



County of Los Angeles  
**CHIEF EXECUTIVE OFFICE  
OPERATIONS CLUSTER**

SACHI A. HAMAI  
Chief Executive Officer

**DATE:** February 18, 2016  
**TIME:** 1:00 p.m.  
**LOCATION:** Kenneth Hahn Hall of Administration, Room 830

**AGENDA**

Members of the Public may address the Operations Cluster on any agenda item by submitting a written request prior to the meeting.  
Three (3) minutes are allowed for each item.

1. Call to order – James Blunt / Gevork Simdjian
  - A) **Board Letter – APPROVAL TO USE THE CALIFORNIA MULTIPLE AWARD SCHEDULES CONTRACT FOR MAPP UPGRADE ON ADOBE**  
DHR – Lisa Garrett or designee
  - B) **ADVANCE NOTIFICATION OF INTENT TO NEGOTIATE A SOLE SOURCE CONTRACT EXTENSION WITH XEROX BUSINESS SERVICES, LLC AND BUCK CONSULTANTS, LLC**  
DHR – Lisa Garrett or designee
  - C) **Board Letter – AMENDMENT 2 WITH PICTOMETRY INTERNATIONAL FOR INCREASED POOL DOLLARS**  
CIO – Richard Sanchez or Designee
  - D) **Report – ENTERPRISE IT INITIATIVES UPDATE**  
CIO – Richard Sanchez or designee
  - E) **Presentation – ENTERPRISE DATA CENTER GOVERNANCE CHARTER**  
CIO – Richard Sanchez or designee
2. Public Comment
3. Adjournment



# COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS  
579 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012  
(213) 974-2406 FAX (213) 621-0387

BRANCH OFFICE  
3333 WILSHIRE BOULEVARD • LOS ANGELES, CALIFORNIA 90010  
(213) 738-2211 FAX (213) 637-0820

**LISA M. GARRETT**  
DIRECTOR OF PERSONNEL

March 8, 2016

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

Dear Supervisors:

## **AUTHORIZATION TO USE THE CALIFORNIA MULTIPLE AWARDS SCHEDULES CONTRACT TO PROCURE SERVICES TO UPGRADE AND ENHANCE THE MANAGEMENT APPRAISAL AND PERFORMANCE PLAN APPLICATION**

### **SUBJECT**

The Department of Human Resources (DHR) is requesting Board approval to acquire Adobe professional services through a California Multiple Award Schedules (CMAS) contract in the amount of \$350,396, for the upgrade, enhancement and migration of the Countywide Management Appraisal and Performance Plan (MAPP) application.

### **IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve authorization to acquire Adobe professional services through the California Multiple Award Schedules (CMAS) contract.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

In July 2015, DHR, in partnership with Internal Services Department (ISD), introduced a new MAPP application. Upon completion of the FY2015-16 MAPP planning process, DHR conducted stakeholder feedback sessions, which identified key improvements to enhance the user experience and MAPP process.

Concurrently, ISD implemented a platform upgrade to Adobe's latest electronic forms software, Adobe Experience Manager (AEM) 6.1, which would support the key improvements identified and enable the use of robust and scalable forms management, metrics, and workflow enhancements.

This recommended action seeks Board approval to acquire Adobe professional services to perform the upgrades and enhancements of the Countywide MAPP application to improve service delivery to customers.

This engagement will support the following activities:

1. Provide Project Communication, Coordination, and Planning with DHR and ISD teams, weekly status reporting, progress tracking, and issue resolution.
2. Enhance MAPP application to provide better operational control and improved user experience, including workflow automation, proxy capabilities, and administration consoles.
3. Participate in User Acceptance Testing (UAT).
4. Conduct Go Live and Post Deployment Support and provide system stabilization, optimization monitoring, and issue troubleshooting and resolution.
5. Provide Knowledge Transfer to DHR and ISD through review and walk through of the new application.

### **Implementation of Strategic Plan Goals**

The recommended action supports the County's Strategic Plan Goal Number 1, Operational Effectiveness, which is to maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.

### **FISCAL IMPACT/FINANCING**

The cost of Adobe professional services in the amount of \$350,396 and ongoing funding for support and maintenance are included in the operating budget.

## **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The Chief Information Office concurs with the DHR's recommendation and determined that a CIO analysis is not required because this action is an expansion of the Countywide MAPP application, which utilizes the County's shared Adobe Forms Infrastructure and forms software.

## **CONTRACTING PROCESS**

CMAS is a Statewide contract available only to California State and local government agencies. It was established for Information Technology (IT) and non-IT products and services which are competitively bid and awarded on the Federal General Services Administration (GSA) schedule. This contract is structured to comply with California procurement codes, guidelines, and policies providing the highest level of contractual protection.

Adobe is the manufacturer of the software and is uniquely qualified to support the upgrade of the County's Adobe Forms application. The County does not have a direct contract with Adobe, and their professional services will be acquired through the CMAS contract.

## **IMPACT ON CURRENT SERVICES (OR PROJECT)**

The upgrade and enhancement of the MAPP application provides the following benefits:

- Improves user experience with an easier, flexible and collaborative user interface and a reengineered workflow to better meet the business operations.
- Utilizes the latest Adobe Forms Infrastructure to enhance operational functions and control by enabling data collection for reporting and provides an Administrative Control Center to manage the process at the department level, respond to changes, handle exceptions, and ensure timely completion.

**CONCLUSION**

Board approval of the recommended action will enable the County to generate operational efficiencies, and improve service delivery.

Respectfully submitted,

LISA M. GARRETT  
Director of Personnel

LMG:EP  
MM:RZ:LW:gr

c: Chief Executive Office  
Chief Information Office  
Internal Services Department

DRAFT



# COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

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**LISA M. GARRETT**  
DIRECTOR OF PERSONNEL

February 2, 2016

To: Each Supervisor

From: Lisa M. Garrett  
Director of Personnel 

Subject: **ADVANCE NOTIFICATION OF INTENT TO NEGOTIATE A SOLE SOURCE CONTRACT EXTENSION WITH XEROX BUSINESS SERVICES, LLC AND BUCK CONSULTANTS, LLC**

This memorandum is to provide advance notification to your Board that the Department of Human Resources (DHR) intends to enter into sole source negotiations for extending the Contracts with (1) Xerox Business Services, LLC and Buck Consultants, LLC for Administrative Services for Cafeteria and Non Cafeteria Benefit Plans and Absence Management System (TPA Contract); and (2) Buck Consultants, LLC for Employee Benefits Communications Consulting Services & Materials (Communications Contract). Both Contracts are with the same entity, hereafter referred to as "Buck" for purposes of this notification.

This notice is being sent in accordance with Board Policy 5.100, *Sole Source Contracts*, which requires County departments that intend to negotiate sole source contracts for Board approval to provide advance written notice to your Board at least four weeks prior to commencing the negotiations.

Under the TPA Contract, as amended, Buck provides third-party administrative (TPA) services for cafeteria and non-cafeteria benefit plans (administrative services), leave of absence management services (AMS), and Affordable Care Act (ACA) employer mandate tracking and reporting services. Under the Communications Contract, Buck provides employee benefits communications consulting services and materials. Both the TPA Contract and the Communications Contract were entered into as the result of two separate competitive solicitation processes and both will expire on December 31, 2016.

DHR is currently working on a solicitation for a single contract to procure replacement services for the services currently provided under the two Contracts with Buck (TPA Contract and Communications Contract). The services provided under these two Contracts are essential in order for the County to meet federal and state regulatory requirements, to administer employee benefits, and to manage employee absences from work. Extension of the two Contracts is needed for continued provision of these essential

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Each Supervisor  
February 2, 2016  
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services to comply with the regulatory requirements, including the ACA employer mandates, until the solicitation process is completed and replacement services are implemented. Failure to extend the TPA Contract and the Communications Contract will result in disruption of the current services for all County employees, effective January 1, 2017.

The TPA Contract services ensure the County's continued compliance with the ACA employer mandates, including the 2015 Internal Revenue Service (IRS) final regulations that require large employers, including the County, to timely report and demonstrate that they offer adequate and affordable health insurance coverage to all full time employees. The AMS is also essential for verification of County compliance with all relevant federal and state laws and regulations regarding employee leaves of absence for purposes of audits by the Department of Labor.

Attached is the Sole Source Checklist for the TPA Contract and Communications Contract. DHR will proceed with the sole source contract negotiations within four weeks unless instructed otherwise by your Board.

Should you have any questions please contact me at (213) 974-2406, or your staff may contact Pamela A. Missett, Assistant Director, at (213) 974-2631.

LMG:EP:PAM  
EMC:RU:HP:sl

Attachment

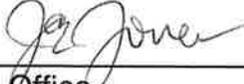
c: Chief Executive Officer  
Acting Executive Officer, Board of Supervisors

EB\Contract\LMG to BOS Re. Advance Notice to Enter Sole Source with Buck.docx

**DEPARTMENT OF HUMAN RESOURCES  
SOLE SOURCE CHECKLIST**

For extending the term of County Contracts with: (1) Xerox Business Services, LLC and Buck Consultants, LLC for Administrative Services for Cafeteria and Non-Cafeteria Benefit Plans and Absence Management System (TPA Contract); and (2) Buck Consultants, LLC for Employee Benefits Communications Consulting Services & Materials (Communications Contract). Both Contracts are with the same entity, to be referred to as "Buck" for purposes of this justification.

