



# LOS ANGELES COUNTY



# Citizens Guide to Public Buildings

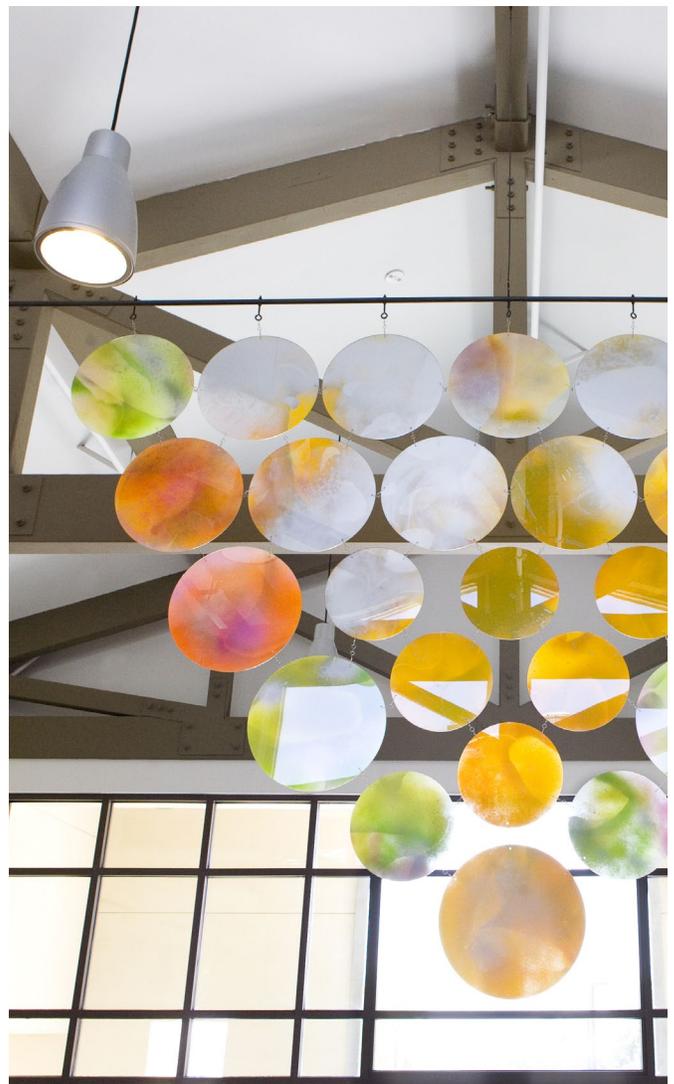
# Introduction

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The County of Los Angeles covers more than 4,000 square miles and has the largest population of any county in the United States, with over 10.4 million residents. Providing a wide range of public services, the County operates and maintains approximately 4,000 facilities. This asset portfolio is more extensive (quantity, value) and more diverse (building types and facilities owned and operated) than most agencies. Because real property represents a significant portion of the County’s wealth and potential liabilities, a strategic approach is followed to best utilize the estimated 45 million square feet of owned facility space that the County controls.

*Olive View Medical Center - Mental Health Urgent Care  
Civic Artwork by Amy Trachtenberg & Jeff Miller*



*On the cover (clockwise from upper left):  
- Martin Luther King, Jr. Outpatient Center  
- Hall of Justice (Sheriff Headquarters)  
- High Desert Regional Health Center  
- Dockweiler Youth Center  
- Zev Yaroslavsky Family Services Center*

The County's capital projects and facilities are essential in providing services that impact residents and businesses. These services include firefighting, law enforcement, health services, recreation, municipal services, social services, and much more. The County's ability to build and properly maintain its infrastructure is vital to achieving and sustaining public safety, economic development, culturally rich communities, and responsible stewardship of the environment.

Capital projects may include new construction or renovation of various facilities and acquisition of land. Many County agencies participate in the Capital Projects Program. The Chief Executive Office (CEO) provides strategic direction and recommendations for approval by the County Board of Supervisors (Board). Either the Department of Public Works (DPW) or the Internal Services Department (ISD) is responsible for managing projects, in consultation with the department(s) that will occupy a new building.

This guide introduces you to the many aspects involved in delivering a capital project and the roles that County departments play in constructing and maintaining high-quality facilities for public use.

## Capital Projects vs. Maintenance

The main difference between capital projects and routine maintenance is the typical cost of an improvement and its expected lifespan.

Capital projects generally cost more than \$100,000; involve new construction or expansion, renovation, or replacement of existing facilities; refurbishment of existing space to enhance functionality; or the purchase of land. These projects are funded through the annual Capital Projects Budget. Routine maintenance projects are typically funded through annual departmental Operating Budgets, since they are anticipated expenses associated with maintaining facilities and infrastructure - such as painting or carpet replacement. Further discussion about the Capital Projects and Operating Budgets is provided on page 10 of this guide.

## Asset Management

Asset Management is commonly defined as the practice of managing infrastructure capital assets to minimize the total cost of owning and operating them, while delivering the service level customers desire. Asset Management expands the traditional focus from initial acquisition (leasing, construction or purchase) and maintenance to a more comprehensive view, which can include iterations of refurbishment and reinvestment to extend the useful life, as well as planning for major rehabilitation or replacement.

Asset Management considers the entire life-cycle process of managing assets — from planning, acquisition, maintenance and operation, to preparing for replacement or disposal. Building on better sets of data and implementing strengthened processes (multi-year planning, project evaluation criteria, cross department project review committee, facility maintenance standards, and more), strategic asset management supports efforts to carefully weigh alternatives to extend the service of assets. This will guide operations and maintenance investments, as well as capital investment decisions.

## What Does the County Own?

- Animal Shelters
- Beach Facilities
- Community Centers
- Fire Stations
- General Aviation Airports
- Golf Courses
- Hospitals & Health Centers
- Jails
- Juvenile Halls
- Libraries
- Marina del Rey
- Museum of Art, Natural History Museum
- Music Center Performing Arts Complex, Hollywood Bowl, John Anson Ford Theatres
- Office Buildings
- Parks, Including Gymnasiums & Pools
- Senior Centers
- Sheriff Stations

# Evolution of a Capital Project

The County continually plans and constructs capital projects for the benefit of its constituents. Projects are diverse, so some may require several years of effort while others are completed in only a few months. While departments approach assessing project needs differently, there are common facility “drivers” across service areas, including safety, operational efficiency, service levels, convenience, aesthetic quality, and functionality.

The County’s capital expenditures go toward meeting urgent needs, capital renewal, and service demands. As direct providers of public services, County departments lead the effort to identify needs and potential projects. The CEO and departments will also initiate review of possible funding sources as part of this effort. Overall, capital projects progress through six standard phases of development, which are shown in Figure 1 and further described below.

