memo:
CHIEF EXECUTIVE OFFICE RISK MANAGEMENT ANNUAL REPORT,
FISCAL YEAR 2020-21 (ITEM No. 30-A, BOARD MEETING OF
FEBRUARY 6, 2018)
CEO/RISK MANAGEMENT – Steven Robles, Assistant Chief Executive
Officer, County Risk Manager

3. **PRESENTATION/DISCUSSION ITEMS:**

None available.

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

FUTURE AGENDA TOPICS

CALENDAR LOOKAHEAD:

- A) DEM-C – APPROVAL OF VERTIQ CONTRACT FOR CMS
- B) CEO/CIO – APPROVE THE USE OF INFORMATION TECHNOLOGY
INFRASTRUCTURE FUND FOR THE COUNTY'S ENTERPRISE OPEN
DATA PORTAL AND AN APPROPRIATION ADJUSTMENT FOR
FISCAL YEAR 2021-22

BOARD LETTER/MEMO CLUSTER FACT SHEET

☒ Board Letter

☐ Board Memo

☐ Other

CLUSTER AGENDA REVIEW DATE	3/16/2022	
BOARD MEETING DATE	4/5/2022	
SUPERVISORIAL DISTRICT AFFECTED	<input checked="" type="checkbox"/> All <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th <input type="checkbox"/> 5 th	
DEPARTMENT(S)	Sheriff	
SUBJECT	Request approval of an appropriation adjustment and authorize the county purchasing agent to execute a sole source purchase order with Peraton incorporated for the acquisition of the justice data interface controller (JDIC) replacement hardware for the Los Angeles county sheriff's department (LASD)	
PROGRAM	JDIC upgrade	
AUTHORIZES DELEGATED AUTHORITY TO DEPT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
SOLE SOURCE CONTRACT	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please explain why: This system was custom designed to function as a message switching hub. The function of the system and the interaction between the hardware and software are unique. Northrup Grumman architects designed the original system according to Department specifications. This product is now owned and managed by Peraton.	
DEADLINES/ TIME CONSTRAINTS	This project will take approximately 8 months to complete	
COST & FUNDING	Total cost: \$1,256,000.	Funding source: Legacy Modernization Fund
	TERMS (if applicable):	
	Explanation:	
PURPOSE OF REQUEST	Replace end-of-life hardware for JDIC, upgrade operating system and establish disaster recovery center	
BACKGROUND (include internal/external issues that may exist including any related motions)	The JDIC is a mission critical message switching system that provides law enforcement agencies throughout Los Angeles County access to local, state and federal law enforcement information. JDIC hardware and operating system is no longer supported due to the age of the equipment and the difficulty in acquiring the necessary parts. The new upgrade will ensure continued operation with no interruptions in service	
EQUITY INDEX OR LENS WAS UTILIZED	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain how:	
SUPPORTS ONE OF THE NINE BOARD PRIORITIES	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please state which one(s) and explain how:	
DEPARTMENTAL CONTACTS	Name, Title, Phone # & Email: Brian Yanagi, Chief, Project Director (562) 345-4314, BKYanagi@lasd.org Chris Kovac, Commander, Data Systems Bureau 562 345-4351 kmkovac@lasd.org James Peterson , Acting Captain, Project Manager , (562) 345-4188, jcpeters@lasd.org	

April 5, 2022

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

Dear Supervisors:

**REQUEST APPROVAL OF AN APPROPRIATION ADJUSTMENT AND AUTHORIZE THE COUNTY
PURCHASING AGENT TO EXECUTE A SOLE SOURCE PURCHASE ORDER WITH PERATON
INCORPORATED FOR THE ACQUISITION OF THE JUSTICE DATA INTERFACE CONTROLLER (JDIC)
REPLACEMENT HARDWARE FOR THE LOS ANGELES COUNTY SHERIFF'S DEPARTMENT (LASD)
(ALL DISTRICTS) (4 VOTES)
OFFICE OF THE CHIEF INFORMATION OFFICER (CIO) RECOMMENDATION: APPROVE (X)**

SUBJECT

The LASD is requesting Board approval of an appropriation adjustment and authorization to utilize \$1,256,000 in one-time funding from the County's Information Technology (IT) Legacy Modernization Fund (LMF), and authorization for the Internal Services Department (ISD), in its capacity as the County's purchasing agent, to proceed with a sole source purchase order to Peraton Incorporated in the estimated amount of \$1,256,000 to upgrade the JDIC System and establish a disaster recovery site.

IT IS RECOMMENDED THAT THE BOARD

1. Authorize the ISD, as the County's purchasing agent, to proceed with the acquisition of the JDIC platform in the estimated amount of \$1,256,000 which includes hardware, software, professional services, maintenance and support, travel, and taxes.
2. Approve the attached appropriation adjustment to transfer \$1,256,000 from Committed for IT Enhancements to the Department's services and supplies and capital assets appropriations.

BACKGROUND/SOLE SOURCE JUSTIFICATION

The JDIC System is a mission-critical message switching system that provides law enforcement agencies throughout Los Angeles County access to local, state, and federal law enforcement information. The JDIC System allows law enforcement to access databases such as the Countywide Warrant System, Automated Index System, Department of Motor Vehicles, Automated Firearms System, Missing Persons, Domestic Violence Restraining Order System, Stolen Vehicle System, California Sex and Arson Registry, and others.

On average, the JDIC System handles 4,000,000 transactions daily. The system interfaces with over 200 agencies throughout Los Angeles County and supports approximately 30,000 JDIC terminals, over 8,500 Mobile Digital Computers, and approximately 10,000 users.

The JDIC System was last modernized approximately thirteen years ago. In the past two years, system failures have increased significantly. The LASD has been notified by the vendor that the system components and Operating System (O/S) are no longer supported. This lack of vendor support and impending failure places the LASD and the entire County of Los Angeles law enforcement community at risk.

It is crucial that we upgrade the production system and establish a disaster recovery site to ensure system stability and continuity of business for the hundreds of agencies and thousands of users we support.

The system modernization project will consist of three phases. Phase-I will be the purchase of eight new servers and associated components. Phase-II will involve installation of four servers and upgraded O/S with a new application configuration. These will serve as the production environment and will replace the obsolete equipment and O/S that is currently being utilized. During Phase-III, the other four servers will be set up with the new O/S and configuration at a second LASD data center. This location will serve as a disaster recovery site for the production site.

The federal IT and mission support segment of Northrup Grumman was recently purchased by Veritas Capital and incorporated into their subsidiary, Peraton Incorporated. Peraton IT Services designed the existing system, and their engineers are familiar with the unique function and design of the JDIC System. They are the sole source to design and build the replacement system.

The LASD has a dedicated project manager and a failover plan to mitigate the implementation risk.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended action is consistent with the principles of the County's Strategic Plan, Goal 1, Operational Effectiveness and Fiscal Sustainability. The implementation of the JDIC hardware upgrade will indirectly contribute to achieving the County's Strategic Initiative 4, and Strategic Initiative 5, by achieving efficiencies that transform service delivered by replacing critical legacy systems.

FISCAL IMPACT/FINANCING

At the recommendation of the Office of the CIO, the IT Investment Board has approved using the LMF for this request recognizing that if the JDIC System fails, it presents a risk to all the Los Angeles County law enforcement agencies who rely on JDIC to conduct their business. In order to receive the funds, the LASD has agreed to the Office of the CIO and IT Investment Board requirements and will provide implementation progress updates.

The estimated one-time costs for the proposed acquisitions are as follows:

Hardware/Software	\$ 910,061
Services	\$ 262,509
One year maintenance warranty	\$ 83,430
Total cost	\$1,256,000

The cost of services provided by Peraton are estimated at \$1,256,000. The County's IT Investment Board approved using the IT Legacy Modernization funding to pay for these services. Approval of the attached appropriation adjustment will allocate funding from obligated fund balance Committed for IT Enhancements to the Department for this purpose.

There is no fiscal impact to the County departments.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

County Counsel has reviewed and approved all proposed agreements as to form. The CIO has reviewed this request and recommends approval. The CIO Analysis is attached (Attachment A).

IMPACT ON CURRENT SERVICES

Approval of this request will ensure continued services and uninterrupted operation of JDIC equipment utilized by Los Angeles County law enforcement agencies.

CONTRACTING PROCESS

Peraton architects designed the original JDIC system according to Department specifications. The system itself is proprietary and Peraton is the only known vendor qualified to implement this project. They have a unique understanding of the system, its functions and expectations of performance.

The acquisition of the JDIC System modernization services and components falls under the statutory authority of the County purchasing agent and will be accomplished in accordance with the County's purchasing policies and procedures.

CONCLUSION

Upon Board approval, please return a copy of the adopted Board Letter to the Department's Technology and Support Division.

Sincerely,

Reviewed by:

ALEX VILLANUEVA
SHERIFF

PETER LOO
ACTING CHIEF INFORMATION OFFICER

TIMOTHY K. MURAKAMI
UNDERSHERIFF

AV:BY:jp

c: Board of Supervisors, Justice Deputies
Celia Zavala, Executive Officer, Board of Supervisors
Fesia Davenport, Chief Executive Officer
Sheila Williams, Senior Manager, Chief Executive Office (CEO)
Rene Phillips, Manager, CEO

Jocelyn Ventilacion, Principal Analyst, CEO
Anna Petrosyan, Analyst, CEO
Rodrigo A. Castro-Silva, Acting County Counsel
Elizabeth D. Miller, Chief Legal Advisor, Legal Advisory Unit
Michele Jackson, Principal Deputy County Counsel
Timothy K. Murakami, Undersheriff
Jorge A. Valdez, Chief of Staff
Conrad Meredith, Division Director, Administrative Services Division (ASD)
Glen C. Joe, Assistant Division Director, ASD
Vanessa C. Chow, Sergeant, ASD
Kristine D. Corrales, Deputy, ASD
Brian Yanagi, Chief, Technology & Support Division (TSD)
Chris Kovac, Commander, TSD
James Peterson, Acting Captain, Data Systems Bureau

February 08, 2022

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF CHIEF EXECUTIVE OFFICER

AUDITOR-CONTROLLER:

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

ADJUSTMENT REQUESTED AND REASONS THEREFORE**FY 2021-22****4 - VOTES****SOURCES****USES****GENERAL FUND**

A01-3052

COMMITTED FOR IT ENHANCEMENTS

DECREASE OBLIGATED FUND BALANCE 1,256,000**SOURCES TOTAL****\$ 1,256,000****USES TOTAL****JUSTIFICATION**

Reflects the cancellation of obligated fund balance Committed for IT Enhancements for hardware and software services, as well as maintenance costs of the Sheriff Department's Justice Data Interface Controller system.

AUTHORIZED SIGNATURE

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

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

AUDITOR-CONTROLLER

BY

B.A. NO.

DATE

☐ APPROVED AS REQUESTED☐ APPROVED AS REVISED

CHIEF EXECUTIVE OFFICER

BY

DATE



DRAFT

CIO

ANALYSIS

Attachment A

BOARD AGENDA DATE:

3/29/2022

This document provides an analysis and recommendations by the Office of the Chief Information Officer pertaining only to “requests concerning the approval of actions related to the management, design, development, acquisition, expansion, or purchase of **automated systems and/or related services**,” per [Board Policy 6.020, “Chief Information Office Board Letter Approval”](#). This document shall not be construed as endorsement, or a recommendation for approval, of any other items.

SUBJECT:

APPROVAL TO USE INFORMATION TECHNOLOGY LEGACY MODERNIZATION FUNDS AND AUTHORIZE THE COUNTY PURCHASING AGENT TO EXECUTE A SOLE SOURCE PURCHASE ORDER WITH PERATON INCORPORATED FOR THE ACQUISITION OF THE JUSTICE DATA INTERFACE CONTROLLER (JDIC) REPLACEMENT HARDWARE FOR THE LOS ANGELES COUNTY SHERIFF’S DEPARTMENT

CONTRACT TYPE:

☐ New Contract ☒ Sole Source ☐ Amendment to Contract #:

SUMMARY:

Description: The Los Angeles County Sheriff’s Department (Sheriff) requests the Board of Supervisors’ (Board) approval to authorize Internal Services Department (ISD), as the County’s purchase agent, to proceed with a sole-source acquisition of computer hardware and professional services with the Peraton Incorporated (Peraton) to upgrade the JDIC system and establish a disaster recovery site. The JDIC System allows law enforcement agencies to access local, state, and federal law enforcement information such as the Countywide Warrant System, Automated Index System, Department of Motor Vehicles, Automated Firearms System, Missing Persons, Domestic Violence Restraining Order System, Stolen Vehicle System, California Sex and Arson Registry, and others. This request authorizes the Sheriff to secure eight (8) new servers and associated components: four (4) servers to upgrade the existing production system and four (4) servers to establish a disaster recovery site. It will secure system stability and provide business continuity for the Sheriff, effectively supporting law enforcement agencies throughout the County.

The Sheriff is also requesting approval to use and to transfer one-time funding of \$1,256,000 from the Committed for Information Technology (IT), commonly known as IT Legacy

APPROVAL TO USE INFORMATION TECHNOLOGY LEGACY MODERNIZATION FUNDS AND
AUTHORIZE THE COUNTY PURCHASING AGENT TO EXECUTE A SOLE SOURCE PURCHASE ORDER
WITH PERATON INCORPORATED FOR THE ACQUISITION OF THE JUSTICE DATA INTERFACE
CONTROLLER (JDIC) REPLACEMENT H AND ESTABLISH A DISASTER RECOVERY SITE

Modernization funding, to the Sheriff's services and supplies and capital assets appropriations to purchase of consulting services and computer hardware.

Contract Amount: estimated acquisition sum is \$1,256,000.

FINANCIAL ANALYSIS:

Estimated One-time costs:

Hardware and software.....	\$910,061
Implementation Services.....	\$262,509
1-year maintenance warranty ¹	\$ 83,430
Sub-total Costs²:	\$1,256,000

Estimated Total one-time costs: \$ 1,256,000

Estimated Total Project costs³: \$ 1,256,000

Notes:

¹ THE \$83,430 IS A COST FOR A 1-YEAR JDIC MAINTENANCE WARRANTY NEEDED FOR PERATON TO ADDRESS AND RESOLVE ANY SOFTWARE ISSUES.

² THE \$1,256,000 IS A ONE-TIME ACQUISITION COST, AN ESTIMATED 8-MONTHS PROJECT. IT INCLUDES A COST OF FIXED-PRICE IMPLEMENTATION SERVICES, EIGHT (8) SERVERS, SOFTWARE COMPONENTS, AND 1-YEAR SOFTWARE MAINTENANCE WARRANTY.

³ THE \$1,256,000 IS THE ONE-TIME APPROVED INFORMATION TECHNOLOGY LEGACY MODERNIZATION FUND. TOTAL PROJECT COST TO UPGRADE JDIC IS FULLY FUNDED AND NOT TO EXCEED BY THIS APPROVED AMOUNT. THE ONGOING COST WILL BE FUNDED BY THE DEPARTMENT OPERATING BUDGET.

ANALYSIS, RISKS, AND RECOMMENDATIONS:

1. **Quality, Cost, and Schedule:** As with any system implementation project, there are risks related to quality, cost, and schedule. To address the sole source request, the Sheriff mitigated the quality risks by implementing the project in a phased approach and defined appropriate deliverable acceptance criteria for a project. The cost risk has been mitigated by making this a fixed-price implementation. The Sheriff has identified a dedicated County Project Manager to work with the Contractor Project Manager and other law enforcement agencies, manage scope changes, manage risks, and manage contractor's performance. The assigned County Project Manager and Contractor Project Manager will jointly address the project schedule risks by developing a comprehensive project implementation schedule and securing other law enforcement agencies' resources to conduct thorough system integration and acceptance testings.
2. **System Interfaces and Integrations:** The County Project Manager must closely work with the Contractor to develop a testing strategy and test plan to conduct complete end-to-end system integration testing of accessing local, state, and federal law enforcement information systems and coordinate these activities closely.
3. **Contract Risks:** No Contract risks have been identified. County Counsel has reviewed and approved the Agreement as to form.

APPROVAL TO USE INFORMATION TECHNOLOGY LEGACY MODERNIZATION FUNDS AND
AUTHORIZE THE COUNTY PURCHASING AGENT TO EXECUTE A SOLE SOURCE PURCHASE ORDER
WITH PERATON INCORPORATED FOR THE ACQUISITION OF THE JUSTICE DATA INTERFACE
CONTROLLER (JDIC) REPLACEMENT H AND ESTABLISH A DISASTER RECOVERY SITE

4. **Information Security:** The County's Information Security Officer reviewed the security provisions, determined the project as low-security risk, and did not identify any concerns.

PREPARED BY:

THIDA VAN, ACTING DEPUTY CHIEF INFORMATION OFFICER

DATE

APPROVED:

PETER LOO, ACTING COUNTY CHIEF INFORMATION OFFICER

DATE

BOARD LETTER/MEMO CLUSTER FACT SHEET

☒ Board Letter

☐ Board Memo

☐ Other

CLUSTER AGENDA REVIEW DATE	3/16/2022							
BOARD MEETING DATE	4/5/2022							
SUPERVISORIAL DISTRICT AFFECTED	<input checked="" type="checkbox"/> All <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th <input type="checkbox"/> 5 th							
DEPARTMENT(S)	CHIEF EXECUTIVE OFFICE							
SUBJECT	COUNTYWIDE CLASSIFICATION ACTIONS							
PROGRAM								
AUTHORIZES DELEGATED AUTHORITY TO DEPT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain why:							
DEADLINES/ TIME CONSTRAINTS								
COST & FUNDING	<table border="1" style="width:100%"> <tr> <td style="width:50%"> Total cost: \$1,372,000 (all funds) \$212,000 (NCC) </td><td style="width:50%"> Funding source: </td></tr> <tr> <td colspan="2">TERMS (if applicable):</td></tr> <tr> <td colspan="2">Explanation:</td></tr> </table>		Total cost: \$1,372,000 (all funds) \$212,000 (NCC)	Funding source:	TERMS (if applicable):		Explanation:	
Total cost: \$1,372,000 (all funds) \$212,000 (NCC)	Funding source:							
TERMS (if applicable):								
Explanation:								
PURPOSE OF REQUEST								
BACKGROUND (include internal/external issues that may exist including any related motions)	<ol style="list-style-type: none"> 1. Addition of one (1) unclassified classification: <ul style="list-style-type: none"> • Special Assistant, Parks and Recreation (UC) (Item No. 8765) (112B, NMO) \$105,033.84 - \$141,544.32 2. Addition of three (3) employee classifications <ul style="list-style-type: none"> • Technology Professional Intern I (Item No. 2484) (FH) \$37,584.00 • Technology Professional Intern II (Item No. 2485) (FH) \$41,760.00 • Youth Development Specialist (Item No. 8299) (105A, NMO) \$86,652.00 - \$116,772.00 3. Amend Chapter 6.50 - Department of the Chief Executive Officer (CEO) to establish compensation for two (2) new classifications <ul style="list-style-type: none"> • Member, Care First Community Investment Advisory Committee (Item No. 9395) • Alternate, Member, Care First Community Investment Advisory Committee (Item No. 9387) 4. Add Medical Director, Medical Examiner (UC) (Item No. 5402) is being added to Section 6.08.450 – Special Credit 5. Deletion of 12 non-represented classifications <ul style="list-style-type: none"> • Assistant Data Processing Manager (Item No. 2613) • Assistant Head Transportation Deputy, Probation (Item No. 8629) • Assistant Head, Warrant Investigation (Item No. 1578) • Assistant Manager, Laundry Services, Sheriff (Item No. 6887) • Member, Board of Education (Item No. 9392) • Member, Citizens Advocacy Commission/Communication Development (Item No. 9397) • Member, Delinquency and Crime Commission (Item No. 9410) • Member, Grand Jury (Item No. 9437) • Member, Local Agency Formation Commission (Item No. 9449) • Senior Information Systems Contracts Analyst (Item No. 2543) • Supervising Information Systems Support Analyst (Item No. 2537) • Training Coordinator (Item No. 1867) 6. Reclassification of 285 positions in the Departments of Animal Care and Control, Children and Family Services, Fire, Health Services, Human Resources, ISD, Medical Examiner-Coroner, Probation, Registrar-Recorder/County Clerk, and Sheriff. 							
EQUITY INDEX OR LENS WAS UTILIZED	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain how:							
SUPPORTS ONE OF THE NINE BOARD PRIORITIES	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please state which one(s) and explain how:							
DEPARTMENTAL CONTACTS	Name, Title, Phone # & Email: Jennifer Revuelta, Principal Analyst, (213) 974-1783, jrevuelta@ceo.lacounty.gov							



CEO April 5, 2022 General Reclass Board Letter Summary

CEO Classification Contact Information:

Jennifer Revuelta, Principal Analyst, (213) 974-1783, jrevuelta@ceo.lacounty.gov

Alex Evans, Principal Analyst, (213) 893-2370, aevans@ceo.lacounty.gov

Eileen Cohen, Principal Analyst, (213) 974-2398, ecohen@ceo.lacounty.gov

Jon Lenvik, Senior Analyst, (213) 974-2539, jlenvik@ceo.lacounty.gov

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

This Board Letter includes:

1. Addition of one (1) unclassified classification:

- Special Assistant, Parks and Recreation (UC) (Item No. 8765)
(112B, NMO) \$105,033.84 - \$141,544.32

This classification is being established to have responsibility for providing specialized staff and consultative services to the Director and Chief Deputy Director of Parks and Recreation in carrying out special projects, studies, and assignments on matters relating to the functions and operations of the department.

2. Addition of three (3) employee classifications

- Technology Professional Intern I (Item No. 2484)
(FH) \$37,584.00
- Technology Professional Intern II (Item No. 2485)
(FH) \$41,760.00

These classifications are being established in the Internal Services Department (ISD) to allow interns to perform sub-professional duties in information and communication systems in preparation for successful progression into an information technology occupational or digital technology related field.

- Youth Development Specialist (Item No. 8299)
(105A, NMO) \$86,652.00 - \$116,772.00

This classification is being established for the new Office of Youth Development currently within CEO to have responsibility for coordination and collaborative project management for a wide range of youth development services, opportunities, and support—from prevention and early intervention to engagement and support for youth and their families involved in the justice system—so that all youth in Los Angeles County have access to youth development.

3. Amend Chapter 6.50 - Department of the Chief Executive Officer (CEO) to establish compensation for two (2) new classifications

- Member, Care First Community Investment Advisory Committee (Item No. 9395)
- Alternate, Member, Care First Community Investment Advisory Committee (Item No. 9387)

These classifications are being established and added to Chapter 6.50 – CEO and Section 6.28.060 – Special Pay Provisions to facilitate payroll system changes necessary to implement the compensation for committee members at \$150 per meeting attended, with maximum payment of \$5,000 a fiscal year, per position.

4. Compensation Provision Amendment

- The Medical Director, Medical Examiner (UC) (Item No. 5402) is being added to Section 6.08.450 – Special Credit, which will ensure this newly created unclassified classification receives a flat rate monthly bonus for years of experience in any residency consistent with other medical directors in other County departments.

5. Deletion of 12 non-represented classifications

- Assistant Data Processing Manager (Item No. 2613)
- Assistant Head Transportation Deputy, Probation (Item No. 8629)
- Assistant Head, Warrant Investigation (Item No. 1578)
- Assistant Manager, Laundry Services, Sheriff (Item No. 6887)
- Member, Board of Education (Item No. 9392)
- Member, Citizens Advocacy Commission/Communication Development (Item No. 9397)
- Member, Delinquency and Crime Commission (Item No. 9410)
- Member, Grand Jury (Item No. 9437)
- Member, Local Agency Formation Commission (Item No. 9449)
- Senior Information Systems Contracts Analyst (Item No. 2543)
- Supervising Information Systems Support Analyst (Item No. 2537)
- Training Coordinator (Item No. 1867)

6. Reclassification of 285 positions in the Departments of Animal Care and Control, Children and Family Services, Fire, Health Services, Human Resources, ISD, Medical Examiner-Coroner, Probation, Registrar-Recorder/County Clerk, and Sheriff.



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

April 5, 2022

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 positions and the departmental staffing provisions by adding one (1) unclassified classification and three (3) new employee classifications; amending Chapter 6.50 - Department of the Chief Executive Officer (CEO) to establish compensation for two (2) new classifications; amending Section 6.08.450 to add an unclassified classification; deleting 12 non-represented classifications; 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 one (1) unclassified classification in the Department of Parks and Recreation; add two (2) new employee classifications in the Internal Services Department (ISD) and one (1) new employee classification in the CEO; amend Chapter 6.50.010 (CEO) to establish two (2) new classifications and compensation for the Care First Community Investment (CFCI) Advisory Committee; amend a compensation provision (Section 6.08.450) for a Medical Examiner-Coroner unclassified classification; delete 12 non-represented classifications; and reclassify 285 positions in the Departments of Animal Care and Control, Children and Family Services, Fire, Health Services (DHS), Human Resources, ISD, Medical Examiner-Coroner, Probation, Registrar-Recorder/County Clerk, 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 allocation 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 allocation of positions facilitates efficient business operations and can reduce the number of costly personnel-related issues.

New Unclassified Classification

We are recommending the Special Assistant, Parks and Recreation (UC) (Item No. 8765) classification to be established for the Department of Parks and Recreation (Attachment A). The classification has responsibility for providing specialized staff and consultative services to the Director and Chief Deputy Director of Parks and Recreation in carrying out special projects, studies, and assignments on matters relating to the functions and operations of the department.

New Employee Classifications

We are recommending the establishment of two (2) new employee classifications, Technology Professional Intern I (Item No. 2484) and Technology Professional Intern II (Item No. 2485) (Attachment A). On October 27, 2020, the Board adopted a motion by Supervisors Hilda L. Solis and Kathryn Barger authorizing to establish a program to empower youth and small businesses in underserved communities that are adversely impacted by the digital divide and connect them to technology, resources, and opportunities. In the above-mentioned motion, the Board directed ISD to establish the Delete the Divide program. In support of this program, these two (2) classifications will allow ISD to engage youth in underserved communities to learn and develop information technology-related skills that can lead to well-paying career paths and entrepreneurship in the field of information technology. The classes will be established to allow interns to perform sub-professional duties in information and communication systems in preparation for successful progression into an information technology occupational or digital technology related field.

We are recommending the Youth Development Specialist (Item No. 8299) classification to be established to form the foundation for the new Office of Youth Development (Attachment A). The classification will have responsibility for providing coordination and

collaborative project management for a wide range of youth development services, opportunities, and support—from prevention and early intervention to engagement and support for youth and their families involved in the justice system—so that all youth in Los Angeles County have access to youth development.

New Classifications and Amendment of Corresponding Chapter 6.50 and Section 6.28.060

We are recommending Member, Care First Community Investment Advisory Committee (Item No. 9395) and Alternate Member, Care First Community Investment Advisory Committee (Item No. 9387) be established and added to Chapter 6.50 – CEO and Section 6.28.060 – Special Pay Provisions to facilitate payroll system changes necessary to implement the compensation for committee members at \$150 per meeting attended, with maximum payment of \$5,000 a fiscal year, per position (Attachment A). On January 25, 2022, the Board authorized CEO to compensate the Community Members on the CFCI Advisory Committee and County Counsel to draft any necessary ordinance(s) to effectuate compensation. Approval of these recommendations will provide the ordinance authority for the CEO to compensate the Community Members of the CFCI Advisory Committee. As previously authorized by the Board, only one (1) Community Member or their Alternate Member will be compensated for each meeting.