Check (√)	<b>JUSTIFICATION FOR SOLE SOURCE CONTRACTS</b> <b>Identify applicable justification and provide documentation for each checked item.</b>
	<p>➤ Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. Monopoly is an <i>"Exclusive control of the supply of any existing service in a given market. If more than one source in a given market exists, a monopoly does not exist."</i></p>
√	<p>➤ Compliance with applicable statutory and/or regulatory provisions.</p> <p>Under the TPA Contract, as amended, Buck provides third-party administrative (TPA) services for cafeteria and non-cafeteria benefit plans (administrative services), leave of absence management services (AMS) and Affordable Care Act (ACA) employer mandate tracking and reporting services. Under the Communications Contract, Buck provides employee benefits communications consulting services and materials. Both the TPA Contract and the Communications Contract expire on December 31, 2016.</p> <p>Department of Human Resources (DHR) is currently working on a solicitation for a single contract to procure replacement services for those currently provided under the two Contracts with Buck (TPA Contract and Communications Contract). The services provided under these two Contracts are essential in order for the County to meet federal and state regulatory requirements, to administer employee benefits and to manage employee absences from work. Extension of the two Contracts is needed for continued provision of these essential services to comply with the regulatory requirements, including the ACA employer mandates, until the solicitation process is completed and replacement services are implemented.</p> <p>The TPA Contract services ensure the County's compliance with the ACA employer mandates, including the 2015 Internal Revenue Service (IRS) final regulations that require large employers, including the County, to timely report and demonstrate that they offer adequate and affordable health insurance coverage to all full time employees. The ACA employer mandates took effect in calendar 2015, with first reporting now due to the IRS no later than March 31, 2016, and annually every January 31<sup>st</sup> thereafter. The County must comply with the reporting and compliance obligations of the employer mandates of the ACA or face IRS penalties each year of over \$700,000 and potentially much higher (over \$200 million per year).</p> <p>In response to the issuance of final regulations by the IRS and to ensure County's compliance with such regulations, DHR negotiated and executed on December 4, 2015 an amendment to the TPA Contract with Buck for provision of ACA employer mandate compliance services. Pursuant to that amendment, Buck will also ensure County's compliance with all changes to the final regulations to the ACA employer mandates, as such have already been amended by the IRS since their issuance. Due to the fluid regulatory implementation of the ACA employer mandate, the County has not been able to define the solicitation requirements for ACA compliance prior to 2016.</p> <p>Under the TPA Contract, Buck also currently provides the County with an electronic AMS used by all County departments to track and manage employee leaves of absence, which enables the County to comply with its own rules regarding employee leaves of absence.</p>

Check (✓)	<p align="center"><b>JUSTIFICATION FOR SOLE SOURCE CONTRACTS</b></p> <p><b>Identify applicable justification and provide documentation for each checked item.</b></p>
	<p>The AMS is also essential for verification of County's compliance with all relevant state and federal laws and regulations regarding employee leaves of absence for purposes of audits by the federal Department of Labor. As an example, the County was audited ten times for Family and Medical Leave Act (FMLA) compliance in 2015.</p>
	<p>➤ Compliance with State and/or federal programmatic requirements.</p>
	<p>➤ Services provided by other public or County-related entities.</p>
✓	<p>➤ Services are needed to address an emergent or related time-sensitive need.</p> <p>If the two current Contracts with Buck are not extended, effective January 1, 2017, the County will not be able to administer its employee health and welfare benefit plans, including all medical, dental, life, disability, AD&amp;D, health care and dependent care spending accounts, elective annual leave and other health and welfare benefits to the County's 100,000 employees and their over 125,000 dependents. Nor will it be possible for the County to remain compliant with the ACA employer mandates.</p> <p>Since the County does not possess the internal personnel or systems to provide the essential services currently provided under the two Contracts with Buck, DHR will need to issue a solicitation for engaging a contractor to provide replacement third party administrative services for employee benefits, including communications services for such, absence management services and ACA compliance services. It is not possible for DHR to solicit, procure and implement all such replacement services by the two Contracts' current termination date of December 31, 2016. Failure to extend the TPA Contract and the Communication Contracts will result in disruption of the current services for all County employees, effective January 1, 2017. Extension of these Contracts through December 31, 2018, with two six-month options through December 31, 2019, will allow the County sufficient time to solicit, procure, test and implement all replacement services currently provided under the two current Contracts with Buck.</p>
	<p>➤ The service provider(s) is required under the provisions of a grant or regulatory requirement.</p>
	<p>➤ Additional services are needed to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider.</p>
	<p>➤ Maintenance service agreements exist on equipment which must be services by the authorized manufacturer's service representatives.</p>
	<p>➤ It is most cost-efficient to obtain services by exercising an option under an existing contract.</p>
	<p>➤ It is in the best economic interest of the County (e.g. significant costs to replace an existing system or infrastructure, administrative cost savings and excessive learning curve for a new service provider, etc.) In such cases, departments must demonstrate due diligence in qualifying the cost-savings or cost-avoidance associated with the best economic interests of the County.</p>
<p>_____ Chief Executive Office</p>	<p align="right">             FEB 02 2016            _____            Date         </p>



# COUNTY OF LOS ANGELES

## CHIEF INFORMATION OFFICE

350 S. Figueroa St., Suite 188  
World Trade Center  
Los Angeles, CA 90071

RICHARD SANCHEZ  
CHIEF INFORMATION OFFICER

Telephone: (213) 253-5600  
Facsimile: (213) 633-4733

March 8, 2016

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hall of Administration  
500 West Temple Street  
Los Angeles, California

Dear Supervisors:

### **AMENDMENT NO. 2 TO AGREEMENT NUMBER 78077 WITH PICTOMETRY INTERNATIONAL CORPORATION FOR INCREASED POOL DOLLARS (ALL DISTRICTS) (3 VOTES)**

#### **SUBJECT**

The Chief Information Office is requesting Board approval of Amendment No. 2 with Pictometry International Corporation to the existing Agreement Number 78077 for the Acquisition of Digital Aerial Data dated December 3, 2013.

#### **IT IS RECOMMENDED THAT THE BOARD**

1. Approve and instruct the Chair to execute Amendment No. 2 (Amendment) to Agreement Number 78077 (Agreement) with Pictometry International Corporation (Pictometry). The Amendment (Attachment A) will increase contract pool dollars for use by Los Angeles Regional Imagery Acquisition Consortium (LAR-IAC) participants for optional work by \$300,000, from \$200,000 to \$500,000, and increase the maximum contract sum from \$3,878,573.82 to \$4,178,573.85. It will provide access to Pictometry's Disaster Response Program, whereby Pictometry, at no additional cost to the County of Los Angeles (County), will acquire up to 200 square miles of imagery of affected areas during disasters.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The Agreement included \$200,000 in pool dollars to enable LAR-IAC participants to acquire additional products and services from Pictometry. An additional \$45,750 was available due to assessed penalties for late delivery. Any costs for additional products and services are funded by participants.

Participants have exhausted the existing pool dollars. The list of requests is shown below:

LA City – Enhanced detail for LA City Building Outlines	\$ 20,830.70
Public Works – Watershed delineation pilot	\$ 46,768.20
Public Works – Street-level imagery of flood control channels	\$ 30,075
ISD Sustainability – Delineation of Parking Lots for Solar Car port analyst	\$132,513.55
LAR-IAC – Additional of Pictometry Gateway Access to Oblique Imagery	\$ 2,000.00
Total: \$232,187.45	

Increasing the pool dollar amount by \$300,000 will enable LAR-IAC participants and the County to acquire optional services from Pictometry.

This Amendment also includes the addition of the “Disaster Response Program,” whereby Pictometry, upon request of the County and at no additional charge, will acquire up to 200 square miles of imagery during disaster events.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

LAR-IAC4 supports the following County Strategic Goals:

1. *Service Excellence*

The acquired data will assist in providing the public with personalized spatially specific information and direct services through web-based spatially enabled imagery (land use, law enforcement, access to County service locations, etc.).

2. *Workforce Excellence*

Use of imagery data, combined with other data layers (parcel data, street networks, service boundaries, political boundaries, etc.), will allow the County workforce to make better decisions by adding a visual context to constituent issues and needs.

3. *Organizational Effectiveness*

The use of standardized digital aerial data will introduce a common language tool to all County Departments and outside participating agencies to visualize the same land use issues in the same way through a common geospatial image and data layers. The service delivery systems are more efficient because the cost of the data and tools are shared and will allow participating departments and agencies to concentrate on their core missions.

4. *Fiscal Responsibility*

By sharing the cost for acquiring digital aerial acquisition services, the County will save 40% over the cost of obtaining this necessary terrain data independently.

The Honorable Board of Supervisors

March 8, 2016

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**FISCAL IMPACT/FINANCING**

All optional work is funded by participants or through existing Enterprise GIS funds; therefore, no additional County funds are required.

**FACTS AND PROVISIONAL/LEGAL REQUIREMENTS**

This Amendment has been reviewed and approved as to form by County Counsel.

**CONCLUSION**

Increasing the pool dollars in the LAR-IAC contract will continue to achieve the goal of cost saving and increased benefits to our constituents through meaningful public agency collaboration and partnerships.

Respectfully submitted,

RICHARD SANCHEZ  
Chief Information Officer

Attachment

c: Chief Executive Office  
Executive Office,  
County Counsel





## ENTERPRISE INITIATIVES HIGHLIGHTS

### 1. Managed Print Services

- ▶ Completed one additional Department (Community and Senior Services) bringing the total of completed departments on MPS to 17. Additionally, completed Phase 3 of Child Support Services' move to MPS. Activity is underway and is at various stages of completion for all 15 remaining County departments.
- ▶ Total printers installed are 6,500. Existing printers replaced are 16,300. There are 5,600 printers in deployment with 13,000 printers being replaced.
- ▶ Current estimated cost avoidance/savings is \$10.7 million annually based on completed designs and installs.
- ▶ One bid for 30 printers was issued in January.
- ▶ One bid for up to 500 printers is expected to be issued in February.

### 2. Enterprise County Data Center

- ▶ The CIO vetted the final draft of the Enterprise Data Center Governance Charter with the CIO Council. Once final feedback is received and incorporated, the document will be presented at the Operations Cluster meeting to the IT Deputies and submitted to the Board.
- ▶ Following submission of the CEO's report to the Board on Countywide Data Center Replacement, the Board issued a Motion on November 24, 2015, directing the CEO to proceed with the recommended lease approach for the new consolidated County data center. Additionally, the Motion instructs the Director of ISD and the CIO to routinely report back to the Board on the recommendations contained in the report by Gartner dated September 30, 2015. The CEO's Real Estate Division is working with ISD and the CIO to complete a Statement of Work with Gartner Group for assistance during the solicitation and evaluation phases of the data center lease phase of the project. The first bi-monthly status report was submitted to the Board this week.

