



FESIA A. DAVENPORT
Chief Executive Officer

County of Los Angeles Health and Mental Health Services

DATE: Wednesday, March 16, 2022
TIME: 10:30 a.m.

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

TO PARTICIPATE IN THE MEETING, PLEASE CALL AS FOLLOWS:

DIAL-IN NUMBER: 1 (323) 776-6996

CONFERENCE ID: 322130288#

[MS Teams link](#) (Ctrl+Click to Follow Link)

AGENDA

Members of the Public may address the Health and Mental Health Services Meeting on any agenda item. Two (2) minutes are allowed for each item.

THIS TELECONFERENCE WILL BE MUTED FOR ALL CALLERS. PLEASE DIAL *6 TO UNMUTE YOUR PHONE WHEN IT IS YOUR TIME TO SPEAK.

- I. Call to order
- II. **Discussion Item(s):**
 - a. **DMH/ATI:** Alternative Crisis Response (ACR) Initiative
- III. **Presentation Item(s):**
 - a. **DPW/DHS:** MLK Child and Family Wellbeing Center – Approve Revised Project Budget and related Appropriation Adjustment, Approve Construction Change Order
- IV. Items Continued from a Previous Meeting of the Board of Supervisors or from the Previous Agenda Review Meeting
- V. Items not on the posted agenda for matters requiring immediate action because of an emergency situation, or where the need to take immediate action came to the attention of the Department subsequent to the posting of the agenda

VI. Public Comment

VII. Adjournment

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 checked="" type="checkbox"/> 2 nd <input type="checkbox"/> 3 rd <input type="checkbox"/> 4 th <input type="checkbox"/> 5 th	
DEPARTMENT(S)	Children and Family Services, Health Services, Mental Health, and Public Health	
SUBJECT	Martin Luther King, Jr. Medical Campus Child and Family Wellbeing Center Project	
PROGRAM		
AUTHORIZES DELEGATED AUTHORITY TO DEPT	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
SOLE SOURCE CONTRACT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain why:	
DEADLINES/ TIME CONSTRAINTS	Construction is expected to be substantially completed in August 2022.	
COST & FUNDING	Total cost: \$54,267,000 Amount of Appropriation Adjustment: \$2,727,000	Funding source: Funding provided by each participating department based on space allocation: First Floor – DHS (53.3%), DMH (26.9%), DCFS (18.3%), DPH (1.5%); Second Floor – Tobacco Settlement funds; Third Floor – Tobacco Settlement funds and DMH's State CHFFA grant.
	TERMS (if applicable):	
	Explanation:	
PURPOSE OF REQUEST	Approve the revised project budget and related appropriation adjustment, authorize Public Works to execute two change orders for a not-to-exceed amount of \$2,436,000 with gkkworks Construction Services; and approve the revised project scope to include an 800-square-foot outdoor play area.	
BACKGROUND (include internal/external issues that may exist including any related motions)	The project is composed of prefabricated modular buildings procured by the Department of Mental Health which were assembled by gkkworks through a design-build contract with Public Works. During installation of the modules, gkkworks encountered unforeseen conditions including out of plumb units, and units missing structural reinforcements. The proposed change order will cover the added costs associated with these unforeseen conditions.	
EQUITY INDEX OR LENS WAS UTILIZED	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please explain how: The project will provide medical and mental health services to children and families living in the underserved community of Willowbrook.	
SUPPORTS ONE OF THE NINE BOARD PRIORITIES	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please state which one(s) and explain how: Priority No. 2: Alliance for Health Integration, by Developing Prevention, Treatment, and Healing Services.	
DEPARTMENTAL CONTACTS	Name, Title, Phone # & Email: Luis Ramirez, Project Management Division I, (626) 300-2300, cell (626) 614-6545, luramirez@pw.lacounty.gov.	