Natural History Museum - Entryway Bridge

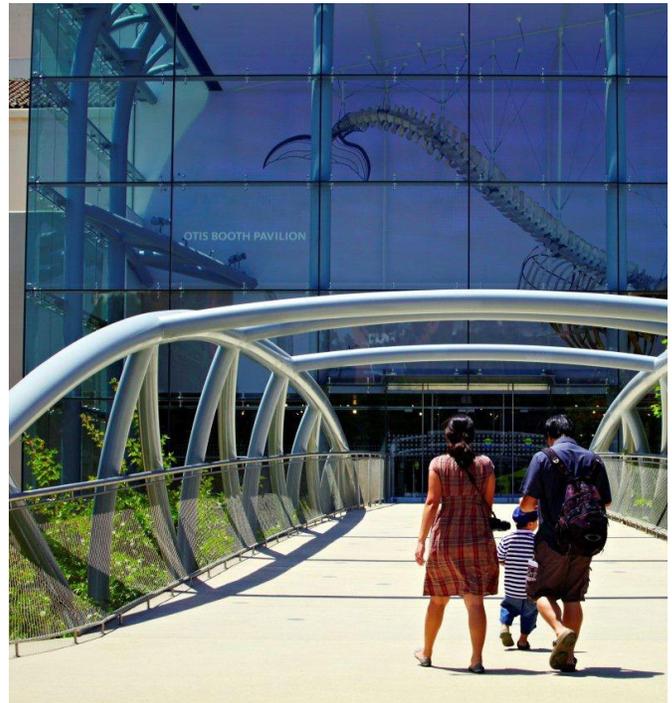
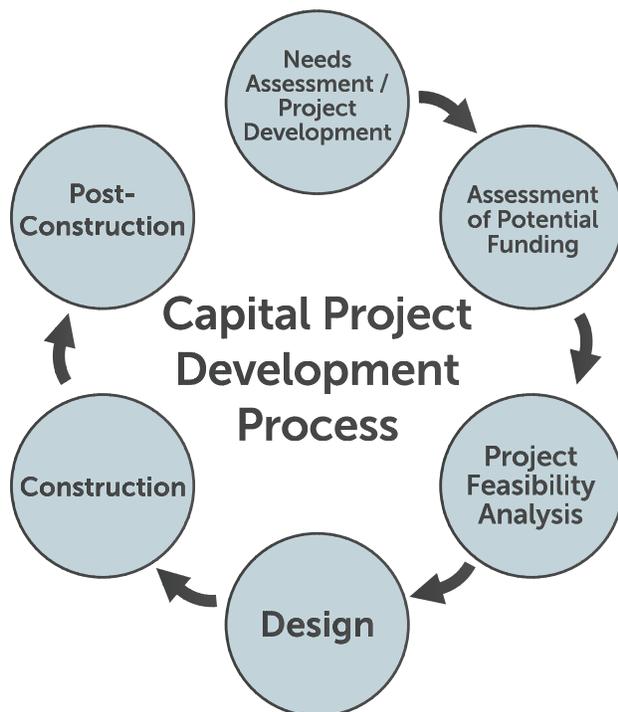


Figure 1



## Needs Assessment/Project Development

The initial phase of the project development process is Needs Assessment/Project Development, where tenant departments:

- Identify and justify the need for a project, typically due to an anticipated increase in staffing, operational, or programmatic requirements not accommodated by the existing facility.
- Identify functional and/or physical inadequacies of an existing facility, including the Americans with Disabilities Act (ADA) compliance issues.
- Identify and assess the viability of potential funding sources.
- Determine how the project may fit into the County’s overall strategic plan, and describe why implementing the project is a priority for the tenant department.

## Assessment of Potential Funding

The CEO reviews departments’ proposed funding sources and develops a preliminary assessment of the accessibility, term, and reliability of the proposed revenue sources.

## Project Feasibility Analysis

A detailed assessment of the technical, operational, and financial requirements is conducted during this phase. The assessment includes a review of preliminary program requirements, project cost estimates, and proposed development site, as well as proposed funding sources, revenue streams, and an analysis of departmental operating budget impacts.

DPW or ISD also develops the architectural program, implementation of the site acquisition process, and efforts to formally finalize project funding.

**Architectural Program:** The Architectural Program provides a formal translation of the project's operational and functional requirements into locational requirements, space configurations, building specific systems, and required quality levels.

**Site Acquisition:** If new property is required, the CEO evaluates potential sites and facilitates acquisition of land, easements, and rights-of-way. This process may include topographical and title surveys, appraisals, site assessments, permitting, and legal analysis.

## Design

This phase involves preparing design documents to offer a project for bid by contractors, according to a prescribed budget and schedule, and in accordance with an approved architectural program.

The design phase has several stages, progressing from conceptual and schematic design to design development, and concluding with working drawings and obtaining the appropriate building permits.

## Environmental Review

Compliance with the California Environmental Quality Act (CEQA) is a critical component of a project. Environmental documentation will be prepared relative to a project's impact on the surrounding vicinity and environment. The environmental review happens concurrently with the design phase. More information on CEQA is available at [www.resources.ca.gov/ceqa/more/faq.html](http://www.resources.ca.gov/ceqa/more/faq.html).

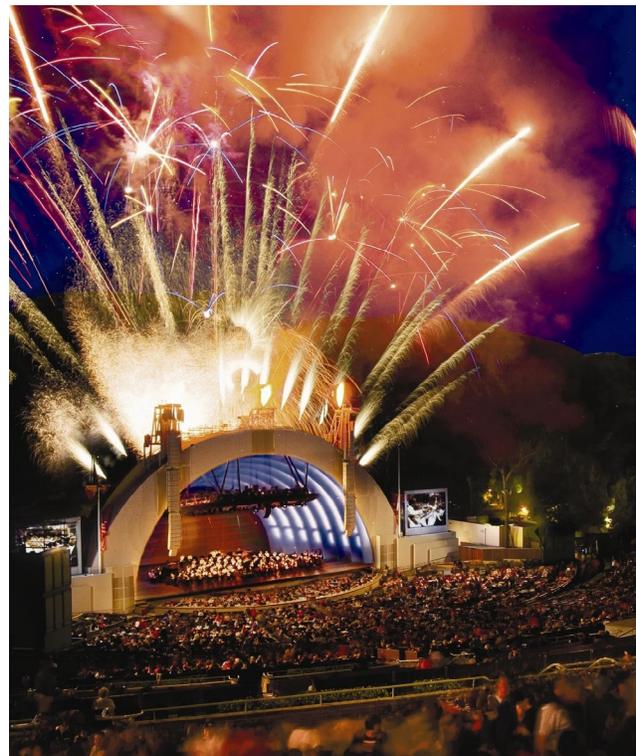
## Construction

This phase includes all construction-related tasks, including developing project construction contracts, advertising for construction bids, legal and technical documentation, permitting, testing, inspection, and utility coordination. The Board adopts approved construction documents and authorizes advertisement for bids. Following review of bids, the Board approves a formal contract award to a construction company. DPW or ISD provide oversight of contractors retained to complete County projects.