#### ▶ Open Data Initiative

- ▶ 4 new departments came onboard, adding an additional 6 datasets (Fire: 1; Parks & Rec: 2; TTC: 1; Library: 2), bringing total site contributions to 16 department having 57 datasets
- ▶ Received 74,645 page views, with an average of 1,200 daily page views
- ▶ Top Dataset: Los Angeles County Employee Statistics
- ▶ Top Download: Sheriff Crime Data

### Upcoming IT Board Agenda items

- ▶ DHS – Sole Source Extension to Agreement with Saga Technologies for EmHUB Services
- ▶ DHS – Approval of Agreement with EccoVia, dba ClientTrack, for a Case and Housing Management System
- ▶ CIO – Amendment to Agreement with Pictometry International for Additional Pool Dollars
- ▶ LASD – Sole Source Agreement with Palantir for Authorization to Issue Purchase Orders for JRIC

## Enterprise IT Initiatives Dashboard by Department – February 2016

Department	Managed Print Services (Target completion - Dec 2016)	Open Data Initiative (DC: Dept. Coordinator)
Agricultural Commissioner / Weights and Measures	<p style="text-align: center;"><b>Completed</b></p> <p style="text-align: center;">From 67 to 40 printers Est. savings/yr. – \$40K PM: S. Hunter</p>	<p style="text-align: center;"><b>None</b></p>
Alternate Public Defender	<p style="text-align: center;">Bid in progress*</p> <p style="text-align: center;">From 134 to 103 printers* Est. Completion Date: Q2 2016 Est. savings/yr. – \$3.5K* PM: J. Yerian</p>	<p style="text-align: center;"><b>None</b></p>
Animal Care & Control	<p style="text-align: center;"><b>Completed</b></p> <p style="text-align: center;">From 101 to 59 printers Est. savings/yr. – \$63K PM: R. Ignacio</p>	<p style="text-align: center;"><b>None</b></p>
Assessor	<p style="text-align: center;">Pilot in progress</p> <p style="text-align: center;">From 561 to 269 printers Est. Completion Date: TBD Est. savings/yr. – \$298K PM: J. Krantz</p>	<p style="text-align: center;">Data Sets: 5 Charts: 3 Maps: 3 Filtered Views: 10 DC: Rex Hartline</p>
Auditor-Controller	<p style="text-align: center;"><b>Completed</b></p> <p style="text-align: center;">From 150 to 95 printers Est. savings/yr. – \$90K PM: J. Neill</p>	<p style="text-align: center;">Data Sets: 4 Charts: 5 Maps: 0 Filtered Views: 3 DC: Auditor-Controller</p>
Beaches & Harbors	<p style="text-align: center;"><b>Completed</b></p> <p style="text-align: center;">From 85 to 61 printers Est. savings/yr. – \$77K PM: K. Fountain</p>	<p style="text-align: center;"><b>None</b></p>
Chief Executive Office	<p style="text-align: center;"><b>Completed</b></p> <p style="text-align: center;">From 212 to 120 printers Est. savings/yr. – \$125K PM: D. Aardema</p>	<p style="text-align: center;"><b>None</b></p>
Chief Information Office	<p style="text-align: center;"><b>Completed</b></p> <p style="text-align: center;">From 8 to 4 printers Est. savings/yr. – \$19K PM: J. Arnstein</p>	<p style="text-align: center;"><b>For eGIS</b></p> <p style="text-align: center;">Data Sets: 2 Charts: 5 Maps: 4 Filtered Views: 3 DC: Auditor-Controller</p>

\* Denotes updates from prior reporting period

Department	Managed Print Services (Target completion - Dec 2016)	Open Data Initiative (DC: Dept. Coordinator)
Child Support Services	Phase 1 deployment completed From 395 to 157 printers Est. savings/yr. – \$48K Phase 2 deployment completed From 186 to 96 printers Est. savings/yr. – \$13K Phase 3 deployment completed* From 38 to 19 printers* Phase 4 & 5 designs future* Est. Completion Date: Q3/Q4 2016 PM: B. Bowden	<b>None</b>
Children & Family Services	Wateridge deployment completed From 39 to 27 printers Yaroslavsky Center deployment completed 59 printers Deployment for remainder of dept. in progress From 1,248 to 1,063 printers Est. Completion Date: August 2016 Est. savings/yr. – \$1.42M PM: N. Ahmad	<b>None</b>
Community & Senior Services	<b>Completed*</b> From 111 to 63 printers Est. savings/yr. – \$56K PM: M. Agostinelli	<b>None</b>
Consumer/Business Affairs	<b>Completed</b> From 39 to 25 printers Est. savings/yr. – \$19K PM: K. Shelton	<b>None</b>
Medical Examiner - Coroner	<b>Completed</b> From 99 to 75 printers Est. savings/yr. – \$33K PM: B. Cosgrove	<b>None</b>
County Counsel	Deployment in progress From 471 to 149 printers Est. Completion Date: Q2 2016 Est. savings/yr. – \$131K PM: M. Der	<b>None</b>

\* Denotes updates from prior reporting period

Department	Managed Print Services (Target completion - Dec 2016)	Open Data Initiative (DC: Dept. Coordinator)
District Attorney	Phase 1 deployment completed Phase 2 design approval in progress From 1,770 to 505 printers Est. Completion Date: Q4 2016 Est. savings/yr. – \$665K PM: T. Pelkey	<b>None</b>
Fire	Phase 1 deployment completed 27 printers Fire Stations deployment in progress Est. Completion Date: March 2016 Phase 2 design review in progress From 1,610 to 689 printers Est. Completion Date: TBD Est. savings/yr. – \$134K PM: V. Mesrobian	Data Sets: 1 Charts: 2 Maps: 3 Filtered Views: 1 DC: Gregory Wong

\* Denotes updates from prior reporting period

Department	Managed Print Services (Target completion - Dec 2016)	Open Data Initiative (DC: Dept. Coordinator)
Health Services	<p><b><u>High Desert</u></b> <b>Completed</b> From 523 to 108 printers Est. savings/yr. – \$93K</p> <p><b><u>MLK</u></b> <b>Completed</b> From 759 to 281 printers Est. savings/yr. – \$187K</p> <p><b><u>Harbor UCLA</u></b> Phases 1-3 deployment completed Phase 4 deployment in progress From 1,191 to 582 printers Est. Completion Date: March 2016 Est. savings/yr. – \$248K</p> <p><b><u>HSA</u></b> Deployment in progress From 677 to 279 printers Est. Completion Date: March 2016 Est. savings/yr. – \$393K</p> <p><b><u>Rancho Los Amigos</u></b> <b>Completed</b> From 986 to 391 printers Est. savings/yr. – \$174K</p> <p><b><u>Olive View</u></b> Phases 1 &amp; 2 deployment completed From 663 to 205 printers Est. Phase 1-2 savings/yr. – \$220K Phase 3 design review in progress From 440 to 221 printers Est. Completion Date: June 2016 Est. savings/yr. – \$101K</p> <p><b><u>LAC+USC</u></b> Phase 1 deployment completed From 378 to 368 printers Clinics deployment in progress From 793 to 596 printers Est. savings/yr. – \$91K IPT design review completed* From 649 to 340 printers Est. savings/yr. – \$65K Phase 4 design review in progress From 979 to 415 printers Est. savings/yr. – \$188K Phase 5 future state design in progress Est. Completion Date: Q3/Q4 2016 Dept. PM: K. Lynch</p>	None

\* Denotes updates from prior reporting period

Department	Managed Print Services (Target completion - Dec 2016)	Open Data Initiative (DC: Dept. Coordinator)
Human Resources	<b>Completed</b> From 124 to 80 printers Est. savings/yr. – \$82K PM: S. Contreras	Data Sets: 1 Charts: 9 Maps: 0 Filtered Views: 0 DC: Gregory Wong
Internal Services	<b>Completed</b> From 645 to 152 printers Est. savings/yr. – \$427K PM: G. Plummer	<b>None</b>
Mental Health	<b>Completed</b> From 1,631 to 885 printers Est. savings/yr. – \$437K PM: K. Van Sant	Data Sets: 3 Charts: 10 Maps: 0 Filtered Views: 0 DC: Moses Adegbola
Military & Veterans Affairs	<b>Completed</b> From 27 to 21 printers Est. savings/yr. – \$7K PM: K. Gutierrez	<b>None</b>
Parks & Recreation	<b>Completed</b> From 265 to 79 printers Est. savings/yr. – \$92K PM: M. Brown	Data Sets: 2 Charts: 0 Maps: 0 Filtered Views: 0 DC: Ryan Yeh
Probation	Phase 1 deployment completed From 1,604 to 253 printers Est. savings/yr. – \$282K Phase 2 deployment completed* 86 printers* Phase 3 design review in progress* From 1,983 to 370* printers Est. Completion Date: June 2016 Est. savings/yr. – \$581K PM: B. Chacko	<b>None</b>
Public Defender	Test in progress From 386 to 178 printers Est. Completion Date: TBD Est. savings/yr. – \$420K PM: N. Kennamer	<b>None</b>
Public Health	<b>Completed</b> From 2,264 to 927 printers Est. savings/yr. – \$967K PM: E. Hidalgo	Data Sets: 1 Charts: 0 Maps: 0 Filtered Views: 1 DC: Walters Sanders

\* Denotes updates from prior reporting period

Department	Managed Print Services (Target completion - Dec 2016)	Open Data Initiative (DC: Dept. Coordinator)
Public Library	Deployment in progress From 1,586 to 627 printers Est. Completion Date: Q2/Q3 2016 Est. savings/yr. – \$197K PM: B. Le	Data Sets: 2 Charts: 0 Maps: 0 Filtered Views: 0 DC: David Mill
Public Social Services	Phase 1 deployment completed From 748 to 460 printers Est. savings/yr. – \$31K Phase 2 planning in progress Est. 5,961 total printers Est. Completion Date: Dec. 2017 PM: P. Choday	Data Sets: 6 Charts: 7 Maps: 0 Filtered Views: 3 DC: Imani Smith
Public Works	Phase 1 deployment completed From 940 to 363 printers Est. savings/yr. – \$291K Phase 2 design deployment underway* Est. Completion Date: April 2016 PM: D. Carney	Data Sets: 10 Charts: 5 Maps: 37 Filtered Views: 1 DC: William Reoch
Regional Planning	<b>Completed</b> From 106 to 54 printers Est. savings/yr. – \$98K PM: J. Calas	Data Sets: 3 Charts: 3 Maps: 22 Filtered Views: 0 DC: Nick Franchino
Registrar-Recorder	Phase I deployment completed From 865 to 645 printers Est. savings/yr. – \$205K Phase 2 design in progress Est. Completion Date: TBD PM: K. Ponte	Data Sets: 2 Charts: 5 Maps: 1 Filtered Views: 4 DC: Juan Pastor