MARTIN LUTHER KING JR. MEDICAL CAMPUS CHILD AND FAMILY WELLBEING CENTER PROJECT



1741 East 120th Street
Los Angeles, CA 90059



COUNTY OF LOS ANGELES

DEPARTMENT OF PUBLIC WORKS

"To Enrich Lives Through Effective and Caring Service"

MARK PESTRELLA, Director

900 SOUTH FREMONT AVENUE
ALHAMBRA, CALIFORNIA 91803-1331
Telephone: (626) 458-5100
<http://dpw.lacounty.gov>

ADDRESS ALL CORRESPONDENCE TO:
P.O. BOX 1460
ALHAMBRA, CALIFORNIA 91802-1460

IN REPLY PLEASE
REFER TO FILE:

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:

**CONSTRUCTION CONTRACT
CONSTRUCTION MANAGEMENT CORE SERVICE AREA
MARTIN LUTHER KING, JR. MEDICAL CAMPUS
CHILD AND FAMILY WELLBEING CENTER PROJECT
APPROVE REVISED PROJECT BUDGET
APPROVE APPROPRIATION ADJUSTMENT
APPROVE CONSTRUCTION CHANGE ORDERS
CAPITAL PROJECT NOS. 69846, 69886, 69887, 69888, AND 69986
(FISCAL YEAR 2021-22)
(SUPERVISORIAL DISTRICT 2)
(4 VOTES)**

SUBJECT

Public Works is seeking Board approval to revise the project budget and execute two construction change orders with gkkworks Construction Services, for the Martin Luther King, Jr. Medical Campus Child and Family Wellbeing Center Project.

IT IS RECOMMENDED THAT THE BOARD:

1. Find that the recommended actions are within the scope of the environmental impacts analyzed in the previously certified Environmental Impact Report and Addendum for the Martin Luther King, Jr. Medical Campus Child and Family Wellbeing Center Project.

2. Approve the revised project budget of \$54,267,000, an increase of \$2,727,000 from the previous Board-approved amount of \$51,540,000, for the Martin Luther King, Jr. Medical Campus Child and Family Wellbeing Center Project.
3. Approve the Fiscal Year 2021-22 appropriation adjustment to reallocate a combined total of \$2,727,000 to fund the remaining project expenditures of the Martin Luther King, Jr. Medical Campus Child and Family Wellbeing Center Project.
4. Approve and authorize the Director of Public Works or his designee to finalize and execute two change orders with gkkworks Construction Services for a \$1,941,000 not-to-exceed amount, for additional welding and steel shim plates on the prefabricated modular units, and for a \$495,000 not-to-exceed amount for preparation of the steel for weld seams on the prefabricated modular units.
5. Approve the revised project scope to include an 800-square-foot outdoor play area for the Martin Luther King, Jr. Medical Campus Child and Family Wellbeing Center Project.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Approval of the recommended actions will find that they are within the scope of the environmental impacts analyzed in the previously certified Addendum and the Final Environmental Impact Report (FEIR); approve the revised project budget and associated appropriation adjustment; authorize Public Works to execute two change orders with gkkworks Construction Services for unforeseen conditions encountered during installation of the prefabricated modular units; and approve project scope modifications to include a new outdoor play area.

Background

On December 18, 2018, the Board established the Martin Luther King, Jr. Medical Campus Child and Family Wellbeing Center (MLK CFWC) Project, and on April 23, 2019, approved the project and the use of Board-approved Job Order Contract to deliver the make-ready work. On October 1, 2019, the Board approved the total project budget of \$51,540,000 for the MLK CFWC Project, and authorized Public Works to execute a design-build agreement to the best-value and most qualified bidder, gkkworks, to provide design and construction services for a maximum contract sum of \$25,757,945. On July 21, 2020, the Board approved a change order for \$410,000 to gkkworks to mitigate unforeseen saturated soil conditions found on site. Construction of the MLK CFWC

Project is approximately 85 percent complete and is expected to be substantially completed in August 2022.

Unforeseen Conditions with Modular Units

The MLK CFWC Project's structure is composed of prefabricated modular units that were purchased by the Department of Mental Health (DMH) through Internal Services Department. The units were delivered on site by the vendor and gkkworks, through a design-build agreement with Public Works, was to receive and assemble the units. During the installation of the modular units, gkkworks encountered unforeseen conditions, including out of plumb units and missing structural reinforcements to support the horizontal and vertical connection between the modular units. These unforeseen conditions required gkkworks to carry out scope outside of their contract.

Recommended Change Orders

The proposed change order with gkkworks for a \$1,941,000 not-to-exceed amount will cover the cost of additional structural welding and installation of shim plates at the modular joint lines at the horizontal and vertical connections, modifications to the steel framing in the modules, additional craning to set the oversized concrete roof panels at portions of the First and Second Floors, and additional crane time to install the modular units.