## Post-Construction

Post-Construction includes beneficial occupancy, which is when the department takes possession of the facility following substantial completion of the project. During this phase, a certificate of occupancy is granted once the project is complete.

*Hollywood Bowl*



# Annual Capital Projects Program Budget

The County's fiscal year is from July 1st of one year through June 30th of the following year. The Board approves the Capital Projects Program Budget (CP Budget) for the following fiscal year in the spring of each year as part of the Recommended Budget. The CP Budget funds major improvements to, and expansion of, County facilities and infrastructure. While the Operating Budget primarily funds each department's ongoing activities, such as staffing and services and supply expenses, the CP Budget primarily funds the cost of acquiring or constructing building assets. The CP Budget may provide funding to continue existing projects or to begin new projects.

## Capital Projects Funding Sources

The CEO and departments analyze proposed revenue sources and determine if there is adequate funding for proposed projects, as well as ongoing operational costs attributable to a project. Original project cost estimates are revised during the design phase, when the project scope is being refined and more detailed information is known on specific architectural and construction requirements and environmental restrictions.

For large-scale projects, the CEO may determine that long-term debt financing is required. The project can be funded by the general fund, funds from other special districts or special revenue funds, grants, bonds, or other sources approved by the Board. Additional information can be found at [www.ceo.lacounty.gov/budget.htm](http://www.ceo.lacounty.gov/budget.htm)

## Project Implementation

Project implementation includes management and oversight from project feasibility analysis through post-construction. Project management is primarily handled by either DPW or ISD. DPW is currently managing the majority of the ongoing and new projects. The remaining projects generally have specialized needs and are managed by the tenant departments, such as the Sheriff's Department, Parks and Recreation, or Health Services.

Project implementation phases generally depend on the contracting method being used:

**Design-Build** is an all-inclusive design and construction contract awarded to a single entity. The County may use this option for projects with budgets that are greater than \$1 million.

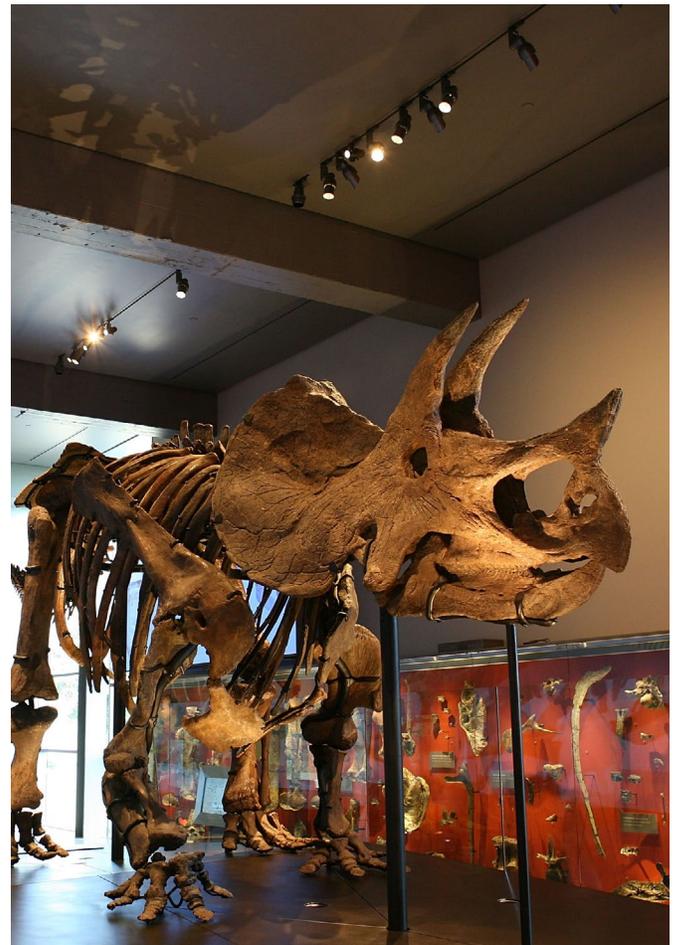
**Design-Bid-Build** is a traditional method that entails designing a County project in house or by a consultant, then going through the bid and award process for retaining a construction contractor.

**Job Order Contracting (JOC)** is a flexible, cost-effective unit price contracting method used by DPW and ISD to complete maintenance, repair, and refurbishment of County infrastructure and building facilities.

Additional information can be found at:

<http://dpw.lacounty.gov/landing/publicbuildings.cfm>

Natural History Museum



## Key Budget Terms

- **ALLOCATION:** The amount of funds designated by the County to be spent per reporting category, including:
  - Salaries & Employee Benefits** - salary and benefits expenses
  - Services & Supplies** - goods and services
  - Other Charges** - adjustments, capital lease payments, payments to other agencies, judgments and settlements, and other charges not directly associated with running an operation
  - Capital Assets** – acquisition of buildings and improvements, equipment, infrastructure, and land
- **APPROPRIATION:** Legal authorization to expend and incur obligations for specific purposes. The Board may
  - approve multiple funding authorizations throughout a project’s duration.
- **CAPITAL PROJECT:** New structures, or additions of square footage to existing structures, costing in excess of \$100,000; or the acquisition of land regardless of cost
- **ENCUMBRANCE:** Resources committed for future expenditures, such as purchase orders and contracts for goods or services
- **EXPENDITURE:** Spending or disbursement of financial resources
- **FUND BALANCE:** Funds allocated less expenditures and encumbrances
- **OBLIGATION:** The sum of funds expended and encumbered

