AGENDA

LOS ANGELES COUNTY LOCAL CAL-ID
RAN BOARD MEETING

Thursday, November 16, 2023
2:00 p.m.

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 830
Los Angeles, California 90012

I. CONVENE

II. REVIEW/APPROVE MINUTES OF THE JULY 27, 2023, RAN BOARD
MEETING. **(Attached)**

III. STATUS OF LACRIS FOR THE MONTHS OF JULY THROUGH OCTOBER
2023

1. Report on the status of the Livescan Network, Installations, and
Enhancements

2. Report on the Status of Automated Biometric Identification System

3. LACRIS Statistics **(See Attachment A)**

a. LA PhotoManager (DMS)
b. Mobile ID – Bluecheck (Fingerprints)
c. Training Update (Classes & Students)
d. MBIS Activity Statistics

4. Report on the Steering Committee

5. General Updates

a. JDIC System Outage
b. Pre-Arraignment Release Protocols **(See Attachment B)**

IV.   ACTION ITEMS

    A. Authorization to approve the LACRIS Incidental Expense Policy.
       (See Attachment C)

    B. Authorization to hire Gartner to develop a 10-year Strategic Plan for the
       approximate cost of $295,000. **(See Attachment D)**

V.   OTHER ITEMS AND PUBLIC COMMENT

Public comments may be submitted prior to the meeting at info@lacris.org or by
mail to the following address: LACRIS, 12440 E. Imperial Hwy., Suite 400W,
Norwalk, CA 90650.

VI.   ADJOURNMENT

For more information regarding this agenda, please call (562) 345-4411.

(Si desea más informacion, o una traduccion de esta agenda, por favor llame al
telefono 562-345-4411.)

Supporting documentation is also available at the Executive Office of the Board
located at the Kenneth Hahn Hall of Administration, 500 W. Temple Street,
Room B-50, Los Angeles, California 90012.

Local Los Angeles County Cal-ID RAN Board Meeting
Minutes of July 27, 2023

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 830
Los Angeles, California 90012

MEMBERS PRESENT
Chief Richard Bell, West Covina Police Department

ALTERNATES PRESENT
Kyla Coates (for Supervisor Janice Hahn)
Captain James C. Peterson (for Sheriff Robert Luna, LASD)
Brian Cosgrove (for District Attorney George Gascón)
Errol Lawson (for Chief Michel R. Moore, LAPD)

STAFF
Lt. Derek Sabatini, LACRIS
Sgt. Kenneth Hancock, LACRIS
Cammy DuPont, General Counsel, County Counsel
Angela Vargas, LACRIS, Agency Secretary

Guests
Lt. John Carter, LASD

PUBLIC
None

I.   CONVENE

The July 27, 2023, meeting of the Local Los Angeles County Cal-ID RAN Board was called to order by Kyla Coates at 2:02 p.m.

II.   REVIEW/APPROVAL OF MINUTES

The minutes of the May 25, 2023, meeting were moved by Chief Richard Bell, seconded by Captain James Peterson, and unanimously approved by the Board.

III.   REPORT ON THE STATUS OF LACRIS

Lieutenant Derek Sabatini reported the status of LACRIS for the months of May through June 2023.

1. Report on the Status of the LiveScan Network, Installations, and Enhancements

   There were no Livescan installs during the months of May and June 2023.

   There was a JDIC outage during the month of July. LACRIS is looking at ways to remove its dependency on the JDIC system and will address this at the next RAN Board meeting.

2. Report on the Status of ABIS

   From May 1 to June 30, 2023, there were no outages.

3. LACRIS Statistics

   MBIS Activity Statistics

Date Range: 5/1/23 to 6/30/23		
Tenprint Inquiries		63,145
Tenprint Registration		30,482
Tenprint Positive Identification		44,175
- Lights Out		42,954
- Manually Processed		1,221
Latent Inquiries		4,969
Latent Identifications (Hits)		1,038
- Foster and Freeman Hits		15
Major Latent Hits: Part 1 Crimes	Total	FF
Murder	117	4
Forcible Rape	4	0

Robbery	270	3
Aggravated Assault	28	0
Burglary	379	0
Larceny	62	0
Motor Vehicle Theft	62	0
Arson	1	0
TOTAL Part 1 Crimes:	923	7

LA PhotoManager

Total DMS Records (not sealed)	7,780,878	Total DMS Subjects (not sealed)	2,449,979	Approximately 68.5% with more than one record
Total System Users Over The Last 12 Months:	4,341	Users with Facial Recognition Training and Access:		1,281
FOR THE PERIOD OF 5/1/23 to 6/30/23				
Total New Records	30,407	Total New Subjects	6,957	Approximately 77.13% recidivism
Total Period FR Searches	6,193	Total Period CAFRI Searches	122	
		Total Period CAFRI Searches Received	180	

Mobile ID – ID BlueCheck (Fingers)

During the months of May and June 2023, there were 2,106 total inquiries, and 1,477 positive Identifications, for a positive identification ratio of 70%.

Training Update:
Number of Classes and Students: 5/1/23 – 6/30/23

Class Name	Total Classes Held	Total Students
CBS Livescan Training	15	85
Facial Recognition and LA PhotoManager	4	52
TOTALS	19	137

4. Steering Committee

The last Technical Subcommittee meeting was held on May 17, 2023. The meeting participants were briefed on the status of LACRIS systems and ongoing projects. The next meeting is scheduled for August 16, 2023.

5. General Updates

The Mobile ID project was formally accepted on July 13, 2023. A Mobile ID deployment schedule is being finalized.

On July 1, 2023, eighteen law enforcement agencies had their access to the Facial Recognition (FR) system disabled due to their agency not having an active internal FR policy in place.

On June 17, 2023, LACRIS gave the District Attorney's Office an FR awareness presentation.

It was determined that in October 2021, unknown persons compromised the info@lacris.org public email address. As a result, emails were blocked from that account, however, the situation was rectified.

IV. ACTION ITEMS

A. Authorization to Fund Mobile Booking

At the January 2021 RAN board meeting, the RAN board approved the purchase of a Mobile Booking Truck for the approximate price of $489,725. Due to several supply and inflationary price increases for all components of the Mobile Booking Truck, the price has increased by $221,767 from the original quote. The updated price quote is $711,472. LACRIS also requests an additional 10% purchase approval over the quoted price to cover inflation, should it be necessary, for a total cost of $870,000.