Compensation Provision Amendment

We are recommending the addition of Medical Director, Medical Examiner (UC) (Item No. 5402) to Section 6.08.450 – Special Credit, which will ensure this newly created unclassified classification receives a flat rate monthly bonus for years of experience in any residency consistent with other medical directors in other County departments. Your Board approved the establishment of this unclassified classification at the January 11, 2022 Board meeting.

Deleted Classifications

In conjunction with our continuing goal of reducing classifications, we are recommending the deletion of 12 non-represented classifications from the Classification Plan (Attachment A). The affected departments have been informed and concur with this action. This recommendation is consistent with the County's strategy to reduce the number of obsolete classifications.

Reclassifications

There are 285 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. Therefore, subject positions would be more 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 \$1,372,000 (all funds). Net County cost is estimated to be \$212,000. 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
JR:KP:mmg

The Honorable Board of Supervisors
04/05/22
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Enclosures

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

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DRAFT

CLASSIFICATION PLAN CHANGES

ATTACHMENT A

UNCLASSIFIED CLASSIFICATION RECOMMENDED FOR ADDITION TO THE CLASSIFICATION PLAN

Proposed Savings/ Cafeteria Benefit Plan	Item No.	Title	Recommended Salary Schedule and Level	
Savings/ Megaflex	8765	Special Assistant, Parks and Recreation (UC)	NMO	112B

CLASSIFICATIONS RECOMMENDED FOR ADDITION TO THE CLASSIFICATION PLAN

Proposed Savings/ Cafeteria Benefit Plan	Item No.	Title	Recommended Salary Schedule and Level	
Savings/ Megaflex	2484	Technology Professional Intern I		FH
Savings/ Megaflex	2485	Technology Professional Intern II		FH
Savings/ Megaflex	8299	Youth Development Specialist	NMO	105A

CLASSIFICATIONS SUBJECT TO SPECIAL PAY PROVISIONS RECOMMENDED FOR ADDITION

Item No.	Title
9395	Member, Care First Community Investment Advisory Committee
9387	Alternate, Member, Care First Community Investment Advisory Committee

CLASSIFICATION PLAN CHANGES

ATTACHMENT A

NON-REPRESENTED CLASSIFICATIONS RECOMMENDED FOR DELETION FROM THE CLASSIFICATION PLAN

Item No.	Title
2613	Assistant Data Processing Manager
8629	Assistant Head Transportation Deputy, Probation
1578	Assistant Head, Warrant Investigation
6887	Assistant Manager, Laundry Services, Sheriff
9392	Member, Board of Education
9397	Member, Citizens Advocacy Commission/Communication Development
9410	Member, Delinquency and Crime Commission
9437	Member, Grand Jury
9449	Member, Local Agency Formation Commission
2543	Senior Information Systems Contracts Analyst
2537	Supervising Information Systems Support Analyst
1867	Training Coordinator

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

ANIMAL CARE AND CONTROL

No of Pos.	Present Classification	No of Pos.	Classification Findings
2	Secretary I Item No. 2094A NMVO 76E Represented	1	Management Secretary II Item No. 2108A NMO 90G Non-Represented
		1	Senior Secretary II Item No. 2101A NMO 86G Non-Represented

One (1) Secretary I position is currently assigned to the Administrative Office and reports directly to the Administrative Deputy I (UC). The second Secretary I position is currently assigned to the Shelter Management Headquarters and reports directly to the Deputy Director, Animal Care and Control (UC) overseeing the North Regional Operations. Both positions provide secretarial support to the subject managers. Based on the duties performed and organizational structure, we recommend upward reclassifications of the subject positions to the Management Secretary II and Senior Secretary II classes, respectively.

CHILDREN AND FAMILY SERVICES

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Children Services Administrator II Item No. 9087A NO 109J Non-Represented	1	Children Services Administrator III Item No. 9088A NMO 114K Non-Represented

The subject position is located within the Bureau of Finance and Administration (BFA), Administration Team. The subject position reports to the Administrative Deputy III and is responsible for managing the day-to-day operations of the BFA Administration Team via subordinate managers. The subject position directs the development and implementation of measures to monitor operations; provides reports to management; oversees and responds to requests from executive management; and develops recommendations for budget and staffing requests. The duties and responsibilities of the subject position meet the classification criteria for the Children Services Administrator III, a class that is responsible for managing, through subordinate second level supervisors, the daily operations of section or program. Therefore, we recommend upward allocation to a Children Services Administrator III.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

FIRE – LEADERSHIP AND PROFESSIONAL

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Administrative Assistant III Item No. 0889A NMO 94G Represented	1	Management Analyst Item No. 1848A NMO 95A Non-Represented
1	Chief Physician III Item No. 5459A-78 N42 E11 Non-Represented	1	Chief Physician I Item No. 5457A-78 N42 E09 Non-Represented
1	Chief, Psychological Services Item No. 8703A NMO 118L Represented	1	Supervising Psychologist Item No. 8712A N2MO 109K Represented

The subject Administrative Assistant III position is assigned to the newly established Wellness Division in the Leadership and Professional Standards Bureau and reports directly to the proposed Chief Physician I. The subject position will be responsible for providing administrative, staff, management, and advisory support to the Chief Physician I. The position will assist in the coordination and development of the division's budget, act as a liaison between the Chief Physician I and other sections within the department and outside entities, and handle other special projects and activities to ensure departmental objectives are met. An upward allocation of the subject position to the Management Analyst class is recommended to support the department's efforts to recruit and retain staff equipped to carry out the Wellness-related goals outlined in the June 22, 2021 substitute motion introduced by Supervisors Janice Hahn and Kathryn Barger.

The subject Chief Physician III position is assigned to the newly established Wellness Division in the Leadership and Professional Standards Bureau and reports directly to a Deputy Fire Chief, Emergency Operations (UC). The subject position will oversee the new division, which was developed to address the workplace trauma or potential workplace trauma outlined in the June 22, 2021 substitute motion introduced by Supervisors Janice Hahn and Kathryn Barger. The subject position will oversee a total of five (5) sections that collectively address the physical, mental, and behavioral health and needs of the Fire Department and its members: Chaplains Program, Behavioral Health Services, Peer Support, Health Programs, and Fitness for Life. A downward allocation of the subject position to the Chief Physician I class is recommended to support the department's efforts to recruit and retain staff who are equipped to handle response, training, and preventative practices that support its first responder and civilian staff members.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

FIRE – LEADERSHIP AND PROFESSIONAL (Continued)

The subject Chief, Psychological Services position is assigned to the Behavioral Health Services Unit within the Leadership and Professional Standards Bureau's newly established Wellness Division. The subject position will report directly to the proposed Chief Physician I and assist in enhancing and directing the department's Occupational Wellness Program, which focuses on the mental and behavioral health and needs of the Fire Department and its members, while coordinating services provided by contracted mental health professionals. A downward reallocation of the subject position to the Supervising Psychologist class is recommended to support the department's efforts to recruit and retain staff equipped to develop a robust behavioral health program for its members and their immediate families, as outlined in the June 22, 2021 substitute motion introduced by Supervisors Janice Hahn and Kathryn Barger on addressing workplace or potential workplace trauma.

DHS – AMBULATORY CARE NETWORK

No of Pos.	Present Classification	No of Pos.	Classification Findings
5	Patient Financial Services Control Worker Item No. 9189A NMO 85C Represented	5	Patient Financial Services Control Worker (Non-Megaflex) Item No. 9188A NMO 85C Represented
1	Senior Clerk Item No. 1140A NMVO 75H Represented	1	Senior Typist-Clerk Item No. 2216A NMVO 76G Represented

DHS is formally establishing the Patient Financial Services Eligibility (PFS) Unit in the Ambulatory Care Network's High Desert Regional Health Center facility to improve customer service, reduce wait times, and improve the Medi-Cal application processing times at this location. We recommend reallocating the subject six (6) positions, listed in the above table, to standardize the organizational structure and to ensure the proper classification levels based upon the assigned duties and responsibilities.

Therefore, we recommend lateral reallocation of the five (5) subject PFS Control Worker positions to PFS Control Worker (Non-Megaflex), so the department can use the appropriate classification on future appointments. This recommendation will not impact the salary or duties assigned to the subject positions.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

DHS – AMBULATORY CARE NETWORK (Continued)

The subject Senior Clerk position will be responsible for performing skilled typing work and highly-specialized clerical duties that will require a highly-specialized knowledge of PFS procedures to carry the work under general supervision. Therefore, we recommend upward reallocation to Senior Typist-Clerk.

DHS - REGISTERED NURSES' CRITICAL CARE STAFFING PLAN

No of Pos.	Present Classification	No of Pos.	Classification Findings
Harbor Care South			
45	Registered Nurse I Item No. 5133A N21 RN01 Represented	45	Registered Nurse II Item No. 5134A N21 RN02 Represented
2	Registered Nurse I Item No. 5133A N21 RN01 Represented	2	Registered Nurse III Item No. 5135A N21 RN03 Represented
LAC+USC Medical Center			
146	Registered Nurse I Item No. 5133A N21 RN01 Represented	146	Registered Nurse II Item No. 5134A N21 RN02 Represented
46	Registered Nurse I Item No. 5133A N21 RN01 Represented	46	Registered Nurse III Item No. 5135A N21 RN03 Represented
Olive View-UCLA Medical Center			
14	Registered Nurse I Item No. 5133A N21 RN01 Represented	14	Registered Nurse II Item No. 5134A N21 RN02 Represented
1	Registered Nurse I Item No. 5133A N21 RN01 Represented	1	Registered Nurse III Item No. 5135A N21 RN03 Represented

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

DHS - REGISTERED NURSES' CRITICAL CARE STAFFING PLAN (Continued)

No of Pos.	Present Classification	No of Pos.	Classification Findings
Rancho Los Amigos National Rehabilitation Center			
7	Registered Nurse I Item No. 5133A N21 RN01 Represented	7	Registered Nurse II Item No. 5134A N21 RN02 Represented

DHS is implementing a standardized Critical Care Staffing Plan (CCSP), Registered Nurse (RN) staffing plan and nurse-to-patient ratio model to meet the State of California's regulatory requirements for acute care hospitals with adult critical care services. The CCSP will be implemented by utilizing existing resources and reinforcing nurse-to-patient ratios through new positions. Therefore, on December 21, 2021, your Board approved DHS' Mid-Year Board Letter for interim ordinance authority of 196 new RN positions.

To continue with the department's implementation efforts, our office reviewed 585 existing ordinance positions at the level of RN-I, RN-II, and RN-III, which are allocated to various adult critical care units across DHS, including LAC+USC Medical Center, Harbor-UCLA Medical Center, Olive View-UCLA Medical Center, and Rancho Los Amigos National Rehabilitation Center. Therefore, with this Board action, we are recommending the upward reallocation of 261 of the subject positions from RN-I to RN-II or RN-III to standardize the classification levels of these positions to match the level of expertise and skill required to provide patient care in adult intensive care units.

HUMAN RESOURCES

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Human Resources Analyst III Item No. 1912A NMO 105A Non-Represented	1	Human Resources Analyst IV Item No. 1913A NMO 111A Non-Represented

The subject position will lead staff and manage the oversight of Countywide Cafeteria Benefits Plans, including performing complex analysis and negotiations. The position will be responsible for participating in the benefit contract renewal and negotiation process for Cafeteria plan benefits, reviewing negotiated contracts for consistency, and providing technical guidance on rate sheets and reports for benefit plans. The role of the position requires providing guidance and making decisions that have Countywide impact and accountability. Given the complex and demanding nature of contractual negotiations for

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

HUMAN RESOURCES (Continued)

Countywide benefits, as well as the level of responsibility and involvement required of the subject position, the Human Resources Analyst IV is a more appropriate item. Therefore, we recommend upward reallocation to Human Resources Analyst IV.

ISD

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Secretary III Item No. 2096A NMVO 80E Represented	1	Senior Secretary III Item No. 2102A NMO 88G Non-Represented

The subject position is located in the Cyber Operations Division, Administration Section of the Cyber Governance and Operations Branch and reports to an Administrative Manager XIII, ISD (Division Manager). The subject position is responsible for providing full secretarial support to the Division Manager. Duties performed by the position include maintaining the Division Manager's schedule, coordinating appointments, and arranging meetings; screening visitors, answering phone calls and emails; and evaluating documents submitted to the Division Manager. Based on the duties and scope of responsibilities of the subject position, the work performed is consistent with the classification standards of Senior Secretary III. The subject position performs secretarial duties for the Division Manager of the Cyber Operations Division. Therefore, we recommend upward reallocation to Senior Secretary III.

MEDICAL EXAMINER-CORONER

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Chief Physician I Item No. 5457A-74 N42 E17 Non-Represented	1	Medical Director, Medical Examiner (UC) Item No. 5402A N42 E18 Non-Represented

At the January 11, 2022 Board meeting, your Board approved the establishment of Medical Director, Medical Examiner (UC). The single position class serves as the principal assistant to the Chief Medical Examiner, with primary responsibility for managing the Medical Division, which is charged with conducting the autopsies, examinations,

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

MEDICAL EXAMINER-CORONER (Continued)

laboratory analysis, and other specialized forensic and professional work of the Department of Medical Examiner-Coroner. In this follow-up proposed Board action, we are recommending the reclassification of the department's single Chief Physician I classification to recognize the position's role as an integral part of the executive team that assists the Chief Medical Examiner with overall departmental planning and operations, and as a representative of the Chief Medical Examiner on all medical or related issues in his/her absence or as directed. Therefore, we recommend upward reallocation to Medical Director, Medical Examiner (UC).

PROBATION DEPARTMENT

No of Pos.	Present Classification	No of Pos.	Classification Findings
4	Departmental Personnel Assistant Item No. 1842A NMO 79A Represented	4	Senior Departmental Personnel Assistant Item No. 1843A NMO 88J Non-Represented

The subject positions serve as the primary points of contact for their respectively assigned bureaus for Family and Medical Leave Act and/or Workers' Compensation claims and are responsible for supporting the department's Return-To-Work (RTW) Unit in its leave benefits management claims processes and returning injured and/or ill employees to work. As the subject positions provide a full range of RTW services with increased scope and complexity to assigned bureaus, our office supports the reallocation of all four (4) positions to the higher-level class of Senior Departmental Personnel Assistant.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

REGISTRAR-RECORDER/COUNTY CLERK

No of Pos.	Present Classification	No of Pos.	Classification Findings
2	Geographic Information Systems Technician II Item No. 4411A NO 98C Represented	2	Geographic Information Systems Analyst Item No. 4413A NO 102L Represented
1	Geographic Information Systems Analyst Item No. 4413A NO 102L Represented	1	Senior Geographic Information Systems Analyst Item No. 4414A NO 107K Represented

The three (3) subject positions are located within the Information Technology Bureau, Election Systems Division, Geographic Information Section.

The subject Geographic Information Systems (GIS) Technician II positions create custom and standard maps, and complete difficult assignments by using GIS systems, applications, and sophisticated GIS technology and software. The positions perform advanced spatial analyses, site suitability analyses for Vote Centers and Vote by Mail Drop Boxes, and conduct network analyses and route planning analyses. The duties and responsibilities of the GIS Technician II positions meet the classification criteria of the GIS Analyst, a class that carries out a wide range of more difficult and responsible assignments in maintaining the accuracy and quality of GIS database information; develops cartographic products; and conducts data analysis and visualization to support a wide variety of functions. Therefore, we recommend upward reallocation of the two (2) subject GIS Technician II positions to the GIS Analyst.

The subject GIS Analyst position oversees departmental GIS software and hardware in support of critical daily operations. The position performs complex GIS data analyses and designs high-level queries for custom built GIS applications. In addition, the position serves as the Subject Matter Expert for database and applications maintenance, object-oriented programming language, and SQL server database maintenance. The duties and responsibilities of the subject GIS Analyst position meet the classification criteria of Senior GIS Analyst, a class that independently perform duties of considerable difficulty focused on data analysis and visualization, database maintenance, cartography, or application development. Therefore, we recommend upward reallocation of the subject GIS Analyst position to Senior GIS Analyst.

DEPARTMENTAL RECLASSIFICATION RECOMMENDATIONS

ATTACHMENT B

SHERIFF – ADMINISTRATION

No of Pos.	Present Classification	No of Pos.	Classification Findings
1	Intermediate Clerk Item No. 1138A NMVO 71C Represented	1	Senior Secretary III Item No. 2102A NMO 88G Non-Represented
1	Secretary V Item No. 2098A NMVO 84E Represented	1	Senior Secretary V Item No. 2104A NMO 92G Non-Represented

The subject Intermediate Clerk position is located in the Personnel Administration Bureau and will provide secretarial support to the Captain. The subject Secretary V position is located in the Office of the Undersheriff and will provide secretarial support to the Commander over the Personnel Command Division.

Based on the duties and level of their supervisors, we recommend upward reallocation of the subject Intermediate Clerk position to Senior Secretary III and the subject Secretary V position to Senior Secretary V.

ANALYSIS

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

- Amending Section 6.08.450 (Special Credits) to add one unclassified employee classification;
- Adding and establishing the salaries for one unclassified classification and three employee classifications;
- Deleting seven non-represented classifications;
- Amending Section 6.28.060 (Table of positions without compensation and positions paid in accordance with special provisions in Chapters 6.02— 6.24 and Division 3) to delete five non-represented classifications and add and establish two classifications;
- Amending Chapter 6.50 (Chief Executive Officer) to add Section 6.50.026 (Care First Community Investment Advisory Committee - Compensation); and

- Adding, deleting, and/or changing certain employee classifications and number of ordinance positions in the departments of Animal Care and Control, Chief Executive Officer, Children and Family Services, Fire, Health Services, Human Resources, Internal Services, Medical Examiner-Coroner, Probation, Registrar-Recorder/County Clerk, and Sheriff.

RODRIGO A. 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 amend a compensation provision; add and establish the salaries for one unclassified classification and three employee classifications; add and establish two classifications with special pay provisions; amend Chapter 6.050 to add Section 6.50.026 to establish compensation for Care First Community Investment Advisory Committee members and alternate members; delete 12 non-represented classifications; 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 6.08.450 (Special Credits) is hereby amended to read as follows:

...

C. Any person appointed to the position of Medical Director I (Item No. 5463), Medical Director II (Item No. 5461), Medical Director II (UC) (Item No. 5462), Medical Director III (UC) (Item No. 5460); Medical Director, MD, Mental Health (Item No. 4567), Medical Director, M.D., Mental Health (UC) (Item No. 4574), ~~and~~ Medical Director, Public Health (UC) (Item No. 4577), or Medical Director, Medical Examiner (UC) (Item No. 5402) shall receive a flat rate monthly bonus pursuant to one of the following:

...

SECTION 2. 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>8765</u>	<u>SPECIAL ASST, PARKS AND RECREATION(UC)</u>	<u> </u> *	<u>NMO</u>	<u>112B</u>
<u>2484</u>	<u>TECHNOLOGY PROFESSIONAL INTERN I</u>	<u> </u> *	<u>FH</u>	<u>18.00</u>
<u>2485</u>	<u>TECHNOLOGY PROFESSIONAL INTERN II</u>	<u> </u> *	<u>FH</u>	<u>20.00</u>
<u>8299</u>	<u>YOUTH DEVELOPMENT SPECIALIST</u>	<u> </u> *	<u>NMO</u>	<u>105A</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 3. Section 6.28.050 (Tables of Classes of Positions with Salary Schedule

and Level) is hereby amended to delete the following classes:

ITEM NO.	TITLE	EFFECTIVE DATE	SALARY OR SALARY SCHEDULE AND LEVEL	
2613	ASSISTANT DATA PROCESSING MANAGER	01/01/2020	NM	114G
		10/01/2020	NM	115F
		01/01/2021	NMO	115F
8629	ASST HD TRANSPORTATION DEPUTY, PROB	01/01/2020		94A
		10/01/2020		94L
		01/01/2021	NO	94L
1578	ASST HEAD, WARRANT INVESTIGATION	01/01/2020	NM	94E
		10/01/2020	NM	95D
		01/01/2021	NMO	95D

6887	ASST MGR, LAUNDRY SERVICES, SHERIFF	01/01/2020	NM	106K
		10/01/2020	NM	108H
		01/01/2021	NMO	108H
2543	SR INFO SYSTEMS CONTRACTS ANALYST	01/01/2020	NM	107G
		10/01/2020	NM	108F
		01/01/2021	NMO	108F
2537	SUPVG INFO SYSTEMS SUPPORT ANALYST	01/01/2020	NM	105C
		10/01/2020	NM	106B
		01/01/2021	NMO	106B
1867	TRAINING COORDINATOR	01/01/2020	NM	99A
		10/01/2020	NM	99L
		01/01/2021	NMO	99L

SECTION 4. Section 6.28.060 (Table of positions without compensation and positions paid in accordance with special provisions in Chapters 6.02— 6.24 and Division 3) is hereby amended to delete the following classes:

ITEM NO.	TITLE
9392	MEMBER, BOARD OF EDUCATION*
9397	MEMB., CTZNS. ADVY. COMM. ON COMMUN. DEV.*
9410	MEMBER, DELINQUENCY & CRIME COMM.*
9437	MEMBER, GRAND JURY
9449	MEMBER, LOCAL AGENCY FORMATION COMM.*

SECTION 5. Section 6.28.060 (Table of positions without compensation and positions paid in accordance with special provisions in Chapters 6.02— 6.24 and Division 3) is hereby amended to add the following classes:

ITEM NO.	TITLE
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<u>9395</u>	<u>MBR.,CARE FIRST COMMUNITY INVESTMENT ADVY COMMITTEE</u>
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<u>9387</u>	<u>ALT MBR.,CARE FIRST COMMUNITY INVESTMENT ADVY COMMITTEE</u>
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SECTION 6. Section 6.34.010 (Department of Animal Care and Control) is hereby amended to delete the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
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<u>2094A</u>	<u>2</u>	<u>SECRETARY I</u>
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SECTION 7. Section 6.34.010 (Department of Animal Care and Control) is hereby amended to add the following classes and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
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<u>2108A</u>	<u>1</u>	<u>MANAGEMENT SECRETARY II</u>
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<u>2101A</u>	<u>1</u>	<u>SENIOR SECRETARY II</u>
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SECTION 8. Section 6.50.010 (Department of the Chief Executive Officer) is hereby amended to add the following classes and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>9395J</u>	<u>12</u>	<u>MBR.,CARE FIRST COMMUNITY INVESTMENT ADVY COMMITTEE</u>
<u>9387J</u>	<u>12</u>	<u>ALT MBR.,CARE FIRST COMMUNITY INVESTMENT ADVY COMMITTEE</u>

SECTION 9. Chapter 6.50 (Department of the Chief Executive Officer) is hereby amended to add the following:

6.50.026 Care First Community Investment Advisory Committee -

Compensation

A. Community Members or Alternate Community Members of the Care First, Community Investment Advisory Committee, who are not County employees or appointed by a labor organization, shall be entitled to receive as compensation the sum of \$150.00 for each official meeting in which the Member or Alternate Member attends and participates, not to exceed \$5,000 per fiscal year, per position. Compensation will only be paid to either the Member or Alternate for each meeting, not both. No payments will be split between Member and Alternate for the same meeting.

SECTION 10. Section 6.52.010 (Department of Medical Examiner-Coroner) is hereby amended to delete the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5457A	4	CHIEF PHYSICIAN I

SECTION 11. Section 6.52.010 (Department of Medical Examiner-Coroner) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>5402A</u>	<u>1</u>	<u>MEDICAL DIRECTOR, MEDICAL EXAMINER(UC)</u>

SECTION 12. 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
9087A	93 <u>92</u>	CHILDREN SERVICES ADMINISTRATOR II
9088A	52 <u>53</u>	CHILDREN SERVICES ADMINISTRATOR III

SECTION 13. Section 6.76.017 (Fire Department – Leadership and Professional Standards) is hereby amended to delete the following classes and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
0889A	4	ADMINISTRATIVE ASSISTANT III

5459A	4	CHIEF PHYSICIAN III
8703A	4	CHIEF, PSYCHOLOGICAL SERVICES

SECTION 14. Section 6.76.017 (Fire Department – Leadership and Professional Standards) is hereby amended to add the following classes and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>5457A</u>	<u>1</u>	<u>CHIEF PHYSICIAN I</u>
<u>1848A</u>	<u>1</u>	<u>MANAGEMENT ANALYST</u>
<u>8712A</u>	<u>1</u>	<u>SUPERVISING PSYCHOLOGIST</u>

SECTION 15. Section 6.78.055 (Department of Health Services – Harbor Care South) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5133A	556 <u>509</u>	REGISTERED NURSE I
5134A	593 <u>638</u>	REGISTERED NURSE II
5135A	444 <u>143</u>	REGISTERED NURSE III

SECTION 16. 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
5133A	4139 <u>947</u>	REGISTERED NURSE I
5134A	995 <u>1141</u>	REGISTERED NURSE II
5135A	348 <u>364</u>	REGISTERED NURSE III

SECTION 17. Section 6.78.065 (Department of Health Services – Rancho Los Amigos) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
5133A	479 <u>172</u>	REGISTERED NURSE I
5134A	466 <u>173</u>	REGISTERED NURSE II

SECTION 18. 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
5133A	350 <u>365</u>	REGISTERED NURSE I
5134A	347 <u>331</u>	REGISTERED NURSE II
5135A	75 <u>76</u>	REGISTERED NURSE III

SECTION 19. Section 6.78.090 (Department of Health Services – Ambulatory Care Network) is hereby amended to delete the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
9189A	<u>5</u>	PATIENT FINANCIAL SERVS CONT WKR

SECTION 20. 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>9188A</u>	<u>5</u>	<u>PAT FIN SVCS CONT WKR(NON MEGAFLEX)</u>

SECTION 21. 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
1140A	6 <u>5</u>	SENIOR CLERK
2216A	28 <u>29</u>	SENIOR TYPIST-CLERK

SECTION 22. Section 6.80.010 (Department of Human Resources) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
1912A	73 <u>72</u>	HUMAN RESOURCES ANALYST III
1913A	73 <u>74</u>	HUMAN RESOURCES ANALYST IV

SECTION 23. 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
2096A	34 <u>33</u>	SECRETARY III
2102A	28 <u>29</u>	SENIOR SECRETARY III

SECTION 24. Section 6.100.010 (Probation Department – Support Services) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
1842A	19 <u>15</u>	DEPARTMENTAL PERSONNEL ASSISTANT
1843A	10 <u>14</u>	SENIOR DEPARTMENTAL PERSONNEL ASST

SECTION 25. Section 6.114.010 (Registrar-Recorder/County Clerk) is hereby amended to add the following class and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>4414A</u>	<u>1</u>	<u>SENIOR GEOGRAPHIC INFO SYST ANALYST</u>

SECTION 26. Section 6.114.010 (Registrar-Recorder/County Clerk) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
4413A	4 <u>2</u>	GEOGRAPHIC INFO SYSTEMS ANALYST
4411A	6 <u>4</u>	GEOGRAPHIC INFO SYST TECHNICIAN II

SECTION 27. Section 6.120.010 (Sheriff – Administration) is hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
1138A	24 <u>23</u>	INTERMEDIATE CLERK
2098A	8 <u>7</u>	SECRETARY V
2102A	-4 <u>5</u>	SENIOR SECRETARY III
2104A	2 <u>3</u>	SENIOR SECRETARY V

SECTION 28. Pursuant to Government Code Section 25123(f), this ordinance shall take effect immediately upon final passage, except for Sections 5, 8, and 9, which shall be construed and applied as if they were operative and effective on and after September 22, 2021.