*Dockweiler Beach Youth Center*

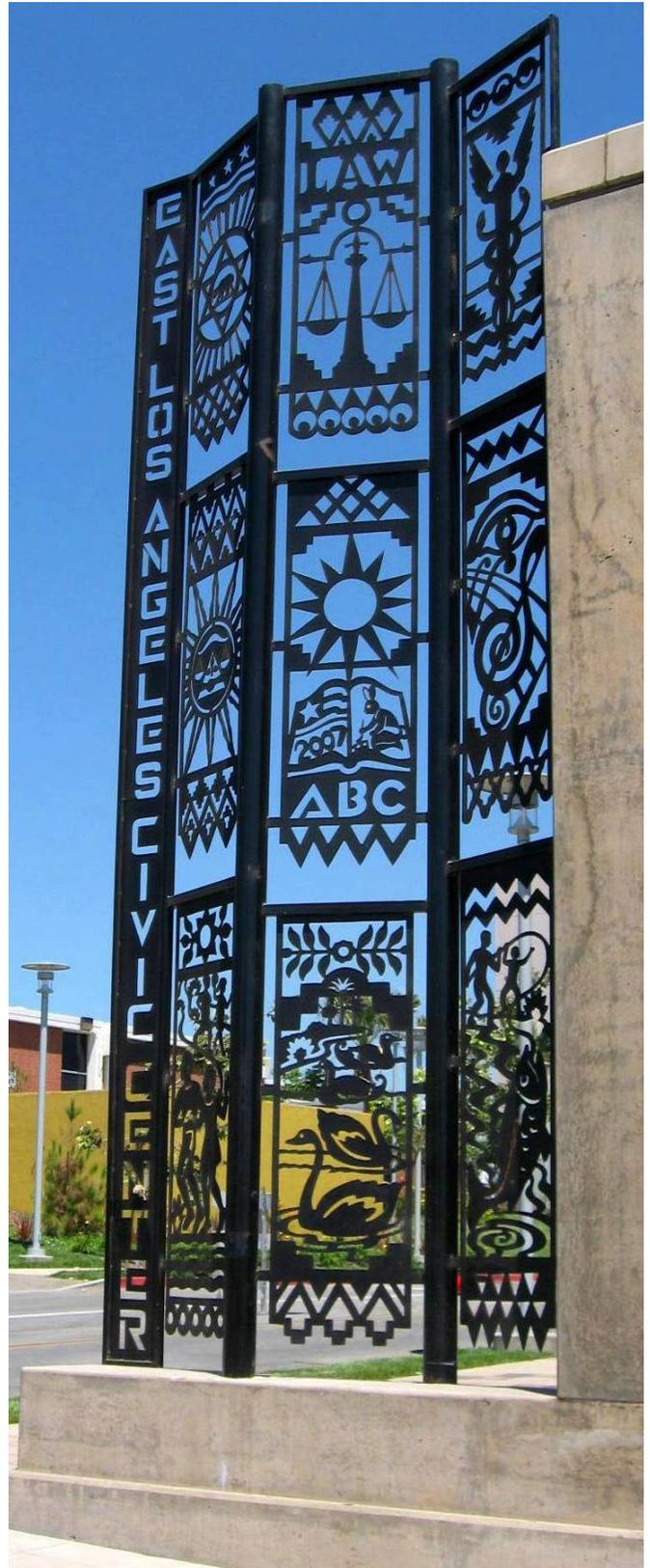


# Actions Requiring Approval by the Board of Supervisors

Several key milestones require Board approval. As appropriate, several actions may be combined to facilitate timely completion of complementary actions, expedite overall progress, and maximize efficiency. The Board makes the following project-related discretionary actions:

- APPROVAL of CEQA environmental compliance documents
- ADOPT a project budget or a mid-year budget adjustment
- ADOPT plans, ADVERTISE for bids, and delegate authority to AWARD construction contract (AAA)
- AWARD Architectural/Engineering and consultant agreements
- AWARD of a Design-Build or Design-Bid-Build contract
- APPROVAL to amend a project’s Statement of Work (scope)
- APPROVAL to extend a project schedule or increase funding

Civic Artwork by Michael Amescua



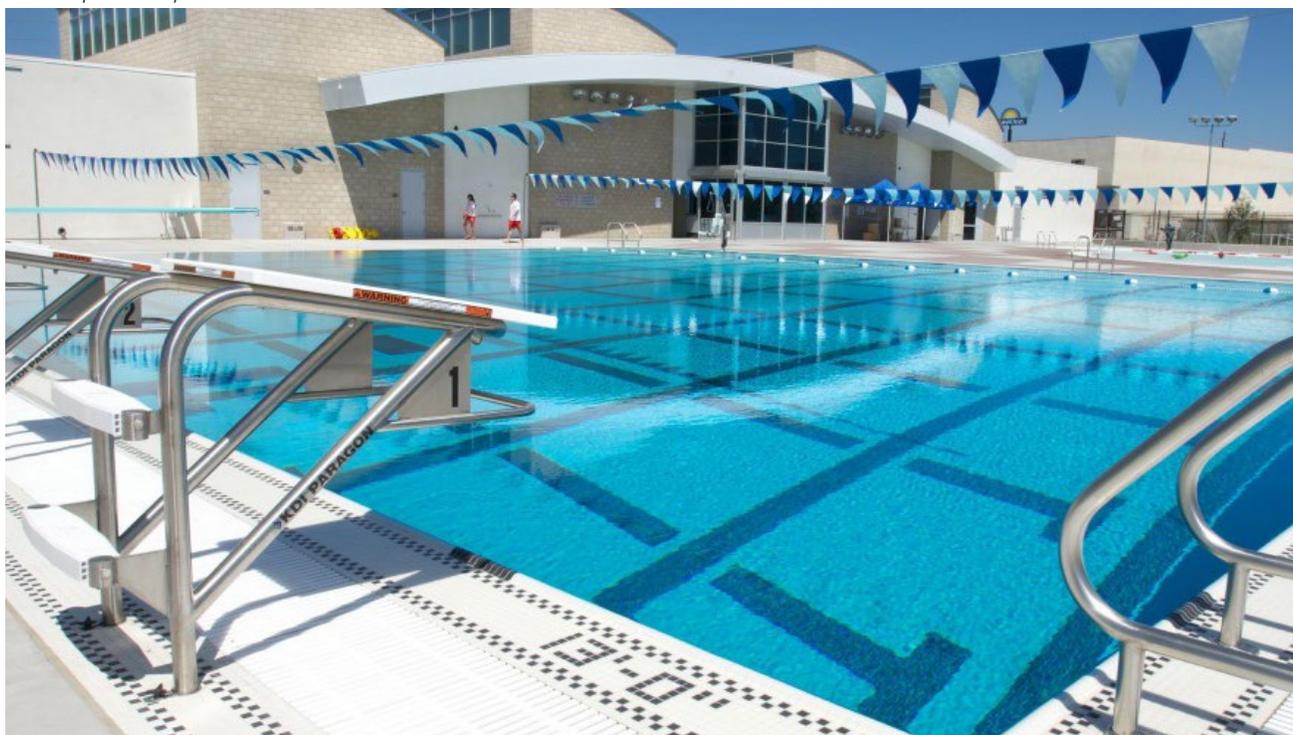
Lake LA Sorensen Park Splash Pad



## Department Roles in the County’s Capital Projects Program

DEPARTMENT	ROLE
Board of Supervisors	Establishes policy and provides guidance in the form of adopted Board letters and plans; approves annual capital and deferred maintenance budgets.
Chief Executive Office, Asset Management Branch (CEO-AMB)	CEO branch tasked with developing and overseeing the County’s Capital Projects and Deferred Maintenance Programs, including financial planning and management, master planning, and real property asset transactions, including leases.
Tenant Departments	Departments that will occupy a new or improved County asset; evaluate and identify capital needs that support service delivery; help prioritize projects based on analysis of operations and criteria for investment.
Department of Public Works (DPW)	Primary capital project delivery agency; provides project management services for majority of County capital projects with guidance from CEO-AMB.
Internal Services Department (ISD)	Capital project delivery and maintenance oversight; provides project management services for capital and deferred maintenance projects with guidance from CEO-AMB.
Treasurer and Tax Collector (TTC)	Issues short-term notes (primarily Tax-Exempt Commercial Paper - TECP) and long-term bonds that fund capital projects if debt financing is required; evaluates financing proposals and provides input to CEO-AMB.