Discussion: Chief Richard Bell asked if this price could be locked in. Lt. Sabatini responded it will go out for three bids, and the lowest price will be selected.

Kyla Coates asked why the Mobile ID truck wasn't purchased when approved in 2021. Lt. Sabatini stated that the price quoted expired by the time it went through the entire purchasing process. Kyla Coates asked what LACRIS is doing to prevent this from happening again. Lt. Sabatini stated it's already been approved by the BOS. After further discussion, it was determined that once the vendor is determined, this item will need to go back to the Board, but the price will be locked in.

Members of the public were provided the opportunity to speak. There were no public comments.

ACTION:
THE ITEM WAS MOVED BY CAPTAIN JAMES PETERSON, SECONDED BY EROLL LAWSON, AND UNANIMOUSLY APPROVED TO FUND THE PURCHASE OF A MOBILE BOOKING TRUCK AND 10 YEARS OF MAINTENANCE AND SUPPORT ALONG WITH 10 YEARS OF CELL SERVICE AT AN APPROXIMATE COST NOT TO EXCEED $870,000.

V.   PUBLIC COMMENTS

There were no members of the public present.

VI.   ADJOURNMENT

The meeting was adjourned at 2:16 p.m. The next meeting is scheduled for September 28, 2023, at 2:00 p.m.

LA PhotoManager (DMS)

Total DMS Records (not sealed)	7,838,722	Total DMS Subjects (not sealed)	2,464,130	Approximately 68.6% with more than one record	
Total System Users Over the Last 12 Months:		4,294	Users with Facial Recognition Training and Access:		1,415
FOR THE PERIOD OF 7/1/23 to 10/31/23					
Total New Records	58,532	Total New Subjects	13,719	Approximately 76.56% of recidivism	
Total Period FR Searches	12,684	Total Period CAFRI Searches	333		
		Total Period CAFRI Searches Received	487		

Mobile ID - BlueCheck (Fingerprints)

7/1/23 to 10/31/23

Month	Total Inquiries	Positive Identifications	Percentage of Positive IDs
July	631	440	70%
August	926	663	72%
September	916	598	65%
October	1,407	939	67%
4 Months	**3,880**	**2640**	**68%**

Training Update:

For the period of 7/1/23 to 10/31/23

Classes:

Class Name	Total Classes Held
CBS Livescan Training	23
Facial Recognition and LA PhotoManager	15
TOTAL	38

Students:

Class Name	Total Students
CBS Livescan Training	147
Facial Recognition and LA PhotoManager	191
TOTAL	338

MBIS Activity Statistics

Date Range: 07/01/2023 - 10/31/2023	
Tenprint Inquiries [1]	**125,474**
Tenprint Registration [2]	**58,770**
Tenprint Positive Identification [3]	**81,893**
- *Lights Out*	*79,136*
- *Manually Processed*	*2,757*
Latent Inquiries [1]	**8,212**
Latent Identifications (Hits) [3]	**1,843**
- *Foster and Freeman Hits [4]*	*27*

Major Latent Hits : Part 1 Crime Types	Total	FF [5]
Murder	171	1
Forcible Rape	22	0
Robbery	630	14
Aggravated Assault	87	1
Burglary	492	0
Larceny	49	0
Motor Vehicle Theft	100	0
Arson	5	0
TOTAL Part 1 Crime Types :	1,556	16

[1] Tenprint: Count of all CRM, DCD, IDN, and REG received within the specified date range
Latent: Count of all latent searches launched within specified date range
[2] Count of all CRM, DCD, and REG completed within the specified date range which are not retained duplicate submissions
[3] Tenprint: Count of all CRM, DCD, IDN, and REG HITS completed the specified date range
Latent: Count of all Latent HITS completed within the specified date range
[4] Sub-count of the Latent HITS where a Foster & Freeman (FF) device was used
[5] Sub-count of the Part 1 Crime Type HITS where a Foster & Freeman (FF) device was used

Attachment B

Los Angeles County
POLICE CHIEFS' ASSOCIATION

Alhambra
Arcadia
Azusa
Baldwin Park
Bell
Bell Gardens
Beverly Hills
Burbank
Claremont
Covina
Culver City
Downey
El Monte
El Segundo
Gardena
Glendale
Glendora
Hawthorne
Hermosa Beach
Huntington Park
Inglewood
Irwindale
LaVerne
Long Beach
Los Angeles
Manhattan Beach
Monrovia
Montebello
Monterey Park
Palos Verdes
Pasadena
Pomona
Redondo Beach
San Fernando
San Gabriel
San Marino
Santa Monica
Sierra Madre
Signal Hill
South Gate
South Pasadena
Torrance
Vernon
West Covina
Whittier

PRESS RELEASE
New Set of Bail Schedules To Begin In October

For Immediate Release   **September 13, 2023**

On July 18, 2023, the Superior Court of Los Angeles County approved a new set of bail schedules for suspects arrested in non-violent felonies and misdemeanor crimes. The new bail schedule, slated to take effect in LA County on October 1, 2023, will dictate one of three possible actions by law enforcement for an arrestee's release: Cite and Release (CR), Book and Release (BR) or Magistrate Review (MR). Capital offenses such as murder with special circumstances and limited felonies are not eligible for pre-arraignment, zero bail release.

The Sheriff's Department and all Police Departments in the County must comply with this protocol.

The newly approved Release Protocols will replace the traditional bail schedules. Instead of assigning money bail amount to non-violent felonies and misdemeanors, a majority of arrestees will now be released at the location of the arrest (CR) or booked in jail, and then released on their own recognizance with a citation for a future court date (BR). In some cases, suspects arrested for certain crimes which pose an increased risk to the public will be referred to an on-call magistrate, who will have discretion to determine the appropriate release terms and conditions (MR). Some examples of release conditions by a magistrate may include prohibitions against committing crimes, sending text messages to remind the arrestee to appear in court and visits with court staff.