SPECIAL ASSISTANT, PARKS AND RECREATION (UC)

Class Code:
8765

COUNTY OF LOS ANGELES
Established Date:

DEFINITION/STANDARDS:

DEFINITION:

Assists the Director of Parks and Recreation and/or the Chief Deputy Director by carrying out special project studies and assignments.

CLASSIFICATION STANDARDS:

Positions allocable to this class are distinguished by their responsibility for providing specialized staff and consultative services to the Director and Chief Deputy Director of Parks and Recreation in carrying out special projects, studies, and assignments on matters relating to the functions and operations of the Department of Parks and Recreation, in representing the Director on boards, commissions, and committees, and in maintaining liaison with top-level County management, other government agencies, and civic and private organizations. Incumbents must possess a thorough knowledge of departmental operations in order to analyze, evaluate, and develop appropriate responses and support materials; effective written and verbal communications skills; and the ability to deal effectively with Board offices, other County departments, officials of other governmental agencies and the public.

EXAMPLES OF DUTIES:

Investigates and makes reports, including recommendations for action on difficult special problems in department and special district operations.

Participates in developing, implementing and evaluating plans, processes and procedures to achieve established goals and objectives in accordance with department standards, which may include supervision of subordinate staff or unit.

Prepares analysis and recommendations on departmental and special tax assessment districts matters for the Director to submit to the Board of Supervisors.

Assists in preparing official correspondence and Board matters for the Director to submit to the Board of Supervisors; develops for the Director agenda material for the Board of Supervisors.

Acts as official representative of the Director on the Interagency Council on Abuse and Neglect (ICAN), Childcare Policy Roundtable, Strengthening Families Learning Community and other groups and committees as directed.

Maintains liaison with the Board of Supervisors, County departments, other governmental agencies, and civic and private organizations on difficult special programs.

Coordinates the preparation of contract specifications, solicitations of bids, community proposal review procedures, and makes recommendations to the Board of Supervisors regarding award of contract for License and other marketing agreements in support of the Department's mission.

Carries out special assignments, projects, and investigations for the Director, including those, which may be confidential.

REQUIREMENTS:

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Four years of responsible experience in an administrative, advisory, or staff capacity in the investigation and solution of procedural, personnel, budgetary, legislative, community, governmental, or similar complex problems, including extensive contacts with representatives of public agencies and groups on community-related matters.

LICENSE:

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

PHYSICAL CLASS:

2 - Light.

OTHER REQUIREMENTS:

SPECIALTY REQUIREMENTS:

COMMENTS:

DRAFT

Technology Professional Intern I	2484
Technology Professional Intern II	2485

DEFINITION

Performs sub-professional duties in information and communication systems in preparation for successful progression into an information technology occupational or digital technology related field.

STANDARDS

Positions allocable to the class of Technology Professional Intern I and II work on a part-time hourly basis in information and communication systems. Incumbents of these classes will gain work experience at a variety of public and private sector organizations to progressively develop skills and knowledge in information technology occupational areas. Incumbents perform IT-related duties under the direct supervision of IT and/or administrative personnel. They receive technical job training and guidance on workplace behavior, competencies, individual responsibilities, and development of information technology skill sets. Typically, interns work on a part-time hourly basis and participate in the program for up to 240 hours.

The Technology Professional Intern II class is distinguished from the Technology Professional Intern I class in that incumbents of the higher-level class have received an approved Information Technology certificate or completion of an approved Information Technology training program and perform a variety of program-related duties with more independence.

EXAMPLES OF DUTIES

Incumbents are given assignments at incremental levels of complexity as they gain proficiency in various functions. Some assignments may require occasional light lifting to a 10-pound limit, and some bending, stooping, squatting, twisting, reaching, or working on irregular surfaces. Examples of the types of work to be performed include, but are not limited to, the following assignments:

Assist in maintaining, posting and updating social media profiles with appropriate and appealing content.

Assist with social media analytics and reporting.

Assist in the installation, configuration, maintenance, and testing of computer hardware, software, and peripheral equipment.

Assist in providing end user hardware and software support in a help desk environment.

Assist in the development of macros, web pages, and simple modifications to existing software applications.

Assist in coding, testing, and debugging application programs to create new or modify existing business applications and interfaces.

Assist in connecting cables and wires for networks and ensure that they are in good working order.

DRAFT

Assist in maintaining inventory records and documentation for equipment.

Assist in the development and dissemination of newsletters, graphics, charts, forms, or handouts.

MINIMUM REQUIREMENTS TRAINING AND EXPERIENCE

TECHNOLOGY PROFESSIONAL INTERN I

Registered as a member of Delete The Divide or current participant in a program, school or organization affiliated with Delete The Divide or equivalent program.

TECHNOLOGY PROFESSIONAL INTERN II

Registered as a member of Delete The Divide or current participant in a program, school or organization affiliated with Delete The Divide or equivalent program, AND an approved Information Technology certificate or completion of an Information Technology training program through a public agency or community-based organization affiliated with Delete the Divide.

PHYSICAL CLASS II-LIGHT:

Light physical effort which may include occasional light lifting to a 10-pound limit, and some bending, stooping or squatting. Considerable walking may be involved.

LICENSE:

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

Youth Development Specialist DRAFT Classification Description

Definition:

Provides coordination and collaborative project management for a wide range of youth development services, opportunities and support—from prevention and early intervention to engagement and support for youth and their families involved in the justice system—so that all youth in Los Angeles County have access to youth development.

Class Standards:

Positions allocable to this class are responsible for coordinating and facilitating service delivery; information-sharing, communication, and collaboration among relevant community partners; and interdepartmental collaboration with County partners; providing youth development services, opportunities, and supports to youth on their behalf through connections from schools, child welfare, community organizations, youth and community centers, law enforcement agencies, and other partners within a young person's network. Youth Development Specialists may provide direct services to youth by connecting them with community-based services and other services as appropriate, supporting youth participating in collaborative programs or policy planning, and by participating as members of multi-disciplinary teams engaging in crisis response.

Youth Development Specialists are expected to have in-depth knowledge of core principles of youth development. Positions in this class are also expected to have familiarity with federal and State laws pertaining to youth justice and diversion, as well as the Department's policies, regulations, and procedures, and to work creatively and independently, referring only the most complex cases to a supervisor. Youth Development Specialists must demonstrate knowledge in youth development, equity and anti-racism, restorative justice, conflict de-escalation, trauma-informed crisis response, other healing-centered and cultural practices, and relevant policy and legislation impacting youth in Los Angeles County.

Examples of Duties:

Develops and coordinates training, capacity-building support, shared learning, and co-designed policy and protocols with community-based organizations (CBOs), individuals with lived experience, and collaborative Youth Empowerment and Support (YES) Teams.

Facilitates and manages resources and support for CBOs serving as youth development hubs, as well as engaging contractors and partners, in assessing opportunities for improvement and capacity-building in program and policy planning, implementation, and oversight.

Develops culturally responsive and equity-centered spaces and relationships with youth, community groups, and other stakeholders to receive and communicate information, including collaborative research, planning, and decision-making, as well as coordinate resources or services.

Partners with young people, their families, and other partners in a young person's network to support equitable rehabilitative engagement and advocacy for youth.

Works to enhance youth-centered, care-first service delivery and system navigation, accountability, and improvement with youth justice system partners, including the County's Office of Public Defender, Alternate Public Defender, District Attorney, and Probation Department.

Interacts directly with youth to provide support to those participating in collaborative program or policy planning, youth and community led oversight committees, and other leadership development and engagement activities.

Engages, supports, and cultivates youth through leadership development, training, shared learning, and partnership opportunities.

Coordinates multi-disciplinary YES Teams or similar multi-disciplinary groups in order to connect youth to supportive services such as 24-hour crisis response at Youth and Community Centers, Safe and Secure Healing Centers, or as liaisons to the court.

Engages youth, community, and systems in service delivery, systems navigation, and systems accountability and improvement; coordinates or makes referrals for out-of-home placements and Safe and Secure Healing Centers, ensuring youth have access to step-down possibilities to transition safely away from supervision and confinement.

Connects youth with arts, culture, recreation, health, education, and other services related to youth development based on a young person's individual strengths and needs.

Provides relationship-based contract and project management to facilitate capacity-building, shared learning, and cooperation with relevant agencies, institutions, and CBOs.

Monitors, evaluates, and facilitates learning and capacity-building among service providers to ensure consistency and flexibility, and overall effectiveness of the program.

Conducts outreach, engagement, and storytelling to increase awareness of DYD programs and priorities and to uplift youth narratives and successes to a wide range of audiences, including County partners, youth, and communities.

Develops and maintains collaborative and cooperative working relationships with various city, county, social, legal, court, and law enforcement entities, and educational institutions

and school officials and staff to facilitate service delivery, information sharing, communication, and collaboration to advance a youth development framework.

Composes, prepares, and processes a variety of correspondence, reports, data, forms, and other documents; establishes and oversees accurate and efficient program and case management records, including confidential and sensitive files subject to various legal requirements.

Participates and increases access for youth, families, and other partners to training, workshops, and learning opportunities relevant to youth development, restorative justice, conflict de-escalation, anti-racism, healing-centered practices, creative and cultural practices, and more.

Engages in reflection and analysis of gaps and opportunities, including receiving feedback from youth and families to inform active and ongoing improvement.

REQUIRED COMPETENCIES AND QUALIFICATION STANDARDS:

GENERAL COMPETENCIES:

Knowledge:

Youth Development – Knowledge of principles and practices related to adolescent brain development, youth leadership development, and program/policy development and oversight.

Restorative and Transformative Justice – Knowledge of principles and practical applications of restorative and transformative justice, alternatives to punitive approaches, conflict de-escalation, and trauma-informed crisis response.

Care coordination and systems navigation – Knowledge of resources available for the care and development of youth, including knowledge of existing youth-serving systems and laws impacting young people, as well as programs and opportunities available through CBOs and public agency partners.

Trauma-informed/healing-centered practice – Recognition and response to signs, symptoms, and risks of trauma to better support the needs of youth who have experienced Adverse Childhood Experiences and toxic stress, including holistic healing practices.

Social Justice and Equity – Understanding of research and practices to advance social justice, equity, and systems transformation, emergent strategy, and future building.

Anti-racism and anti-racist practices – Knowledge of practices actively opposing systemic racism and that promote changes to policies, behaviors, and beliefs that perpetuate racist ideas and actions.

Skills:

Collaboration and network building – Includes planning, scheduling, organizing, prioritizing, and monitoring work activities among several contributing groups to achieve established goals.

Youth, family, and community engagement – Includes appropriate communication, active-listening, and empathy when in contact with a young person, their family, and support networks.

Systems navigation – Includes coordination, advocacy, and moving with urgency and initiative to identify challenges or barriers, problem-solve, develop, and implement a meaningful and responsive plan.

Abilities:

Oral Comprehension and Active Listening – The ability to listen to and understand information and ideas presented through spoken words and sentences.

Oral Expression – The ability to communicate information and ideas in speaking so others will understand.

Responsiveness – The ability to identify and address barriers to efficiently and effectively solve problems.

Relationship-Building – The ability to build trust and communication to build strong, supportive, and generative relationships.

Conflict Resolution – The ability to identify and address tension or conflict through facilitation, mediation, or other healing-centered practices.

Written Expression – The ability to communicate information and ideas in writing so others will understand.

Reasoning and Problem-Solving – The ability to apply the rules of logic when synthesizing a variety of information to identify a problem or reach a workable decision, resolution, or recommendation.

Information Ordering – The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

MINIMUM REQUIREMENTS:

TRAINING AND EXPERIENCE:

Option 1:

Two years of experience working directly with youth in service-oriented environments for care coordination, case management, or mentorship, including CBOs, schools, healing centers, public agencies, secure placement facilities or locked institutions, and philanthropic or academic centers with a focus on youth or community investment.

Option 2:

One year of experience in youth development-oriented collaborative project management or coordination of service delivery from community-based providers involving youth development programs, youth diversion programs or other partnerships with justice or education partners.

Option 3:

One year of experience managing youth diversion programs at the level of Assistant Staff Analyst, Health.

LICENSE:

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

PHYSICAL CLASS:

2 - Light.

Positions within this class require light physical effort that may include occasional light lifting up to a 10-pound limit and some bending, stooping, or squatting. Considerable ambulation may be involved.

SPECIALTY REQUIREMENTS:

Lived Experience: Individuals with histories of contact with the justice system working as Youth Development Specialists can make a unique contribution to the responsiveness and effectiveness of service delivery for these populations. The inclusion of a Youth Development Specialist with "lived experience" demonstrates the capacity of the County to reach a historically unaddressed population, which significantly enhances community education and sector capacity building.

BOARD LETTER/MEMO CLUSTER FACT SHEET

☐ Board Letter

☒ Board Memo

☐ Other

CLUSTER AGENDA REVIEW DATE	3/16/2022							
BOARD MEETING DATE	4/5/2022							
SUPERVISORIAL DISTRICT AFFECTED	<input type="checkbox"/> All <input type="checkbox"/> 1 st <input type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th <input type="checkbox"/> 5 th <i>N/A</i>							
DEPARTMENT(S)	Chief Executive Office							
SUBJECT	Chief Executive Office Risk Management Annual Report, Fiscal Year 2020-21 (Item No. 30-A, Board meeting of February 6, 2018)							
PROGRAM	N/A							
AUTHORIZES DELEGATED AUTHORITY TO DEPT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No							
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain why:							
DEADLINES/ TIME CONSTRAINTS	This annual report is due to the Board the first week of February; however, an extension was approved by the Third District to April 5, 2022.							
COST & FUNDING	<table border="1"> <tr> <td>Total cost: \$ <i>N/A</i></td> <td>Funding source: <i>N/A</i></td> </tr> <tr> <td colspan="2">TERMS (if applicable):</td> </tr> <tr> <td colspan="2">Explanation:</td> </tr> </table>		Total cost: \$ <i>N/A</i>	Funding source: <i>N/A</i>	TERMS (if applicable):		Explanation:	
Total cost: \$ <i>N/A</i>	Funding source: <i>N/A</i>							
TERMS (if applicable):								
Explanation:								
PURPOSE OF REQUEST	The purpose of the report is to inform the Board of a summarized Cost of Risk in Liability and Workers' Compensation exposures; assist Departments to recognize the nature and extent of their exposures and losses; and provide direction on risk management strategies to be taken in the current and subsequent fiscal years.							
BACKGROUND (include internal/external issues that may exist including any related motions)	<p>Details of the number, type, and cost of claims are included in the annual report, along with risk categories and prevention activities implemented by CEO Risk Management.</p> <p>The total of all costs related to Liability and Workers' Compensation decreased by 2.4% over Fiscal Year 2019-20.</p> <p>Total liability (AL, GL, MM) claim expenses dropped 23.5% from FY 2019-20 to FY 2020-21.</p> <p>Workers' compensation claim expenses increased 2.0% from FY 2019-20 to FY 2020-21.</p> <p>The County's Total Cost of Risk decreased from 2.17% to 2.00% of the County's operating budget; this represents a 7.95% decrease over Fiscal Year 2019-20.</p>							
EQUITY INDEX OR LENS WAS UTILIZED	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain how:							
SUPPORTS ONE OF THE NINE BOARD PRIORITIES	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please state which one(s) and explain how:							
DEPARTMENTAL CONTACTS	Name, Title, Phone # & Email: • Steven T. Robles, Assistant Chief Executive Officer/County Risk Manager (213) 351-5346 SRobles@ceo.lacounty.gov							



County of Los Angeles CHIEF EXECUTIVE OFFICE

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

FESIA A. DAVENPORT
Chief Executive Officer

DRAFT

March 24, 2022

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

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

CHIEF EXECUTIVE OFFICE RISK MANAGEMENT ANNUAL REPORT, FISCAL YEAR 2020-21 (ITEM NO 30-A, BOARD MEETING OF FEBRUARY 6, 2018)

Attached is the *Chief Executive Office Risk Management Annual Report, Fiscal Year 2020-21*. The purpose of the report is to inform the Board of Supervisors (Board) of a summarized Cost of Risk in Liability and Workers' Compensation (WC) exposures; assist departments to recognize the nature and extent of their exposures and losses; and provide direction on risk management strategies to be taken in the current and subsequent fiscal years (FY).

The COVID-19 pandemic impacted the number and cost of claims this FY as courts, County of Los Angeles (County) operations, and treatment providers temporarily closed, teleworked, or reduced hours to adjust to the pandemic. It is expected that these numbers will increase in subsequent years.

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

Total Cost of Risk

The total of all costs related to Liability and WC decreased by \$17.6 million to \$706.7 million, which represents a 2.4 percent decrease over FY 2019-20. The County's Total Cost of Risk decreased from 2.17 to 2.00 percent of the County's operating budget; this represents a 7.95 percent decrease over FY 2019-20. The Total Cost of Risk is measured as a percentage of the County's operating budget.

Vehicle Liability

Vehicle accident claims decreased by 344 to 805, which represents a 29.9 percent decrease over FY 2019-20. The cost of claims and lawsuits decreased by \$12.5 million to \$15.6 million, which represents a 44.3 percent decrease over FY 2019-20.

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

Other General Liability

These claims have decreased by 767 to 2,255, which represents a 25.4 percent decrease over FY 2019-20. The cost of claims and lawsuits decreased by \$5.6 million to \$51.5 million, which represents a 9.8 percent decrease over FY 2019-20.

CEO Risk Management works with departments and County Counsel to contact claimants who file repetitive contract and billing disputes when they should be seeking other administrative remedies. Other General Liability claims are addressed through training and education, in collaboration with the departments.

Employment Practices Liability (non-Workers' Compensation)

These claims have decreased by 22 to 116, which represents a 15.9 percent decrease over FY 2019-20. The cost of claims and lawsuits decreased by \$13.4 million to \$16.8 million, which represents a 44.4 percent decrease over FY 2019-20.

CEO Risk Management continues to collaborate with departments to create and implement effective Corrective Action Plans (CAPs) to improve policies and training to prevent future employment liabilities.

Law Enforcement Liability

These claims have increased by 7 to 575, which represents a 1.2 percent increase over FY 2019-20. The cost of claims and lawsuits decreased by \$3.1 million to \$35.1 million, which represents an 8.1 percent decrease over FY 2019-20.

CEO Risk Management continues to collaborate with law enforcement departments to facilitate effective CAPs and implement meaningful policy changes.

Medical Malpractice Liability

These claims have decreased by 14 to 142, which represents a 9.0 percent decrease over FY 2019-20. The cost of claims and lawsuits decreased by \$3.3 million to \$4.6 million, which represents a 42.2 percent decrease over FY 2019-20.

CEO Risk Management and the Legal Exposure Reduction Committee established elements of a “Just Culture” within the County’s medical provider departments to improve communication and best practices which have shown to ultimately lower our overall risk. “Just Culture” is an approach to error management in a humane and fair evaluation through a correction process for human errors.

Workers’ Compensation

These claims have decreased by 228 to 12,147, which represents a 1.8 percent decrease over FY 2019-20. The cost of claims and lawsuits increased by \$7.9 million to \$409.0 million, which represents a 2.0 percent increase over FY 2019-20.

CEO Risk Management continues to work with departments to prevent injuries through training and education initiatives. However, the COVID-19 pandemic lowered our overall interactions with departments over the last quarter of the FY. For several years, cost containment programs have been implemented to curtail the long-term costs of WC claims, including catastrophic loss insurance, permanent claim closure of over \$200 million in claim liability; and increasing assistance to injured workers to facilitate expedited claims, treatment, and their return to work. These cost containment programs have proven to reduce costs to the County, and departments should continue to implement effective return-to-work programs to continue reducing costs.

For the last several years, CEO Risk Management, along with several partners within the County, have been developing a comprehensive claims and risk management system. The new system combines eight legacy systems to allow the County to have better control of claims, litigation costs, and exposures. The advanced system is substantially completed and online. We will continue to improve the system as necessary throughout the next several years.

Each Supervisor
March 24, 2022
Page 4

DRAFT

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

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

FAD:JMN
STR:sg

Attachment

c: All Department Heads



RISK MANAGEMENT

Los Angeles County Chief Executive Office

DRAFT

Inside County Risk FY 2020-21 Annual Report

Steven T. Robles
County Risk Manager
March 24, 2022





Hilda L. Solis
First District



Holly J. Mitchell
Second District



Sheila Kuehl
Third District



Janice Hahn
Fourth District



Kathryn Barger
Fifth District

COUNTY OF LOS ANGELES
BOARD OF SUPERVISORS



CHIEF EXECUTIVE OFFICE
RISK MANAGEMENT BRANCH

2020-21

Inside
County Risk
Risk Management Annual Report



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RISK MANAGER'S MESSAGE

The County of Los Angeles (County), Chief Executive Office – Risk Management Branch (CEO Risk Management) is pleased to provide its Risk Management Annual Report for Fiscal Year (FY) 2020-21.

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

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

Over the last several years, we have been focusing on updating the data management associated with claims and litigation. I am pleased to announce that this process is complete with the successful retirement of six legacy systems into a comprehensive Risk Management Information System (RMIS) that has already proven to be flexible, reliable, and user friendly. In fact, the COVID-19 pandemic generated various mandates on managing County exposures, and we were able to transition our RMIS to provide relevant information to keep in legal compliance and better manage employees impacted by the pandemic.

As indicated in previous annual reports, we are now able to move forward in the development of the next generation Fraud, Waste, and Abuse Analytics system upon completion of the comprehensive RMIS. Utilizing artificial intelligence and machine learning, this system will allow for continuous auditing of the touch points within our systems to insure the best possible outcomes, system integrity, and recovery.

In FY 2020-21, we focused on managing various initiatives to track and reduce COVID-19 spread amongst County employees. As such, we continue to implement a multi-year plan to control costs and reduce liability, as follows:

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

RISK MANAGER'S MESSAGE (CONTINUED)

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

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

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

Claim Type	% Change in Frequency		% Change in Expense	
Workers' Compensation	-1.8%		2.0%	
Automobile Liability	-29.9%		-44.3%	
General Liability - Other	-25.4%		-11.2%	
Law Enforcement Liability	1.2%		-8.1%	
Employment Practices Liability	-15.9%		-44.4%	
Medical Malpractice Liability	-9.0%		-42.2%	
Total	-7.9%		-3.6%	
Cost or Risk (excluding non-County agencies)			2.0%	

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

KEY OBJECTIVES—FISCAL YEAR 2021-22

CEO Risk Management provides leadership and direction for the County's Risk Management and Privacy programs. Key objectives for FY 2021-22 include:

- Implement performance, audit, and fraud digital monitoring of our Third-Party Administrators and vendors to increase performance, lower costs, and provide better services to our injured workers.
- Develop the next generation Fraud, Waste, and Abuse Analytics system to ensure the best possible outcomes, system integrity, and loss recovery.
- Diagnose and implement any remaining improvements to RMIS.
- Complete an assessment of the technical and legal challenges of adding additional communication channels to injured workers.
- Further develop the privacy incident response policy and protocols to address cybersecurity incidents and expand vendor management functions to further protect the County's data and information.
- Continue to lower the unfunded liabilities in the Workers' Compensation Program by closing claim exposures, funding liabilities, and capping losses with catastrophic loss insurance.
- Proceed with updating the Medical Malpractice, Hospital Liability, Automobile Liability, and General Liability Claims Administration and Legal Defense Management Services contracts.
- Assess the reduction in Workers' Compensation claims experienced during the COVID-19 pandemic in several departments to further improve the costs associated with Workers' Compensation.
- Assess the increased Workers' Compensation claim costs in the Safety classification to better engage departments, identify cost drivers, and assist in loss control implementation.



COST

PREVENTION

IDENTIFY

SOLUTION

RECOVERY

COST OF RISK

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

During FY 2020-21, the County experienced a decrease in the Cost of Risk of 3.6%.

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

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

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



COST OF RISK₁

Category	FY 2018-19	FY 2019-20	FY 2020-21
Workers' Compensation			
Workers' Compensation Expense	\$413,085,705	\$401,160,401	\$409,016,919
² Labor Code 4850 and Salary Continuation	\$116,452,158	\$127,304,869	\$133,418,720
Workers' Compensation Expense Total	\$529,537,863	\$528,465,270	\$542,435,639
Liability			
Liability Expense Total	\$154,025,721	\$181,216,667	\$144,939,061
Purchased Insurance (premium and fees)	\$22,375,478	\$25,344,978	\$28,476,443
Cost of Risk	\$705,939,062	\$735,026,915	\$715,851,144
Cost of Risk (excluding non-County agencies)	\$694,972,538	\$724,361,149	\$706,762,945
Total County Operating Budget (000)	\$31,311,700	\$33,328,813	\$35,328,479
Cost of Risk (Excluding non-County agencies as a percentage of the County's Operating Budget)	2.22%	2.17%	2.00%

1. Detailed Cost of Risk Information can be found in Exhibit G of this report.
2. Labor Code 4850 benefits are provided to defined safety officers. The benefit pays full salary tax free for one year while they are disabled due to an industrial injury and cannot work. The County provides certain employees salary continuation benefits that restore 70% of their wages tax free while they are unable to work due to an industrial injury. The benefit is available for one year from the date of the industrial injury.