Castaic Sports Complex



# Facilities Maintenance

## Routine Maintenance

Properly maintained facilities reflect the pride of an institution. As a regional leader, the County strives to address basic facility needs in a fiscally responsible and energy efficient manner, and to continue operating aesthetically-pleasing and functional facilities that support service delivery and administrative functions.

Facilities maintenance encompasses ongoing efforts to fix what is broken and maintain functionality and operational reliability. Typically, facilities maintenance activities are grouped into three main areas of responsibility as follows:

- Grounds Maintenance
- Buildings Maintenance
- Equipment and Systems Maintenance

Appropriate and timely completion of routine maintenance contributes positively to the quality of service experienced by constituents, as well as delivery of services and administrative support by County staff. Failure to complete proper maintenance for an extended period of time may lead to equipment or facility disrepair and/or deterioration, and may contribute to increased costs to resolve even greater problems in the future.

## Deferred Maintenance

Deferred maintenance refers to the postponement of building and equipment upkeep from the County's operating budget cycle, typically due to insufficient or redirected funds. Funding scarcity for routine maintenance can cause facility neglect, allowing minor repair work to evolve into more serious conditions. This problem is compounded during austere financial times, when routine maintenance may be deferred in order to meet other fiscal requirements. Failure to take care of major repairs and/or restore building components that have reached the end of their useful lives results in a backlog of requirements. Cumulatively, across the County's portfolio of buildings, these deferred maintenance needs amount to an enormous financial burden that is difficult to fund.

By prioritizing projects to facilitate funding decisions and ensure scheduled completion, the County's Deferred Maintenance Program systematically addresses many of these needs, including improved electrical service, ventilation, and building interior and exterior finishes. Prioritizing deferred maintenance work is a critical step in making informed decisions about where to focus efforts and budget appropriations to increase facility dependability and sustainability.

*Martin Luther King, Jr. Outpatient Center*

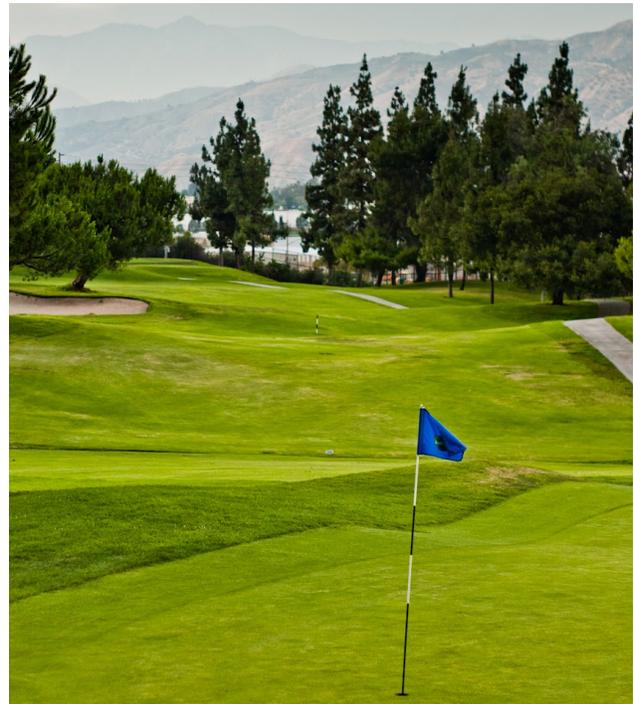


Since many deferred maintenance needs cannot be immediately addressed and must be part of a multi-year plan, the CEO works with ISD to plan, coordinate, and complete projects in an ongoing effort to reduce the backlog and ensure facilities and systems functionality for years to come. The FY 2016-17 Final Adopted Budget earmarked \$234.2 million for high-priority repairs, maintenance and accessibility modification needs at County facilities.

### Extraordinary Maintenance

Extraordinary maintenance addresses repair or replacement projects of an emergency nature, for which funding may or may not have been previously requested. This may involve immediate repair or replacement of large equipment or building systems that have failed. Funding is included in the “Emergent Needs” allocation in the County’s Extraordinary Maintenance Budget.

Mountain Meadows Golf Course



Castaic Lake



# County Public Building Projects

## Supervisorial District 1

### Hall of Justice, 2015

This \$231.8 million project involved major renovation of an existing 14-story structure.



### LAC+USC Medical Center, 2008

Completed at a cost of \$899.7 million, this 1.5 million square foot hospital complex included a 600-bed inpatient tower, clinic tower, diagnostic and treatment center, and central plant.



### East Los Angeles County Hall, 2007

Serving as a local “City Hall” complex, this \$3.1 million building (part of \$30.4 million East Los Angeles Civic Center campus), enables local residents to easily access County services at the 14,800 square foot, multi-department facility.



## Supervisorial District 2

### Natural History Museum, 2015

This 140,000 square foot renovation and seismic retrofit project, for a building originally built in 1913, was completed at a cost of \$135 million using County and NHM Foundation funds.



### Martin Luther King, Jr. Medical Center, 2013

Medical Center projects totaling \$488 million included a new inpatient hospital and new outpatient center; other projects are ongoing.



## Supervisorial District 3

### Zev Yaroslavsky San Fernando Valley Family Services & Support Center, 2015

This new 200,000 square foot office facility, completed at a cost of \$146 million, houses a variety of family support services.



### Hollywood Bowl Shell Replacement, 2004

This \$25 million project included replacement of the band shell originally built in 1929, and other renovations and facility improvements.



## Supervisorial District 4

### Rancho Los Amigos National Rehabilitation Center, projected completion 2020

This \$418.4 million project includes 265,600 square feet of newly constructed inpatient and outpatient care facilities and a new parking structure.



### Manhattan Beach Library, 2015

New construction of a 21,500 square foot library, this project was completed at a cost of \$23.3 million.



## Supervisorial District 5

### Vasquez Rocks Natural Area Park Interpretive Center, 2013

Completed for \$7.7 million, this 2,700 square foot Interpretive Center is located in a 932 acre nature park.



### Palmdale Animal Care, 2015

Completed for \$20.1 million, this new 25,000 square foot facility includes a spay/neuter clinic and separate adoption areas for dogs, cats, and other animals.



### High Desert Regional Health Center, 2013

This 142,000 square foot healthcare center provides outpatient primary care, urgent care, and specialty services.



### Capital Projects Program Budget

The total project cost estimate (TPCE) identifies all costs associated with completing a project, including (as applicable) land acquisition, design, County services, jurisdictional reviews and permits, consultant services, construction expenses, equipment purchases, and miscellaneous expenses.