As a result of these new release terms, law enforcement must Cite and Release or Book and Release arrestees in nearly all theft offenses, vehicle code violations, and crimes against property such as petty theft, and vandalism. Offenses involving guns, sexual battery, crimes against children/ elders and contact with minors with intent to commit a sexual offense are examples of offenses subject to Magistrate Review. Magistrates will consider the crime, and a risk assessment report to determine whether the arrestee should be released with no conditions or determine the least restrictive, non-financial conditions intended to address whether the arrestee is likely to return to court. All offenses in the MR category are designated as zero bail offenses.

As an example of this change, a person arrested for False Imprisonment under this new protocol would be eligible for BR. Under the previous bail schedule, their bail amount would be $50,000. Likewise, a person arrested for theft of an automobile is eligible for BR, while under the previous bail schedule, their bail amount would be $35,000.

This represents a significant change in protocols for all law enforcement agencies in Los Angeles County. The Los Angeles County Police Chiefs' Association (LACPCA) remains committed to the safety and security of our communities. We will continue to work within the processes set forth by the Superior Court of Los Angeles County, and as a profession, make recommendations for improvement at every opportunity.

October 1, 2023

Chief Fairfield,

I was recently notified of your notification to the local law enforcement community on behalf of the Los Angeles County Police Chiefs' Association regarding the Superior Court of Los Angeles County enacting Pre-Arraignment Release Protocols (PARP) effective October 1st, 2023.   PARP will allow an individual to be cited and released in the field for most offenses.   These new release terms will conflict with California State laws, requiring law enforcement agencies to either comply with the below-listed laws or follow the PARP bail schedule.

California Penal Code 13150 states that fingerprints SHALL be reported to the Department of Justice at the time of an arrest. With the implementation of PARP cite and release, future investigations will also be hampered. Those arrestees who have not been previously booked will not have fingerprints in the LACRIS Automated Biometric Identification System (ABIS). Without those prints collected at arrest, law enforcement agencies will not be able to identify latent fingerprints left at a crime scene when previously cited and released.   Thus, any future crime committed by that criminal will go unsolved, jeopardizing public safety.

I understand that law enforcement agencies still have discretion when selecting to either cite and release or book and release, allowing for compliance with current State law requirements for biometric collections at booking.   Additionally, both cite and release and book and release do not incarcerate an individual through Magistrate Review; in spirit, they are both pre-trial releases.

LACRIS advises the law enforcement community to seek clarification regarding PARP and weigh compliance with PARP and State law from both the PARP committee and the State DOJ that these protocols do not usurp State law, namely Penal Code Sections 853.6 subsection (g), 13125 and 13150. In the interim, I suggest that the local law enforcement community utilize their discretion by defaulting to the more conservative approach of Book & Release since this allows for compliance with State laws.   LACRIS recommends only using Cite & Release in situations where they have verified that the individual has previously been booked and biometrics have already been collected.

California State Laws regarding the collection of biometrics at booking:
- (https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=13150.&lawCode=PEN)
    - With the PARP program, no fingerprints will be collected with the "Cite and Release" except for a thumbprint on the back of the citation. Thus violating CA Penal Code 13150.

- California Penal Code 13125 contains an extensive list of required data elements that shall be collected at the time of an arrest. (https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=13125.&lawCode=PEN)
  - With the PARP program, most of the required data will not be collected and reported to DOJ. Thus violating CA Penal Code 13125.
- California Penal Code 853.6 subsection (g), states misdemeanor cite-outs need to be booked prior to court. Law section (ca.gov)

I will make myself available should you have any questions.

Sincerely,

Derek Sabatini

Lieutenant Derek Sabatini, Cal-ID Manager
Los Angeles County Regional Identification System (LACRIS)

LACRIS

Incidental Expense Policy

Updated November 6, 2023

The Los Angeles County Regional Identification System (LACRIS), a state-funded entity (Cal-ID Program), is housed within the Los Angeles County Sheriff's Department (LASD). LACRIS hosts training, conferences, and meetings within the statutorily allowed uses of Cal-ID Funds, known in Los Angeles County (County) as "AFIS Funds." This LACRIS Incidental Expense Policy (Policy) applies to events hosted by LACRIS personnel while working with our law enforcement, academia, and private sector partners, including but not limited to the LACRIS Technical Subcommittee, Department of Justice's CAL-ID Program, Facial Identification Scientific Working Group (FISWG), Biometric Training, conferences, and project kickoff meetings. Cal-ID Program incidental expense funding will only be utilized for hosting events related to LACRIS operations (e.g., biometric identification, digital imaging, and other related gatherings).

The rights, duties, and responsibilities of LACRIS and its Board members and the use of its state-provided funds are codified in the California Penal, Vehicle, and Government Codes. The role of the Sheriff's Department and other LA County departments is to assist LACRIS in executing its statutory duties as a member of the California State CAL-ID Program, including but not limited to assisting in fiscal legal and personnel matters. LACRIS Incidental expense rates will match those listed on County Fiscal Notice #181, approved by the County Board of Supervisors (BOS) on January 7, 2020. The BOS-approved policy allows the purchase of food and non-alcoholic beverages for County employees for meetings, conferences, and events, including training, deemed necessary and authorized by the Department Head to support the unit's mission. LACRIS, a state-funded agency, has adopted Fiscal Notice 181's expense tier #2 spending limits, enabling LACRIS to provide the same services and requirements to its members in support of its mission. Below are the occurrence and annual limits listed in the BOS-approved fiscal notice, which LACRIS will adopt.

Incidental Expense Tier	Per Occurrence Limit	Annual Limit
1	$1000	$10,000
2	$5000	$25,000
3	$10,000	$50,000

Note: Based on the projected size and frequency of events and meetings, LACRIS will be designated as Tier 2.

Limit Exceptions:
1. Per Occurrence Limit Exceptions – Must be submitted at least 30 days before the event to the Auditor-Controller's Disbursements Division.
2. Annual Limit Exceptions – Must be submitted via Board Letter to the BOS for approval to allocate the use of AFIS funds.

The LACRIS CAL-ID Manager shall ensure incidental expenses are **reasonable and necessary** while maintaining appropriate control of public funds and deploying public funds in a prudent and cost-sensitive manner and following all state and relevant County requirements. LACRIS will be prohibited from spending public funds to host holiday parties, retirements, or birthdays.