\* Denotes updates from prior reporting period

Department	Managed Print Services (Target completion - Dec 2016)	Open Data Initiative (DC: Dept. Coordinator)
Sheriff	<p><b>HOJ</b> deployment completed 151 printers</p> <p><b>Patrol</b> deployment in progress Patrol from 1,176 to 671 printers Est. Patrol savings/yr. – \$1M Est. Completion Date: March 2016</p> <p><b>Custody</b> design approval in progress From 1,508 to 1,209 printers Est. Custody savings/yr. – \$758K Est. Completion Date: Q4 2016</p> <p><b>Administration, Court Services, Investigations</b> - on hold Est. 6,120 total printers Est. Completion Date: TBD PM: Lt. T. Leon</p>	<p>Data Sets: 9 Charts: 20 Maps: 14 Filtered Views: 28 DC: Ramon Ron</p>
Treasurer & Tax Collector	<p><b>Completed</b> From 321 to 131 printers Est. savings/yr. – \$74K PM: L. Adran</p>	<p>Data Sets: 1 Charts: 1 Maps: 1 Filtered Views: 0 DC: Tom Ivey</p>

\* Denotes updates from prior reporting period

**Los Angeles County**  
**Office of the Chief Information Officer**  
**Data Center Consolidation**

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Enterprise Data Center (EDC)  
Steering Committee Charter  
*Draft V7 (1/22/16)*

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## I. Executive Summary

This Charter develops a Governance Model for the LA County Enterprise Data Center (EDC) and creates an independent Enterprise Data Center Steering Committee to administer the governance processes.

The Charter outlines the intent, principles, and structure of the EDC Governance Model including the relationship between the EDC Steering Committee (EDC SC) and other key County IT agencies such as the County Chief Information Officer's (CIO) Office and the Internal Services Department (ISD). Background information about the Board mandate creating the EDC is also included for full context. The County's three goals for the LA County EDC Governance Process are:

- Alignment and Agility – Ensures that EDC service offerings, investments, and strategies are aligned with County needs and able to evolve as necessary
- Value and Quality – Promotes standardization, consolidation, high value, and high quality of data center service offerings
- Transparency – Allows visibility into EDC service offerings and prices for both Customer Departments and ISD and in comparison to other organizations and providers

The Charter is intended to serve as an operating manual for the EDC Steering Committee. Detailed operating rules and procedures describe: who will comprise the EDC Steering Committee and how they will be appointed or elected to the Committee; how and when decisions will be made and through what structures; how recommendations will be communicated, implemented, and enforced; and how this Charter can be modified and updated to keep it in line with County needs and priorities.

The Charter provides a clear description of the EDC SC's powers and responsibilities and delineates them from those of the CIO's Office and ISD. The EDC SC will only govern processes specifically named in the Charter and will govern the processes according to the identified mandates, described roles and responsibilities, and depicted process workflows. The initial EDC SC Governed Processes are:

- EDC Services and Pricing Structures
- EDC Rebates and EDC Central Funding
- EDC Service Performance and Customer Issues
- EDC Consolidation Exemptions
- EDC Service, Service Levels, and Pricing Benchmark

The CIO, EDC SC, and ISD can add services to the scope of this governance process by mutual agreement. Any changes to or additions of services will be communicated to all customer departments.

For more information about this Charter, please contact Henry Balta at [HBalta@cio.lacounty.gov](mailto:HBalta@cio.lacounty.gov) or (213) 253-5622.

## II. EDC Governance Overview

### A. Purpose of this Document

A joint motion by Supervisors Mark Ridley-Thomas and Don Knabe, adopted by the Board of Supervisors in September 2014, instructed the County Chief Information Officer (CIO) – in consultation with the Internal Services Department (ISD) – to provide the Board with a written report outlining the County’s current data center situation along with a strategy and requirements for a consolidated County data center.

The County CIO completed an assessment of LA County’s existing data centers and made recommendations for the County’s future data center needs, including the need for a consolidated data center.

The scope of this effort was to:

1. Evaluate options for replacement of ISD’s Downey Data Center;
2. Analyze Data Center strategy alternatives available to the County;
3. Ensure that the recommended solution could accommodate consolidation of most of the County’s existing 49 data centers while accommodating future growth and factoring in: virtualization, anticipated changes in information technologies, continuity of operations, and industry best practices; and
4. Develop an operations governance process for the new data center.

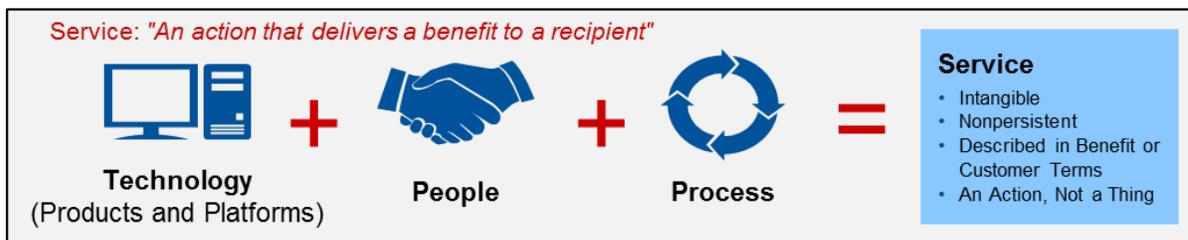
This Charter addresses the fourth objective of the motion, the development of a Governance Model for the proposed enterprise data center

### B. Key Terms Used throughout this Document

- **County Chief Executive Officer (CEO’s Office or CEO)** – For the purposes of this Governance charter, the CEO’s office is the County entity responsible for overseeing the County from a budgetary and administrative perspective.
- **County Chief Information Officer (CIO’s Office or County CIO)** – The CIO is the County’s senior-most information technology (IT) leader. The CIO’s office is responsible for setting County-wide IT standards and policies, coordinating IT activities among the various departments, monitoring the progress of IT projects and initiatives, reviewing proposed departmental IT expenditures for compliance with board policy and technology standards, and other activities as directed by the Board or the CEO.
- **Internal Services Department (ISD)** – ISD provides Information Technology, Facilities, Energy/Sustainability and Purchasing services to the County and acts as the Purchasing Agent. ISD’s Information Technology Service (ITS) has code responsibility as the IT agency, as designated by the Board of Supervisors, to design, install, plan and operate the County’s Data Center and Communications Systems. ITS operates a large portfolio of IT Services including the Enterprise Network and a number of IT Shared Services for the Enterprise Data Center.
- **Enterprise Data Center (EDC)** – The County’s data center operated and controlled by ISD. Per Board direction, IT equipment and software contained in current ISD and departmental data centers will be consolidated into the EDC. As outlined in the Data Center Strategy reports provided to the Board, the EDC will consist of two primary County-operated facilities

supported by a remote data bunker. As currently envisioned, all three of these facilities will be long-term leases rather than County-owned buildings. However, the IT infrastructure (applications, compute, storage, networking, security, etc.) will be owned and operated by the County).

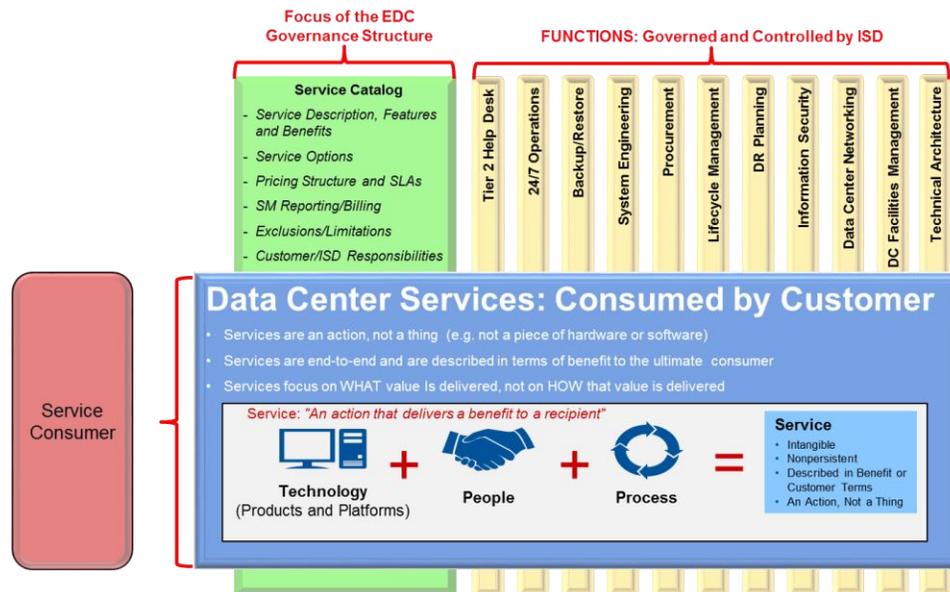
- **Data Center Consolidation** – The act of moving all data center related services to high quality, centralized and shared County data center facilities (e.g. the EDC) and the decommissioning of departmental data centers.
- **Customer Department** – Departments within the County that consume EDC services. ISD has a dual role as the EDC Service Provider and a Customer Department.
- **Enterprise Data Center Services** – A business service offering provided from the EDC that includes all core and ancillary services of value to the Customer Department consuming the service. The figure below provides a conceptual illustration of an end to end service.



Most data center services are shared services, meaning that the same service is provided across multiple Customer Departments using a common infrastructure or shared staff resources.