The annual project budget appropriates what the County may spend on a particular project within a given fiscal year. Full TPCE funding is required for the County to contract for professional services, even though some funds may not be expended until subsequent fiscal years.

Funding sources for specific projects vary based on the eligibility of the department(s) that will occupy the prospective facility. The CEO works with tenant departments to optimize the financial plan recommended to the Board.

Natural History Museum



### What is the CP Budget?

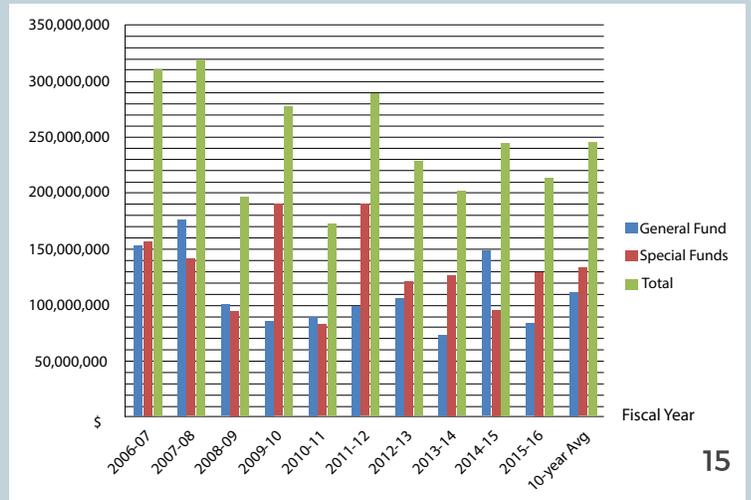
The County’s annual CP Budget funds major improvements to various County facilities and infrastructure. It is supported through multiple funding sources, including bonds (debt paid for by user fees and taxes), user fees, grants, and cash, as well as other minor sources.

The Operating Budget funds staffing costs and annual facility operating expenses. It is funded primarily through local property and sales taxes; revenue transfers between departments; licenses such as building and development fees; charges for services; fines and other smaller revenue sources such as interest or investments.

### Capital Projects Program Expenditures

As shown in Table 1, Capital Projects Program expenditures vary from year to year based on County needs. On average, the County has spent approximately \$246.6 million annually on capital projects. Approximately \$112.7 million per year has been from the General Fund and approximately \$133.9 million has been from Capital Project Special Funds.

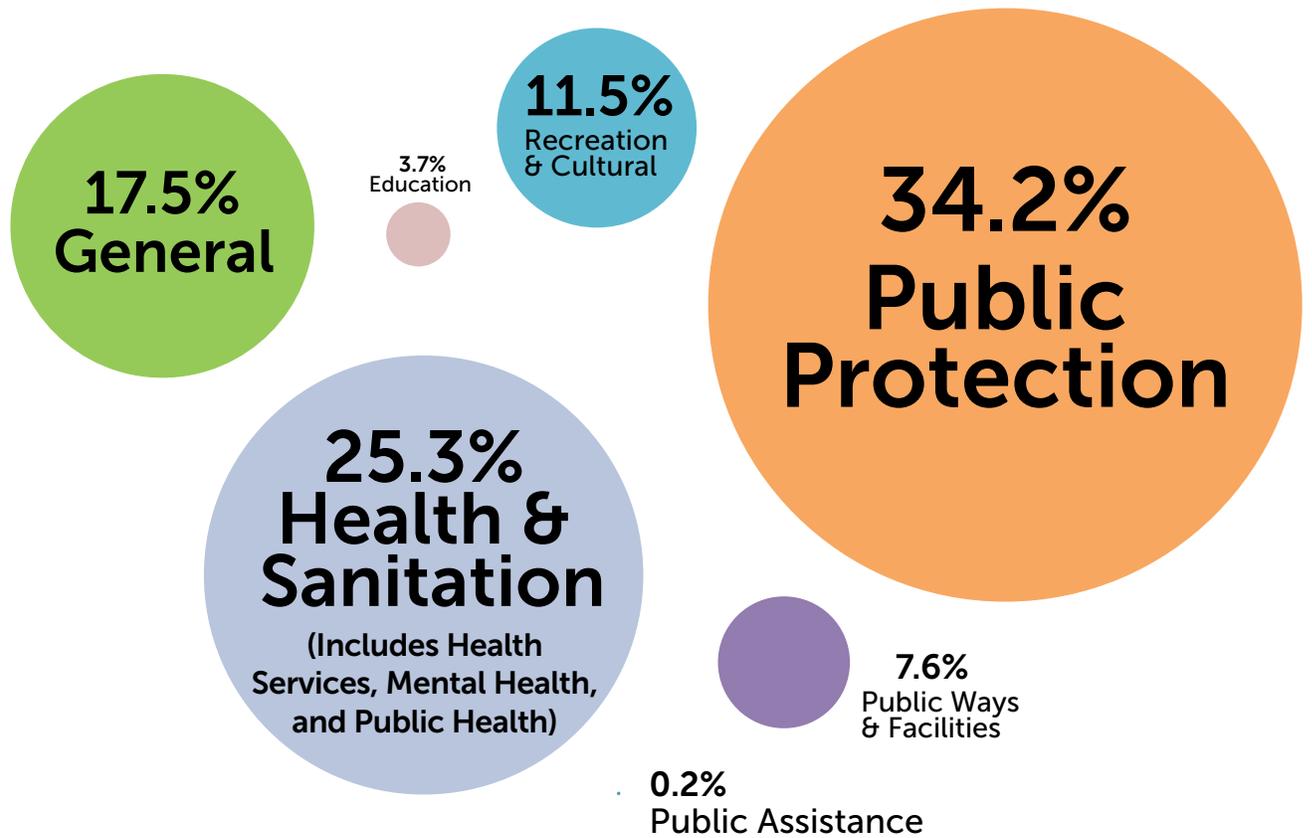
Table 1 Capital Program Annual Expenditures



# Capital Programs Budget by Use

Figure 2

Figure 2 reflects the Capital Programs Budget Appropriations for FY 2015-16 by major use type.



Liberty Community Plaza



## Related Programs

The County has several programs related to capital projects. The size and cost of a capital project determines which programs may be applicable to the project.

### **Civic Art Program** [www.lacountyarts.org](http://www.lacountyarts.org)

The County's Civic Art Program makes art more accessible to the public. The Civic Art Policy, originally adopted by the Board in 2004, allocates one percent of design and construction costs to fund Civic Art (maximum of \$1 million per project). Managed by the Los Angeles County Arts Commission, the Civic Art Program provides leadership in developing high quality civic spaces by 1) integrating artists into planning and design and 2) encouraging innovative approaches to civic art and providing access to high-caliber artistic experiences.