Approval/Authorization Process

INCIDENTAL EXPENSE REQUEST PROCESS
Divisions must prepare a chief-to-chief memo along with a Petty Cash Form (attached) addressed to the Administrative Services Division's (ASD) Division Director, attention: Fiscal Administration Bureau's (FAB) Director. The memo should contain the following information:
• Request approval to use LACRIS funding for Incidental Expenses
• Describe the event and planned use of the funds
• Identify the funding source (e.g., Unit and Activity Code)
• Memo must have the approval of the division budget representative
• Memo must be routed through FAB Director for review and approval
• Memo must include a signature line (approved/denied) for ASD Division Director.

If ASD's Division Director approves the request, the General Accounting Unit will process the payment.

The General Accounting Unit will forward a copy of the approved/denied request to the division budget representative and budget analyst for disposition.

Note: Any use of funds to purchase food or beverages **before** approval by ASD's Division Director is **STRICTLY PROHIBITED.** Additionally, the Fiscal Administration will **NOT** reimburse anyone who uses personal funds to buy food or drink for meetings, conferences, and events.

REPORTING
The Auditor-Controller is required to submit a comprehensive report to the Audit Committee quarterly and to the BOS annually. Therefore, the General Accounting Unit will submit quarterly Incidental Expense reports which itemize ALL events (including those approved by the BOS) to the Auditor-Controller's Disbursement Division. The Department Head or authorized designee must sign the quarterly report to certify compliance with the Policy.

As authorized by the Los Angeles County RAN Board, the LACRIS Cal-ID Manager will review and approve all incidental expenses (expenditures) on its behalf. California State law directs the County RAN Board to approve and allocate Cal-ID Program funds.

If there are any questions, please call LACRIS Operations at (562) 345-4411 or e-mail LACRISoperations@lasd.org.

Los Angeles County Sheriff's Department Fiscal Administration Bureau # Fiscal Notice 211 West Temple Street Los Angeles, CA 90012	**Fiscal Notice #181**
	Issue Date: November 18, 2021
	Distribution: All Chiefs, Unit Commanders, and Budget Representatives
	For Information Contact: **Fiscal Administration Manager** **(213) 229-3303** **Assistant Director (213) 229-1822**

TO: ALL CONCERNED PERSONNEL

SUBJECT: INCIDENTAL EXPENSE FUND

POLICY
On January 7, 2020, the Board of Supervisors (BOS) approved the new Board Policy 4.095 titled "Incidental Expense Policy" (Policy). The new Policy allows departments to purchase food and non-alcoholic beverages for County employees for meetings, conferences, and events (e.g., training), deemed necessary and authorized by the Department Head to support their department's mission. The new Policy also redefines acceptable usage of incidental expenses and updates departmental spending limits as follows:

Incidental Expense Tier	Per Occurrence Limit	Annual Limit
1	$1,000	$10,000
2	$5,000	$25,000
3	**$10,000**	**$50,000**

Note: Our department has been designated as Tier 3.

Limit Exceptions:
1. Per Occurrence Limit Exceptions – Must be submitted at least 30 days in advance of the event to the Auditor-Controller's Disbursements Division.
2. Annual Limit Exceptions – Must be submitted via Board Letter to the BOS for approval.

The Policy states that Department Heads must ensure incidental expenses are **reasonable and necessary**, maintain appropriate stewardship of public funds, and deploy limited public

resources in a prudent and cost-effective manner. In addition, departments are **prohibited** from using public funds to purchase items for **holiday parties and celebrations** and for individuals such as **birthdays and retirements**.

INCIDENTAL EXPENSE REQUEST PROCESS
Divisions must prepare a chief to chief memo along with a Petty Cash Form (attached) addressed to Administrative Services Division's (ASD) Division Director attention: Fiscal Administration's (FAB) Director. The memo should contain the following information:

- Request approval to use division funding for Incidental Expenses as per the new Policy
- Describe the event and planned use of the funds
- Identify the funding source (e.g., Unit and Activity Code)
- Memo must have the approval of the budget representative
- Memo must be routed through FAB Director for review and approval
- Memo must include a signature line (approved/denied) for ASD Division Director

If the request is approved by ASD's Division Director, the General Accounting Unit will process the payment.

The General Accounting Unit will forward a copy of the approved/denied request to the division budget representative and budget analyst for disposition.

Note: Any use of funds to purchase food or beverages **PRIOR** to approval by ASD's Division Director are **STRICTLY PROHIBITED.** Additionally, Fiscal Administration will **NOT** reimburse anyone for the use of their personal funds for purchase of food or beverages for meetings, conferences, and events.

REPORTING
The Auditor-Controller is required to submit a comprehensive report to the Audit Committee quarterly and the BOS annually. Therefore, the General Accounting Unit will prepare and submit quarterly Incidental Expense reports which itemize ALL events (including those approved by the BOS) to the Auditor-Controller's Disbursement Division. The quarterly report must be signed by the Department Head or designee to certify compliance with the Policy.

Los Angeles County
Los Angeles County Sheriff's Department (LASD)
Regional Identification System (LACRIS)
Organizational Strategic Plan and Assessment

Statement of Work

Work Order Objective and Project Goals

The Los Angeles County Regional Identification System (LACRIS), working through the Los Angeles County (County), Sheriff's Department (LASD), is seeking the services of one (1) team of consultants with demonstrated experience in Organizational Strategic Plan evaluations and development. The team of consultants will assess LACRIS's current-state capabilities, determine a new target state, and conduct a gap analysis to develop a new Organizational Strategic Plan and roadmap.

LACRIS is seeking to develop a new complete and comprehensive Organizational Strategic Plan to:

- Ensure that LACRIS biometric identification services remain aligned with the operational need of the Los Angeles County criminal justice community

- Determine the current state and progress on defined initiatives of the Organizational Strategic Plan.

- Reprioritize initiatives to account for changing, conditions, and capabilities.

- Determine if goals are still achievable and realistic

- Determine if resources are adequate

- Determine current and future financial health

Contractor shall modify the Organizational Strategic Plan to address identified deficiencies, new priorities, personnel requirements and develop revised programs where necessary.