- LA County's eCloud is an excellent example of a shared data center services
- **EDC Steering Committee** – The new governance body established by this document, and chaired by the CIO, will be accountable for providing governance over the EDC. The specific scope, powers and responsibilities of the EDC Steering Committee are described elsewhere in this document.
- **Enterprise Virtualized Shared Infrastructure Services** – This is a specific type of data center service which is centrally managed and maintained by ISD and is delivered to the Customer Departments as a "cloud-like" consumption based service. Variable levels of cybersecurity, back up, archival, disaster recovery capabilities and technical support services may be included depending on the services option to which the Customer Department has subscribed.
  - LA County eCloud is an example of a Virtual Shared Infrastructure Service.
- **Governance** – Governance is the processes, decision rights and organization structures to define *what* decisions need to be made (domains), *who* has decision and input rights (roles), and *how* decisions are formed and enacted (tools and structures). This document is the Charter for the EDC Governance process.
- **Operating Model** – The operating model defines how resources (e.g. financial, human, vendor, and IT assets) are acquired, organized, deployed, and managed in order to deliver services to Customer Departments. The conceptual operating model for the EDC and the

role that the EDC Governance Process (defined by this document) will play is illustrated in the diagram below.



The key aspects of the EDC operating model are as follows:

- **Internal Services Department** – The EDC physical facilities, IT infrastructure (hardware and software) and supporting third party services will be acquired, configured, and operated by ISD for the benefit of Customer Departments. ISD will also be responsible for acquiring, training, and ensuring the performance of County staff and others required to deliver these services effectively and economically. ISD’s FUNCTIONS will be leveraged to provide a specific set of EDC services agreed to with the Customer Departments. ISD will recover any non-centrally funded costs associated with delivering the EDC services from the Customer Departments.
- **Customer Departments** – The Customer Departments will be the consumers of most of the EDC services. The Board mandated that all Customer Departments consolidate their separate data centers into the EDC.
- **EDC Governance Process** – The EDC governance process is the mechanism through which the Customer Departments will exert influence over the EDC services that they receive. This process is described in additional detail throughout this document.

Key aspects of the EDC services which will be controlled by this governance process will, at a minimum, include the following:

- **Services Definitions** – Service definitions describe what is included in the service including:
  - Specific technical and functional features, including any limitations or exclusions;
  - Minimum operating requirements to consume the service at the defined service levels
  - Service levels (availability, reliability, time to repair, support hours/response times, time to provision, etc.);

- Roles/responsibilities of ISD vs. the Customer Department in service delivery and service consumption;
- Available service options (see below); and
- Pricing structures (see below)
- **Service Options** – Service options describe the choices that Customer Departments can make when ordering services. These options might include extra features, such as providing a data center service with or without Disaster Recovery, Monitoring or Security Services, or options for different service/performance levels (e.g. gold, silver or bronze)
- **Service Levels** – Service level objectives will be established by the governance process for all in-scope EDC services. Service levels may cover availability, reliability, provisioning, support, and other aspects of the service which are important to the Customer Departments. ISD will be responsible for reporting the actual performance of the services (against the established service objectives) to the EDC SC on a bi-monthly basis.
- **Pricing Structures** – Pricing structures determine how the Customer Departments will be charged for using the services. For purposes of this document, pricing structures are inclusive of the following: granularity of charges, frequency of charges, methods/formulas for calculating charges, and how charges will be shown or reported to Customer Department on “bills”.
  - Note: The actual prices charged to Customer Departments are not covered by this governance process. The prices for the services will be determined by ISD based on ISD’s cost recovery and pricing methodologies which are overseen by the CEO’s office.

## C. Goals of EDC Governance

The County has defined three key goals for the LA County EDC Governance Process in order to set the foundation for the Enterprise Data Center. These goals are intended to provide the Customer Departments with a high level of confidence that EDC services will be competitively priced, delivered consistently with high quality, and that they will be continuously aligned with evolving business needs.



### 1. Alignment & Agility

This goal ensures that Enterprise Data Center service offerings, investment plans, and strategies are aligned with Customer Department needs, overall County IT strategic direction, industry trends and best practices, and that these services can rapidly evolve to meet new business or technology needs.

### 2. Value and Quality

This goal promotes the standardization, consolidation, and quality of data center services (e.g. eCloud, email, server, storage, and mainframe). It also ensures responsive customer service, consistent delivery, and competitive pricing that maximizes value to Customer Departments.

### 3. Transparency

This goal provides both Customer Departments and ISD with insight into data center service offerings and pricing. It calls for EDC services, associated service levels, and pricing to be independently benchmarked against (e.g. compared with) similar organizations and with the commercial marketplace.

## D. EDC Governance Process Guiding Principles and Expected Benefits

The County’s CIO Leadership Committee developed and utilized the following guiding principles in its development of the EDC Governance Process.

Principle	What this means
<b>Be simple and direct</b>	Aligned with existing County governance bodies/processes Clear roles and responsibilities Minimal process and bureaucracy
<b>Evolve over time</b>	Allow for continuous improvement and operational efficiency
<b>Comprehensive scope</b>	EDC Service delivery – service definitions/features, service delivery options (gold, silver, bronze & etc.) and service level expectations/objectives EDC price and value transparency – service pricing structures and service pricing EDC service innovation and demand management
<b>Inclusive and balanced decision-making</b>	Involvement spans across multiple departments and functions Decisions by consensus where possible, majority voting where required Voting membership of EDC governance bodies comprised primarily of EDC service Customer Departments
<b>Scalable and extensible</b>	Allows for additional services or members to be added in the future

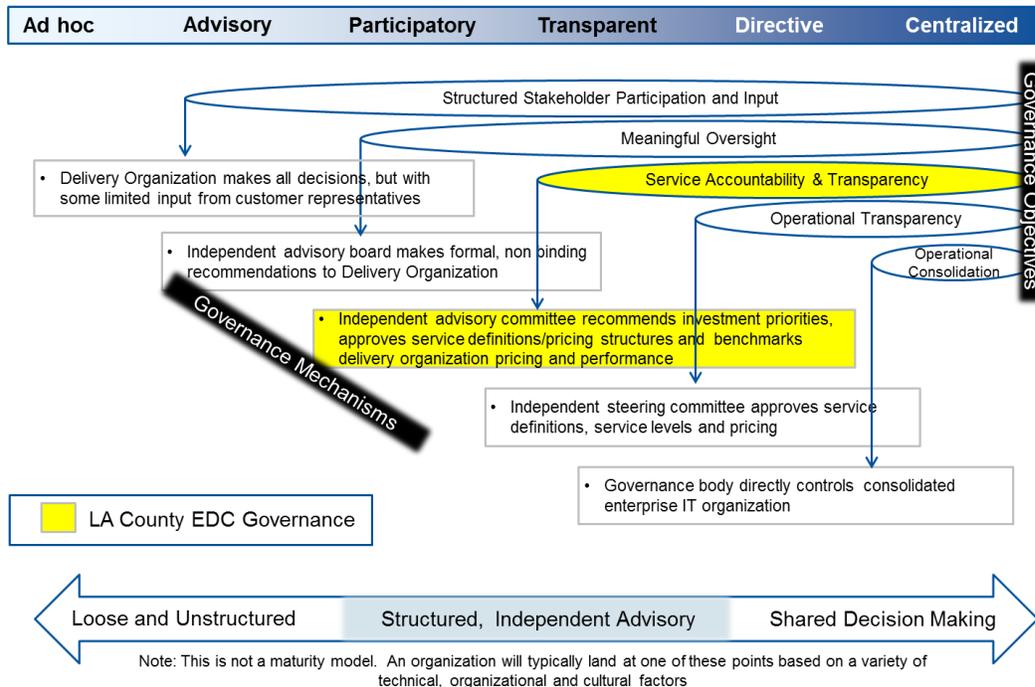
In developing the EDC governance process the County was also mindful of the benefits that will accrue to different sets of County stakeholders once the Data Center Consolidation process is complete. Those benefits are summarized in the figure below.

Board/CEO	Departments	ISD	CIO
<ul style="list-style-type: none"> <li>✓ Lower security and disaster recovery risks</li> <li>✓ All departments provided with consistent and high quality data centers</li> <li>✓ Lower overall County IT costs due to economies of scale</li> <li>✓ Lower departmental resistance to data center consolidation</li> <li>✓ Avoid further investments in sub-standard DC facilities</li> <li>✓ Improved insight into ISD service pricing</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lower disaster recovery risks and/or costs</li> <li>✓ More predictable services and pricing</li> <li>✓ Capability to focus on departmental business needs (out of the commodity DC business)</li> <li>✓ Input into the development and evolution of services, including prioritization of EDC investments</li> <li>✓ Collective method for holding ISD accountable for service levels and responsiveness</li> <li>✓ Ability to understand how EDC services and pricing align with peer organizations and outside service providers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved understanding of current and future customer needs</li> <li>✓ Better insight into customer perception of services delivered</li> <li>✓ More demand for DC capacity along with a more predictable growth pattern</li> <li>✓ Improved ability to communicate VALUE proposition to customer departments</li> <li>✓ Opportunity to adjust pricing methodologies and consider centralized funding investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Use of EDC can unlock additional consolidation or standardization opportunities</li> <li>✓ Increased capability to implement enterprise initiatives</li> <li>✓ Leadership opportunity to bring Departments and ISD together collaboratively</li> <li>✓ Consolidated spending can improve leverage with key vendors</li> </ul>

## E. Governance Options Considered

The County considered a continuum of Enterprise shared services governance structures before settling on the model outlined in this document. In looking across the continuum of options available, the County has selected the Transparent Model. This model is focused on balancing the operational leadership by the shared services provider with maximum service provider accountability and transparency for the customers.

Governance models that were considered are depicted in the figure below.