Working with prominent and emerging artists, County departments, and communities, the Civic Art Program creates temporary and permanent artwork, design services, public engagement activities, exhibitions, and event-based programming for new and renovated facilities throughout the County. The program has commissioned work at fire stations, libraries, parks, pools, jails, community centers, and medical facilities. Projects less than \$500,000 are exempt from the Civic Art Policy.

### **Countywide Energy & Environmental Policy – Sustainable Design Program**

The Sustainable Design Program was established in 2007 as a component of the County's Energy and Environmental Policy. The program optimizes facility performance and extends the useful life of buildings by integrating sustainable, "green" technologies into building design. The program also supports the County's goal of reducing energy and resource consumption.

Among its requirements, the Sustainable Design Program mandates that all new County buildings of at least 10,000 square feet achieve, at a minimum, Silver-level certification by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED). To date, the County has completed 31 buildings that meet the LEED Silver or Gold standard, and two buildings that have achieved LEED Platinum certification.

### **Local/Targeted Worker and Small Business Programs**

As part of its commitment to job creation and economic development, the County established Local and Targeted Worker Hiring Programs and Small Business Enterprise Programs to increase local participation in the construction of capital projects as a strategic effort to retain and create jobs in its most economically challenged communities.

#### **Local and Targeted Worker Hiring Programs (LTWHP)**

The County has implemented a variety of local worker hiring programs, including the Local Worker Hire Program for Veterans of the U.S. military, Local Worker Job Order Contract Program, and the Local and Targeted Worker Hire Program. Some projects are subject to "good-faith" or "best-efforts" while other projects have mandatory local worker hiring standards and percentages requirements. More recently, the County Board of Supervisors has initiated to adopt a Countywide Local and Targeted Worker Hire (LTWH) policy that links all three initiatives to promote the hiring of local workers as well as targeted workers facing barriers to employment such as criminal record, education level, homelessness, veteran, etc. The LTWH policy requires contractors to hire a percentage of qualified workers within Tier 1 zip codes, who reside within a 5-mile radius of a project or Tier 2 zip codes that are within a County zip code; and where the average percentage of households living below 200 percent of the Federal Poverty Level is greater than the County average for such households.

The LTWH policy became effective November 1, 2016, and supersedes all previous local worker hiring policies approved by the Board for Job Order Contracts and for Veterans.

#### **Small Business Enterprise Programs**

The County's Small Business Enterprise Programs include the Local Small Business Enterprise (LSBE) Preference Program; Disabled Veteran Business Enterprise (DVBE) Program; and Social Enterprise (SE) Program.

The Department of Consumer and Business Affairs (DCBA) certifies LSBEs, DVBEs, and SEs. LSBEs are businesses that are already certified as a small business with the State of California's Department of General Services; whose principal place of business is in Los Angeles County for at least the previous 12 months; independently owned and operated; and meets the County's eligibility requirements for a small business with 100 or fewer employees.

Certified businesses receive a 15 percent price preference when bidding on applicable County solicitations and contracts. Additionally, DCBA provides counseling services, workshops, and training to small businesses on selling goods and services as well as certifying businesses with the County, State, and federal governments.

# Frequently Asked Questions

## Can the County use more funds from the General Fund for Capital Projects?

The General Fund is primarily used for the County’s operating budget. The General Fund is typically used for the most urgent capital projects that do not have any other available funding sources.

## Why does the County build and not lease facilities?

The County may choose to purchase land and construct a facility or purchase an existing building based on a cost–benefit analysis demonstrating that constructing a facility is beneficial to the County’s long-term asset management objectives and departmental service requirements when compared to leasing.

The County does lease many facilities, with approximately 800 active leases comprising approximately 15 million square feet. Leasing a facility may be preferable when State or federal regulations provide funding to a department to deliver a particular service, including related leased facilities, in support of carrying out a mandated program. Departments that may claim State and federal revenue for a portion of an entire lease include social service and health service departments, such as Public Social Services, Children and Family Services, and Mental Health. Additional information on leasing can be found in the CEO Real Estate Division’s Leasing Manual.

## What determines if a project is capital in nature?

Capital projects typically include construction projects that provide tangible, long-term improvements or additions of a fixed or permanent nature; have market value; and can be depreciated – such as a new or expanded library or a new wing of a hospital. By contrast, maintenance projects for ongoing upkeep and repairs, such as patching a roof, planting trees, painting a building, or replacing carpeting, are not capital expenses.

## How many projects are funded and what is the cumulative budget of those projects?

The FY 2015-16 Capital Projects Program Recommended Budget included 304 active projects totaling \$993 million.

## How will I know if a specific project is funded?

Projects that are proposed to be funded for the next fiscal year will be released in the County’s Recommended Budget in April of each year, per County requirements.

## What happens to projects not included in the Capital Projects Budget?

The CEO and tenant departments track unfunded needs, and any feasible project not selected for implementation in a given year may remain in long-term planning documents for future consideration.

## When is a capital project removed from the CP Budget in the County’s accounting system known as eCAPS?

A project comes off of the CP Budget when it is completed, or through an action by the Board to hold or discontinue it. A capital project may also transition out of the CP Budget in eCAPS when it becomes bond-financed and is tracked through a separate process.

Bob Hope Patriotic Hall

Civic Artwork by Kent Twitchell



# Glossary of Terms

**ADA (Americans with Disabilities Act)** – ADA standards for accessible design set minimum requirements, both scoping and technical, for newly designed and constructed or altered State and local government facilities, public accommodations, and commercial facilities to be readily accessible to and usable by individuals with disabilities.

**Asset Management** – The practice of managing infrastructure capital assets to minimize the total cost of owning and operating them, while delivering the service level customers desire. Asset Management expands the traditional focus from initial acquisition (leasing, construction or purchase) and maintenance to a more comprehensive view, which can include iterations of refurbishment and reinvestment to extend the useful life as well as planning for major rehabilitation or replacement.

**Board** – The Board of Supervisors of the County of Los Angeles

**Bonds (Taxable and non-Taxable)** – A financing tool representing a legal obligation to pay a specific sum (face value or principal amount) in the future (maturity date), plus interest. In California, municipal government bonds are used primarily to finance capital improvements. Long-term bonds are issued by the County to fund projects and/or to pay down Tax-Exempt Commercial Paper previously issued in relation to projects. Certain expenditures, such as Services and Supplies, are not eligible for funding via tax exempt bonds.

**CEO** – Chief Executive Office, County of Los Angeles

**CEQA – California Environmental Quality Act** – A statute that requires State and local agencies to identify the significant environmental impacts of their actions (or projects) and to avoid or mitigate those impacts, if feasible. For more information, visit [www.resources.ca.gov/ceqa/more/faq.html](http://www.resources.ca.gov/ceqa/more/faq.html)

**Capital Project** – New structures, or additions of square footage to existing structures, costing in excess of \$100,000; or the acquisition of land regardless of cost.

**Capital Project Program Budget (CP Budget)** – A financial plan for capital projects and authorized expenditures for a given fiscal year.