Background

The County has a population of over 10 million people with a land area of 4,083 sq. miles (6571 kilometers). LACRIS is responsible for providing biometric identification services to the 65 law enforcement agencies in the County to book, investigate, and other related requirements for the identification of persons of interest. LACRIS processes up to 300,000 bookings annually and has 13 million Ten Prints records, 7 million subjects, and 4.5 million palms, all stored at 1000 dpi.

LACRIS' mission is to provide biometric identification services to all law enforcement agencies within the County of Los Angeles. LACRIS manages the countywide network of systems which consist of the Multimodal Biometric Identification System (MBIS), Regional Photo System (RPS), Criminal Booking System (CBS), and other systems which biometrically identify persons of interest. LACRIS serves all agencies working inside the county of Los Angeles.

LACRIS additionally provides criminal identification training to all Los Angeles law enforcement personnel, including Latent Print Examiners, Ten Print Examiners, Latent Print Collectors, and

Sworn Law Enforcement Officers. LACRIS funds all criminal identification training. The LACRIS unit consists of the following personnel:

- One (1) Manager (Lieutenant)
- Three (3) Sergeants
- Twenty-four (24) Administrative Support and Technicians

With the recommendation of the Los Angeles County Auditor Controller (LACAC), a 10-year Organizational Strategic Plan was created by Gartner on August 29, 2019, to ensure that LACRIS has a clear, concise vision and plan in place to best deliver biometric services to the agencies within the county of Los Angeles. As part of the Organizational Strategic Plan, LACRIS is to conduct periodic plan updates to ensure the plan remains viable and relevant.

Scope of Work

The scope of work for this project includes the following tasks:

- Project Management – Includes tasks for initiating, planning, and managing project schedule, resources, risks, and execution.

- Organizational Strategic Plan – Includes tasks for evaluating the current and target state and providing recommendations and potential amendments to the Strategic Plan.

    o Evaluate the Current State
        - Assess current-state capabilities and initiatives, and show their relationship; and
        - Review current budget, conduct SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), and identify current maturity

    o Determine a new Target State
        - Identify the implications based on the business context of LACRIS
        - Determine the goals, organizational target maturity, and target-state capabilities

    o Gap Analysis
        - Identify gaps between the Current State and the corresponding point in the 2018 Strategic Plan
        - Identify gaps between the Current State and the new Target State
        - Identify gaps between the new Target State and the previous Target State
        - Identify strengths and weaknesses in the execution of the Strategic Plan

    o Develop new Organizational Strategic Plan and Roadmap
        - Based on the Gap Analysis, define the necessary initiatives to show how to achieve the target state
        - Create initiative profiles, identify strategy risks, determine budget gap, and create a roadmap to move toward the target state

- <u>Presentation to RAN Board</u>
    - o Includes tasks for presenting the Organizational Strategic Plan to RAN Board executives.

<u>Tasks and Deliverables</u>

The Work Order Project Manager will review all Tasks and Deliverables and provide feedback or revisions. Upon delivery, the Work Order Project Manager will approve the Tasks and associated Deliverables.

<u>Task 1 – Project Kickoff</u>

Contractor shall plan and conduct a Project Kickoff Meeting with the Project Management Team and other stakeholders. Contractor shall develop a draft meeting agenda prior to conducting the meeting. The draft meeting agenda shall include, but not limited to," the following content:

1. Project scope and deliverables
2. Project governance
3. Team and roles
4. High level project plan
5. Project success factors
6. Potential risks
7. Team communication procedures
8. Project management methodology
9. Work environment
10. Questions and answers

Contractor shall submit a draft meeting agenda for approval, to the Work Order Project Manager within two (2) business days after contract award.

Contractor shall conduct the Project Kickoff Meeting within five (5) business days after contract award.

<u>Deliverable 1.1 – Project Kickoff Presentation Agenda</u>

<u>Deliverable 1.2 – Project Kickoff Presentation</u>

<u>Task 1 - Deliverable Acceptance Criteria</u>

Contractor shall carry out the activities described in Task 1 and Deliverables 1.1 and 1.2. Deliverables will be reviewed and approved by the Work Order Project Manager.

<u>Task 2 – Project Control Document (PCD)</u>

Contractor shall develop the PCD. The PCD shall include the following content:

1. Introduction
    a. Purpose
    b. Institutional requirements and history of the project

      c. Project structure

          i. Executive sponsors

          ii. Functional sponsors

          iii. Project organization and management

          iv. Other stakeholders

      d. Summary of work-to-date

2. Scope

3. Milestones and Deliverables

      a. Review and approval

          i. Prior to commencing work on each deliverable, Contractor shall prepare and review the proposed format and content of each deliverable with the County Work Order Project Manager

          ii. County will have no less than ten (10) business days to review each deliverable and provide written comments to the Contractor

4. Detailed work plan

      a. Work breakdown structure

      b. Gantt chart

          i. Some Tasks and/or Deliverables may need to be performed and/or completed out of sequence. Contractor shall remain responsible for the completion of such Tasks and/or Deliverables

      c. Task dependencies

5. Project schedule

6. Milestone schedule

7. Project progress tracking and reporting

8. Issue tracking, escalation, resolution and change management

9. Quality plan

10. Risk management plan

11. Documentation plan

12. Materials plan

13. Communications plan

14. Project constraints

15. Project risks (known)

16. Assumptions

      a. County

      b. Contractor

Contractor shall submit a draft of the PCD to the Work Order Project Manager within ten (10) business days after approval of Deliverable 1.2. Contractor shall update the PCD as directed by

the Work Order Project Manager

Deliverable 2.1 – Approved PCD

Task 2 - Deliverable Acceptance Criteria

Contractor shall carry out the activities described in Task 2 and Deliverable 2.1. Deliverable will be reviewed and approved by the Work Order Project Manager.

Task 3 – Issue Tracking Log / Weekly Status Meetings

Contractor shall develop an Issue Tracking Log (ITL) for tracking project issues. The ITL shall include the following content:

1. ID
2. Current status
3. Priority
4. Issue description
5. Assigned to
6. Expected resolution date
7. Escalation required
8. Impact summary
9. Action steps
10. Issue type
11. Date identified
12. Entered by
13. Resolution date
14. Final resolution and rationale

Contractor shall submit the ITL template to the Work Order Project Manager at least two (2) business days prior to the first scheduled Weekly Status meeting. Contractor shall update the ITL template as directed by the Work Order Project Manager. Contractor shall ensure that the ITL content is updated daily.