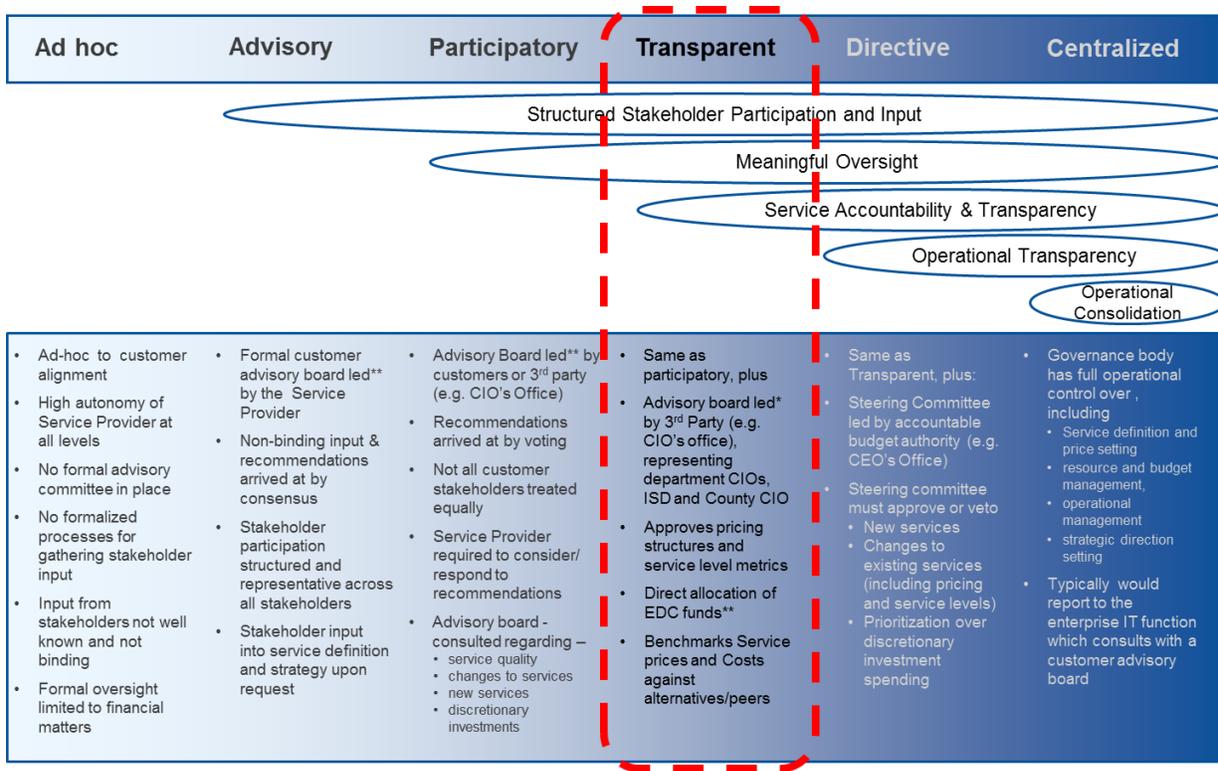


## F. Transparent Governance Model Overview

The Transparent governance model provides the highest level of stakeholder influence over the EDC while ensuring that ISD remains fully accountable for the services that they provide to the

Customer Departments. The figure below summarizes the key aspects of the Transparent model when compare with the other governance model options. The key aspects of the transparent model are as follows:

- Customers speak with one voice, through a formal EDC Steering Committee, chaired by an independent party (e.g. the County CIO's office), and whose voting membership is comprised primarily of Customer Departments.
- ISD is required to consider/respond to formal recommendations or other requests from the EDC Steering Committee.
- ISD is required to seek the approval of the EDC Steering Committee for any new EDC services or changes to existing EDC services.
- The EDC Steering Committee will provide recommendations to the CEO's Office on how EDC central funding or other non-departmental funding sources would be best spent. It will also review and recommend how ISD customer rebate funds could be allocated.
- The EDC Steering Committee is empowered to recommend granting of Customer Department exemptions from the Board's mandate to consolidate all department data centers and data center service into the EDC under specific conditions. (See Section IV.D.1.i. of this document for details.) Recommendations will be made to the County CIO's Office.
- On an annual basis, the EDC Steering Committee will engage an independent third party to conduct a benchmark of ISD's EDC services and compare them in terms of service features, service levels, pricing structure, and service pricing with those of other similar internal service providers and with the commercial marketplace. Results will be shared with customer departments..
- ISD will provide Customer Departments with direction and guidance on physical and mechanical operating requirements in the EDC (e.g. physical security, cooling equipment, power).



The Transparent Model also provides the best alignment with the County's three (3) EDC governance goals as illustrated below.



Figure 1. EDC Governance Goals

The transparent model provides formal mechanisms for Customer Departments to provide collective feedback to and receive responses from ISD on both new and existing services.

This model provides a mechanism for departments to work through a process to receive an exemption from the County consolidation mandate under certain conditions.

This model ensures that new services and changes to existing data center services (including related funding) are aligned with customer needs.

This model provides a mechanism for obtaining independent assessments of the quality and cost effectiveness of ISD's services when compared to other internal and external providers.

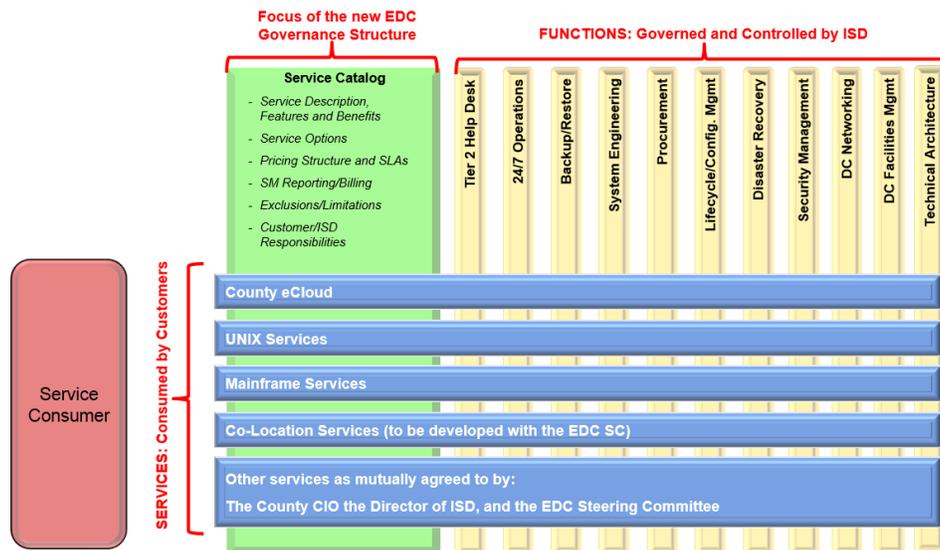
## G. Scope of Services

Although ISD is responsible for providing many different services to the Customer Department, the scope of this governance process is limited specifically to shared infrastructure services provided by or from the Enterprise Data Center.

The scope of the services to be governed by the EDC Steering Committee include all services provided by or from the EDC including:

- Physical and Virtual Server Hosting and Managed Services including County eCloud and UNIX Services
- Mainframe Application Hosting Services
- Data Center Co-Location Services (to be developed with the EDC SC)
- Other services as mutually agreed to by the County CIO, the Director of ISD, and the EDC Steering Committee

These services will be delivered within the context of the Operating Model previously described in this document and illustrated in the figure below:



ISD will continue to be 100% responsible and accountable for the delivery of the services, including determining how the services are delivered and organizing all internal and external activities required to accomplish successful service delivery. ISD will continue to determine the price that the Customer Department will be required to pay ISD for the services.

The EDC SC will work with ISD on defining what services are delivered, the features and service levels associated with provisioning of these services, what different service options will be offered and the pricing structure (e.g. by virtual server). ISD will continue to determine the price of services.

In addition, the EDC Steering Committee will have the following additional responsibilities:

- Provide the Customer Departments with a formal forum for escalating EDC issues and concerns and for making EDC related requests to ISD.
- Provide ISD and the Customer Department with a forum for reviewing EDC performance and for discussing any operational issues.

- Provide guidance on how any EDC central funding or other non-departmental funding sources could be best spent and also recommend how ISD customer rebate funds should be allocated.
- Recommend and grant/deny Customer Department requests for exemptions from the Board's mandate to consolidate all department data centers and departmentally provided data center services into the EDC.
- Engage an independent third party organization to conduct a benchmark of ISD's EDC services and compare them in terms of service features, service levels, pricing structures, and pricing against those of other similar organizations and with the commercial marketplace.

### **Summary of the responsibilities and decision rights of the parties participating in the Governance Process**

The decision rights and accountabilities for the EDC governance process are summarized in the RACI diagram below. The parties defined involved are:

- EDC SC – EDC Steering Committee as established by this charter
- ISD – Information Technology Service, a sub organization within the LA County Internal Services Department
- CIO's Office – Office of the Los Angeles County Chief Information Officer
- Depts – Customer Departments who are consuming EDC services

The roles involved are:

- Responsible – Those who do the work to achieve the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work.
- Accountable (also approver or final approving authority) – The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible. In other words, an accountable must sign off (approve) work that responsible provides. There must be only one accountable specified for each task or deliverable.
- Consulted – Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.
- Informed – Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

In the EDC Governance process, the EDC Steering Committee is accountable for the definition of new or changed EDC services, which include Service Descriptions, Service Levels and Pricing Structures. The EDC SC is also accountable for providing guidance on certain types of EDC investments. ISD remains accountable for the actual delivery of the services.

The County CIO is accountable for working with ISD and the Customer Departments to perform an annual independent benchmark of the EDC services as well as for recommending any Data Center Consolidation exemption requests to the Board for consideration. In the performance of this role, the County CIO may delegate authority to grant such requests to the EDC SC.

Description	EDC-SC <sup>1</sup>	ISD	CIO's Office	Dept's <sup>2</sup>
Determine Overall County IT Strategy	C	C	A,R	C
Determine what EDC Services to Use		I	C	A,R
Deliver EDC Services		A,R	C	I
Define/Change EDC Services	A	R	C	I
Define Functions supporting EDC Service Delivery	C	A,R	C	I
Monitor EDC Service Performance	C	A,R	C	I
Define/Prioritize EDC discretionary Investments	A	R	C	I
Direct Allocation of EDC funding <sup>3</sup>	A,R	C	C	I
Approve EDC Mandate Exemptions <sup>4</sup>	C	I	R	I
3 <sup>rd</sup> Party Benchmark EDC Services	C	C	A,R	I

<sup>1</sup> EDC Steering Committee (SC) – compilation of members elected from the CIO Council

<sup>2</sup> The Departments are consulted through various other channels, including CIO Council, CIO Leadership Council, and throughout their department leadership / peers, etc.