RISK FINANCING

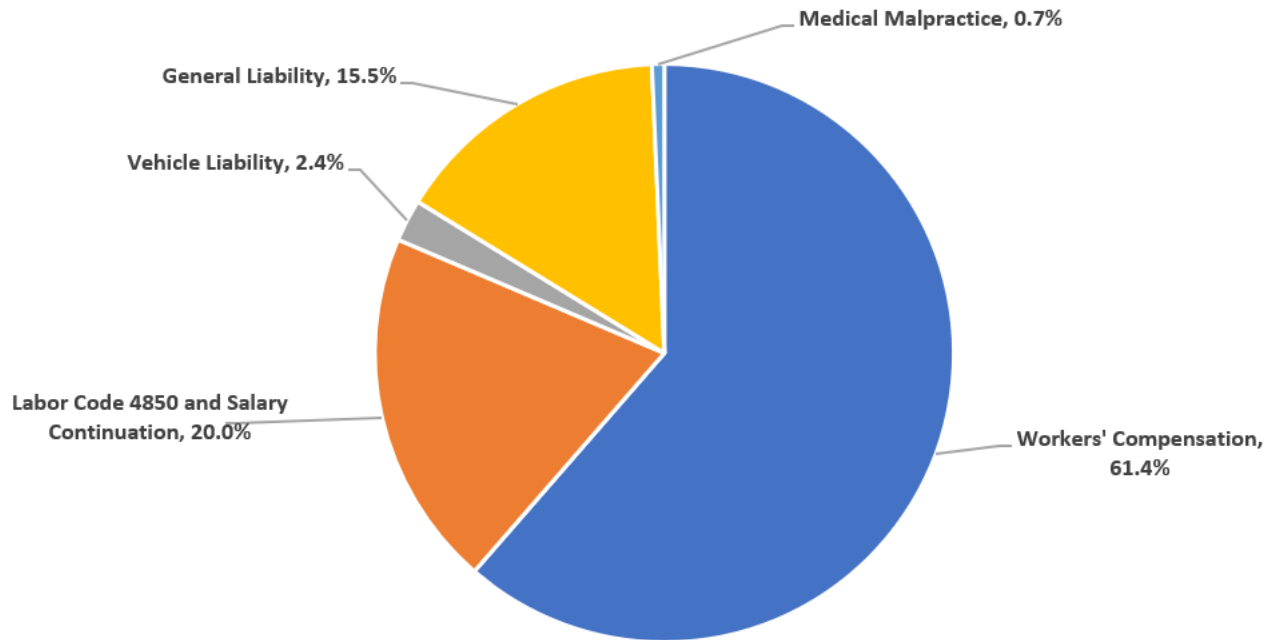
The County currently finances nearly all losses on a cash basis; therefore, any liability or Workers' Compensation claim that arises is subject to cash payment by the County, regardless of size. Based on the nature and scope of County operations, natural disasters, and external influences, County departments will be susceptible to large claims that significantly impact expenses. The results of FY 2020-21 illustrate this susceptibility as the top-10 claims of each expense category accounted for significant portions of expense, as follows: Law Enforcement top-10 claims accounted for 55.3% of expenses; General Liability top-10 claims accounted for 31.6% of expenses; Automobile Liability top-10 claims accounted for 60.0% of expenses; Medical Malpractice top-10 claims accounted for 49.1% of expenses; and Employment Liability top-10 claims accounted for 32.7% of expenses. The County has instituted several risk management techniques to manage the cost of large loss claims outside of litigation management. Minimizing the frequency of claims minimizes the possibility of one of those claims becoming a large loss. The County currently utilizes loss control and prevention best practices specific to departments that are coordinated through the Chief Executive Office (CEO), as follows:

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

OVERALL COSTS

The overall Cost of Risk graph below illustrates that Workers' Compensation accounts for **61.4%** of the Cost of Risk. For FY 2020-21, this represents approximately **\$409** million.

PERCENTAGE OF TOTAL COST PAID BY CLAIM TYPE – FY 2020-21



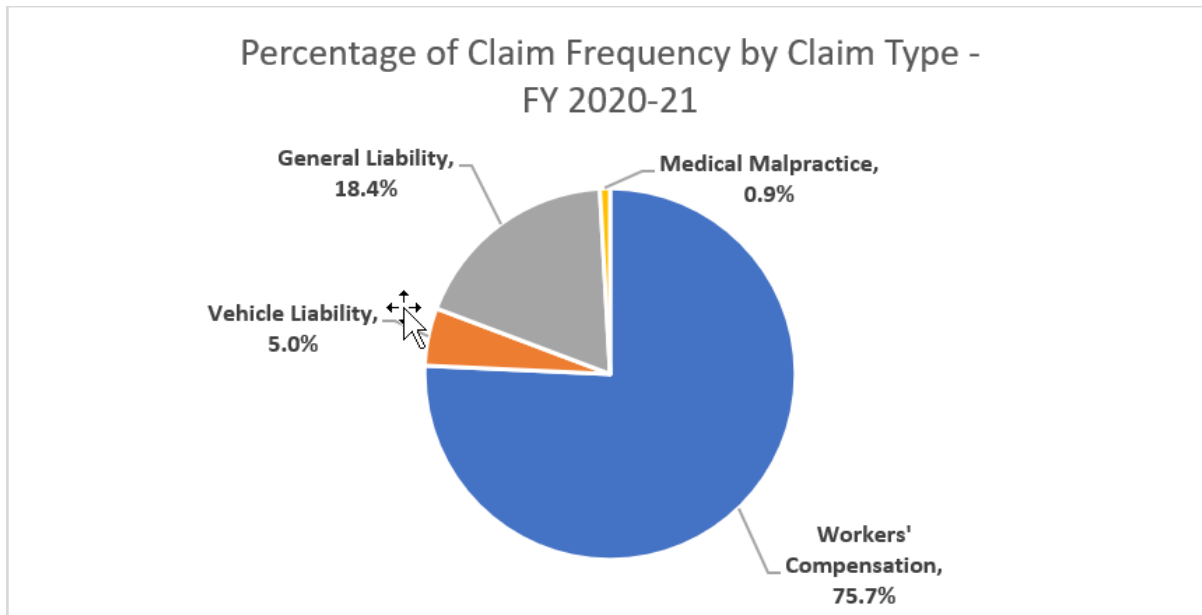
CLAIM SEVERITY (TOTAL COST PAID) - ALL CLAIMS 1,2,3 - FY 2018-19 THROUGH FY 2020-21

Claim Type	FY 2018-19	FY 2019-20	FY 2020-21
Workers' Compensation	\$413,085,705	\$401,160,401	\$409,016,919
Labor Code 4850 and Salary Continuation	\$116,452,158	\$127,304,869	\$133,418,720
Vehicle Liability	\$13,893,712	\$28,176,437	\$15,685,346
Law Enforcement Liability	\$58,919,309	\$38,228,175	\$35,150,030
Employment Practices Liability	\$16,995,262	\$30,242,152	\$16,816,246
Other General Liability	\$42,559,687	\$58,032,882	\$51,547,333
Medical Malpractice	\$4,221,652	\$7,918,033	\$4,579,751
TOTAL	\$666,127,486	\$691,062,949	\$666,214,345

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

CLAIM FREQUENCY BY CLAIM TYPE – FY 2020-21

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



CLAIM FREQUENCY (TOTAL NUMBER OF CLAIMS FILED) BY CLAIM TYPE FY 2018-19 THROUGH FY 2020-21

Claim Type ^{1,2}	FY 2018-19	FY 2019-20	FY 2020-21
Workers' Compensation	12,057	12,375	12,147
Vehicle Liability	1,015	1,149	805
Law Enforcement Liability	606	568	575
Employment Practices Liability	121	138	116
Other General Liability	2,839	3,022	2,255
Medical Malpractice	194	156	142
TOTAL	16,832	17,408	16,040

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

The methods and activities of managing the overall Cost of Risk are outlined in the remainder of the FY 2020-21 Annual Report.

WORKERS' COMPENSATION PROGRAM

The County's self-insured Workers' Compensation Claim Administration Program is the largest such local governmental program in the State of California. As a mandated employer-funded social benefit program, it is responsible for administering approximately 32,000 open workers' compensation claims with nearly 12,200 new workers' compensation claims reported annually. Statutorily mandated benefits are delivered through partnerships established under four Third-Party Administrator (TPA) contracts, three Medical Management and Cost Containment contracts (MMCCs), and a Pharmacy Benefit Management (PBM) Network. CEO's Workers' Compensation On-Site County Representatives (OSCRs) aid TPA staff, County departments, and injured workers. In addition, OSCRs authorize high-value settlements and payment transactions, perform fiscal reconciliation services, and act as liaisons between departments, defense counsel, and TPAs. The Office of the County Counsel (County Counsel) staff and contracted defense attorneys provide legal support.

Workers' compensation expenses are generally separated into three categories: 1) allocated benefit expenses [ABE]; 2) allocated loss adjustment expenses [ALAE]; and 3) unallocated loss adjustment expenses [ULAE]. ABE include medical benefits, salary continuation and temporary disability benefits, permanent disability benefits, and death benefits. Such expenses are charged to the Workers' Compensation claim file.

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

Total Workers' Compensation expenses paid in FY 2020-21, excluding Labor Code Section 4850 and Salary Continuation benefits, were \$409.0 million. This represents a 2.0% increase in Workers' Compensation expenses from FY 2019-20, which totaled \$401.2 million.

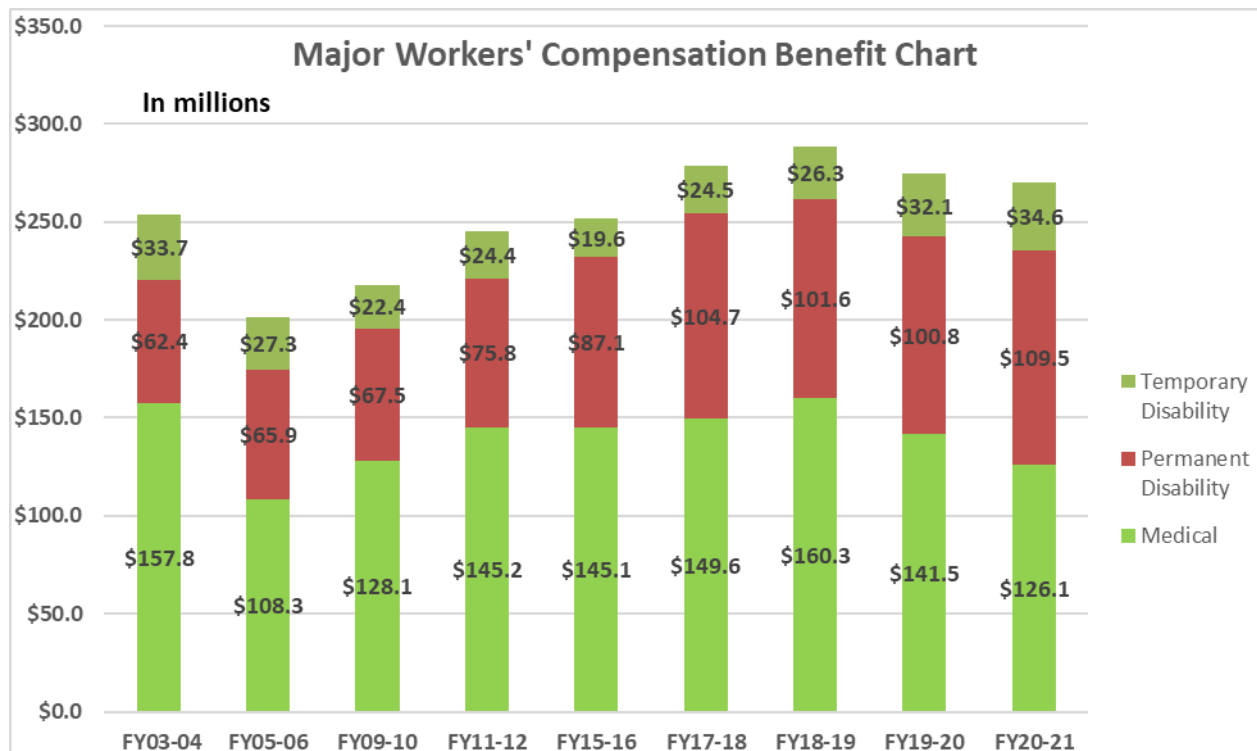


WORKERS' COMPENSATION PROGRAM — MAJOR ALLOCATED BENEFIT EXPENSES

In FY 2020-21, total medical expenses equaled \$126.1 million. This represents a 10.9% decrease from the total medical expense of \$141.5 million experienced in FY 2019-20. The decrease was due to medical facilities reducing services during the pandemic. Temporary disability expenses increased from \$32.1 million in FY 2019-20 to \$34.6 million in FY 2020-21, an increase of 7.8%. This increase was driven, in part, by an approximate 4% increase in the temporary disability rate. Salary continuation and Labor Code (LC) 4850 expenses (predominately driven by LC 4850 benefits) increased 4.8% from the \$127.3 million in FY 2019-20 to \$133.4 million in FY 2020-21. CEO Risk Management continues to believe the LC 4850 expense is driven by increases in salary and the demographics of the population eligible for LC 4850 benefits, and may show some stabilization in future years.

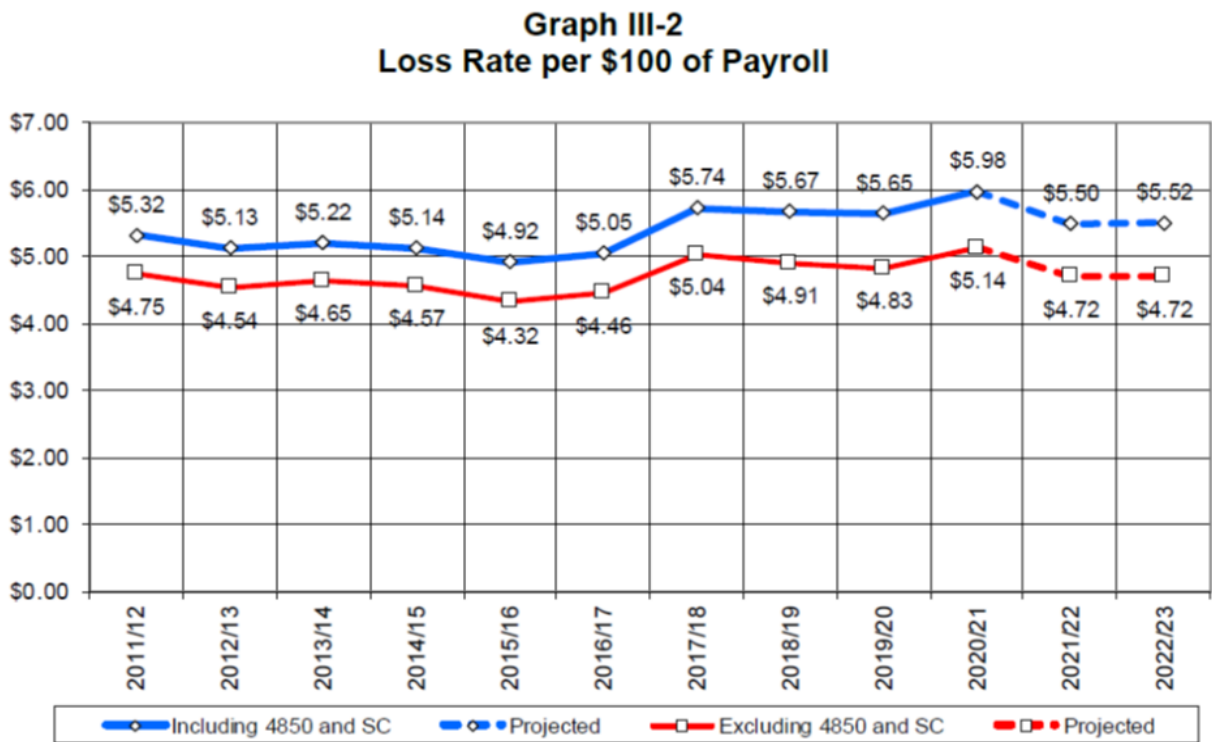
Permanent disability expenses increased 8.6%, from \$100.8 million in FY 2019-20 to \$109.5 million in FY 2020-21. CEO Risk Management believes future increases in permanent disability payments may stabilize as the permanent disability rating and payment schedule established under Senate Bill (SB) 863 (legislative session 2011-12) is experienced.

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



Workers' Compensation Program — Major Allocated Benefit Expenses

(Continued)



FINANCE

COMPENSATION

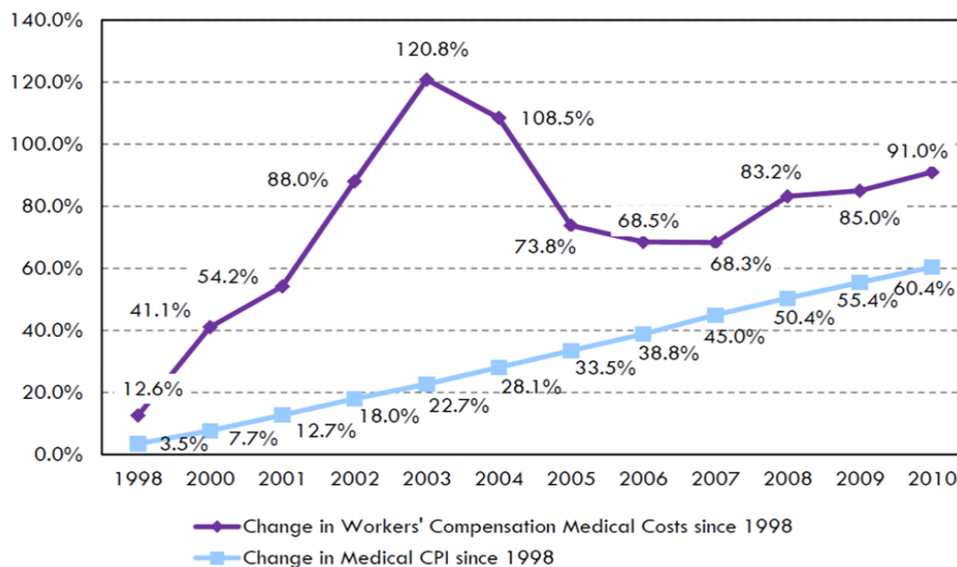


WORKERS' COMPENSATION PROGRAM—ALLOCATED AND UNALLOCATED LOSS ADJUSTMENT EXPENSES

Traditionally, the County Workers' Compensation Program's allocated and unallocated loss adjustment expenses account for approximately 20-22% of overall Program expenses. The ALAE and ULAE represent the legal, administrative, and operational costs to deliver balanced Workers' Compensation benefits. In FY 2020-21, the combined ALAE and ULAE represented 22.8% of Program expenses. This includes approximately \$4.7 million for excess insurance and \$4.0 million for a comprehensive RMIS upgrade. The County Workers' Compensation Program's allocated and unallocated loss adjustment expenses compare favorably to loss adjustment expenses experienced by California Workers' Compensation insurers and other self-insured employers. The California Commission on Health and Safety and Workers' Compensation (CHSWC) 2020 Annual Report reflected ALAE and ULAE accounted for 36% of overall Workers' Compensation systemwide expenses in calendar year 2019.

Over the last 17 years, County Workers' Compensation loss adjustment expenses have increased, in part, due to medical management cost containment strategies that include utilization review. CEO Risk Management believes California's implementation of evidence-based medical guidelines have stabilized the Workers' Compensation inflationary trends experienced in the late 1990s and early 2000s. The graph below demonstrates the impact of Workers' Compensation legislation that became effective in 2004, and its impact on cost stabilization.

**WORKERS' COMPENSATION MEDICAL EXPENSES VS. MEDICAL INFLATION
SINCE 1998**

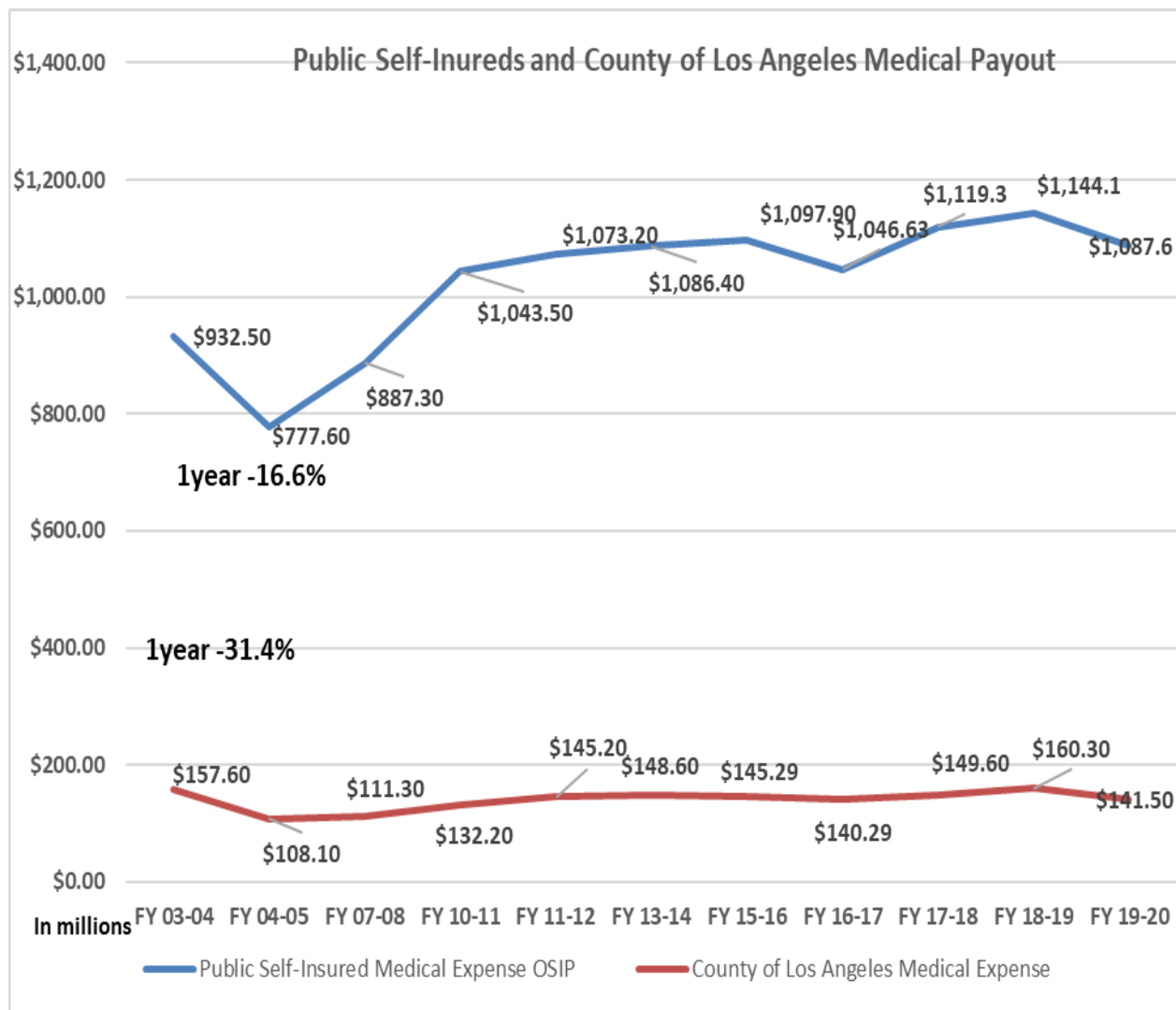


SOURCE: Commission on Health and Safety and Workers' Compensation – Data Source: WCIRB; Bureau of Labor Statistics

WORKERS' COMPENSATION — EXPENSES

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

CEO Risk Management believes the significant decrease in Workers' Compensation medical cost experienced between FY 2003-04 and FY 2004-05 was a direct result of urgency legislation implemented to address the California "Workers' Compensation Crisis." Aggregate Office of Self-Insurance Plan (OSIP) FY 2020-21 payment information was not available at the time of the printing of this report.

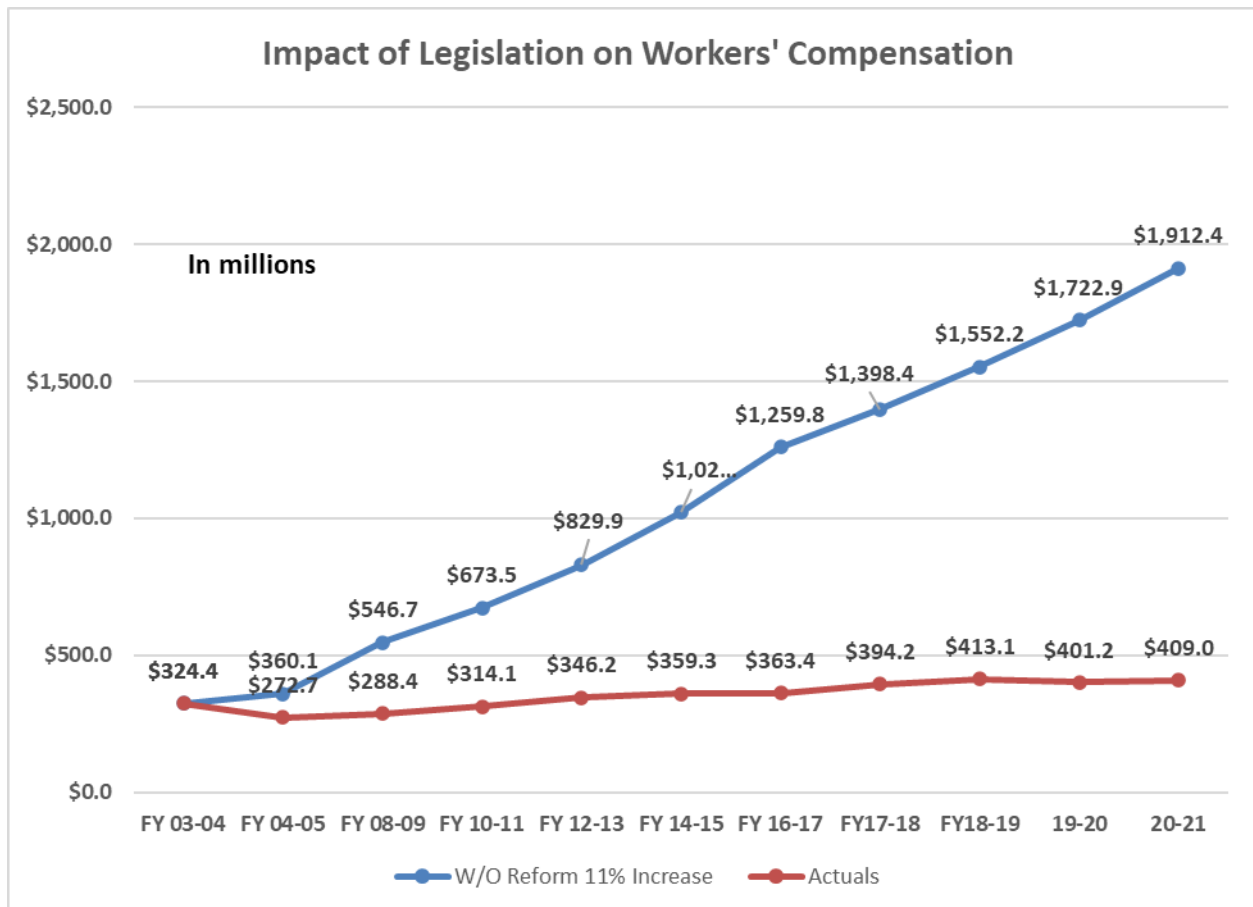


WORKERS' COMPENSATION — EXPENSES (CONTINUED)

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

The following chart estimates that escalation absent cost avoidance strategies afforded under the FY 2003-04 legislation compared to actual costs. FY 2020-21 actual costs contain a premium payment for excess insurance that did not exist in FYs prior to FY 2016-17. Regardless of the cost of this additional protection, the Workers' Compensation Program's annual increase since FY 2003-04 calculates to approximately 1.5%.

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



WORKERS' COMPENSATION — MEDICAL MANAGEMENT COST CONTAINMENT AND OUTSTANDING LIABILITIES

Medical Management Cost Containment

Medical expenses are the largest single component of the County Workers' Compensation Program cost (excluding LC 4850 and Salary Continuation). During FY 2020-21, the Program received approximately 401,035 bills accounting for 1,289,407 lines of procedures, services, and/or supplies from medical service providers. Such bills were for medical services to treat injured workers that included in-patient hospital services, nursing care, surgery, physician visits, physical therapy, chiropractic care, durable medical equipment, and drug therapy. Each bill is reviewed to ensure charges are paid at or below the State Official Medical Fee Schedule.