Contractor shall attend and participate in Weekly Status meetings with the Work Order Project Manager and other appropriate attendees. Contractor shall be prepared to discuss, in detail, the status of the project including:

1. Updated PCD
2. Updated ITL
3. Deliverable delays
4. Decision papers
5. Risks
6. Completed tasks
7. Upcoming tasks

8. Action items

Unless otherwise approved by the Work Order Project Manager, Weekly Status meetings will take place on-site, via teleconference, or via video conference. Work Order Project Manager may decide to cancel a particular week's meeting at his or her discretion.

Contractor shall establish agendas for these meetings, with the approval and consent of Work Order Project Manager. Contractor shall provide Work Order Project Manager the meeting agenda and handouts at least two (2) business days prior to each meeting, and update the agenda and handouts as directed by the Work Order Project Manager.

Contractor shall take and maintain minutes of discussion points, decisions, action items and their rationale, and submit the minutes to the Work Order Project Manager within two (2) business days after each meeting. Contractor shall update the meeting minutes as directed by the Work Order Project Manager.

Deliverable 3.1 – Approved ITL Template

Deliverable 3.2.x – Weekly Status Meeting Agendas and Handouts

Note: Deliverable 3.2.1 will be the first Weekly Status Meeting Agenda and Handouts

Deliverable 3.3.x – Attend Weekly Status Meetings

Note: Deliverable 3.3.1 will be the first Attend Weekly Status Meeting

Deliverable 3.4 – Updated PCD

Deliverable 3.5 – Updated ITL

Deliverable 3.6.x – Weekly Status Meeting Minutes

Note: Deliverable 3.6.1 will be the first Weekly Status Meeting Minutes

Task 3 - Deliverable Acceptance Criteria

Contractor shall carry out the activities described in Task 3 and Deliverables 3.1 thru 3.6. Deliverables will be reviewed and approved by the Work Order Project Manager.

Task 4 – Monthly Steering Committee Meetings

Contractor shall attend the Monthly Steering Committee meetings at least once a month. Contractor shall prepare a monthly status report summarizing project status against the current PCD. The monthly status report shall include the following content:

1. Executive summary
    a. Highlight key accomplishments and issues
2. Tasks completed and delayed
3. Upcoming tasks
4. Issues
5. Risks
6. Critical path highlights
7. Deliverable status

Contractor shall submit drafts of the monthly status report and handouts to the Work Order Project

Manager at least two (2) business days prior to each meeting. Contractor shall update the monthly status report and handouts as directed by the Work Order Project Manager.

Unless otherwise approved by the Work Order Project Manager, Monthly Steering Committee meetings will take place on-site, via teleconference, or via video conference. Work Order Project Manager may decide to cancel a particular week's meeting at his or her discretion. Contractor shall be prepared to provide progress briefings at these meetings.

Contractor shall take and maintain minutes of discussion points, decisions, action items and their rationale, and submit the minutes to the Work Order Project Manager within two (2) business days after each meeting. Contractor shall update the monthly meeting minutes as directed by the Work Order Project Manager.

Deliverable 4.1.x – Monthly Status Reports and Handouts

Note: 4.1.1 will be the first Monthly Status Report and Handouts

Deliverable 4.2.x – Attend Monthly Steering Committee Meetings

Note: 4.2.1 will be the first Attend Monthly Steering Committee Meetings

Deliverable 4.3.x – Monthly Meeting Minutes

Note: 4.3.1 will be the first Monthly Meeting Minutes

Task 4 - Deliverable Acceptance Criteria

Contractor shall carry out the activities described in Task 4 and Deliverable 4.1.x thru 4.3.x. Deliverables will be reviewed and approved by the Work Order Project Manager.

Task 5 –Business Context

Contractor shall begin a detailed business analysis of LACRIS and develop a Business Context Document (BCD). The BCD shall focus on factors impacting LACRIS from various business perspectives including:

1. External Factors and Industry Trends

    a. Political, economic, social, technological, legal, and environmental factors and industry trends that impact the business.

2. Organization Vision, Mission, and Mandate

3. Business Strategy

    a. Business goals

        i. Capacity to achieve

        ii. Projects planned/in-progress

4. Organization Design

    a. Reporting structure

    b. Structural efficiencies

5. LACRIS Network

    a. Physical locations of business operations

    b. Communication plan with supported agencies

6. Governance

    a. Processes, structure, people, and rules by which LACRIS makes decisions

Contractor shall work with LACRIS management and other project stakeholders (LACRIS Administrative Support staff, Latent Print Examiners, Ten Print Examiners, Latent Print Collectors and other Sworn Law Enforcement Officers technicians) and conduct reviews of past audits and assessments to develop and update the Business Context Document. Contractor shall visit, at minimum, two (2) physical locations determined by LACRIS, for each modality (Live-Scan, Facial Recognition, Mobile-ID, AFIS, Rapid DNA, and Voice Recognition) to interview project stakeholders and analyze/update the BCD.

Contractor shall draft meeting requests to schedule site visits and interviews with project stakeholders. The meeting request(s) shall be submitted to the Work Order Project Manager at least five (5) business days before the requested date. Work Order Project Manager will schedule the meeting(s) with the requested staff within five (5) business days of the requested date.

The meeting request(s) shall include the following content:

1. Location

2. Requested date of site visit and interviews

3. Estimated duration of the site visit and interviews

4. Project stakeholders requested

Contractor shall submit a completed draft of the BCD to the Work Order Project Manager. Contractor shall update the BCD as directed by the Work Order Project Manager.

Deliverable 5.1 – Conduct Site Visits and Interviews

Deliverable 5.2 – Business Context Document

Task 5 - Deliverable Acceptance Criteria

Contractor shall carry out the activities described in Task 5 and Deliverables 5.1 and 5.2. Deliverables will be reviewed and approved by the Work Order Project Manager.