<sup>3</sup> Refers to central EDC funding and customer rebates. ISD has administrative responsibility for EDC funds

<sup>4</sup> The Board is Accountable for approving exceptions

**R = Responsible    C = Consulted**  
**A = Accountable    I = Informed**  
*(see definitions in Appendix)*

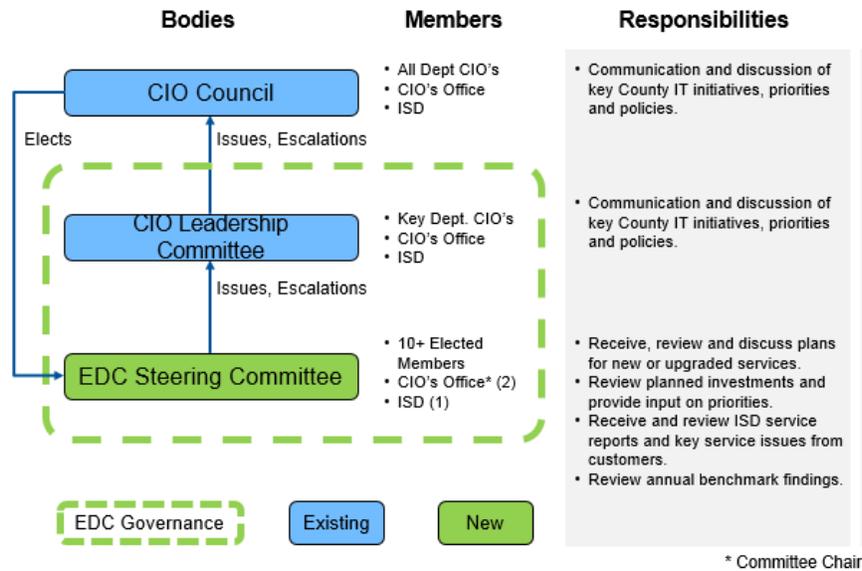
## H. EDC Governance Structure and Relationship to Other Entities

This document establishes a new governance body which will be called the EDC Steering Committee. The EDC Steering Committee will be composed of ex-officio, appointed and elected members. Each member will have one vote when determining formal EDC Steering Committee decisions.

The County CIO will be an ex-officio member of the committee as well as its permanent chairperson. In addition, the County CIO and the Director of ISD will each appoint one member to the committee.

The remaining members will be elected by the CIO Council in accordance with the procedures outlined elsewhere in this document.

The diagram below illustrates the relationship between the EDC Steering Committee and existing related County IT governance bodies.



## I. Key Activities and Responsibilities of the EDC steering committee

- Review and provide input on planned EDC service changes and/or new services proposed by ISD.
- Identify and prioritize Customer Department EDC services “needs and wants”, discuss them with ISD leadership, and provide collective customer direction to ISD through a vote.
- Review planned EDC investments proposed by ISD and provide input on priorities.
- Provide recommendations to the CEO on the allocation of enterprise EDC central funding.
- Direct the allocation of ISD EDC customer rebates to specific projects and services through a vote.
- Review ISD provided service delivery reports and collectively discuss major customer incidents/issues with ISD leadership.
- Conduct and then review/discuss the results of the annual EDC Services, Service Level and Service Price Benchmark with the CIO Council, ISD, and other stakeholders (e.g. Board, CEO, etc.).
- Discuss requests by County departments for exemptions from the Board’s EDC consolidation mandate and forward recommendations to approve or deny the exemptions to the County CIO for communication to the Board.

- Provide a forum where ISD and Service Consuming departments can discuss and develop strategic and tactical plans for EDC service enhancements.
- Other responsibilities as determined by the mutual consent of the EDC SC, the County CIO and the Director of ISD.

### **III. EDC Rules and Procedures**

#### **A. Membership**

##### **1. Initial Membership**

The current CIO Leadership Committee Members will serve as the initial EDC Steering Committee Members for a period of 18 months following the adoption of this charter. This ensures consistency in the implementation of the Charter and provides the initial EDC SC with the necessary knowledge and background to amend the Charter should it not be fully operational as intended. After the initial term, membership will be determined as described below. The CIO Leadership Committee will determine whether the entire EDC LC will be up for vote after the initial term, or only a subset to allow for a staggered replacement of the initial members.

The CIO Leadership Committee shall have the option to extend the initial term through a unanimous vote for an additional 12 months.

##### **2. Number of Members**

After the initial term, the Committee will be comprised of one Ex-Officio, two Appointed, and ten (10) Elected Members as described below.

##### **3. Ex-Officio and Appointed Members**

The County CIO will be an ex-officio member of the committee as well as its permanent chairperson.

The County CIO and the Director of ISD will each appoint one member of their respective organizations to the Committee. Appointees may, but are not required to be members of the CIO Council.

##### **4. Elected Members**

The Committee will include at least two elected representatives from each of County's five service clusters – Operations, Children and Families' Well Being, Community Services, Health and Mental Health Services, and Public Safety. The only requirements for elected members are as follows:

- Elected Membership is limited to departmental CIOs (herein defined as the senior-most Information Technology manager or executive with a department) whose departments consumes EDC services
- There must be at least two representatives from each of the five (5) service clusters.
- Unless dictated by external circumstances, only one member per cluster shall be replaced at a time to ensure consistency in the EDC SC.

##### **5. Responsibilities of Members**

Committee members are expected to represent the collective best interests of all of the departments within their cluster. They are expected to look beyond their own departments interests at what is best for the County as a whole.

Committee members are expected to advocate on behalf of the EDC in order to ensure that the benefits of consolidation are achieved for all departments.

Committee members are responsible for attending Committee meetings, responding to Committee correspondence in a timely manner, obtaining necessary information to actively participate in Committee discussions, and voting on Committee issues. Members are also responsible for identifying and communicating any conflicts of interest to the Committee.

In the event that a member is no longer able to serve on the Committee for any reason, the member is responsible for apprising the Committee of his/her inability or ineligibility to serve. Under certain extraordinary conditions (i.e. formal extended medical leave for a defined period of time, temporary work assignment outside of the departmental CIO role, etc.), a Committee member may, with the consent of a majority of EDC Committee members voting at an EDC Steering Committee meeting, designate a temporary replacement who will serve as a full voting member in their absence and until their return to full Committee membership.

## **B. Committee Chairperson Responsibilities**

The County CIO is the permanent chairperson of the EDC Steering Committee. The Committee Chairperson has certain responsibilities in addition to those of a general Committee Member.

These are:

### **1. Scheduling/Planning/Facilitating Meetings**

The Committee Chairperson is responsible for setting the annual meeting calendar and communicating the dates and locations to all relevant parties. The Chairperson is responsible for planning for the meetings, including setting the agenda and ensuring that appropriate facilities are available. The Chairperson is also responsible for facilitating meeting procedure and discussions and meeting follow-up as necessary.

### **2. Documenting Results/Recommendations/Actions**

The Chairperson is responsible for ensuring that Committee minutes are appropriately documented. In particular, all Committee results, recommendations, and actions must be documented. Key activities and correspondences outside of Committee meetings – including formal communications with ISD – must also be documented. Documentation should be available to Committee members at all times. Documentation should also be made available to Board and ISD representatives as requested. The Chairperson may appoint a scribe to fulfill these duties.

### **3. Facilitating Service Provider/EDC Communications**

The Committee Chairperson is responsible for facilitating communications on behalf of the EDC Steering Committee. This responsibility includes maintaining working relationships and strong communication channels with ISD. In particular, the Chairperson is responsible for communicating with ISD regarding EDC results, recommendations, and expectations.

### **4. Leading EDC Escalations**

In the event that an EDC escalation is necessary, the Committee Chairperson is responsible for leading the escalation. This includes formally documenting each step of the negotiation / escalation, facilitating communication with both ISD and the Board, involving/informing EDC Steering Committee members as appropriate, and ensuring follow-through on escalation resolutions.

## **5. Naming a Temporary Chairperson**

In the event that the Committee Chairperson is absent for a Committee meeting, the Chairperson may designate any member of the CIO's office or the CIO Council to serve as Chairperson during his/her absence.

## **C. Quorum and Voting Procedures**

A quorum of the EDC Steering Committee will be defined as a simple majority of the Elected Committee Members.

Each Committee member (ex-officio, appointed or elected) will cast one vote when making formal EDC Steering Committee decisions. Other County Employees and their guests are welcome and encouraged to attend Committee meetings and address the Committee on germane issues, however they shall not participate in voting.

Committee members may either vote yes or no, or may abstain from a vote.

Voting will be facilitated by the Committee Chairperson and votes will be visible to all Committee members. All votes will be formally documented.

### **1. Meeting Voting Procedure**

Committee Members must receive prior written notice of a voting issue at least three days in advance of a vote at a Committee meeting. During the meeting, a quorum must be established in real-time (i.e. in-person, on-the-phone, or virtually in-real-time) for a vote to occur. If a quorum is present, the Committee Chairperson will call for a vote on an identified issue. An issue will pass if a simple majority of voting members present vote yes. Voting results will be communicated to all Committee members within seven days of the meeting where the vote occurs.

## **D. Terms, Vacancies, and Elections**

The County CIO position has a reserved seat as the Chairperson of the EDC Steering Committee with no term and no necessary election. In the event that the County CIO position is vacant, the seat will be filled by the Interim County CIO.

Appointed Committee members have no fixed terms and can be replaced at any time by the Appointer. Appointed Committee member positions may become vacant if an appointed member leaves County employment, resigns from the Committee, or is removed by the Appointer. Regardless of the reason for the vacancy, the Appointer will appoint a new member to fill the position within seven days of the vacancy.

Elected Committee members will be elected for two-year terms with no term limits.

### **1. Biannual Elections**

The first election will be held 18 months after the establishment of the charter and bi-annually in January thereafter. Each service cluster will be responsible for electing its own representatives and notifying the EDC Steering Committee of the election results.