The proposed change order with gkkworks for a \$495,000 not-to-exceed amount will allow cover the cost to prepare the steel beams for welding at the modular joint lines at the foundation and the upper floors and install three prefabricated staircases delivered in sections that extend from the First Floor to the Third Floor and roof level. The preparation of the steel beams for the weld includes grinding the edge of the beam to create a beveled groove at the modular joint lines to allow for welding the modular units together.

In addition to the two proposed change orders listed above, gkkworks encountered other deficiencies with the modular units requiring additional work. The added scope included modifications to the structural steel framing at the atrium, modifications to the framing of interior partitions throughout the building, installation of a moisture control barrier on the First Floor concrete slab, and additional floor leveling on all three floors to meet the code required floor slope tolerances. The combined cost of this additional scope is estimated at \$264,000. Public Works will execute these change orders under delegated authority upon the Board's approval of the revised project budget.

Proposed Outdoor Play Area

The proposed 800-square-foot outdoor play area will be located on the west side of the building, and will include play equipment and resilient play surfaces, to accommodate the families and children while they wait for their appointments. The estimated cost of the outdoor play area is \$93,000.

Green Building/Sustainable Design Program

On December 20, 2016, the Board adopted a new Leadership in Energy and Environmental Design policy. The project is designed to achieve the United States Green Building Council Leadership in Energy and Environmental Design Gold level and Envision Silver level certifications by incorporating sustainable design features to optimize energy and water use efficiency, enhance the sustainability of the site, improve indoor environmental quality, and maximize the use and reuse of sustainable and local resources.

Implementation of Strategic Plan Goals

These recommendations support the County Strategic Plan: Strategy II.1, Drive Economic and Workforce Development in the County; Strategy II.2, Support the Wellness of our Communities; and Strategy III.3, Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability by supporting the wellness of our communities and enhancing the delivery of healthcare services that will in turn benefit the common good by driving the development of the workforce and the economic development of the County.

FISCAL IMPACT/FINANCING

Approval of the recommended actions will increase the previous Board-approved project budget from \$51,540,000 to \$54,267,000, an increase of \$2,727,000. The revised project budget includes programming, predevelopment activities, make-ready work, scoping documents, plans and specifications, permit fees, construction, construction change order allowance, Civic Art fee, consultant services, inspection services, and County services. The revised project budget of \$54,267,000 also includes the \$18,201,000 cost of the modular units purchased by DMH with State Mental Health Services Act funds. The revised project budget and schedule are included in Enclosure A.

The proposed budget increase in the amount of \$2,727,000 will provide additional funding to cover the cost of the proposed two change orders with gkkworks for a combined not-to-exceed amount of \$2,436,000; the change orders that will be executed under Public Works' delegated authority for a \$264,000 not-to-exceed amount; and the remaining \$27,000 will offset a portion of the cost of the new outdoor play area.

Funding is being provided by each participating department based on their specific allocation of space programmed within each floor of the facility. Based on the program and space allocation, the percentage of costs for the First Floor is as follows: Department of Health Services (DHS) – 53.3 percent, Department of Mental Health (DMH) – 26.9 percent, Department of Children and Family Services (DCFS) – 18.3 percent, and Department of Public Health (DPH) – 1.5 percent.

The Chief Executive Office completed lease negotiations with two non-profit organizations, the Special Needs Network and St. John's Well Child Center for the space on the Second Floor, funded by Tobacco Settlement funds. A portion of the capital costs funded by Tobacco Settlement funds will be offset through the collection of lease revenue from the two non-profit organizations.

The Third Floor will no longer be occupied by DPH as previously planned. Under a separate project, the DMH will renovate the Third Floor to house the Children's Outpatient Services currently located in the Hawkins Building and a new Youth Crisis Stabilization Unit Program funded by a California Health Facilities Financing Authority grant.

The total estimated cost of the proposed play area is \$93,000, funded by Second Supervisorial District funding, in the amount of \$65,000, and the balance of \$28,000 to be covered within the project's budget.

Approval of the enclosed Fiscal Year 2021-22 appropriation adjustment (Enclosure B) will reallocate a total of \$2,727,000 as follows: \$623,000 from DHS' Enterprise Fund-Committed for DHS to MLK CFWC-DHS, C.P. No. 69846; \$1,037,000 from the Mental Health Services Act and the Committed for Budget Uncertainties account to MLK CFWC-DMH, C.P. No. 69886; \$214,000 from DCFS' Administration Services and Supplies to MLK CFWC-DCFS, C.P. No. 69888; \$18,000 from DPH's completed capital projects savings, C.P. No. 87426 to MLK MC CFWC-DPH, C.P. No. 69986; and \$835,000 from the Committed for Health Services-Tobacco Settlement to MLK CFWC-CEO, C.P. No. 69887, to fully fund the remaining project expenditures for the MLK CFWC Project.