Task 6 – Implications

Contractor shall document the Implications of each business goal identified in the BCD and develop the Implications Document. The Implications Document shall include each business goal with their corresponding implications including:

1. Business Goal

    a. People

        i. Possible effects to LACRIS from a roles and capacity perspective

            1. Technical skills/competencies

            2. Staff capacity

            3. Structural changes

    b. Processes

        i. Impacts to processes, their complexity, documentation, etc. that would occur as a result of the business goal

        1. Additions and/or modifications to:

           a. Managed processes

           b. Activities

           c. Inputs/outputs

        2. Connected and disconnected processes

c. Budget

    i. Cost analysis

d. Technology

    i. Changes to applications and infrastructure needed to facilitate the directions set out in the business goal

        1. Additions and/or modifications to:

           a. Applications & Infrastructure

           b. Platforms

           c. IT services

           d. Integrations

           e. Security protocols

e. Data

    i. Changes from a "Data" perspective needed to support the business goal

        1. New data entities

        2. Flow of data

        3. Information tracking

        4. Reporting requirements

f. Sourcing

    i. Sourcing changes and decisions needed to facilitate the business goal

        1. Sourcing of information technology-related components such as people, processes, technology, and data change

g. Locations

    i. Additional locations or changes to locations needed to enable the business goal

        1. Office

        2. Hardware

        3. Cloud

h. Timing

    i. Timing dependencies from the business goal that need to be factored in to prioritize projects

        1. Accomplishing the goals, building the capabilities, or implementing

the projects

    a. People

    b. Processes

    c. Technology

    d. Data

    e. Sourcing

    f. Locations

2. Business events (law changes, changes to the business cycle, policies, etc.) that affect LACRIS

Contractor shall work with LACRIS management to develop the Implications Document.

Contractor shall submit a completed draft of the Implications Document to the Work Order Project Manager. Contractor shall update the Implications Document as directed by the Work Order Project Manager.

Deliverable 6.1 – Implications Document

Task 6 - Deliverable Acceptance Criteria

Contractor shall carry out the activities described in Task 6. Deliverable 6.1 will be reviewed and approved by the Work Order Project Manager.

Task 7 – Current State

Contractor shall identify and document current state capabilities including but not limited to LACRIS' current operations and how the people, processes, technology, data, sourcing, and locations interact.

Contractor shall review all LACRIS planned and in-progress projects and determine how each initiative provides value to the agencies it serves.

Contractor shall review projects that do not support identified capabilities and recommend corrective actions to modify or eliminate the project(s).

Contractor shall review the current LACRIS budget (capital and operating) and establish a financial baseline.

Contractor shall identify the factors that impact LACRIS including:

1. Internal factors

    a. Strengths & Weaknesses

2. External Factors

    a. Opportunities & Threats

Based upon all gathered information, Contractor shall identify the current level of organizational maturity.

Contractor shall work with LACRIS management (LACRIS Lieutenant and LACRIS Sergeants) and develop the Current State Document that details the current capabilities, initiatives, budget, internal and external factors, and current level of organizational maturity.

Contractor shall submit a completed draft of the Current State Document to the Work Order Project Manager. Contractor shall update the Current State Document as directed by the Work Order Project Manager.

Deliverable 7.1 – Current State Document

Task 7 – Deliverable Acceptance Criteria

Contractor shall carry out the activities described in Task 8 and Deliverable 8.1. Deliverables will be reviewed and approved by the Work Order Project Manager.

Task 8 – Target State

Contractor shall work with LACRIS management to review the previous Target State.

Contractor shall work with LACRIS management to create a new Target State Document that details the Vision, Mission, Guiding Principles, Goals, Target-state Organization Maturity, and Target-state Capabilities as defined below:

1. Vision, Mission, and Guiding Principles
   a. High-level statements that depict what the LACRIS aspires to be, its purpose, and provides guidance on investment decisions
      i. Vision statement communicates a desired future state of LACRIS
      ii. Mission statement portrays LACRIS' "reason of being"
      iii. Guiding Principles are shared, long-lasting beliefs that guide LACRIS in constructing, transforming, and operating the unit by informing and restricting investment portfolio management, solution development, and procurement decisions
2. Goals
   a. High-level, directional statements about the objectives of LACRIS
      i. Goals should:
         1. Be high-level, specific objectives that LACRIS needs to achieve to reach the target state
         2. Begin a process of framing what LACRIS needs to be able to do in the target state
         3. Help identify the target-state capabilities and the initiatives that will need to be implemented to enable those capabilities

3. Target-state Organization Maturity
   a. Level of organizational sophistication in the target state
4. Target-state Capabilities
   a. LACRIS target state operations and how the people, processes, technology, data, sourcing, locations, and timing need to change to accommodate

Contractor shall submit a completed draft of the Target State Document to the Work Order Project Manager. Contractor shall update the Target State Document as directed by the Work Order Project Manager.

<u>Deliverable 8.1 –Target State Document</u>

<u>Task 8 - Deliverable Acceptance Criteria</u>

Contractor shall carry out the activities described in Task 7 and Deliverable 7.1. Deliverable will be reviewed and approved by the Work Order Project Manager.

Task 9 – Gap Analysis

Contractor shall identify and document in detail:

- Any divergence between the current state and the corresponding point in the 2018 strategic plan.
- All gaps between the new Target State and the previous Target State.
- All strengths and weaknesses in the execution of the Strategic Plan and make recommendations to address weaknesses.
- All differences between the resources and capabilities in the current and new target state. Capabilities may need to be changed, maintained, created, or retired from the current state.

Contractor shall review and determine the projects that are necessary to address any gaps. Projects shall change, maintain, create, and/or remove:

1. Processes
2. Data
3. People
4. Technology
5. Locations
6. Sourcing
7. Timing
8. Funding

Contractor shall map each project to LACRIS capabilities and goals. Contractor shall document the business benefits, risks, dependencies, costs, and timing of each project.

Contractor shall submit a completed draft of the Gap Analysis Document to the Work Order Project Manager. Contractor shall update the Current State Document as directed by the Work Order Project Manager.

<u>Deliverable 9.1 – Gap Analysis Document</u>

<u>Task 9 - Deliverable Acceptance Criteria</u>

Contractor shall carry out the activities described in Task 9 and Deliverable 9.1. The Deliverable will be reviewed and approved by the Work Order Project Manager.