**Construction Documents** – The final drawings, construction details, specifications, project manuals, clarification documents, revisions and other engineering data necessary to define the building systems, materials, and methods for construction purposes.

**County** – The County of Los Angeles

**Department** – A County department or other agency that is considered an occupant, user, or proprietor of the facility.

**Design-Bid-Build** – Until January 2006, under State Public Contract Code, the County was limited to performing capital projects by use of the design-bid-build method, which involves retention of an architectural/engineering specialist to prepare design plans and specifications. The County then adopts the plans and advertises the project. A construction contract is then awarded to the contractor submitting the lowest responsible bid to perform the construction work.

**Design-Build** – Project delivery method in which both design and construction of a project are procured from a single entity. The County is allowed to use this method for construction projects in excess of \$1 million, as provided under Public Contract Code Section 20133. The County's selection of a design-build provider may be based on either low bid or best value.

**DPW** – Department of Public Works, County of Los Angeles

**eCAPS (Electronic Countywide Accounts Payable System)** – The County's enterprise accounting system.

**Enterprise Funds** – Funds established to account for specific services funded directly by fees and charges to users such as hospital services. These funds are intended to be self-supporting.

# Glossary of Terms

**Fiscal Year** – Annual accounting period, beginning on July 1 and lasting through June 30 of the next year, to which the annual operating and capital projects budgets apply.

**General Fund** – The County’s main fund that pays for most County operations that are general in purpose and not included in another fund.

**Grant** – A contribution by a government or other organization to support a particular program.

**Infrastructure** – Basic structures and underlying facilities needed for the functioning of the County, such as storm drains, roads, and sewer systems.

**ISD** – Internal Services Department, County of Los Angeles

**JOC (Job Order Contracting)** –The County utilizes JOC contractors to get numerous, commonly encountered construction projects done quickly and easily through multi-year contracts. JOC reduces unnecessary levels of engineering, design, and contract procurement time, along with construction project procurement costs by awarding long-term contracts for a wide variety of projects. JOC contractors are selected on qualifications and performance at a best value and lowest responsive and responsible bidder.

**LEED (Leadership in Energy & Environmental Design)** – LEED is a green building certification program that recognizes best-in-class building strategies and practices. To receive LEED certification, building projects must satisfy prerequisites and earn points to achieve different levels of certification. The County has a minimum requirement of LEED Silver for its new construction of at least 10,000 gross square feet.

**Local Worker Hiring Program (LWHP)** – Program established to increase local participation in the construction of capital projects as a strategic effort to retain and create jobs in its most economically challenged communities. Each project may contain its own local worker participation goals or requirement.

*Martin Luther King, Jr. Medical Center*



*Civic Artwork by Dominique Moody*

**Maintenance & Repair** – The care and upkeep of existing assets, such as painting and other finishes, minor electrical and plumbing issues, and roof leaks.

**Operating Budget** – A budget that identifies expenditures and supporting revenue sources for ongoing services and operations. The operating budget is used to keep track of salaries and benefits, services and supplies, and fixed assets.

**Project Budget** - The total planned cost of a project as incorporated into the County Capital Project Budget and approved by the Board.

**Project Manager** – The designated DPW or ISD representative providing direction to the architectural engineering consultants and contractor; acts as liaison between all contracted entities, the Tenant Department, CEO, and outside agencies.

**Project Management** – Management of projects by DPW and ISD within established budgets and schedules; typical duties include:

- Develop and implement projects, including all technical aspects of development process;
- Manage consultants involved in planning, procurement, design, construction, and project delivery;
- Administer and monitor contracts, and prepare requests for proposals for architectural and engineering services and JOC work orders;
- Design and prepare plans for small to medium-sized projects; review plans prepared by consultants for major capital projects.

**Project Program** – Space needs are defined and architectural design criteria are approved for use in developing a capital project.

**Project Team** – Includes the CEO, tenant department, and DPW or ISD

**Refurbishment** – A periodic renovation of existing space with a cost in excess of \$100,000. Refurbishment projects reflect an overall enhancement in decor, functional design, and configuration.

**Schematic Design Phase** – The initial project design phase during which alternative building and site concepts, configurations, and systems are proposed, explored, and adjusted until a functionally efficient and affordable plan is approved for further development.

**Statement of Work (SOW)** – A formal document that defines the work activities, deliverables, and timeline a contractor/consultant must execute in performance of specified work for a client.

**Tax-Exempt Commercial Paper (TECP)** – Short-term notes used to fund project construction. TECP is typically paid off by a long-term bond issuance. The County’s TECP program line of credit is \$500 million.

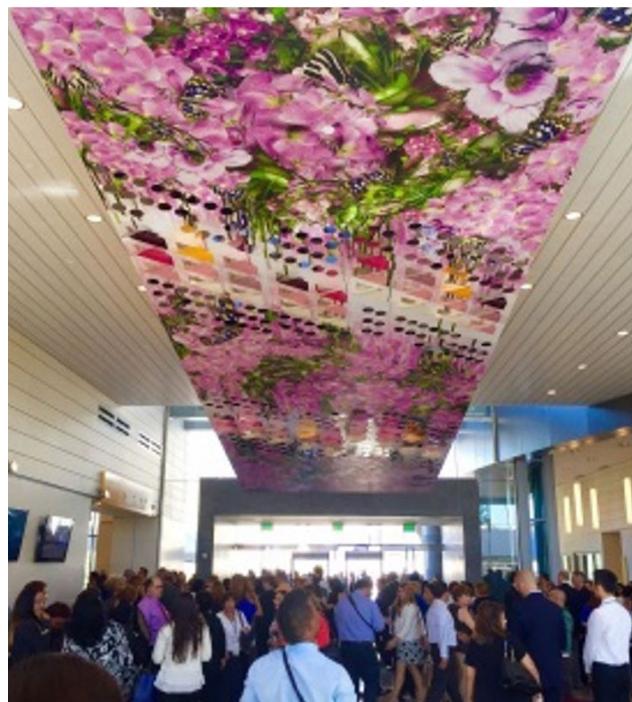
**Tenant Department** – The County department(s) that will occupy a newly- constructed building, or that occupy an existing facility requiring refurbishment and/or ongoing maintenance.

**Total Project Cost Estimate (TPCE)** - Identifies all costs associated with completing a project, including (as applicable) land acquisition, design, County services, jurisdictional reviews and permits, consultant services, construction expenses, equipment purchases, and miscellaneous expenses

**Unfunded Needs List** – A summary of projects with insufficient funding for project completion, which identifies both the amount of funding required and the component of work that is not funded. This information can be found by department in the County’s Capital Projects Program budget document.

**Unidentified Funding** – An amount required for project completion, but for which no funding source has been identified. This information can be found in the County’s Capital Projects Program budget document.

Zev Yaroslavsky Family Support Center



Civic Artwork by Elena Manferdini