Operating Budget Impact

Following completion of the project, the respective departments will fund the ongoing annual operating costs as follows:

- DHS will fund the associated ongoing annual maintenance and operational costs with departmental resources, as needed, in future budget phases.
- DMH will fund the associated ongoing annual maintenance and operational cost with State and Federal revenues and intrafund transfer from DCFS.
- DCFS will fund the associated maintenance and operational costs with existing budgetary resources from its operating budget.
- Ongoing operational costs for DPH will be funded by DCFS through intra-departmental transfer.

Funding will be requested through the annual budget process. There is no net County cost impact associated with the recommended actions.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

In accordance with the Board's Civic Art Policy, the project budget includes one percent of the design and construction costs to be allocated to the Civic Art fund. The eligible allocation is revised from \$270,000 to \$297,000.

In accordance with the Board's consolidated Local and Targeted Worker Hire Policy, the project continues to require that at least 30 percent of the total California craft worker hours for construction of the project be performed by Local Residents and at least 10 percent be performed by Targeted Workers facing employment barriers.

Section 20137 of the Public Contract Code allows the Board, with a four-fifths vote, to authorize an individual change order to a construction contract that is 10 percent or less of the original contract amount without having to obtain bids for the work. The two proposed change orders are less than 10 percent of the original contract sum and are, therefore, within the statutory threshold.

ENVIRONMENTAL DOCUMENTATION

On October 11, 2011, the Board certified the FEIR for the Martin Luther King, Jr. Medical Center Campus Redevelopment Project. On April 23, 2019, the Board certified an Addendum to the FEIR for the Martin Luther King, Jr. Medical Center Campus Redevelopment Project when it approved the MLK CFWC Project. The recommended actions are within the scope of the impacts analyzed in the previously certified Addendum to the FEIR, and there have been no substantial changes to the project or to the circumstances under which it will be undertaken that require further review under the California Environmental Quality Act. The recommended change orders comprise of welding and steel work that refine details for the construction of the building, which were approved and analyzed in the previous Addendum to the FEIR. The previously certified Addendum to the FEIR included open space areas within the MLK CFWC for the patients, staff, and visitors and is consistent with the added scope of the 800-square-foot play area. The previously approved Mitigation Monitoring and Reporting Program and the Environmental Findings of Fact and Statement of Overriding Considerations will continue to apply.

Upon the Board's approval of the recommended actions, Public Works will file a Notice of Determination with the Registrar-Recorder/County Clerk in accordance with Section 21152 (a) of the California Public Resources Code and will post the Notice of Determination to its website pursuant to Section 21092.2.

The previously certified Environmental Impact Report, Addendum, and related environmental documentation is available and can be viewed online at https://ftp.pw.lacounty.gov:8443/pub/pmd/MLK_CFWC_EIR. The location and custodian of the environmental documents and other materials constituting the record of the proceedings upon which the Board's decision is based in this matter is with the Section Head at Public Works Project Management Division I, 900 South Fremont Avenue, Fifth Floor, Alhambra, CA 91803.

CONTRACTING PROCESS

On October 1, 2019, the Board authorized the award of a design-build agreement to gkkworks for a \$24,757,945 not-to-exceed amount, plus a \$500,000 design completion allowance, and a \$500,000 ground lease allowance for a maximum not-to-exceed contract sum of \$25,757,945. To date, Public Works has executed 5 design completion allowance contract amendments in the amount of \$428,416 and, under delegated authority, has executed 14 change orders in the amount of \$294,909, for a combined total amount of \$723,325 or 2.9 percent of the original contract sum.

The Honorable Board of Supervisors
April 5, 2022
Page 8

The proposed two change orders for a \$1,941,000 and \$495,000 not-to-exceed amount represent 7.8 and 2 percent, respectively, of the original contract sum of \$24,757,945 and, when executed, will increase the contract sum to \$27,917,270.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the recommended actions will have no impact on current services at the campus. Patient care services on campus will remain fully operational during construction.

CONCLUSION

Please return one adopted copy of this Board letter to Public Works, Project Management Division I.