Task 10 – Organizational Strategic Plan and Roadmap

Contractor shall create a roadmap for project execution to efficiently achieve the target state. Projects shall be prioritized based upon the following factors:

1. Strategic Alignment

2. Visibility

3. Value

4. Cost

5. Duration and Timing

6. Capacity to Execute

7. Risk

8. Complexity

9. Dependencies

10. Workload

Contractor shall develop the Organizational Strategic Plan Document. The Organizational Strategic Plan Document shall include the following content:

1. Roadmap

    a. Projects, timing, and capabilities to achieve revised target state

    b. Gantt Chart to visualize and communicate the roadmap

2. Budget

    a. Budget required for roadmap implementation including any identified budget gaps

    b. Implementation costs and sustainability costs (Capital Assets, Services and Supplies, Salaries and Employee Benefits, Project Lifecycles, Etc.).

3. Risks

    a. Risks during roadmap implementation

4. Alignment

    a. Defines how each project enhances a capability and supports business goals

5. Benefits

    a. Benefits of each project to the organization

6. Refresh Plan

    a. Formal process to revisit the Organizational Strategic Plan and ensure the roadmap is up to date

Contractor shall work with LACRIS management and develop the Organizational Strategic Plan.

Contractor shall submit a completed draft of the Organizational Strategic Plan Document to the Work Order Project Manager. Contractor shall update the Organizational Strategic Plan Document as directed by the Work Order Project Manager.

Deliverable 10.1 – Organizational Strategic Plan Document

<u>Task 10 - Deliverable Acceptance Criteria</u>

Contractor shall carry out the activities described in Task 10 and Deliverable 10.1. The Deliverable will be reviewed and approved by the Work Order Project Manager.

<u>Task 11 – Presentation</u>

Contractor shall lead the RAN Board presentation within twenty (20) business days after acceptance of Deliverable 10.1 or at the next meeting as determined by the Work Order Project Manager. Contractor shall prepare a PowerPoint Presentation detailing the Future State, Current State, Gap Analysis, Roadmap, and Organizational Strategic Plan.

Contractor shall submit a completed draft of the PowerPoint Presentation at least ten (10) business days prior to the RAN Board Presentation to the Work Order Project Manager. Contractor shall update the PowerPoint Presentation as directed by the Work Order Project Manager.

Contractor shall take and maintain minutes of discussion points, decisions, action items and their rationale and submit the minutes to the Work Order Project Manager within two (2) business days after the RAN Board Presentation. Contractor shall update the minutes as directed by the Work Order Project Manager.

<u>Deliverable 11.1 – PowerPoint Presentation</u>

<u>Deliverable 11.2 – RAN Board Presentation</u>

<u>Deliverable 11.3 – RAN Board Presentation Minutes</u>

<u>Task 11 - Deliverable Acceptance Criteria</u>

Contractor shall carry out the activities described in Task 11 and Deliverable 11.1 thru 11.3. Deliverables will be reviewed and approved by the Work Order Project Manager.

<u>Issue/Risk Management</u>

Contractor shall work with ESMA Work Order Project Manager to provide recommendations as appropriate on the management of active project issues and risks during the Work Order project tenure and to assign responsibilities for implementing the following remediation steps:

- <u>Identify</u>: Identify and document project issues (current problems) and risks (potential events that impact the project).

- <u>Analyze and Prioritize</u>: Assess the impact and determine the highest priority risks and issues that will be managed actively.

- <u>Plan and Schedule</u>: Determine how high-priority risks are to be managed and assign responsibility for risk management and issue resolution.

- <u>Track and Report</u>: Monitor and report the status of risks and issues and communicate issue resolutions. Reported issues and risks shall be remediated within 48 hours of being reported/identified.

- <u>Control</u>**:** Review the effectiveness of the risk and issue management actions. Active issues and risks will be monitored and reassessed on a weekly basis.

Work Order Provisions

- Ownership of Deliverables

  Deliverables for this Work Order are Joint Intellectual Property as defined in Paragraph 19.2 (Rights to Deliverables) of the ESMA Master Agreement.

- Statement of Work (SOW) Change Management

  During the performance of a WO project, either party may request, in writing, additions, deletions, or modifications to the services described in this Statement of Work. Change requests and subsequent WO Amendments are subject to Paragraph 15.0 of the ESMA Master Agreement.

- Warranty Period

  The warranty period for this Work Order shall be 60 Days, as provided for in Paragraph 9.1.1 of the ESMA Master Agreement.

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ATTACHMENT 2 (PAYMENT SCHEDULE)

Deliverable Number	Deliverable Description	Maximum Invoice Amount
1	Deliverable 1.1 – Project Kickoff Presentation Agenda Deliverable 1.2 – Project Kickoff Presentation	$10,000.00
2	Deliverable 2.1 – Approved PCD	$15,000.00
3	Deliverable 3.1 – Approved ITL Template Deliverable 3.2.x – Weekly Status Meeting Agendas and Handouts Deliverable 3.3.x – Attend Weekly Status Meetings Deliverable 3.4 – Updated PCD Deliverable 3.5 – Updated ITL Deliverable 3.6.x – Weekly Status Meeting Minutes	$15,000.00
4	Deliverable 4.1.x – Monthly Status Reports and Handouts Deliverable 4.2.x – Attend Monthly Steering Committee Meetings Deliverable 4.3.x – Monthly Meeting Minutes	$15,000.00
5	Deliverable 5.1 – Conduct Site Visits and Interviews Deliverable 5.2 – Business Context Document	$30,000.00
6	Deliverable 6.1 – Implications Document	$30,000.00

Deliverable Number	Deliverable Description	Maximum Invoice Amount
7	Deliverable 7.1 –Current State Document	$30,000.00
8	Deliverable 8.1 – Target State Document	$35,000.00
9	Deliverable 9.1 – Gap Analysis Document	$45,000.00
10	Deliverable 10.1 – Organizational Strategic Plan Document	$45,000.00
11	Deliverable 11.1 – PowerPoint Presentation Deliverable 11.2 – RAN Board Presentation Deliverable 11.3 – RAN Board Presentation Minutes	$25,000.00
	Total Maximum Payment Amount: (Sum of all Deliverables 1.1 – 11.3)	**$295,000.00**

END OF STATEMENT OF WORK /WORK ORDER SOLICITATION