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

Outstanding Liabilities

As reflected in the Workers' Compensation Actuarial Study, the County Workers' Compensation Program's outstanding liabilities, as of June 30, 2021, were approximately \$3.31 billion (at a 50% confidence level). This represents an increase of 5.4% over the estimated outstanding liabilities of \$3.14 billion, as of June 30, 2020. As the actuarial study indicates, payroll is one of the most common exposure measures for Workers' Compensation. The actuarial study notes a reported increase in County payroll of 41% from FY 2013-14 to FY 2020-21. The \$3.31 billion (not including Courts) in outstanding liabilities include all future obligations for existing claims and incurred but not reported claims.

Actuarial analysis of the County Workers' Compensation Program's last 20 years of loss distribution reflects approximately 15.6% of Workers' Compensation claims account for 81.6% of the total incurred (paid to date and remaining reserves). Additionally, 18% of payments (excluding salary continuation/LC 4850) in FY 2020-21 were issued from claims older than ten years. Overall, the actuarial study underscores the long-tail nature of Workers' Compensation exposures and expenses.

As of June 30, 2004, the actuarial study established future outstanding liabilities were \$2.63 billion (including the Courts) and, as of June 30, 2021, the outstanding liabilities were \$3.37 billion (including the Courts). This equates to an increase of 28.1% over a 17-year period. CEO Risk Management continues to evaluate various alternate risk techniques to stabilize exposures and expenses, including a loss portfolio transfer and lump-sum settlements for high exposure Workers' Compensation claims.

WORKERS' COMPENSATION — OUTSTANDING LIABILITIES (CONTINUED)

In FY 2017-18, CEO Risk Management and County Counsel's Workers' Compensation Division implemented a Workers' Compensation claim settlement project. The goal of the project was to terminate future exposures and uncertainties of identified Workers' Compensation claims using Compromise and Release agreements or structured settlements. During the last four FYs, the County Workers' Compensation Program processed approximately \$94 million in such settlements, which impacted approximately 2,720 claims, and resolved an estimated \$207 million in ultimate potential exposure (that includes the settlement amount).

A WORD ABOUT COMPROMISE & RELEASE SETTLEMENTS

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

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

- Injured workers are under no obligation to consider a C&R;

- Applicant attorneys, Workers' Compensation judges, and the County Workers' Compensation Program understand the value of future Workers' Compensation benefits and will calculate settlements to ensure adequacy;
- Medicare must be protected, and the set-a-sides often inflate the cost of the C&R; and
- C&Rs expedite the payout of future benefits and that needs to be contemplated from a Countywide budget perspective.

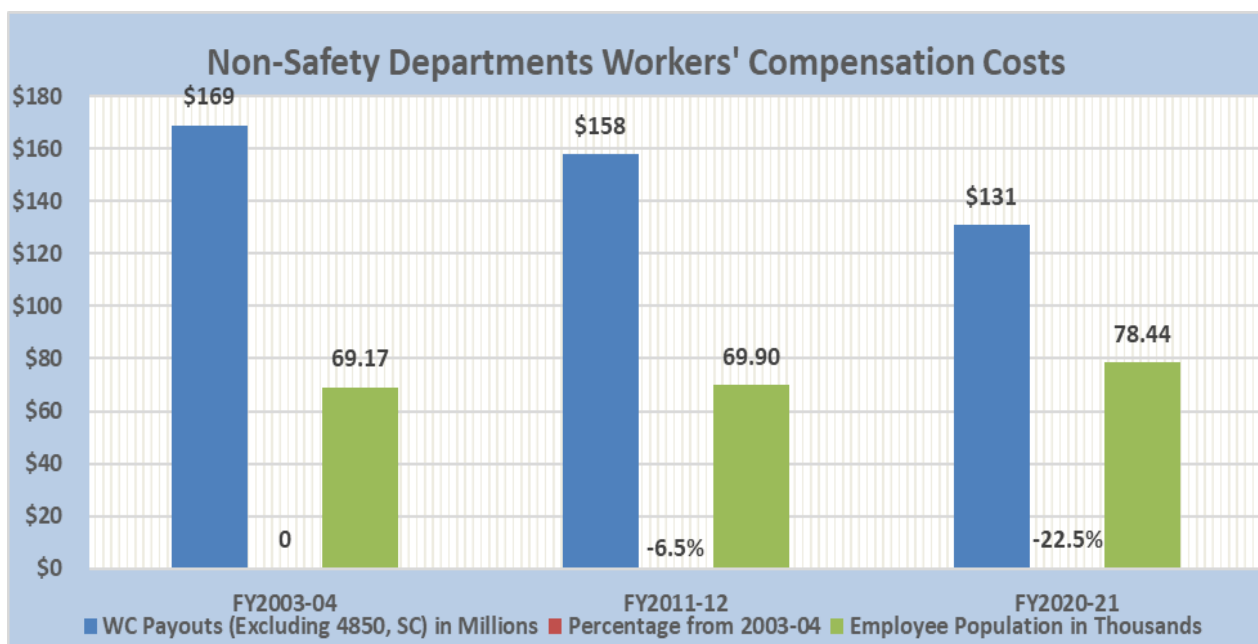
The last bullet point is relevant given the County has undertaken a generative policy agenda to protect the neediest County residents, assist underserved populations, and promote an improved quality of life for all County communities.

WORKERS' COMPENSATION — PUBLIC SAFETY DEPARTMENTS

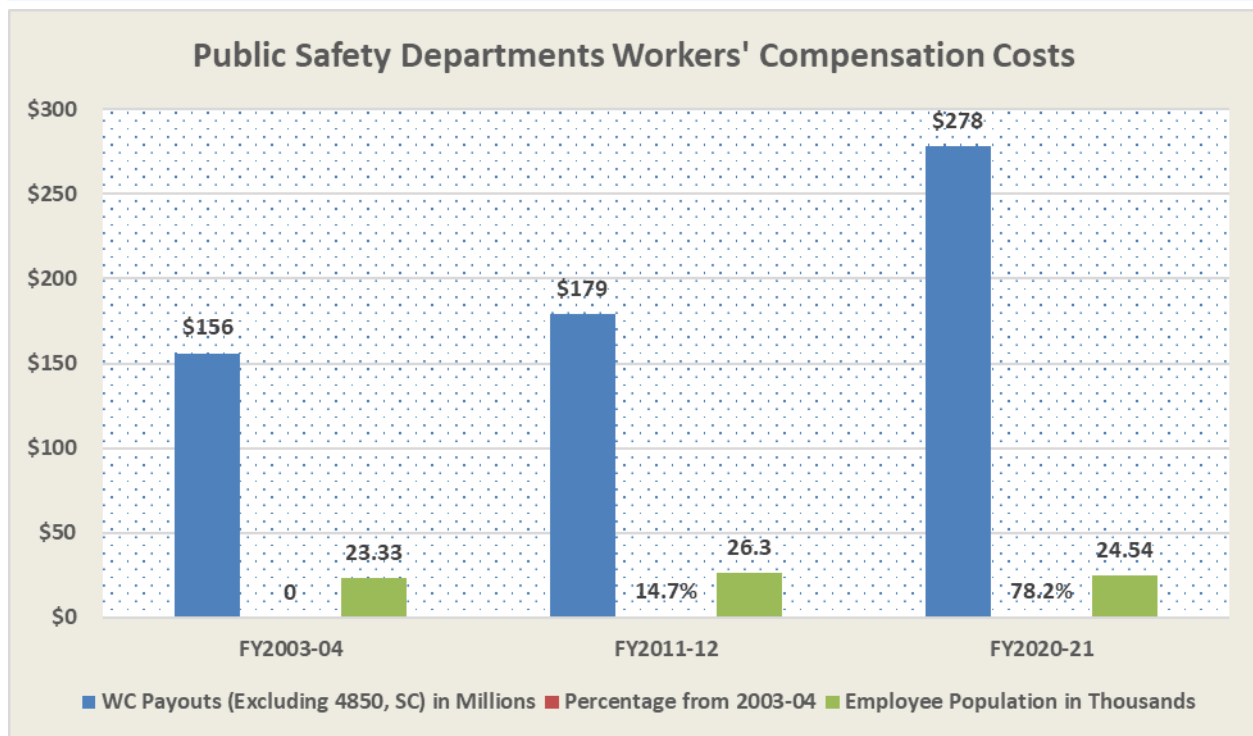
The nature of the job duties County employees perform significantly impacts Workers' Compensation Program expenses. Many County employees subject themselves to dangerous situations on behalf of the public. Those exposures and some of the presumptions afforded to public safety employees, because of such, are reflected in Countywide Workers' Compensation expenses.

The charts below demonstrate the association between County public safety departments (defined as Fire, Probation, Sheriff) and rising Workers' Compensation costs. As previously indicated, FYs 2003-04 and 2011-12 are notable because of the passage of significant legislation that impacted the California Workers' Compensation system. Those FYs were selected to show how such legislation impacted Workers' Compensation costs to County public safety and non-public safety departments.

While non-public safety departments (including the Courts) saw a 22% decrease in Workers' Compensation payouts over the last 17 years, safety departments saw significant increases. Those increases, a 78.2% increase since FY 2003-04, were significant enough to drive overall Workers' Compensation Program payout increases.



WORKERS' COMPENSATION — PUBLIC SAFETY DEPARTMENTS (CONTINUED)



WORKERS' COMPENSATION — IMPACT OF COVID-19 PANDEMIC

Like many programs and operations, the pandemic has significantly impacted the County Workers' Compensation Program. Traditionally, operations were brick and mortar with claims staff working on-site. Due to the pandemic and social distancing requirements, most claims staff and OSCRs are teleworking. This arrangement has promoted a movement away from paper processes and implementation of document management systems that enable staff to work remotely. Internal control processes have been maintained and the impact on injured workers and benefit delivery continues to be monitored.

In FY 2020-21, there were 2,383 COVID-19 Workers' Compensation claims reported. The total number of Workers' Compensation claims reported in FY 2020-21 totaled 12,417. That total was consistent with prior years. Removing the COVID-19-related Workers' Compensation claims, the County Workers' Compensation Program experienced an approximate 19% reduction in reported claims from prior FYs. Additional analysis is required to determine if this reduction is related to implementation of County telework programs. The Workers' Compensation Insurance Rating Bureau and California Workers' Compensation Institute noted a reduction in reported non-COVID-19-related workers' compensation claims. This may be attributed to an overall slowdown in the economy caused by the pandemic (note: this did not impact the County employee population as the pandemic did not result in layoffs).

WORKERS' COMPENSATION — IMPACT OF COVID-19 PANDEMIC (CONTINUED)

During the pandemic, the County Workers' Compensation Program has seen a significant increase in the use of telemedicine to treat injured workers. Over 6,000 claims received telemedicine services, and most of those services relate to follow-up visits. The use of telemedicine, coupled with remote patient monitoring technologies, may improve access and delivery of medicine to our retiree population (a population that may have moved to more rural locations in California where there may be challenges finding physicians). Due to the heart presumption, many of our injured workers require lifetime medications to address hypertension and cardiovascular ailments. Telemedicine may allow these injured workers to be treated by the primary treating physician with whom they have developed a relationship and who understands the long-term medication needs of the patient.

Payers will need to use data analytics to determine how and if telemedicine significantly changes treatment modalities and identify patterns related to fraud, waste, or abuse. Such includes monitoring for anomalies related to visit frequency, prescribing patterns, and billing abuse.

Workers' Compensation Cost Trends and Influencing Factors

There are several factors that need to be considered when assessing future County Workers' Compensation costs. CEO Risk Management believes these factors will significantly increase Workers' Compensation costs in FY 2021-22, and into the future. The factors and FY 2021-22 estimated impacts follow:

- During the pandemic, many Workers' Compensation medical treatment modalities were postponed (this resulted in an unusually low medical payout of \$126.1 million). Medical payouts in August and September 2021 reflected an approximate 33% increase from medical payouts in August and September 2020. **FY 2021-22 overall estimated increase \$30-\$35 million.**
- In March 2021, the Department of Industrial Relations (DIR) passed regulations significantly increasing the reimbursement rate for physicians performing medical-legal evaluations. The increase is estimated between 65% to 75%. **FY 2021-22 overall estimated increase \$13-\$15 million.**
- Increase in the DIR Office of Self-Insured Plans User Fund employer assessment (authorized under Labor Code Sections 62.5 and 62.6). **FY 2021-22 overall estimated increase \$4.5-\$5 million.**
- Significant increase to certain indemnity payments effective January 1, 2022. The Labor Code requires the maximum and minimum weekly earnings upon which certain indemnity payments are based to increase by an amount equal to percentage increase in the State Average Weekly Wage (SAWW), compared to the prior year. This year the SAWW increase was calculated at an unprecedented 13.5% (usual increases are 2-4%) and will influence future costs related to some temporary disability, life pension, permanent total disability, and death benefits. **FY 2021-22 overall estimated increase \$1-\$2 million.**

WORKERS' COMPENSATION PROGRAM — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21

- | | |
|--|--|
| <ul style="list-style-type: none">• In collaboration with the TPA, Sedgwick Claims Management Services, established a Countywide COVID-19 reporting tool that complies with statutory requirements.• Implemented and monitored the Workers' Compensation module of RMIS.• Continued to collaborate with County Counsel's Workers' Compensation Division to mitigate costs associated with high exposure Workers' Compensation claims.• Continued to work with CEO Risk Management's Finance Unit and County Counsel to ensure the anti-fraud provisions and information provided by the DIR is vetted and acted upon. | <ul style="list-style-type: none">• Continued to partner with the TPA to improve communication and customer satisfaction to injured workers.• Implemented protocols to comply with COVID-19 statutory Workers' Compensation presumption.• Continued to evaluate, test, and recommend enhancements to the Workers' Compensation claim module of RMIS.• Continued to work with public and private sector employers to evaluate and influence Workers' Compensation legislation and regulation development to ensure such promotes the timely provision of benefits that is balanced with employee and employer needs. |
|--|--|

Workers' Compensation Program — Objectives FY 2021-22

- | | |
|--|---|
| <ul style="list-style-type: none">• Continue to evaluate, implement, and measure the ability to terminate long-term Workers' Compensation exposure through the full and final settlement of Workers' Compensation claims or alternative risk financing methods.• In coordination with CEO Risk Management's Data Analytics Unit, ensure Workers' Compensation data reporting capabilities are improved through the collection of granular medical data, and are available after the implementation of RMIS.• Evaluate RMIS robotic process automation capabilities to reduce resources related to mundane claims management tasks. | <ul style="list-style-type: none">• Explore the development and implementation of a Workers' Compensation claimant portal to provide injured workers with real time access to limited information that promotes communication and resolves benefit delivery hurdles.• Continue to work with public and private sector employers to evaluate Workers' Compensation legislation, regulation development, and critical issues impacting the County Workers' Compensation Program. |
|--|---|

LIABILITY CLAIMS AND RECOVERY

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

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

- Reviewed 257 County department contracts to provide guidance to departments on insurance and indemnification requirements.
- Facilitated 14 cases under the CANDOR Program, with one settlement resulting in a savings of \$120,000 in litigation costs.
- Provided updates to the Risk Management Inspector General on critical issues related to current claims.
- Responded to questions and concerns posed by County departments on the Mileage Permittee Program, as needed.
- Attended 364 roundtables along with County Counsel, TPA staff, and departmental personnel to provide direction and guidance to outside counsel on pending litigated matters.
- Ensured that TPAs received training and guidance for use of the County's new RMIS.
- Recovered \$339,129 from responsible third parties that have caused damage to County property.

RESOLUTION

ACTIONS



COMPENSATION

LIABILITY CLAIMS AND RECOVERY—ACCOMPLISHMENTS FY 2020-21

RECOVERY

THIRD-PARTY ADMINISTRATORS

Carl Warren currently oversees most of the vehicle liability claims and general liability claims, which include employment practices liability and sewer liability claims under the Rapid Response program. Carl Warren is not solely responsible for the management of the respective programs under their purview since they share control of the entire claims administration process and have limits on their authority. During this period, they have accomplished the following:

- Carl Warren recovered \$661,917 from responsible third parties resulting from accidents to County vehicles and, with the assistance of County Counsel, recovered an additional \$144,893 in general liability damages.
- Reduced unwarranted charges from defense counsel bills by \$681,938.
- Conducted a presentation to Lewis Brisbois, a County contract defense law firm, and County Counsel on the County's litigation billing guidelines.
- Provided staff development on evaluations and negotiations, time management, reserve rationales, and litigation. Also received enhanced training on the handling of wrongful death, employment, and traumatic brain injury cases.

Intercare oversees claims related to professional liability programs that encompass medical malpractice and hospital professional liability. These types of claims differ greatly from the type of claims handled by Carl Warren, as medical experts are more prevalent in determining the potential liability exposure.

Some of the many accomplishments for Intercare in FY 2020-21 are:

- Secured Court-approved judgments and tendered cases resulting in recovery for the County of \$201,456.
- Reduced unwarranted charges from defense firm invoices by \$27,391.
- Conducted an educational presentation at the Department of Health Services—Olive View Medical Center for anesthesia staff on Anesthesia and documentation issues encountered in County-litigated matters.
- Completed in-service training for staff related to claim denials and notice of insufficiency selection and timing.

SMALL CLAIMS

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

The Small Claims Unit also represented the County in 57 small claims court actions and prevailed in 88 percent of the cases.

LIABILITY CLAIMS AND RECOVERY—ACCOMPLISHMENTS FY 2020-21 (CONTINUED)

RECOVERY

FIRST PARTY INSURANCE RECOVERY

In FY 2020-21, the County completed the recovery from the 2018 Woolsey Fire and, additionally, has received a partial recovery from a flood that occurred in the County's Hall of Records. The total amount recovered was \$2,000,857. The County was also able to recover from a Workers' Compensation excess policy in the amount of \$508,930.

County insurance policies also reimbursed the County \$35,000 in legal fees.

WORKERS' COMPENSATION RECOVERY

The Workers' Compensation TPAs, panel attorneys, and Liability Claims and Recovery Unit recovered \$2,138,160 in FY 2020-21. In addition to the amount collected from responsible parties, the County received a credit against future benefits of \$2,138,082. These amounts are returning to levels prior to the pandemic.

WORKERS' COMPENSATION RECOVERY

(Continued)

A credit from future benefits is when the employee receives a settlement or judgement from a responsible party. The County has first right for all money spent on the injury, up to the date of settlement. LC 3381 allows the County to receive a credit against future benefits from any settlement the employee receives from the responsible third party. This includes any indemnification, medical, penalties, and expenses, including attorney fees. To receive further benefits from the County for this injury the employee must provide proof that they have expended all the money they received from the settlement or judgement.

The Workers' Compensation TPAs were able to recover \$717,325 in overpayments to providers.

The County's OSCRs identified and collected \$539,018 from the County's contractor's

LIABILITY CLAIMS AND RECOVERY—OBJECTIVES FY 2021-22

In FY 2021-22, the Liability Claims and Recovery Unit will complete the following:

- Submit a Request for Proposals (RFP) for Medical Malpractice, Hospital Liability Claims Administration and Legal Defense Management Services; participate in the evaluation and negotiations for a new contract; and implement the new contract.
- Submit an RFP for Automobile Liability and General Liability Claims Administration.

- Assist in the development and implementation of new modules and upgrades to the new RMIS.

RESOLUTION



RECOVERY

TREND ANALYSIS

WORKERS' COMPENSATION

CAUSES OF INCIDENTS

The County employs over 100,000 employees with diverse occupational exposures and thousands of job descriptions. While each department has hazards that pose specific risks to its employees, the overall exposure in FY 2020-21 can be summarized into the following six classifications for approximately 88.8% of the injuries sustained by County employees.

ASSAULT (9.6% of all claims)

Assaults include all aspects of a third party combating with County employees. Departments with the majority of assaults include: Sheriff (66.3%), Probation (16.6%), and Health Services (14.7%).

CUMULATIVE TRAUMA/BODILY INJURY (16.1% of all claims)

Cumulative trauma and bodily injury include injuries that are sustained over time due to the repetitive motion of the work performed on the job. Departments with the most cases include: Sheriff (36.4%), Health Services (16.2%), Fire (14.2%), and Public Social Services (10.6%)

EXPOSURE (25.1% of all claims)

This category includes exposure to physical hazards which involves particulates, fumes, and chemicals; environmental exposure including heat, cold, sun, and noise; and biological hazards including blood, body fluids, viral, and bacterial exposures. Departments with the most exposure cases include: Sheriff (67.8%), Health Services (12.5%), and Fire (10.3%). This includes most COVID-19 claims.

OVEREXERTION (17.8% of all claims)

Overexertion includes those that involve strain or injuries due to lifting, carrying, pushing, or pulling. Departments with the most cases include: Fire (30.6%), Sheriff (25.5%), and Health Services (14.5%).

STRUCK BY/OR AGAINST (12.0% of all claims)

This category includes injuries resulting from being struck/crushed by a human, animal, or inanimate object, or by force that is not vehicle related. Additionally, this can include injuries caused by striking against something or someone, or from flying or falling objects. Major Injury Cause categories include: Struck or Injured By, Rub or Abraded By, and Struck Against or Stepping On. Departments with the most cases include: Sheriff (75.4%), Health Services (8.7%), and Fire (6.8%).

FALL, SLIP, OR TRIP (8.2% of all claims)

This category includes falling down in the office environment which includes stairs, chairs, escalators, elevators, and over various floor surfaces. Externally, this includes falling from vehicles, ladders, rooftops, and surfaces in parking lots, sidewalks, and in rough terrain. Departments with the most cases include: Sheriff (22.8%), Fire (14.1%), and Health Services (8.7%).

OTHER (11.2% of all claims)

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

TYPES OF WORKERS' COMPENSATION CLAIMS BY DEPARTMENT

Types of Claims by Department:					
	Fire	Health Services	Probation	Public Social Services	Sheriff
Assault	0.2%	8.4%	35.9%	0.6%	12.8%
Cumulative Trauma	17.1%	15.4%	13.9%	42.6%	11.8%
Exposure	19.6%	18.4%	13.9%	3.5%	34.2%
Fall, Slip, or Trip	8.8%	13.3%	11.1%	15.8%	3.8%
Overexertion	41.3%	15.3%	19.8%	32.6%	9.1%
Struck By/Or Against	6.2%	6.2%	2.4%	3.7%	18.2%
All Other Claims	6.8%	23.1%	3.0%	1.2%	10.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
Top six types of claims account for 88.8% of all claims in FY 2020-21.					

PREVENTION

MEDICAL



CARE

AVOIDANCE

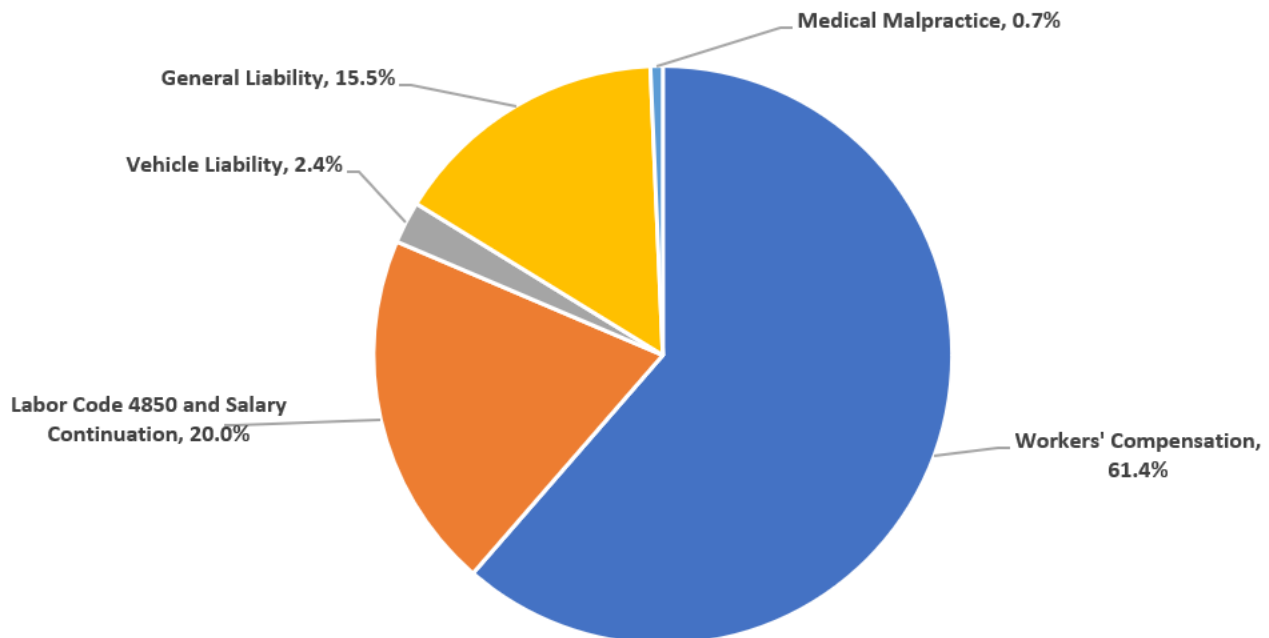
LIABILITY CAUSE ANALYSIS

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

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

Liability exposures account for 18.6% of the County's Total Cost of Risk.

Total Cost of Risk as illustrated in the chart below.



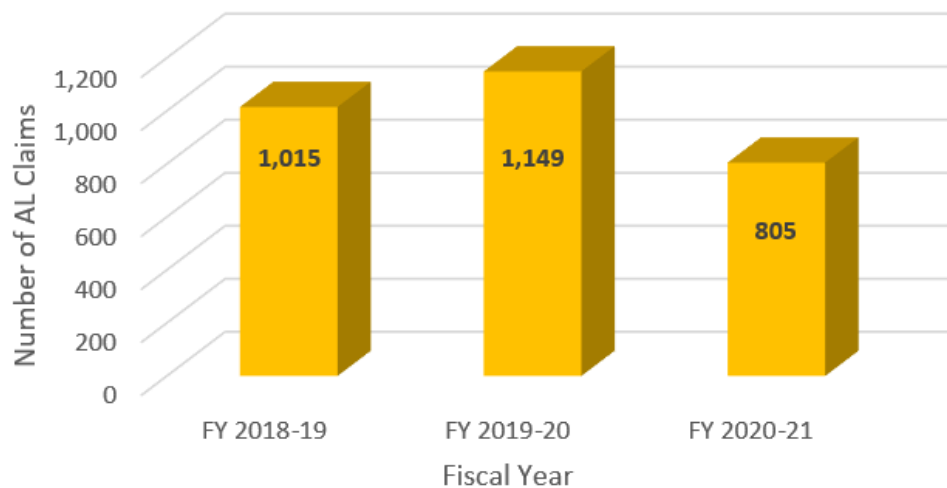
VEHICLE LIABILITY CLAIMS

The County's Vehicle Liability frequency decreased 29.9% from FY 2019-20 to FY 2020-21. The cost of vehicle liability claims decreased by approximately 44.3% during the same time period.