Respectfully submitted,

MARK PESTRELLA, PE
Director of Public Works

MP:LR:jc

Enc.

c: Department of Arts and Culture
Chief Executive Office (Capital Programs Division)
Department of Children and Family Services
County Counsel
Executive Office
Department of Health Services (Capital Projects Division)
Department of Mental Health
Department of Public Health

April 5, 2022

CONSTRUCTION CONTRACT
CONSTRUCTION MANAGEMENT CORE SERVICE AREA
MARTIN LUTHER KING, JR. MEDICAL CAMPUS
CHILD AND FAMILY WELLBEING CENTER PROJECT
APPROVE REVISED PROJECT BUDGET
APPROVE APPROPRIATION ADJUSTMENT
APPROVE CONSTRUCTION CHANGE ORDERS
CAPITAL PROJECT NOS. 69846, 69886, 69887, 69888, AND 69986
(FISCAL YEAR 2021-22)
(SUPERVISORIAL DISTRICT 2)
(4 VOTES)

I. PROJECT SCHEDULE SUMMARY

Project Activity	Scheduled Completion Date
Make-Ready	
Construction Documents	05/28/2019 (actual)
Jurisdictional Approvals	06/25/2019 (actual)
Construction Award	06/26/2019 (actual)
Substantial Completion	11/13/2019 (actual)
Design-Build Construction	
Scoping Documents	04/15/2019 (actual)
Design-Build Award	10/24/2019 (actual)
Jurisdictional Approvals	04/01/2020 (actual)
Modular Units Completion	11/17/2020 (actual)
Substantial Completion	08/13/2022
Project Acceptance	10/13/2022

II. PROJECT BUDGET SUMMARY

Project Budget Category	Board Approved Budget	Changes Since Previous Board Approved Budget	Revised Budget
Hard Costs			
Design-Build Construction	\$22,184,000	\$ 0	\$22,184,000
Make Ready/Utilities Construction	\$ 1,256,000	(\$ 292,000)	\$ 964,000
Contingency/Allowances	\$ 2,020,000	\$3,142,000	\$ 5,162,000
Construction Subtotal	\$25,460,000	\$2,850,000	\$28,310,000
Civic Art	\$ 270,000	\$ 27,000	\$ 297,000
Hard Costs Subtotal	\$25,730,000	\$2,877,000	\$28,607,000
Soft Costs			
Plans and Specifications (Scoping Documents)	\$ 834,000	\$ 0	\$ 834,000
Plans and Specifications (Design Build Design Fee)	\$ 2,574,000	\$ 0	\$ 2,574,000
Consultant Services	\$ 840,000	\$ 490,000	\$ 1,330,000
Miscellaneous Expenditures	\$ 80,000	\$ 0	\$ 80,000
Jurisdictional Review/Plan Check/Permits	\$ 930,000	(\$ 490,000)	\$ 440,000
County Services	\$ 2,351,000	(\$ 150,000)	\$ 2,201,000
Soft Costs Subtotal	\$ 7,609,000	(\$ 150,000)	\$ 7,459,000
SUBTOTAL (excluding modular)	\$33,339,000	\$2,727,000	\$36,066,000
Prepurchased Modules (Department of Mental Health)	\$18,201,000	\$ 0	\$18,201,000
TOTAL PROJECT COST	\$51,540,000	\$2,727,000	\$54,267,000

ENCLOSURE B

April 5, 2022

**CONSTRUCTION CONTRACT
CONSTRUCTION MANAGEMENT CORE SERVICE AREA
MARTIN LUTHER KING, JR. MEDICAL CAMPUS
CHILD AND FAMILY WELLBEING CENTER PROJECT
APPROVE REVISED PROJECT BUDGET
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APPROVE CONSTRUCTION CHANGE ORDERS
CAPITAL PROJECT NOS. 69846, 69886, 69887, 69888, 69986
(FISCAL YEAR 2021-22)
(SUPERVISORIAL DISTRICT 2)
(4 VOTES)**

APPROPRIATION ADJUSTMENT

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
BA DETAIL - SEE ATTACHMENT PAGE 1	BA DETAIL - SEE ATTACHMENT PAGE 1

SOURCES TOTAL	\$ 5,010,000	USES TOTAL	\$ 5,010,000
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JUSTIFICATION
Reflects an increase in appropriation offset by revenue to fund the total budget shortfall of \$2,727,000 for the MLK Child and Family Wellbeing Center, funded as follows: Committed for Health Services-Tobacco Settlement - \$835,000, DHS Enterprise Fund-Committed for DHS Health Services - \$623,000, DMH Mental Health Services Act - \$1,037,000, DCFS Administration Services and Supplies - \$214,000, and DPH capital project savings (CP No. 87426) - \$18,000.