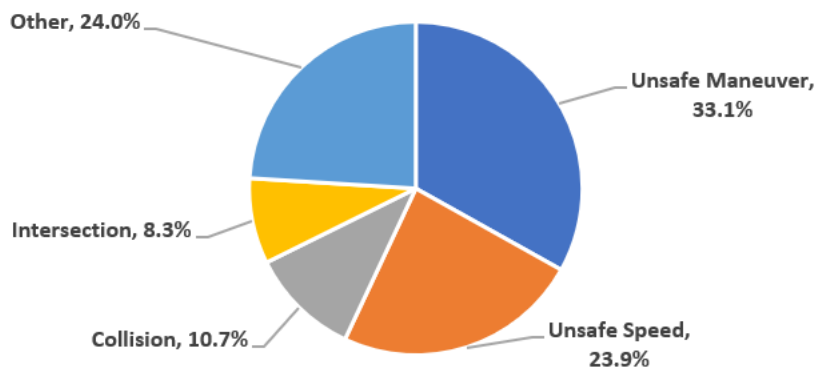
Data shows there were decreases in all types of vehicle liability accidents in FY 2020-21. Unsafe maneuvers and unsafe speeds account for about half of all accidents.

Vehicle liability represents approximately 2.4% of the County's Total Cost of Risk.

Vehicle Liability Claims Frequency Trend



Vehicle Liability Causes



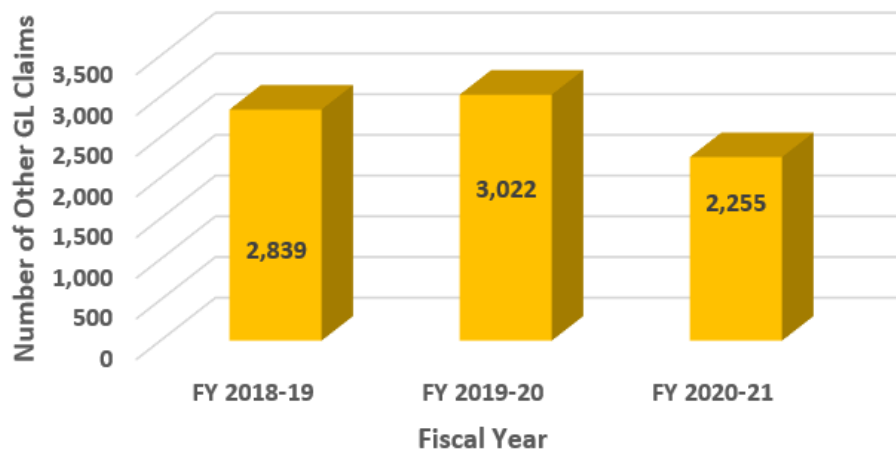
OTHER GENERAL LIABILITY CLAIMS

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

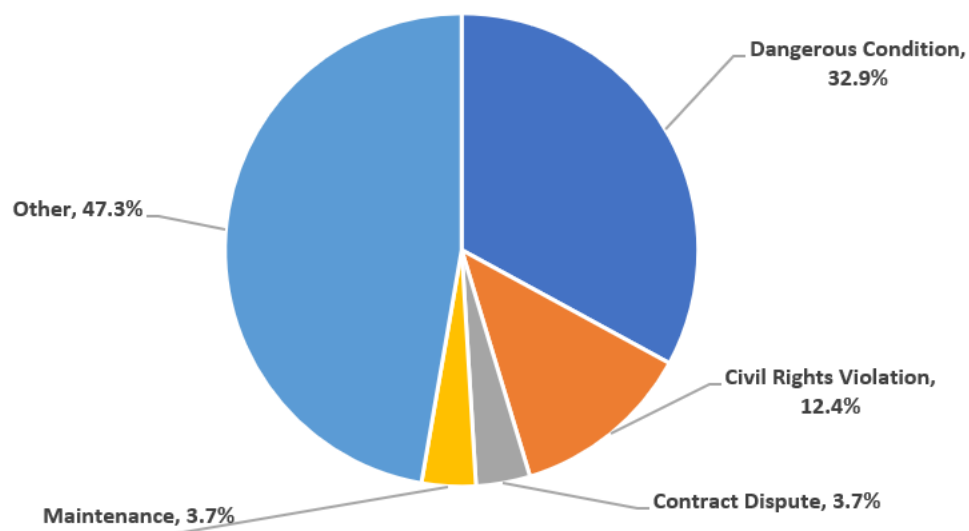
The Other General Liability frequency decreased by approximately 25.4% from FY 2019-20 to FY 2020-21.

Other General Liability represents 7.7% of the County's Total Cost of Risk.

Other General Liability Claims Frequency Trend



Other General Liability Causes

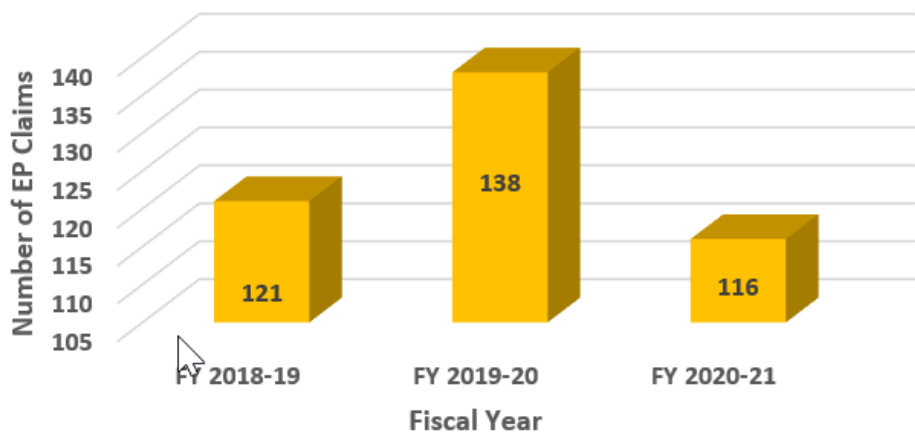


EMPLOYMENT PRACTICES LIABILITY CLAIMS

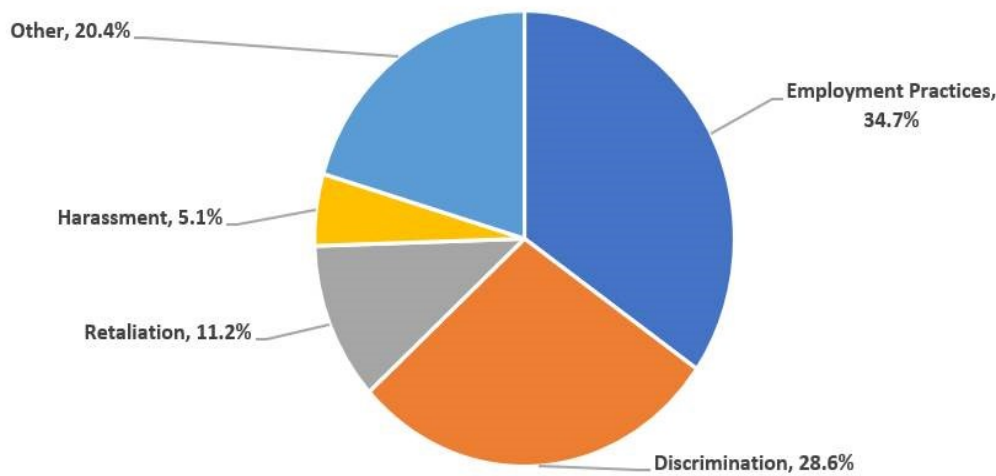
The County’s Employment Practices Liability frequency decreased by 15.9% from FY 2019-20 to FY 2020-21. The County’s overall Employment Practices Liability expenses decreased by 44.4%.

Employment Practices Liability represents 2.5% of the County’s Total Cost of Risk.

**Employment Practices Liability Claims
Frequency Trend**



Employment Practices Liability Causes



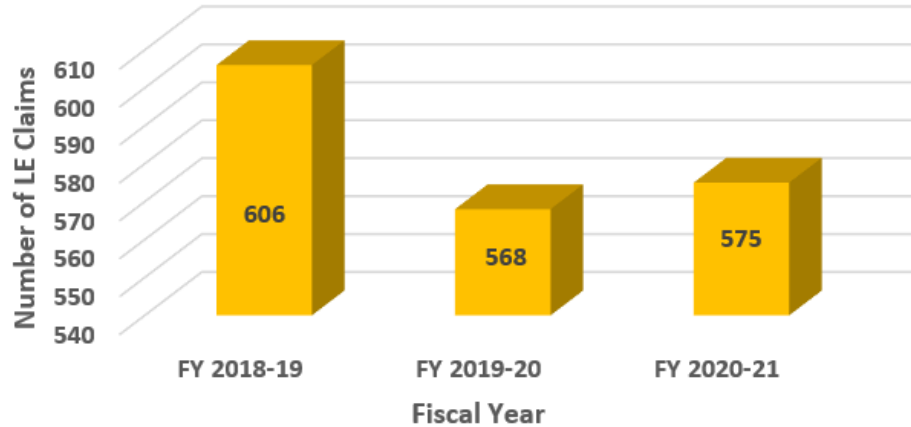
LAW ENFORCEMENT LIABILITY CLAIMS

The County's Law Enforcement Liability frequency rate increased 1.2% for FY 2020-21, compared to the previous FY, and paid expenses decreased 8.1%.

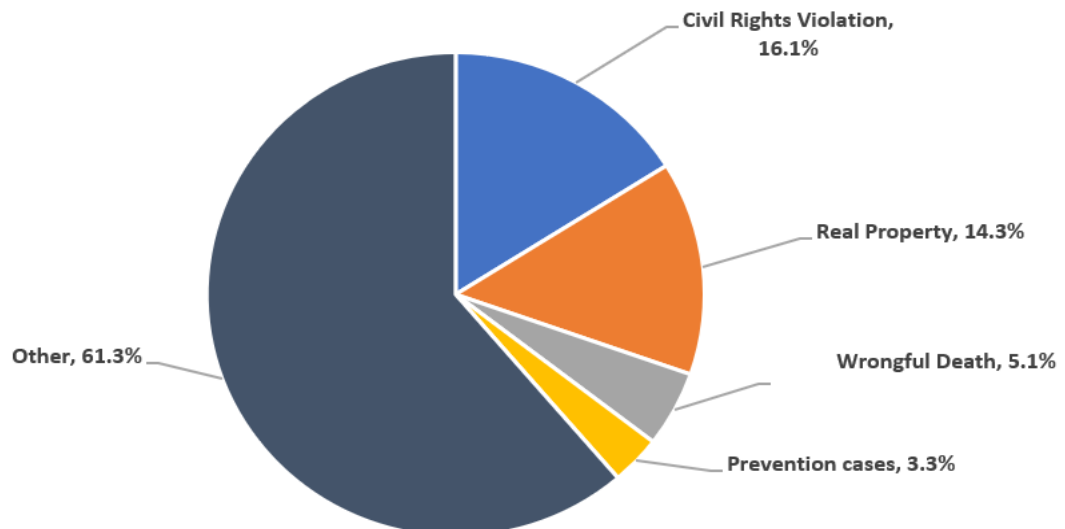
The most prevalent claims were for "Civil Rights Violation" and "Real Property," which represent 16.1% and 14.3%, respectively.

Law Enforcement Liability represents 5.3% of the County's Total Cost of Risk.

Law Enforcement Liability Claims Frequency Trend



Law Enforcement Liability Causes



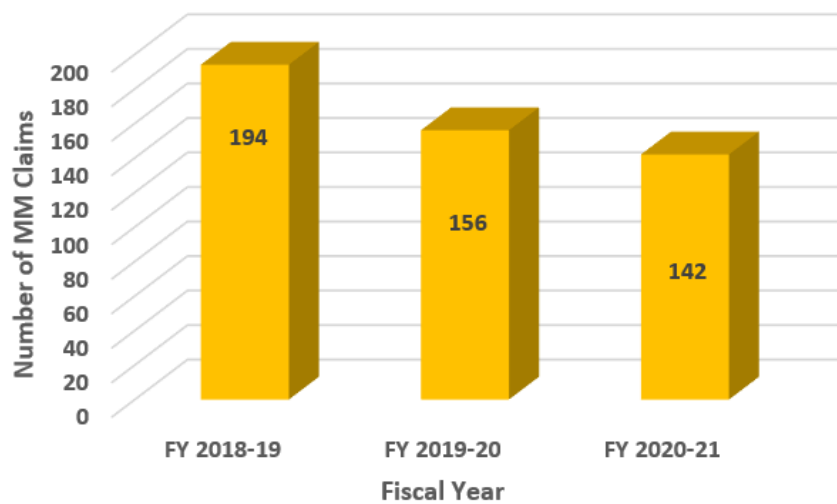
MEDICAL MALPRACTICE CLAIMS

Medical Malpractice Liability loss is attributable to various departments; however, the majority of the loss is related to care in hospitals. Hospital exposures are those related to patient contact; therefore, the more patients seen, the more probability that claims will arise.

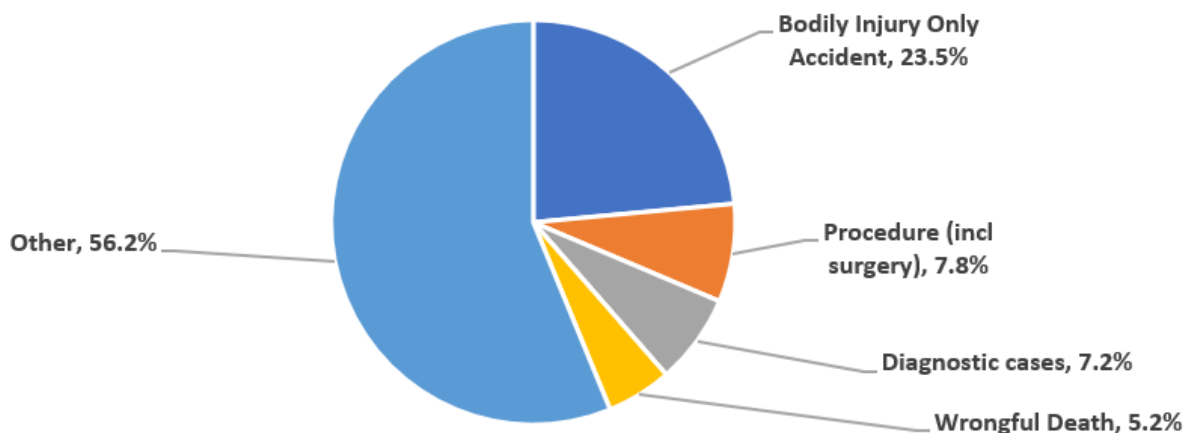
The County's Medical Malpractice Liability overall frequency decreased 9.0% from FY 2019-20 to FY 2020-21. The primary type of claim filed against the County was for procedures (including surgeries) and diagnostic cases.

Medical Malpractice Liability represents 0.7% of the County's Total Cost of Risk.

Medical Malpractice Claims Frequency Trend



Medical Malpractice Liability Causes



LOSS CONTROL AND PREVENTION

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

- Enhancing loss control and prevention knowledge and capabilities within County departments through Health and Safety Coordinators meetings, participation in departmental safety and risk management committees, and Countywide education and training efforts, which include:
 - Creating model guidance documents, policies, best practices, and safety bulletins on pertinent loss control issues, including new or amended regulations, or current issues affecting the County.
 - Development of training videos, courses, and related content for placement and distribution through the Learning Link and the online Risk Management University.
- Serve as subject matter experts on risk management and loss control issues involving California Occupational Safety and Health Administration (Cal/OSHA) inspections, inquiries, and informal conferences.
- Establishing County loss control and prevention standards and assisting departments with their risk management related needs.
- Evaluating proposed legislation involving liability and safety for applicability to County departments' operations.
- Addressing cost drivers associated with issues driving Workers' Compensation and tort liability costs, including vehicle, general, employment practices, and medical malpractice liability costs.
- Coordinating Countywide Risk Management training efforts through quarterly Risk Management, Health, and Safety meetings where forthcoming legislation and other issues are presented and discussed with affected County departments.
- Providing statistical risk management information to departments and assisting with the interpretation of the statistics.
- Enhancing and maintaining the Risk Management Branch's Internet site and the Joint Labor-Management Committee on Office Ergonomics Intranet site with new and updated material.

LOSS CONTROL AND PREVENTION — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21

LCP focused efforts on assisting County departments in compliance with new/emergency standards, regulations, and Senate Bill requirements, as well as with existing standards in a more diverse and dynamic work environment resulting from the COVID-19 pandemic. Other significant accomplishments include:

Regulatory Compliance and Operational Effectiveness

- Focused on departmental frequency and severity drivers through the development and implementation of training programs, policies, and guidelines, as well as field visits targeted to the source of risk.
- Monitored new or revised safety-related regulations and provided County departments with regular updates through emails, webinars, safety bulletins, trainings, and other related meetings to ensure compliance.
- Provided over 600 consultations to departments on a variety of issues, including COVID-19 precautions and compliance, ergonomics and telework, risk assessments, data analysis and interpretation, Cal/OSHA compliance, and occupational health, safety, and liability.
- Coordinated Quarterly Health and Safety Coordinators meetings attended by over 350 County Risk Managers, Safety Officers, Human Resources personnel, and others with safety responsibilities. The meetings covered:
 - Cal/OSHA COVID-19 Emergency Temporary Standard;
 - Teleworking and Ergonomics;
 - Cal/OSHA Workplace Violence Standard; and
 - Cal/OSHA Regulatory Updates.

- Utilized client resources available through County insurance programs to develop a hazardous energy and control program (Lock Out/Tag Out) for use by County departments.
- Facilitated the use of virtual/video-based property assessments to assist the County's property insurer to survey County establishments for potential sources of loss, and worked with County departments to resolve deficiencies when identified.
- Served as liaison between County departments in multi-tenant locations to ensure that each department's efforts work in unison with each other, maximizing effectiveness and reducing redundancies.

MITIGATION

CONTROL



LOSS CONTROL AND PREVENTION — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21

(Continued)

Cumulative Trauma Disorders/Overexertion Claims

- Provided guidance on the County's responsibilities for providing ergonomic-related equipment in telework assignments.
- Developed and gathered resources for County departments to utilize to ensure employees performed their work-related duties in a safe and healthful manner in telework assignments.
- Worked with County departments through meetings, webinars, and other opportunities to ensure telework and ergonomics policies, procedures, and guidelines are in adherence with regulatory requirements and established best practices.
- Enhanced the Joint Labor-Management Committee on Office Ergonomics website to include information on telework, self-assessment evaluation software, and training opportunities.

Training and Development of Countywide Risk Management Staff

- Served as subject matter experts in the recruitment, screening, and interview process for potential risk management staff at County departments.
- Enhanced the standard product list for ergonomic equipment used by departments and the County's Workers' Compensation Third-Party Administrators as part of an integrated cost containment strategy related to ergonomic evaluations for workers' compensation cases.

- Participated in Countywide safety and risk management committees which provided networking opportunities for risk management personnel in social service departments.
- Utilized the virtual Quarterly Health and Safety Coordinators Meetings to provide County risk management personnel with regulatory updates and pending legislation, departmental cost drivers and County claim frequency, and severity performance.
- Actively worked with County departments, subject matter experts, and vendors to coordinate training video development to enhance the educational opportunities on Risk Management Branch's education library.

ESSENTIAL

BENEFITS

SOLUTION

LOSS CONTROL AND PREVENTION — OBJECTIVES FY 2021-22

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

Regulatory Compliance and Operational Effectiveness

- Monitor new or revised safety-related regulations and provide impacted County departments with regular updates through safety bulletins, trainings, and other related meetings to ensure compliance.
- Continue to advise departments on COVID-19 regulatory compliance related to new or revised standards, Senate Bills, or other related legislation.
- Work with departments to ensure their Occupational Safety and Health programs are revised and effective through regular meetings with departmental risk management staff and analysis of risk management related loss data.

Training and Development of Countywide Risk Management Staff

- Enhance training opportunities at the Health and Safety Coordinators meetings through a combination of training topics presented by subject matter experts from both inside and outside the County, as well as providing discussions on current and upcoming risk management issues and roundtable discussion opportunities.
- Continue to utilize client resources available through County insurance programs to develop and offer risk management related training videos and other related content for use by County employees.

- Utilize the Quarterly Health and Safety Coordinators Meetings to provide County risk management personnel with regulatory updates and pending legislation, departmental cost drivers, and County claim frequency and severity performance.
- Reintroduce and enhance the delivery of the *“Introduction to Occupational Safety and Health”* training series to County risk management staff. Enhancements will include the use of web-based and digital platforms to provide training content to County employees, increasing efficiency of delivery and number of employees trained by accessing the training resources at their work locations rather than traveling to a training location.

Cumulative Trauma/Overexertion claims

- Evaluate new ergonomic trends, practices, and equipment for injury and illness prevention and workers’ compensation claim cost minimization.
- Coordinate efforts with the Joint Labor-Management Committee on Office Ergonomics to continue to provide training on how to conduct effective worksite ergonomic evaluations.
- Enhance the Joint Labor-Management Committee on Office Ergonomics website to provide ease of use, as well as acquire additional electronic educational materials for use by County employees.
- Work with departments to ensure their employees are provided with effective support and resources for working safely in telework assignments.

RISK MANAGEMENT INSPECTOR GENERAL

The role of the Risk Management Inspector General (RMIG) is multi-faceted; first, is responsible for assisting County departments in the development and approval of Corrective Action Plans (CAPs) and Summary Corrective Action Plans (SCAPs); second, it uses the information from the CAPs and SCAPs to foster liability loss control measures. Finally, RMIG collaborates with departments, CEO Liability Claims Management, and County Counsel to meet the mandates established by the Board. This includes the requirement of all County departments to include a SCAP approved by RMIG as part of any claim settlement over \$100,000.

Accordingly, RMIG manages CAPS and SCAPS through the following processes that incorporate all of the elements of loss control, claims management, and Board mandates:

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

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

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

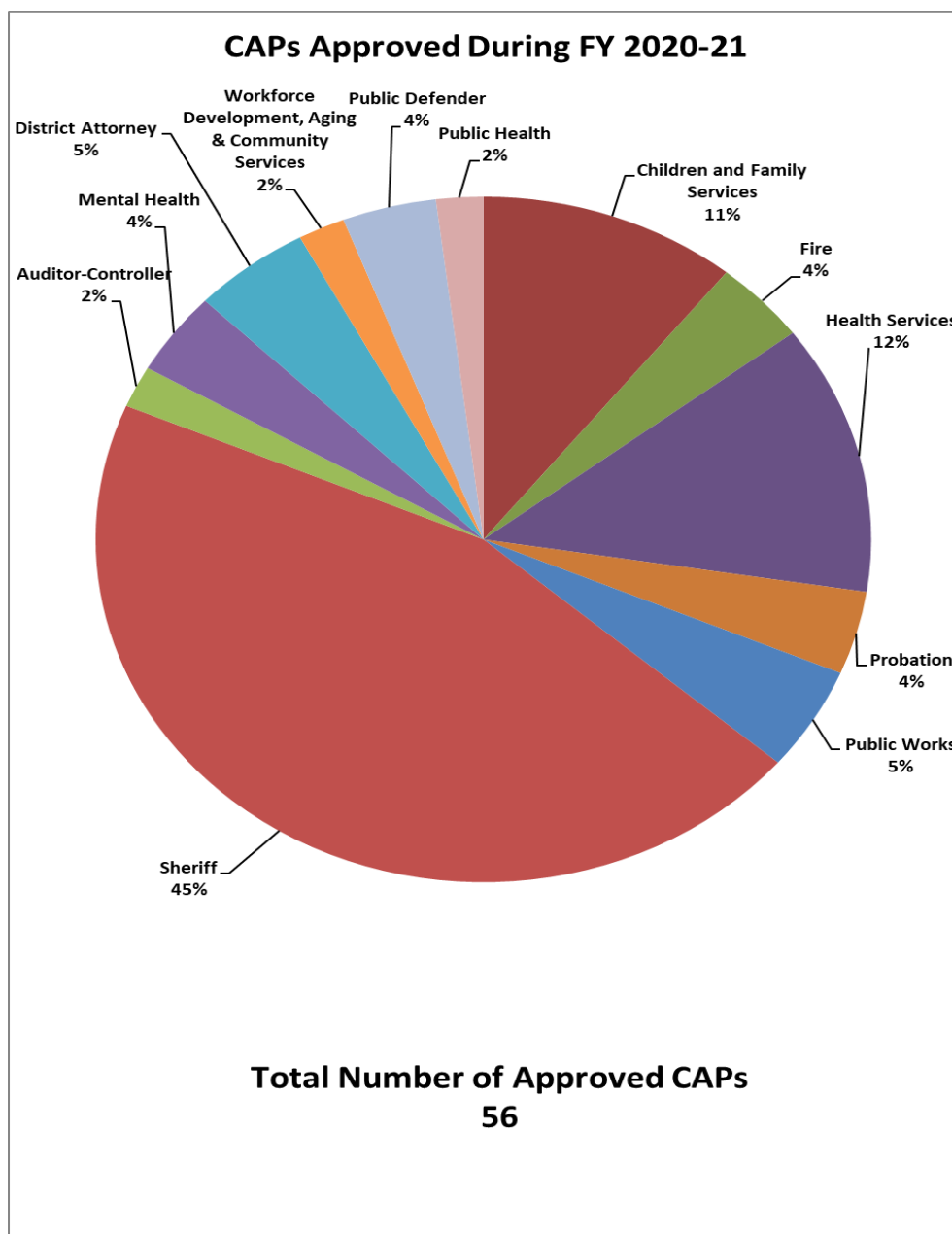
The number of CAPs approved by the Board during FY 2020-21 is illustrated on the next page.

AVOIDANCE



ACTIONS

CORRECTIVE



RISK MANAGEMENT INSPECTOR GENERAL — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21

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

The chart below illustrates the number of CAPs completed within 90 days for FY 2020-21.

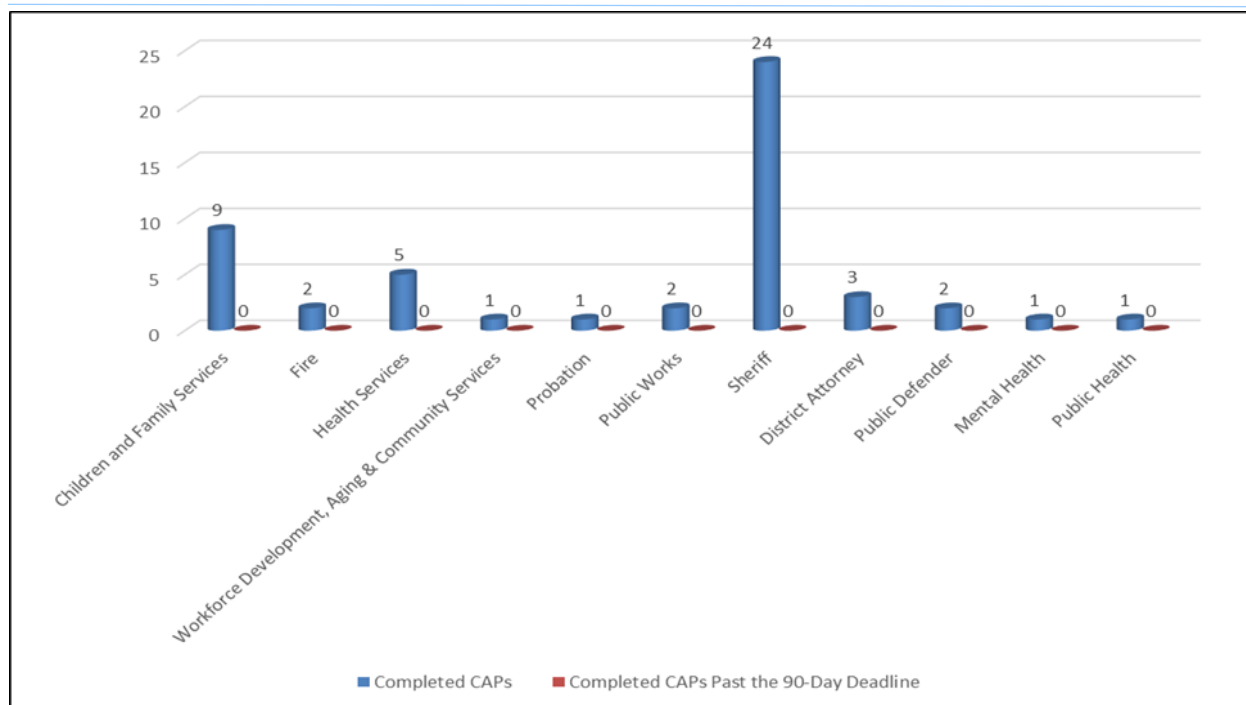


ANALYZE

RESOLUTION

Department	Completed CAPs	Completed CAPs Past the 90-Day Deadline
Children and Family Services	9	0
District Attorney	3	0
Fire	2	0
Health Services	5	0
Mental Health	1	0
Probation	1	0
Public Defender	2	0
Public Health	1	0
Public Works	2	0
Sheriff	24	0
Workforce Development, Aging and Community Services	1	0
TOTAL	51	0

RISK MANAGEMENT INSPECTOR GENERAL — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21 (CONTINUED)



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

For the past 12 years, RMIG has co-chaired the Medical Malpractice Sub-Committee of the Legal Exposure Reduction Committee (LERC), which has led to more thorough communications and best practices, Countywide. Open communication among departments has reached new heights as departments work together on just culture (an approach to management of unintended outcomes in a humane and fair evaluation that identifies and corrects system contributors and human behaviors), CAPs, best practices, and sharing of information.

Discussions are held through LERC, cluster meetings, and departments reaching out to one another to share information about potential issues, as well as the successes they have had. Communication is key to having a strong and healthy organization, and RMIG will strive to continually cultivate these open-door discussions.

Over the past year, RMIG collaborated on the extensive development and implementation of the new RMIS to integrate the Risk Compliance Management System into applicable claims metrics. RMIG identified methods by which electronic communications with departments' litigation and risk management staff can be incorporated into this new system. The system was successfully implemented by CEO and RMIG is actively tracking and working on corrective actions inside the new system.

RISK MANAGEMENT INSPECTOR GENERAL — OBJECTIVES FY 2021-22

RMIG will continue to research and develop additional automation methods to incorporate reminders and routine processes into the software. Overall, the new RMIS allows for the creation and tracking of CAPs and will automatically assign CAPs to relevant business areas and organizational structures. The new system is expected to generate a variety of status reports based on the progress of corrective actions, and will further assist in correlating the impact of the CAP to other loss measurements. Additionally, RMIS provides a single clearinghouse for the storage of all reference documents and exhibits related to the CAP process.

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

In collaboration with the Liability Claims and Recovery Unit, RMIG will continue reviewing, revising, and updating high-priority claims on a weekly basis, as well as notifying executive management of any lawsuits settling for over \$5 million.

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

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

Finally, RMIG will conduct annual reviews of the departments' Risk Management Plans to determine each departments' risk position from a liability claims perspective. RMIG will score departments based on multiple factors and will work with the departments to mitigate potential damages.



RISK TRANSFER

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

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

RISK TRANSFER— SIGNIFICANT ACCOMPLISHMENTS FY 2020-21

The Risk Transfer Unit reorganized the various insurance coverages and procured more robust insurance policies to better protect the County from emerging risks and losses caused by catastrophic events. The enhanced policies cover losses emerging from cyber-attacks, fire, flood, earthquake property damage, catastrophic Workers' Compensation losses, sexual misconduct liability, and general liability.

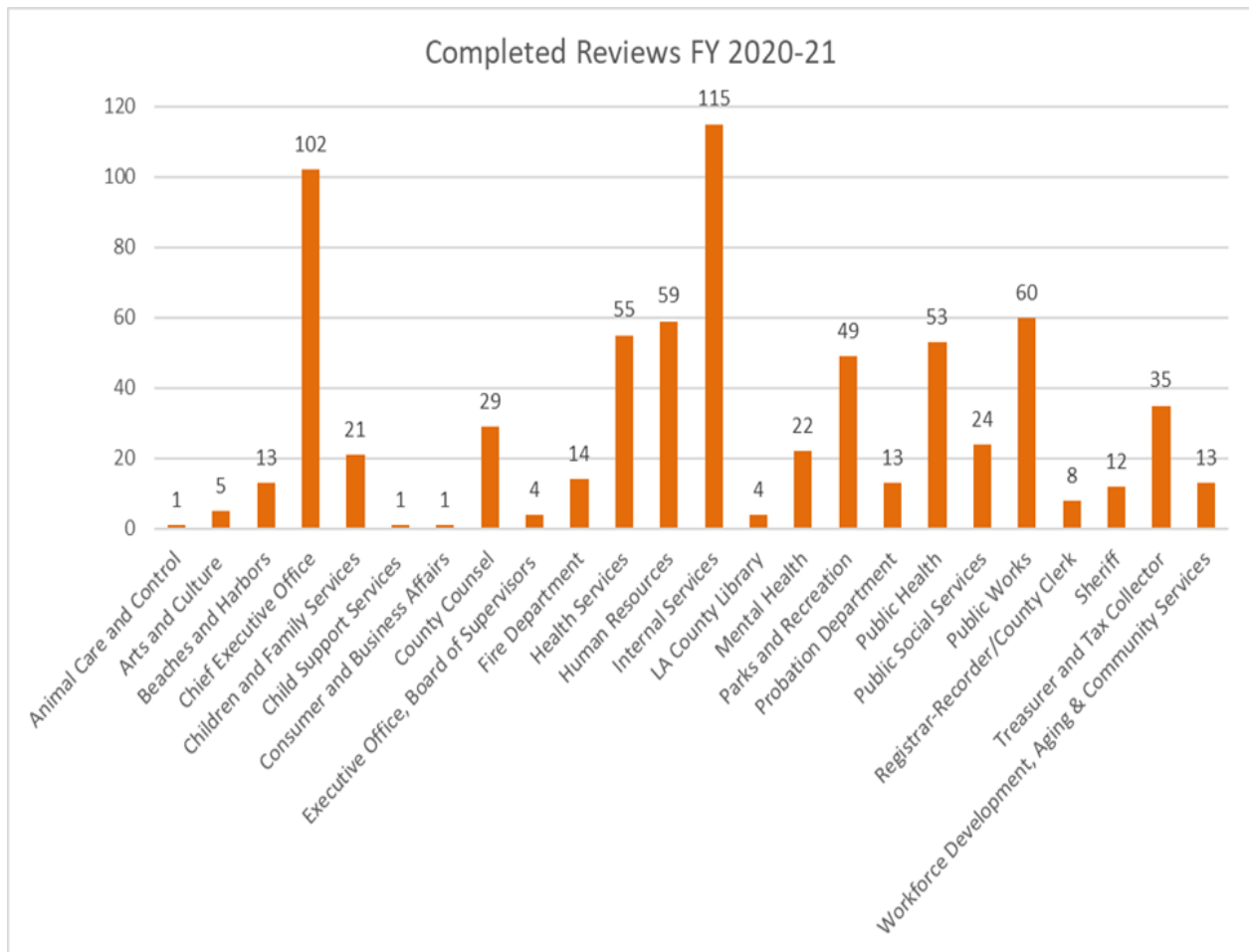
There were two new special insurance coverages procured in FY 2020-21 for two County departments: Regional Planning requested unmanned aircraft coverage for surveying County land procured; and Parks and Recreation requested contracted instructor coverage for activities associated with their summer events.

Risk Transfer created a triage system to determine high risk and essential buildings within the County. This was accomplished with the collaboration of the development of the Deferred Maintenance Building Condition Assessments and the Asset Management Database, in partnership with County departments. In FY 2020-21, the Risk Transfer Unit, working in conjunction with County departments, reviewed and updated the list of County-owned buildings currently covered by commercial property insurance. The audit conducted on the County building inventory list resulted in multiple corrections. Fifty-five properties on the list were eliminated due to duplications, change of ownership, and demolitions. Additionally, 11 buildings were reassigned to correct proprietor departments based on the audit findings.

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

RISK TRANSFER — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21 (CONTINUED)

Risk Transfer conducted 719 indemnification and insurance reviews for departments during FY 2020-21. The chart below illustrates the number of reviews completed per department.



RISK TRANSFER — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21 (CONTINUED)

A sizeable portion of indemnification and insurance reviews for departments was related to a public health emergency declared nationwide in response to COVID-19, and to the November 2020 Presidential election. During FY 2020-21, Risk Transfer has provided advice on 63 reviews related to COVID-19 and 15 reviews related to the election. These reviews assessed associated risks and appropriate risk transfer techniques that fell into the following major categories:

- COVID-19-related policies and regulations on restaurants, other food establishments, and food delivery and distribution services (10 reviews);
- COVID-19 testing and vaccination sites and community outreach efforts (24 reviews);
- COVID-19-related purchases, equipment rentals, logistical services, warehousing, transportation, software subscriptions, data collection, storage, and analysis (21 reviews);
- Temporary housing for the quarantine of different population groups, such as homeless, foster youth, group home participants, essential workers, and others (8 reviews); and
- Presidential election and polling-related agreements (15 reviews).

In January 2017, Risk Transfer implemented Xera, an online Certificate of Self-Insurance system. In FY 2020-21, the Xera system was updated with revisions that included Risk Transfer's input for a better user-friendly experience and enhanced document generation.

The upgrades allowed the system to produce certificates faster and with higher accuracy. As a result, the operating costs associated with the County Self-Insurance Certificate Program decreased. Internal beta testing of the upgrades was conducted by the Risk Transfer Unit in January 2021, and the upgraded system was officially brought online Countywide in February 2021. The updates were the first changes to Xera since its inception.

All County departments can now more efficiently produce Certificates of Self-Insurance to meet their respective departmental needs. Departments are often required to provide these certificates to various public and private entities for the County to conduct business on their property and/or for the public's benefit. Currently, all departments have access to the automated system and can produce their own Certificates of Self-Insurance within the requirements established by the County Risk Manager. This allows certificates to be expedited as needed and creates a more efficient way of conducting business. Tracking of the certificates is fully automated and certificates can be created and sent via email within minutes.

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

RISK TRANSFER — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21 (CONTINUED)

The chart below illustrates the number of County Certificates of Self-Insurance completed during FY 2020-21. A total of 793 certificates were completed by the departments within this timeframe.

DEPARTMENT	NUMBER OF CERTIFICATES
Agricultural Commissioner/Weights and Measures	5
Alternate Public Defender	1
Arts and Culture	4
Assessor	3
Auditor-Controller	1
Beaches and Harbors	6
Board of Supervisors, Executive Office	5
Chief Executive Office	120
Child Support Services	4
Children and Family Services	29
District Attorney	3
Fire	24
Health Services	59
Internal Services	7
LA County Library	9
Medical Examiner-Coroner	1
Mental Health	26
Military and Veterans Affairs	4
Parks and Recreation	7
Public Defender	2
Public Health	24
Public Social Services	8
Public Works	70
Registrar-Recorder/County Clerk	346
Sheriff	15
Workforce Development, Aging and Community Services	10
Total	793

RISK TRANSFER — SIGNIFICANT ACCOMPLISHMENTS FY 2020-21 (CONTINUED)

During FY 2020-21, Risk Transfer delivered three trainings on insurance and indemnification requirements for County contracts to County departments. Online department-specific trainings were requested and provided to the contract administration and monitoring staff of the Department of Children and Family Services, and to the real estate and leasing specialists of the CEO's Real Estate Division. In addition, specialized Cyber Insurance training was internally provided to the CEO Risk Management staff due to major revisions and updates to the Cyber insurance requirements for County contracts.

Risk Transfer was asked to collaborate with other departments on various projects, including, but not limited to: insurance requirements for deploying Unmanned Aircraft to survey County lands; revisions to Title 7 Taxicab Driver and Taxicab Operator insurance and bond requirements; responses to Public Records Act Requests related to risk management matters; revisions to Cyber Insurance standard requirements in County contract and solicitation templates; possibilities of transferring risk and liability related to public pools use by public school districts and private/charter schools; and consultations on the Board's motions on contracting with small businesses and on COVID-19-related projects. Departments were advised on possible risks associated with various projects and were provided recommendations on how to decrease such risks.

Risk Transfer is collaborating on the development and implementation of the comprehensive RMIS to integrate insurance policy management and asset management into the system's Loss Prevention module. Risk Transfer objectives for the system are:

1. To retain all County commercial insurance policies in electronic format for easy location, reference, and complete searchability; and
2. To have a complete list of the County's properties covered by hazard insurance, including property values and business interruption values, for an easy assessment related to claims.

COLLABORATION



IDENTIFY

PREDICT

RISK TRANSFER — OBJECTIVES FY 2021-22

The Risk Transfer Unit will strive to insure as much County liability as is deemed financially responsible to protect County assets from unforeseen disasters. Continuing with this strategy, Risk Transfer is now in the process of obtaining higher limits of commercial excess coverage for Public Entity General Liability and Cyber Liability to further reduce risk to the County. Risk Transfer will continue to collaborate with departments on their specific commercial insurance needs and obtain department-specific insurance policies on an as-needed basis.

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

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

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

Risk Transfer will continue to assist in the development of the insurance module of the comprehensive RMIS by integrating County commercial insurance policies into the system.

HIGH-RISK



RESOLUTION

TRANSFER

OFFICE OF PRIVACY

The Office of Privacy (OOP) deploys the County's privacy program functions and privacy risk management activities among the County's 37 departments. OOP is led by the County's Chief Privacy Officer who oversees the development of the Countywide privacy program and ensures protection of the County's data and information from unauthorized access, modification, misuse, or destruction. The mission of OOP is to protect the County's data and information through centralized oversight of privacy and cybersecurity risk mitigation protocols, and focused governance over privacy program operations.

OFFICE OF PRIVACY: KEY PRIVACY OBJECTIVES

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

- **Privacy Program Development** – Lead Countywide privacy policy development and privacy program management.
- **Centralized Oversight and Compliance** – Provide streamlined guidance to County departments on privacy-focused initiatives, policies, training, and compliance with applicable privacy-related laws, regulations, and County policies. Coordinate with the County's Risk Manager to procure cyber-liability insurance coverage for the County.
- **Countywide Privacy Awareness Training** – Deploy the Countywide privacy awareness training program and resources for employees.

OFFICE OF PRIVACY: KEY PRIVACY OBJECTIVES (CONTINUED)

- **Privacy and Cybersecurity Incident Response** – Ongoing development of privacy incident response and breach response protocols. Development of Countywide and departmental protocols for privacy-focused components of cybersecurity incident response processes, and consult with the County's Security Officers on appropriate response actions.
- **Privacy Risk Management** – Oversee privacy-focused risk management activities, including privacy risk assessments and coordination of privacy audits.
- **Third-Party Vendor Management** – Provide technical guidance on the County's contract provisions to ensure the protection of County's data, and provide guidance on privacy risk assessments of the County's third-party vendors.

IDENTIFY

ANALYZE

PREVENTION

OFFICE OF PRIVACY

OFFICE OF PRIVACY: KEY HIPAA OBJECTIVES

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) is a federal law that created national standards to protect Protected Health Information (PHI). The County is a “hybrid entity” under HIPAA since only certain departments perform HIPAA-covered functions. OOP oversees the implementation of the Countywide HIPAA program, regulatory reporting activities, and coordinates with the County’s HIPAA-covered departments regarding the County’s compliance with HIPAA, the Health Information Technology for Economic and Clinical Health Act, and the County’s policies.

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

- **HIPAA Program Development** – Lead Countywide HIPAA program management and policy development. Oversee compliance efforts through engagement with the HIPAA Privacy and Security Committee.
- **Centralized Oversight and Compliance** – Monitor the County’s compliance with HIPAA and other applicable laws, regulations, and County policies. Perform risk assessments, compliance audits, and inspections at County health facilities and clinics.
- **Countywide HIPAA Training** – Deploy HIPAA training programs for employees in applicable departments, as required by the HIPAA Privacy and Security Rules.
- **HIPAA Incident/Breach Response** – Ongoing development of HIPAA incident response and breach response protocols, coordination of timely response actions, legally required notices, and regulatory

OFFICE OF PRIVACY: KEY HIPAA OBJECTIVES (CONTINUED)

- **Third-Party Vendor Management** – Provide technical guidance on the County’s contract provisions, including review of Business Associate Agreements and Data Use Agreements to ensure the protection of the County’s PHI.

OVERSIGHT

RISK

AUTHORITY

OFFICE OF PRIVACY—OBJECTIVE FOR FY 2021-22

OOP provides key risk management functions to manage privacy and cybersecurity risks for the County. This is especially important since the County has incorporated use of remote work.

Privacy and cybersecurity protocols are key priorities for the County, particularly as the County incorporates a hybrid work model to ensure business continuity during the pandemic. The use of this hybrid model, which includes using a combination of traditional and remote work environments, requires the enhancement of technical controls and ongoing employee training to minimize cybersecurity risks and manage privacy protocols.

Privacy and cybersecurity risk management functions depend on a unique interplay between the distinct objectives of the Office of the Chief Information Officer (OCIO) and OOP. While OCIO is focused on the security and protection of the County's information technology systems and infrastructure, OOP is focused on protection of the County's data and information that is processed and stored within those systems. The respective objectives of both OOP and OCIO provide holistic privacy and cybersecurity risk management functions with the goal of mitigating these risks for the County.

OOP's objectives are centered around the ongoing development of a robust Countywide privacy program that safeguards County's data from unauthorized access, modification, misuse, destruction, or other threats. For FY 2021-22, OOP will continue with the Countywide implementation of privacy incident response protocols in response to incidents and breaches, enhanced development of Countywide and departmental privacy policies and guidelines, deployment of privacy threshold and privacy impact assessment tools, implementation of a HIPAA audit plan, deployment of mandatory privacy awareness training and enhanced HIPAA training for employees, and related privacy program initiatives to ensure compliance with applicable privacy policies, laws, and regulations. As OOP continues to work with individual County departments on their specific privacy needs, OOP will simultaneously maintain an enterprise-wide perspective on the privacy framework and programs throughout the County.

INTERGRITY



RESOLUTION

RISK MANAGEMENT FINANCE

The Risk Management Finance Unit (Finance) provides general accounting and internal auditing services for the various programs within CEO Risk Management. Additionally, Finance provides specific accounting services for the County's Disability Management Program, which is overseen by the Department of Human Resources.



RISK MANAGEMENT FINANCE —SIGNIFICANT ACCOMPLISHMENTS FY 2020-21

In February 2021, the Workers' Compensation module of the new RMIS went live. Finance worked with Ventiv Technologies, Inc., the RMIS vendor, to ensure that the internal control weaknesses identified in the legacy system were addressed in RMIS. Data validation and testing were performed in RMIS by Finance. Significant improvements include the following:

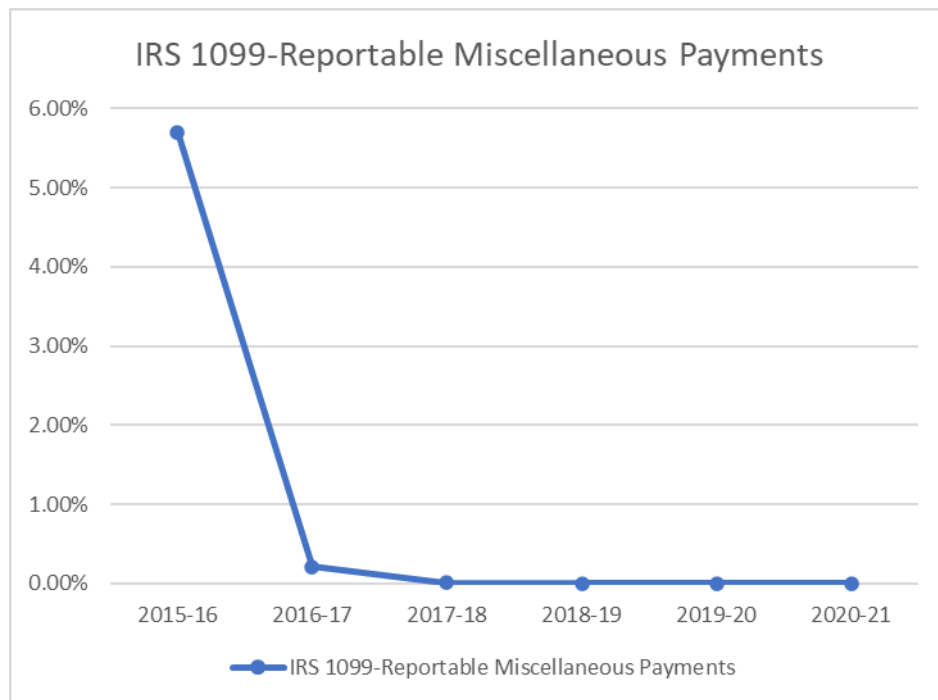
- New interfaces were implemented. For example, new Workers' Compensation vendors entered in RMIS can interface with eCAPS, the County's financial system, thereby eliminating duplicate vendor data entry. There was no vendor interface with the legacy system so new vendors were entered twice – in the legacy system and in eCAPS by Finance. This new feature saves Finance a substantial amount of time and decreases the error rate of vendors incorrectly entered into the system.
- In the legacy claims system, all Workers' Compensation payments were coded to a general category. This required Finance to manually process and provide 1099 reporting information to the Auditor-Controller at the end of each calendar year. This process is no longer required. In RMIS, all Workers' Compensation payments are coded to the appropriate categories, thus, streamlining the process by eliminating the manual reporting.
- In the legacy claims system, Finance had a manual process for activating and deactivating vendors. In RMIS, the system receives a vendor post-back file, which automatically activates and deactivates vendors, resulting in a vendor table that is updated on a regular basis. This new feature saves Finance a significant amount of time during the vendor mass deactivation process performed every few years by the Auditor-Controller. During the last mass deactivation in 2018, Finance manually deactivated over 3,000 vendor records. Maintaining an updated vendor table decreases fraud and prevents payments from being rejected due to an inactive eCAPS vendor status.

RISK MANAGEMENT FINANCE—SIGNIFICANT ACCOMPLISHMENTS FY 2020-21 (CONTINUED)

In the fourth quarter of FY 2019-20, Finance quickly transitioned to a digital process to comply with the Board's pandemic safety recommendations to work remotely. Finance continued to fine-tune the newly digitalized processes in FY 2020-21, which included the following:

- Electronic Retro Temporary Disability Requests Process;
- Electronic LC 4856 Payment Requests Process;
- Electronic Vendor Table Update Requests to the Internal Services Department Countywide Acquisition Management Information System Process;
- Electronic Invoice Processing and Same-Day Payment Requests Process;
- Electronic Direct Deposit Vendor Codes and Applications Process;
- Electronic Warrant Services and Electronic Transfer Funds Reversal Requests Process; and
- Electronic Vendor Monitoring Monthly Reports Process.

Since FY 2015-16, Finance continued decreasing the percentage of payments issued as miscellaneous and considered Internal Revenue Service (IRS) 1099-reportable. For FY 2020-21, Finance successfully achieved 0% IRS 1099-reportable miscellaneous payments. This accomplishment decreases the risk of fraudulent payments as miscellaneous payments made to vendors that are not in eCAPS and therefore have not been screened. Please refer to chart below.



RISK MANAGEMENT FINANCE—SIGNIFICANT ACCOMPLISHMENTS FY 2020-21

(CONTINUED)

Additional efficiencies and accomplishments within the unit include:

- Streamlined processes by consolidating and reformatting various Workers' Compensation accounting schedules, thus improving efficiency.
- Revised the billing process for the Long-Term Disability Program to mirror the processes performed in the Workers' Compensation Program for conformity and efficiency.
- Updated policies and procedures for the newly implemented RMIS.
- Addressed seven audit findings from the 2019 Auditor-Controller Claims Vision payment process review with the implementation of RMIS.
- Worked with subject matter experts on testing and providing input to improve functionality for the implementation of a new Audit Management System.

RISK MANAGEMENT FINANCE — OBJECTIVES FY 2021-22

- Resume the pilot program for direct deposit of Workers' Compensation payments to claimants who work for the Fire Department.
- Continue to transition the finance related work of the CEO Claims Unit to Finance.
- Continue to integrate the Insurance Budget accounting with the Workers' Compensation Budget accounting.
- Continue to work with subject matter experts on the new Audit Management System for the implementation in FY 2021-22.



STATISTICS

FY 2018-19 TO FY 2020-21

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



EXHIBIT A

ALL CLAIMS FREQUENCY AND EXPENSE SUMMARY

Department	FY 2018-19		FY 2019-20		FY 2020-21	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	37	\$731,709	44	\$846,391	30	\$616,703
Alternate Public Defender	12	\$516,051	5	\$898,328	5	\$461,878
Animal Care and Control	115	\$1,293,645	108	\$2,022,637	88	\$776,086
Arts and Culture	0	\$0	0	\$3,833	0	\$1,016
Assessor	48	\$2,696,170	60	\$2,768,827	33	\$2,339,401
Auditor-Controller	26	\$402,823	23	\$438,064	21	\$626,555
Beaches and Harbors	44	\$1,458,240	39	\$1,671,571	36	\$1,163,600
Board of Supervisors	38	\$909,330	64	\$1,377,155	41	\$3,355,692
Chief Executive Office	14	\$1,300,499	18	\$1,026,366	85	\$2,134,301
Child Support Services	127	\$3,977,574	105	\$3,878,679	52	\$3,901,068
Children and Family Services	539	\$30,502,670	524	\$29,212,134	291	\$22,960,947
Consumer and Business Affairs	5	\$27,676	8	\$94,253	76	\$26,147
County Counsel	33	\$1,179,936	36	\$1,321,228	17	\$3,072,751
District Attorney	142	\$8,185,084	111	\$9,520,475	132	\$14,016,758
Fire	1,692	\$130,041,301	1,697	\$133,137,696	1,726	\$138,680,898
Health Services	2,889	\$54,432,934	3,367	\$62,662,099	2,502	\$48,301,853
Human Resources	16	\$592,997	12	\$627,279	9	\$861,654
Internal Services	168	\$5,045,347	146	\$4,392,466	103	\$2,401,108
LACERA	16	\$662,462	42	\$1,108,195	7	\$636,284
LA County Library	50	\$910,309	21	\$668,188	36	\$980,089
Medical Examiner - Coroner	40	\$2,066,814	46	\$1,170,280	70	\$1,337,547
Mental Health	370	\$8,933,086	324	\$11,325,923	202	\$8,043,527
Military and Veterans Affairs	3	\$104,228	1	\$202,087	3	\$205,013
Museum of Art	3	\$235,646	2	\$161,791	1	\$233,599
Museum of Natural History	1	\$81,995	0	\$47,434	0	\$38,131
Non-Jurisdictional	1,343	\$898,256	1,379	\$1,169,696	1,125	\$1,012,342
Parks and Recreation	232	\$5,988,037	209	\$9,661,683	172	\$3,948,744
Pending Assignment	3	\$0	5	\$0	0	\$0
Probation	950	\$36,666,076	993	\$44,689,573	584	\$40,306,448
Public Defender	59	\$2,008,936	45	\$5,075,669	32	\$6,892,320
Public Health	302	\$8,836,108	286	\$8,661,010	346	\$8,948,342
Public Social Services	1,020	\$35,001,766	882	\$34,243,908	524	\$29,191,596
Public Works	599	\$14,535,486	576	\$14,942,932	501	\$18,817,627
Regional Planning	29	\$1,789,597	12	\$1,531,977	16	\$786,246
Registrar-Recorder/County Clerk	103	\$2,791,658	99	\$2,715,628	85	\$2,895,819
Sheriff	5,695	\$288,619,617	6,057	\$284,914,493	7,255	\$286,194,364
Superior Court	176	\$10,851,018	171	\$10,240,656	147	\$8,039,792
Treasurer and Tax Collector	50	\$996,724	66	\$1,038,061	40	\$1,012,055
Workforce Development, Aging and Community Svcs.	19	\$855,681	29	\$727,820	21	\$996,042
TOTAL⁴	16,832	\$666,127,486	17,408	\$690,196,485	16,040	\$666,214,345

1. Amount Paid is the total of the transactions paid by coverage code in the fiscal year, regardless of occurrence date plus amounts paid for workers' compensation from the Workers' Compensation Status Report. Amount Paid includes indemnity and legal fees and expenses. Does not include Reported But Not Paid (RBNP) or Incurred But Not Reported (IBNR) reserves. Workers' compensation paid does not reflect State of California Labor Code 4850 or salary continuation payments. Data does not include unemployment costs.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit. This information does include County Counsel tort files. County Counsel expenditures are included.
3. Amounts valued as of June 30, 2021.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes. The FY 2018-19 expense figure does not include a settlement of \$51,782,241 received from Southern California Gas Company.