AUTHORIZED SIGNATURE

JAMES YUN, MANAGER, CEO

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

REFERRED TO THE CHIEF EXECUTIVE OFFICER FOR---	<input type="checkbox"/> ACTION	<input type="checkbox"/> APPROVED AS REQUESTED
	<input type="checkbox"/> RECOMMENDATION	<input type="checkbox"/> APPROVED AS REVISED
AUDITOR-CONTROLLER	BY	CHIEF EXECUTIVE OFFICER
B.A. NO.	DATE	DATE

COUNTY OF LOS ANGELES
REQUEST FOR APPROPRIATION ADJUSTMENT

FY 2021-22 4 - VOTES			
SOURCES		USES	
GENERAL FUND		HEALTH SERVICES	
A01-3096		MLK MC CHILD AND FAMILY WELLBEING CENTER - CEO	
COMMITTED FOR HEALTH SERVICES-TOBACCO SETTLEMENT		A01-CP-6014-65036-69887	
DECREASE OBLIGATED FUND BALANCE		CAPITAL ASSETS - B & I	
	835,000	INCREASE APPROPRIATION	835,000
DHS ENTERPRISE FUND		DHS ENTERPRISE FUND	
MN2-3078		MN2-HS-6100-60070	
COMMITTED FOR DHS		OTHER FINANCING USES	
DECREASE OBLIGATED FUND BALANCE		INCREASE APPROPRIATION	623,000
	623,000		
HARBOR CARE SOUTH ENTERPRISE FUND		HARBOR CARE SOUTH ENTERPRISE FUND	
MN1-HH-96-9911-60020		MN1-HH-96-9912-60020	
OPERATING TRANSFERS IN		OPERATING SUBSIDY - GENERAL FUND	
INCREASE REVENUE		DECREASE REVENUE	623,000
	623,000		
ENT SUB - HARBOR CARE SOUTH		MARTIN LUTHER KING JR. OUTPATIENT CENTER	
A01-AC-6100-21200-21226		MLK MC CHILD AND FAMILY WELLBEING CENTER-HS	
OTHER FINANCING USES		A01-CP-6014-64020-69846	
DECREASE APPROPRIATION		CAPITAL ASSETS - B & I	
	623,000	INCREASE APPROPRIATION	623,000
CHILDREN AND FAMILY SERVICES - ADMINISTRATION		HEALTH SERVICES	
A01-CH-2000-26200		MLK MC CHILD AND FAMILY WELLBEING CENTER - DCFS	
SERVICES & SUPPLIES		A01-CP-6014-65036-69888	
DECREASE APPROPRIATION		CAPITAL ASSETS - B & I	
	214,000	INCREASE APPROPRIATION	214,000
MENTAL HEALTH SERVICES ACT (MHSA) FUND		MENTAL HEALTH SERVICES ACT (MHSA) FUND	
BT1-3047		BT1-MH-6100-41189	
COMMITTED FOR BUDGET UNCERTAINTIES		OTHER FINANCING USES	
DECREASE OBLIGATED FUND BALANCE		INCREASE APPROPRIATION	1,037,000
	1,037,000		
MENTAL HEALTH		MENTAL HEALTH	
MLK MC CHILD AND FAMILY WELLBEING CENTER-DMH		MLK MC CHILD AND FAMILY WELLBEING CENTER-DMH	
A01-CP-96-9919-65039-69886		A01-CP-6014-65039-69886	
OPERATING TRANSFERS IN - CAPITAL PROJECTS		CAPITAL ASSETS - B & I	
INCREASE REVENUE		INCREASE APPROPRIATION	1,037,000
	1,037,000		
PUBLIC HEALTH		PUBLIC HEALTH	
VARIOUS PUBLIC HEALTH CENTERS REFURBISHMENT		MLK CHILD AND FAMILY WELLBEING CENTER-DPH	
A01-CP-6014-65058-87426		A01-CP-6014-65058-69986	
CAPITAL ASSETS - B & I		CAPITAL ASSETS - B & I	
DECREASE APPROPRIATION		INCREASE APPROPRIATION	18,000
	18,000		
SOURCES TOTAL	\$ 5,010,000	USES TOTAL	\$ 5,010,000