EXHIBIT B**WORKERS' COMPENSATION CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2018-19 THROUGH FY 2020-21**

Department	FY 2018-19		FY 2019-20		FY 2020-21	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	29	\$638,042	33	\$696,861	19	\$568,030
Alternate Public Defender	7	\$423,469	4	\$493,321	3	\$449,337
Animal Care and Control	103	\$806,544	89	\$729,720	80	\$522,389
Arts and Culture	0	\$0	0	\$3,833	0	\$1,016
Assessor	20	\$698,901	26	\$658,349	9	\$684,141
Auditor-Controller	15	\$300,452	12	\$284,858	16	\$200,047
Beaches and Harbors	28	\$629,351	19	\$615,976	16	\$599,806
Board of Supervisors	10	\$423,799	5	\$346,337	7	\$225,457
Chief Executive Office	6	\$519,028	7	\$499,116	4	\$675,344
Child Support Services	114	\$3,735,831	86	\$3,606,286	37	\$3,662,584
Children and Family Services	381	\$13,830,911	363	\$12,603,315	181	\$11,827,531
Consumer and Business Affairs	3	\$17,706	3	\$69,904	0	\$24,002
County Counsel	18	\$919,423	13	\$560,118	9	\$549,703
District Attorney	78	\$5,190,621	75	\$5,227,712	68	\$5,325,964
Fire	1,548	\$80,820,596	1,527	\$79,799,082	1,601	\$85,130,851
Health Services	1,910	\$44,260,183	2,198	\$36,852,753	2,059	\$36,385,401
Human Resources	13	\$496,397	8	\$579,610	8	\$779,756
Internal Services	112	\$3,969,250	75	\$3,563,140	68	\$3,795,665
LACERA	16	\$627,957	42	\$843,795	7	\$617,380
LA County Library	36	\$759,506	10	\$635,875	31	\$793,020
Medical Examiner - Coroner	13	\$713,934	29	\$515,777	34	\$752,500
Mental Health	319	\$6,893,356	274	\$7,008,491	156	\$6,188,524
Military and Veterans Affairs	1	\$101,740	1	\$148,351	3	\$127,538
Museum of Art	3	\$230,322	2	\$161,455	1	\$223,579
Museum of Natural History	0	\$81,995	0	\$47,374	0	\$34,664
Non-Jurisdictional	0	\$0	6	\$0	2	\$0
Parks and Recreation	179	\$3,389,036	150	\$3,909,071	127	\$3,412,748
Pending Assignment	3	\$0	0	\$0	0	\$0
Probation	875	\$23,382,813	937	\$25,002,012	540	\$26,231,626
Public Defender	34	\$1,458,506	27	\$1,594,197	15	\$1,336,689
Public Health	277	\$6,728,319	244	\$6,420,144	158	\$6,658,517
Public Social Services	962	\$29,903,019	830	\$29,153,299	488	\$27,375,118
Public Works	177	\$6,356,039	204	\$5,365,537	163	\$5,578,022
Regional Planning	7	\$117,996	6	\$121,142	4	\$135,312
Registrar-Recorder/County Clerk	73	\$2,211,976	60	\$2,145,671	29	\$2,299,947
Sheriff	4,477	\$160,608,276	4,799	\$159,909,224	6,037	\$167,187,771
Superior Court	176	\$10,338,567	171	\$9,821,970	146	\$7,616,447
Treasurer and Tax Collector	17	\$898,135	13	\$666,981	11	\$507,966
Workforce Development, Aging and Community Svcs.	17	\$603,709	27	\$499,744	10	\$532,529
TOTAL	12,057	\$413,085,705	12,375	\$401,160,401	12,147	\$409,016,919

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

EXHIBIT C

STATE LABOR CODE 4850 AND SALARY CONTINUATION EXPENSE SUMMARY FY 2018-19 THROUGH FY 2020-21

Department	FY 2018-19	FY 2019-20	FY 2020-21
	Amount Paid ¹	Amount Paid ¹	Amount Paid ¹
Agricultural Commissioner/Weights and Measures	\$27,586	\$23,276	\$21,431
Alternate Public Defender	\$22,826	\$83,811	\$0
Animal Care and Control	\$41,164	\$46,023	\$58,027
Arts and Culture	\$0	\$0	\$0
Assessor	\$17,756	\$16,124	\$8,896
Auditor-Controller	\$0	\$13,416	\$0
Beaches and Harbors	\$35,001	\$32,756	\$0
Board of Supervisors	\$25,813	\$22,773	\$10,108
Chief Executive Office	\$0	\$0	\$0
Child Support Services	\$158,328	\$109,483	\$119,339
Children and Family Services	\$609,089	\$963,990	\$1,026,565
Consumer and Business Affairs	\$8,870	\$24,351	\$0
County Counsel	\$45,604	\$11,374	\$0
District Attorney	\$2,057,232	\$1,535,540	\$802,434
Fire	\$46,485,677	\$50,472,195	\$51,562,322
Health Services	\$1,824,410	\$2,056,788	\$2,338,677
Human Resources	\$0	\$1,019	\$0
Internal Services	\$119,825	\$95,563	\$150,556
LACERA	\$34,505	\$4,075	\$18,904
LA County Library	\$0	\$32,313	\$4,176
Medical Examiner - Coroner	\$83,204	\$11,427	\$27,337
Mental Health	\$375,165	\$313,266	\$200,915
Military and Veterans Affairs	\$0	\$34,461	\$0
Museum of Art	\$0	\$0	\$0
Museum of Natural History	\$0	\$0	\$0
Non-Jurisdictional	\$0	\$0	\$0
Parks and Recreation	\$156,109	\$78,490	\$111,476
Pending Assignment	\$0	\$0	\$0
Probation	\$9,831,786	\$15,371,230	\$11,347,169
Public Defender	\$106,529	\$88,501	\$14,079
Public Health	\$232,574	\$581,225	\$177,259
Public Social Services	\$1,075,778	\$793,089	\$552,552
Public Works	\$381,794	\$402,616	\$584,324
Regional Planning	\$0	\$0	\$0
Registrar-Recorder/County Clerk	\$32,022	\$0	\$0
Sheriff	\$52,060,306	\$53,599,983	\$63,839,349
Superior Court	\$512,450	\$418,686	\$422,538
Treasurer and Tax Collector	\$71,289	\$28,465	\$9,575
Workforce Development, Aging and Community Svcs.	\$19,466	\$38,560	\$10,711
TOTAL	\$116,452,158	\$127,304,869	\$133,418,720

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

EXHIBIT D**VEHICLE LIABILITY CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2018-19 THROUGH FY 2020-21**

Department	FY 2018-19		FY 2019-20		FY 2020-21	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	5	\$39,970	7	\$125,904	6	\$26,270
Alternate Public Defender	2	\$0	0	\$0	0	\$0
Animal Care and Control	1	\$112,949	3	\$11,322	1	\$7,441
Arts and Culture	0	\$0	0	\$0	0	\$0
Assessor	3	\$0	2	\$14,181	0	\$0
Auditor-Controller	0	\$0	0	\$0	0	\$0
Beaches and Harbors	5	\$104,989	3	\$22,406	1	\$11,170
Board of Supervisors	7	\$142,059	4	\$19,439	1	\$11,622
Chief Executive Office	0	\$0	0	\$0	0	\$0
Child Support Services	1	\$982	2	\$0	0	\$2,155
Children and Family Services	47	\$620,439	34	\$762,475	26	\$332,027
Consumer and Business Affairs	1	\$1,101	0	\$0	0	\$0
County Counsel	0	\$5,543	0	\$0	0	\$0
District Attorney	7	\$70,723	10	\$20,215	11	\$15,626
Fire	100	\$1,827,348	109	\$2,152,363	73	\$663,017
Health Services	12	\$11,391	7	\$25,512	5	\$66,244
Human Resources	1	\$60	0	\$1,061	0	\$0
Internal Services	22	\$555,435	31	\$145,641	9	\$292,598
LACERA	0	\$0	0	\$0	0	\$0
LA County Library	1	\$5,173	2	\$0	5	\$5,258
Medical Examiner - Coroner	4	\$51,648	1	\$4,116	3	\$43,078
Mental Health	14	\$425,455	11	\$113,936	6	\$594,111
Military and Veterans Affairs	0	\$0	0	\$0	0	\$0
Museum of Art	0	\$0	0	\$0	0	\$0
Museum of Natural History	1	\$0	0	\$60	0	\$3,467
Non-Jurisdictional	283	\$73,368	320	\$103,849	237	\$196,765
Parks and Recreation	5	\$395,200	13	\$89,563	9	\$69,963
Pending Assignment	0	\$0	0	\$0	0	\$0
Probation	15	\$134,688	14	\$36,248	8	\$155,441
Public Defender	6	\$68,465	4	\$38,427	2	\$20,051
Public Health	8	\$116,430	16	\$320,698	13	\$71,376
Public Social Services	9	\$190,945	9	\$657,487	2	\$31,282
Public Works	83	\$560,596	93	\$1,088,896	47	\$796,113
Regional Planning	0	\$0	0	\$0	0	\$0
Registrar-Recorder/County Clerk	11	\$2,817	13	\$25,083	20	\$41,092
Sheriff	361	\$8,349,810	439	\$22,396,999	314	\$12,203,034
Superior Court	0	\$0	0	\$0	0	\$0
Treasurer and Tax Collector	0	\$2,222	0	\$0	0	\$0
Workforce Development, Aging and Community Svcs.	0	\$23,906	2	\$556	6	\$26,144
TOTAL⁴	1,015	\$13,893,712	1,149	\$28,176,437	805	\$15,685,346

1. Amount Paid is the total of the transactions paid for vehicle liability claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit. This information includes County Counsel tort files.
3. Amounts do not include non-insured and non-third-party-vehicle losses which are directly paid by the departments. Amounts valued as of June 30, 2021.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT E**GENERAL LIABILITY CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2018-19 THROUGH FY 2020-21**

Department	FY 2018-19		FY 2019-20		FY 2020-21	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	3	\$26,112	4	\$351	5	\$972
Alternate Public Defender	3	\$69,756	1	\$321,196	2	\$12,542
Animal Care and Control	11	\$332,987	16	\$1,235,572	7	\$188,229
Arts and Culture	0	\$0	0	\$0	0	\$0
Assessor	25	\$1,979,513	32	\$2,080,173	24	\$1,646,364
Auditor-Controller	11	\$102,371	11	\$139,790	5	\$426,509
Beaches and Harbors	11	\$688,899	17	\$1,000,433	19	\$552,624
Board of Supervisors	21	\$317,659	55	\$988,606	33	\$3,108,504
Chief Executive Office	8	\$781,471	11	\$527,250	81	\$1,458,957
Child Support Services	12	\$82,432	17	\$162,911	15	\$116,991
Children and Family Services	111	\$15,442,232	125	\$14,882,222	83	\$9,774,824
Consumer and Business Affairs	1	\$0	5	\$0	76	\$2,145
County Counsel	15	\$209,367	23	\$749,736	8	\$2,523,047
District Attorney	57	\$866,507	26	\$2,737,008	53	\$7,872,734
Fire	40	\$1,283,009	48	\$646,435	46	\$1,155,753
Health Services	811	\$4,100,078	1,031	\$16,667,834	321	\$5,278,477
Human Resources	2	\$96,541	4	\$45,589	1	\$81,898
Internal Services	34	\$400,838	40	\$588,122	26	-\$1,837,711
LACERA	0	\$0	0	\$260,325	0	\$0
LA County Library	13	\$145,631	9	\$0	0	\$177,636
Medical Examiner - Coroner	23	\$1,116,693	16	\$621,538	33	\$514,631
Mental Health	33	\$1,196,704	35	\$3,874,454	34	\$1,037,515
Military and Veterans Affairs	2	\$2,488	0	\$19,275	0	\$77,475
Museum of Art	0	\$5,324	0	\$336	0	\$10,021
Museum of Natural History	0	\$0	0	\$0	0	\$0
Non-Jurisdictional	1,032	\$824,888	1,046	\$1,065,847	865	\$814,530
Parks and Recreation	48	\$2,047,691	46	\$5,584,560	36	\$354,557
Pending Assignment	0	\$0	5	\$0	0	\$0
Probation	59	\$3,272,090	39	\$4,202,758	35	\$2,562,678
Public Defender	19	\$375,436	14	\$3,354,543	15	\$5,521,502
Public Health	17	\$1,704,851	26	\$809,225	175	\$2,023,190
Public Social Services	49	\$3,832,023	43	\$3,640,033	34	\$1,232,644
Public Works	339	\$7,237,056	279	\$8,085,883	291	\$11,859,167
Regional Planning	22	\$1,671,601	6	\$1,410,836	12	\$650,934
Registrar-Recorder/County Clerk	19	\$544,843	26	\$544,874	36	\$554,781
Sheriff	854	\$67,483,489	815	\$48,857,456	899	\$42,837,513
Superior Court	0	\$0	0	\$0	1	\$807
Treasurer and Tax Collector	33	\$25,078	53	\$342,615	29	\$494,515
Workforce Development, Aging and Community Svcs.	2	\$208,600	0	\$188,960	5	\$426,659
TOTAL⁴	3,566	\$118,474,258	3,728	\$125,636,746	2,946	\$103,513,609

1. Amount Paid is the total of the transactions paid for liability claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit. This information includes County Counsel tort files.
3. Amounts valued as of June 30, 2021.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT E – 1 (SUBSET OF EXHIBIT E)**GENERAL LIABILITY/LAW ENFORCEMENT LIABILITY CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2018-19 THROUGH FY 2020-21**

Department	FY 2018-19		FY 2019-20		FY 2020-21	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	0	\$0	0	\$0	0	\$0
Alternate Public Defender	0	\$15	0	\$0	1	\$5,000
Animal Care and Control	0	\$0	0	\$0	0	\$0
Arts and Culture	0	\$0	0	\$0	0	\$0
Assessor	0	\$0	0	\$0	0	\$0
Auditor-Controller	0	\$0	0	\$0	0	\$0
Beaches and Harbors	0	\$0	0	\$0	0	\$0
Board of Supervisors	1	\$0	2	\$0	2	\$0
Chief Executive Office	0	\$0	7	\$0	0	\$8,002
Child Support Services	0	\$0	0	\$0	0	\$0
Children and Family Services	1	\$34,575	1	\$34,784	0	\$14,654
Consumer and Business Affairs	1	\$0	0	\$0	0	\$0
County Counsel	2	\$2,235	0	\$986	0	\$0
District Attorney	10	\$214,952	4	\$1,230,945	14	\$31,929
Fire	5	\$0	1	\$22,249	3	\$378,881
Health Services	5	\$4,484	5	\$24,708	2	\$107,289
Human Resources	0	\$0	0	\$0	0	\$0
Internal Services	0	\$0	0	\$0	0	\$0
LACERA	0	\$0	0	\$0	0	\$0
LA County Library	1	\$0	0	\$0	0	\$0
Medical Examiner - Coroner	1	\$0	1	\$0	0	\$0
Mental Health	2	\$14,423	0	\$2,955,948	0	\$31,893
Military and Veterans Affairs	0	\$0	0	\$0	0	\$0
Museum of Art	0	\$0	0	\$0	0	\$0
Museum of Natural History	0	\$0	0	\$0	0	\$0
Non-Jurisdictional	28	\$21,911	23	\$3,372	4	\$2,525
Parks and Recreation	0	\$0	0	\$0	0	\$0
Pending Assignment	0	\$0	3	\$0	0	\$0
Probation	3	\$108,419	5	\$110,795	1	\$313,083
Public Defender	3	\$0	1	\$24,853	4	\$153,659
Public Health	0	\$0	0	\$0	0	\$0
Public Social Services	0	\$0	1	\$0	0	\$0
Public Works	1	\$0	1	\$0	0	\$0
Regional Planning	0	\$0	0	\$0	0	\$0
Registrar-Recorder/County Clerk	1	\$0	0	\$0	0	\$0
Sheriff	539	\$58,440,262	534	\$33,819,537	553	\$34,103,115
Superior Court	0	\$0	0	\$0	0	\$0
Treasurer and Tax Collector	2	\$0	0	\$0	0	\$0
Workforce Development, Aging and Community Svcs.	0	\$78,034	0	\$0	1	\$0
TOTAL⁴	606	\$58,919,309	568	\$38,228,175	575	\$35,150,030

1. Amount Paid is the total of the transactions paid for liability claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit. This information includes County Counsel tort files.
3. Amounts valued as of June 30, 2021.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT E – 2 (SUBSET OF EXHIBIT E)**GENERAL LIABILITY/EMPLOYMENT PRACTICES LIABILITY CLAIM FREQUENCY AND EXPENSE SUMMARY
FY 2018-19 THROUGH FY 2020-21**

Department	FY 2018-19		FY 2019-20		FY 2020-21	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
Agricultural Commissioner/Weights and Measures	0	\$25,136	0	\$351	0	\$72
Alternate Public Defender	0	\$69,742	0	\$276,473	0	\$4,933
Animal Care and Control	1	\$0	1	\$21,423	0	\$120,091
Arts and Culture	0	\$0	0	\$0	0	\$0
Assessor	3	\$226,935	5	\$694,704	4	\$463,309
Auditor-Controller	1	\$69,294	2	\$94,110	0	\$321,613
Beaches and Harbors	0	\$0	0	\$0	0	\$0
Board of Supervisors	1	\$0	0	\$20,000	2	\$1,311
Chief Executive Office	3	\$367,854	1	\$111,848	0	\$906,163
Child Support Services	1	\$22,858	2	\$76,129	1	\$64,060
Children and Family Services	13	\$756,393	15	\$8,518,749	7	\$1,676,512
Consumer and Business Affairs	0	\$0	0	\$0	0	\$0
County Counsel	0	\$53,052	0	\$0	0	\$0
District Attorney	4	\$93,215	6	\$274,445	5	\$1,350,448
Fire	4	\$1,120,512	7	\$532,208	7	\$546,056
Health Services	11	\$2,602,757	14	\$4,085,240	10	\$2,417,551
Human Resources	1	\$95,552	0	\$42,829	1	\$70,872
Internal Services	1	\$329,452	4	\$456,139	1	\$134,870
LACERA	0	\$0	0	\$252,886	0	\$0
LA County Library	1	\$141,396	2	\$0	0	\$127,773
Medical Examiner - Coroner	2	\$87,074	0	\$241,201	0	\$231,201
Mental Health	6	\$558,107	4	\$734,429	2	\$732,349
Military and Veterans Affairs	1	\$0	0	\$19,275	0	\$77,475
Museum of Art	0	\$0	0	\$0	0	\$0
Museum of Natural History	0	\$0	0	\$0	0	\$0
Non-Jurisdictional	6	\$1,492	12	\$7,637	9	\$5,926
Parks and Recreation	3	\$812,582	1	\$137,135	2	\$6,020
Pending Assignment	0	\$0	0	\$0	0	\$0
Probation	17	\$2,043,207	11	\$3,870,598	15	\$1,831,964
Public Defender	0	\$17,504	3	\$86,497	1	\$220,359
Public Health	1	\$132,869	5	\$197,639	4	\$301,419
Public Social Services	8	\$1,361,688	4	\$1,755,057	11	\$1,045,014
Public Works	5	\$384,129	4	\$469,310	1	\$335,961
Regional Planning	0	\$0	1	\$0	0	\$38,097
Registrar-Recorder/County Clerk	0	\$0	0	\$0	1	\$316
Sheriff	26	\$5,495,594	35	\$7,083,069	32	\$3,314,389
Superior Court	0	\$0	0	\$0	1	\$807
Treasurer and Tax Collector	0	\$0	2	\$53,391	0	\$92,635
Workforce Development, Aging and Community Svcs.	1	\$126,868	0	\$129,384	1	\$376,681
TOTAL⁴	121	\$16,995,262	138	\$30,242,152	116	\$16,816,246

EXHIBIT F

MEDICAL MALPRACTICE CLAIM FREQUENCY AND EXPENSE SUMMARY FY 2018-19 THROUGH FY 2020-21

Department	FY 2018-19		FY 2019-20		FY 2020-21	
	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)	# New Claims	Amount Paid ^{1,2,3} (all claims)
DHS – Ambulatory Care Network	9	\$622,856	19	\$208,190	3	\$230,766
DHS – Correctional Health Services	16	\$2,139	10	\$0	7	\$27,548
DHS – Harbor-UCLA Medical Center	26	\$645,013	32	\$1,809,090	30	\$1,099,353
DHS – Juvenile Court Health Services	1	\$34,986	1	\$105,225	0	\$215,284
DHS – LAC+USC Medical Center	69	\$2,223,820	47	\$4,025,036	55	\$2,071,063
DHS – Not Otherwise Classified	0	\$0	1	\$0	3	\$80
DHS – Olive View-UCLA Medical Center	35	\$545,405	22	\$888,364	17	\$576,720
DHS – Rancho Los Amigos	3	\$162,653	10	\$23,307	2	\$12,241
Health Services Subtotal⁴	156	\$4,236,872	131	\$7,059,212	117	\$4,233,055
Children and Family Services	0	\$0	2	\$131	1	\$0
Fire	4	-\$375,329	13	\$67,622	6	\$168,956
Medical Examiner – Coroner	0	\$101,333	0	\$17,421	0	\$0
Mental Health	4	\$42,406	4	\$15,775	6	\$22,462
Non-Jurisdictional	28	\$0	7	\$0	0	\$1,047
Probation	1	\$44,700	3	\$77,324	1	\$9,534
Public Health	0	\$53,934	0	\$529,718	0	\$18,000
Sheriff	3	\$117,736	4	\$150,830	5	\$126,697
TOTAL⁴	194	\$4,221,652	156	\$7,918,032	142	\$4,579,751

1. Amount Paid is the total of the transactions paid for medical malpractice claims and lawsuits in the fiscal year; amount includes indemnity and legal fees and expenses, regardless of date of occurrence. Does not include RBNP or IBNR reserves.
2. Above information includes pending and non-jurisdictional departments, but does not include associated agencies that are not County departments, i.e., MTA, Foothill Transit. This information includes County Counsel tort files.
3. Amounts valued as of June 30, 2021.
4. The total number of claims does not add up to the sum of claims by department since some claims are allocated to multiple departments; count includes all suffixes.

EXHIBIT G

COST OF RISK DETAIL

	FY 2018-19	FY 2019-20	FY 2020-21
Workers' Compensation			
Benefit Expense	\$283,222,728	\$284,778,888	\$285,572,606
Loss Expense ¹	\$109,681,661	\$94,442,679	\$101,886,703
Administrative Expense ²	\$16,198,578	\$17,362,897	\$16,877,997
Purchased Insurance ³	\$3,982,738	\$4,575,936	\$4,679,613
Workers' Compensation Expense Subtotal	\$413,085,705	\$401,160,400	\$409,016,919
Labor Code 4850 / Salary Continuation	\$116,452,158	\$127,304,869	\$133,418,720
Workers' Compensation Expense Total	\$529,537,863	\$528,465,269	\$542,435,639
Liability^{3,4}			
Vehicle Liability Expense	\$13,893,712	\$28,176,437	\$15,685,346
General Liability Expense	\$66,692,017	\$126,503,210	\$103,513,609
Medical Malpractice Expense	\$4,221,652	\$7,918,033	\$4,579,751
Liability Expense Subtotal	\$84,807,382	\$162,597,679	\$123,778,705
Liability Administrative Expense ⁵	\$17,436,098	\$18,618,988	\$21,160,356
Liability Expense Total	\$154,025,721	\$181,216,667	\$144,939,061
Purchased Insurance (premiums and fees)	\$22,375,478	\$25,344,978	\$28,476,443
Cost of Risk^{6,7}	\$705,939,062	\$735,026,914	\$715,851,144
Total County Operating Budget	\$31,311,700,000	\$33,328,813,000	\$35,328,479,000
Cost of Risk (as percentage of County Operating Budget)	2.25%	2.21%	2.03%
Non-County Agencies			
LACERA	\$627,957	\$843,795	\$1,471,752
Superior Court	\$10,338,567	\$9,821,970	\$7,616,447
Subtotal (Non-County agencies)	\$10,966,524	\$10,665,765	\$9,088,199
Cost of Risk (excluding non-County agencies)	\$694,972,538	\$724,361,149	\$706,762,945
Cost of Risk (Non-County agencies as percentage of County Operating Budget)	2.22%	2.17%	2.00%

1. Loss Expense includes third-party administrator fees, medical management fees, bill review fees, and State User fee.
2. Administrative Expense includes CEO, Auditor-Controller, and County Counsel expenses.
3. Paid claims represent the amount paid for all indemnity (pay type OC) in the fiscal year, regardless of occurrence date and does not include RBNP or IBNR reserves. Legal Expenses are defined in liability files as all fees and expenses paid from the liability claim (pay type SS).
4. Liability claim information included in this report is: (1) claims coded as Vehicle Liability (AL), General Liability (GL), and Medical Malpractice (MM); but, (2) information excludes Metropolitan Transportation Authority, Metrolink, departments not listed in Exhibit A, Children Services dependency cases, and probate funding accounts.
5. Liability Administrative Expense includes third-party administrator fees, consulting and management fees, and CEO expenses.
6. The Cost of Risk is defined as the summation of the items listed but does not include non-insured property claims and property damage to County-owned vehicles.
7. All amounts are paid as of June 30, 2021, as reported in the County's liability claim database, workers' compensation information system (ClaimsVision), and/or the Workers' Compensation Status Report.

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

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

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

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