LOS ANGELES COUNTY
ATI OFFICE



Alternatives to Incarceration

"Care First, Jails Last"

ALTERNATIVES TO INCARCERATION OFFICE


Judge Songhai Armstead (Ret.) | Executive Director

Alternative Crisis Response: Briefing for the Health and Mental Health Services Cluster

March 16, 2022



Agenda

- 
- **Timeline / Background**
 - **LA County ACR Vision**
 - **Key Projects**
 - **Capacity Expansion Modeling**
 - **Key Performance Indicators (KPIs)**
 - **Listening and Discussion**

Timeline / Background

Timeline

- **June 2020:** Alternative Crisis Response (ACR) initiative created by Board of Supervisors as partnership between DMH and CEO-ATI
- **October 2020:** Federal bill establishes 988 as national number for behavioral health crisis calls, to go live in July 2022
- **May 2021:** Ballmer Group awards funding to RI International for consulting engagement with LA County on ACR
- **November 2021:** RI International provides preliminary recommendations for LA County ACR, now incorporated in ACR Strategic Project Portfolio
- **July 2022:** 988 officially launches nationwide, and LA County is targeting several ACR expansion efforts by this date

Tagline

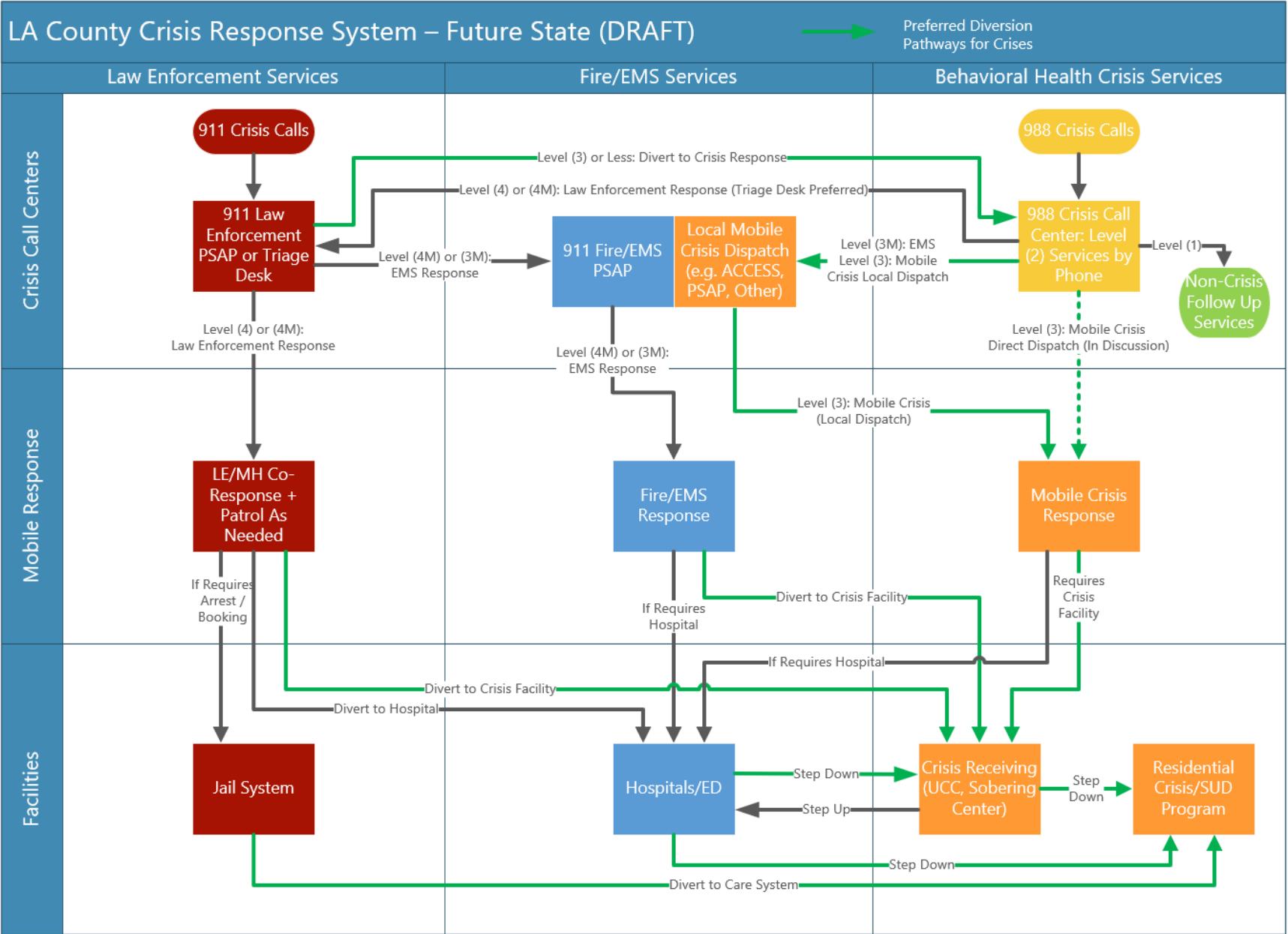
“Someone to call, someone to respond, and somewhere to go. For anyone, anywhere in LA County, and at any time they are experiencing a crisis.”

RI's Engagement

- Currently finalizing report and recommendations for LA County's crisis system design and implementation plans



LA County ACR Vision



Key Projects

Projects in progress to expand capacity and improve the coordination of ACR services in LA County

Strategies

Projects/Actions

1 Expansion: Increasing the capacity of LA County's crisis services in anticipation of increased demand for crisis care after the official July 16, 2022 launch of 988, and also to improve response times and real-time client access to needed crisis care

- **988 Call Center and Mobile Crisis Outreach Teams (MCOT) Solicitations:** DMH is developing solicitations to procure and support enhanced LAC 988 call center services + contracted mobile crisis response teams.
- **Behavioral Health Continuum Infrastructure Program (BHCIP) grants:** The Alliance for Health Integration (AHI) is leading efforts to apply for state BHCIP grants to support the development of new behavioral health treatment facilities, including for ACR.

2 Coordination: Improving the connections between parts of LA County's crisis system to provide better no-wrong-door access to crisis care, reduce law enforcement response unless necessary, and ensure no one falls through the cracks

- **9-1-1 Diversion:** LA County's 988 call center will lead efforts countywide to divert behavioral health crisis calls from 9-1-1 to 988 and connected crisis services.
- **Metro and City Partnerships:** Partnering with Metro and cities to develop dedicated ACR services in their areas, still linked to 988.

3 Infrastructure: Ensuring funding and technology to provide needed support of crisis services, and that we're developing the workforce of the future to deliver them

- **Dispatching:** Developing a countywide dispatching technology platform for use by 988 and all mobile crisis teams.
- **ACR Training Academy:** Designing an academy to provide professional training for the ACR workforce across the board.

Capacity Expansion Modeling

Determining the magnitude of changes needed in our crisis services, over the long-term

Program	Current Capacity	Future Capacity	Δ
Mobile Crisis Teams (e.g. DMH PMRT)	35*	120	+85
Crisis Receiving Center Chairs (e.g. DMH MH Urgent Care Centers)	150	400	+250
Short-Term Inpatient Beds	0**	500	+500

- *These are just DMH’s directly-operated Psychiatric Mobile Response Teams (PMRT) right now. DMH PMRT has ~35 full-time teams, but this does not account for part-time, voluntary overtime staffing after hours, which effectively increases the number of existing teams.
- **LA County has over 2,000 acute inpatient psychiatric treatment beds, with an average length of stay of approximately 7-8 days. Short-term inpatient beds, as recommended by RI, would provide a similar service but for a shorter average length of stay of approximately 3 days.

Key Performance Indicators (KPIs)

Measuring for success to ensure quality and equity in LA County's crisis system

Measure	Applicable Programs	Target
Volume of calls and services	All	Steady growth
% of crises stabilized without escalation to a higher level of care	All	988 call center: >87% Mobile crisis: >70% Crisis receiving facility: >70%
Volume of 9-1-1 calls diverted	988 crisis call center	>1.5% of total call volume
Average response time	Mobile crisis response teams	<1 hour overall, and <30 mins for law enforcement requests
Engagement with outpatient care and social support services post-crisis	All	>85%, and within 7 days for clients seen at a crisis receiving facility
Client satisfaction with services	All	>85% satisfied or extremely satisfied

- All of the above disaggregated by race/ethnicity, gender identity, age, and geography to ensure LA County's crisis care network is providing equitable access to high-quality services

Listening and Discussion