Members will be elected by the CIO Council representatives of the service clusters that they represent. Members must be from departments which consume EDC services and must be members of the Los Angeles County CIO Council.

In the event that a service cluster is not able to come to agreement on one or more of their representatives, the representative(s) will be determined by a game of chance (i.e. coin flip or drawing straws) selected and administered by the County CIO.

## **2. Mid-Term Vacancies and Elections**

Elected Committee member positions may become vacant if an elected member leaves County employment, ceases to be the CIO of his/her department and thereby loses membership in the CIO Council, or resigns from the Committee. Regardless of the reason for the vacancy, a mid-term election will be held by the service cluster in time to have a new representative at the following CIO Council meeting.

## **E. Meetings**

### **1. Meeting Schedule and Cadence**

EDC Steering Committee Meetings will generally take place bimonthly. There will be a minimum of six meetings per year. The specific schedule will be determined by the Committee Chairperson in consultation with Committee members. The meeting schedule will be set at the beginning of each Fiscal Year and will be communicated to all relevant parties once dates are confirmed.

### **2. Provision to Call Additional Meetings**

The Committee Chairperson or any five members of the EDC Steering Committee may call an additional Committee meeting with a minimum of three business day's prior notice. Additional meetings abide by the same procedures as bimonthly meetings.

### **3. Attendance at Meetings**

EDC Steering Committee Meetings are open to all Department CIOs. A Department CIO may opt to send a representative in their stead. ISD and the CIO's Office are invited to bring any members when invited to address EDC Steering Committee concerns. Department representatives other than CIO's (or delegates) may only attend if invited by the Committee Chair.

### **4. Meeting Agenda**

Agendas will be determined by the Committee Chair in conjunction with the EDC Committee Members. Agendas are likely to include:

- Review of Agenda
- Recap of Actions from Previous Meeting
- New EDC service performance feedback / customer issues
- ISD Bimonthly Operations Report
- ISD/EDC SC progress on previously identified issues
- Voting issues

## **F. Working Groups**

The EDC Steering Committee structure will utilize permanent and ad hoc Working Groups to conduct their work. Working Group members will consist of EDC Steering Committee members and other staff with appropriate qualifications. Working group members will be appointed by the

County CIO and confirmed by the EDC Steering Committee. Working Group members will be appointed at the beginning of the fiscal year and reappointed as necessary as vacancies or needs arise.

Working groups are responsible for conducting detailed content review of materials related to decisions to be made by the EDC Steering Committee. When requested by the EDC Steering Committee, the working group will provide analysis and recommendations as appropriate.

Permanent Working Groups will include:

- Services
- Funding and Participation
- Benchmarking

The EDC can establish additional working groups for specific tasks and durations as necessary.

Permanent Working Group	Scope	Membership
Services	Review EDC Services and Pricing Structure Review EDC Service Performance and Customer Issues	4 – 7 members Maximum of one member from each consumer department
Funding and Participation	Review EDC Consolidation Exemptions Review EDC Rebates and EDC Central Funding	4 – 7 members Maximum of one member from each consumer department
Benchmarking	EDC Service, Service Levels, and Pricing Benchmark	4 – 7 members County CIO and a maximum of one member from each consumer department

## G. Charter Approval and Amendments

### 1. Adopting the Charter

Adopting the EDC Steering Committee Charter requires unanimous consent of the CIO Leadership Committee, approval of the Director of ISD, and notification to the CEO and the Board. The Charter must be signed by the County CIO, the Director of ISD, and the members of the CIO Leadership Committee.

The County CIO is responsible for facilitating Charter adoption.

### 1. Expanding the Scope of the EDC SC

Expanding the EDC Steering Committee’s scope of governance requires a majority vote of the EDC Steering Committee and the consent of the County CIO and the Director of ISD.

## **2. Amending the Charter**

Amending other portions of the EDC Steering Committee Charter requires a 2/3 vote of the EDC Steering Committee, the consent of the Director of ISD, and notification to the CEO. The County CIO is responsible for facilitating Charter amendments.

## IV. EDC Governed Processes

The EDC Steering Committee will be operational prior to the completion of the new physical EDC facility. The following are the intended processes to be governed by the EDC, but all may not be fully relevant until the new EDC facilities are up and running and services have been transitioned. In particular, EDC Consolidation Exemptions will not apply until after the new EDC facility has been established.

### A. EDC Services and Pricing Structures

#### 1. Background and Relevant Mandates

The EDC Steering Committee has been granted the authority to provide direction to ISD on new EDC services and changes to existing EDC services.

##### i. EDC Services Covered

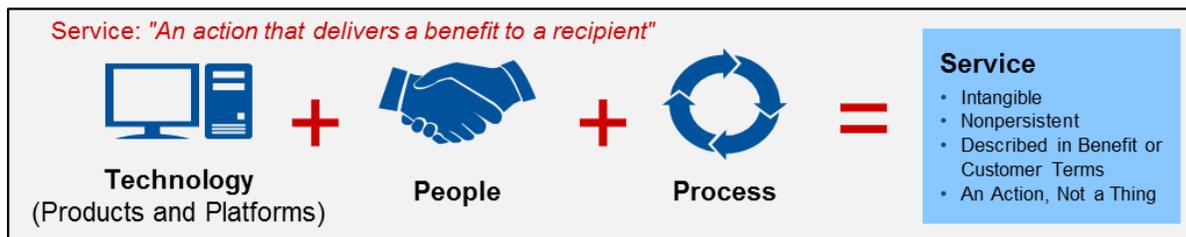
The scope of the services to be governed by the EDC Steering Committee includes all services provided by or from the EDC as presented in Section II.G. of this document.

#### 2. Roles and Responsibilities

ISD will continue to be 100% responsible and accountable for the delivery of services, including determining how services are delivered and organizing all internal and external activities required to accomplish successful service delivery. This includes retaining the ability to manage ISD's budget, hardware, and vendors, (e.g. changing the hardware vendor supporting a shared service) and to determine the price that the Customer Department will be required to pay ISD for services. ISD retains full control over other ISD-provided services that are not EDC services. This includes specialty services for a single customer.

The EDC Steering Committee will be responsible for defining what services are delivered, the features and service levels associated with the provision of these services, the different service options offered, and the pricing methodology and structures for the services.

The division of responsibility is consistent with both the operating structures and service definition defined earlier in this document.

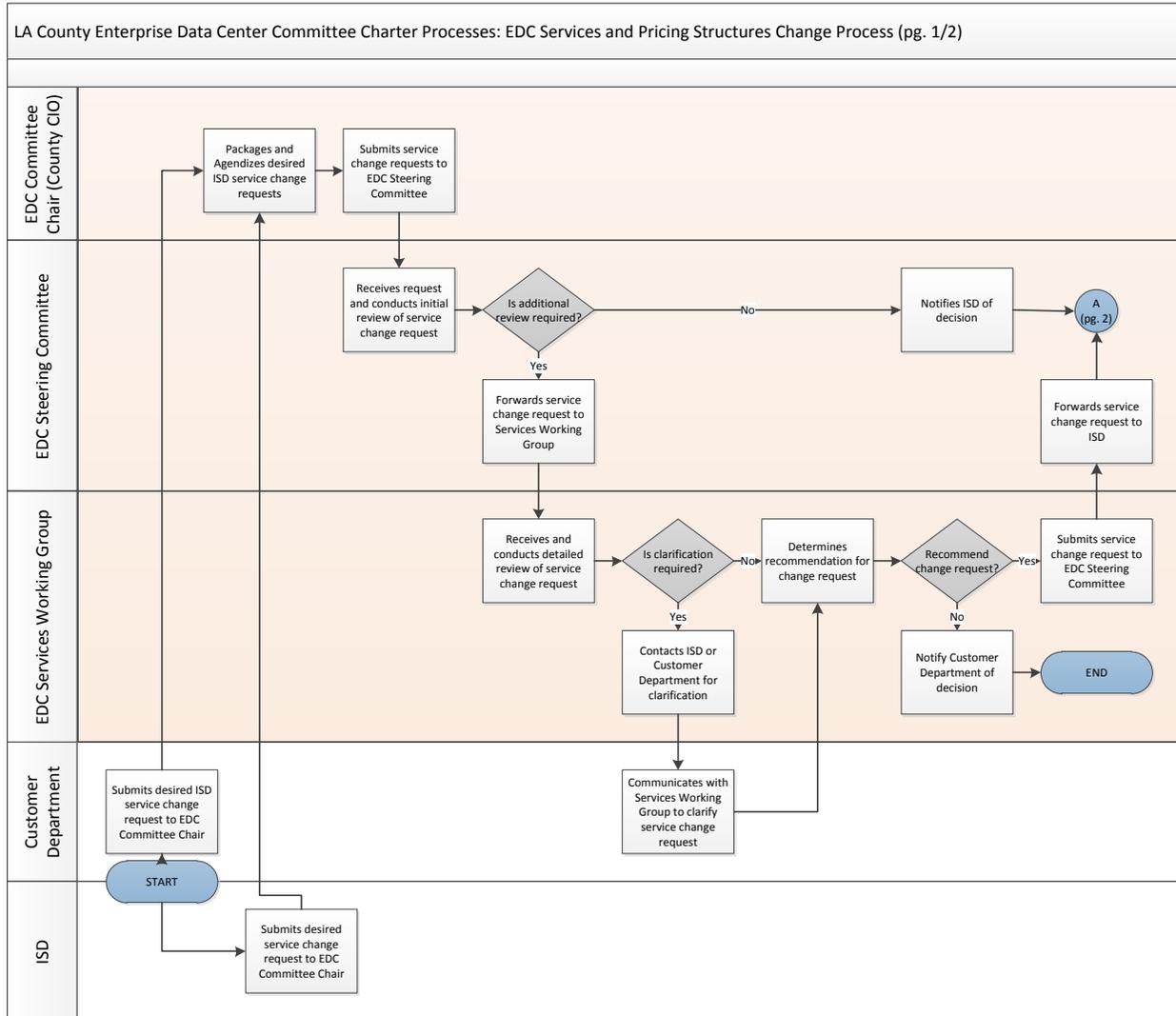


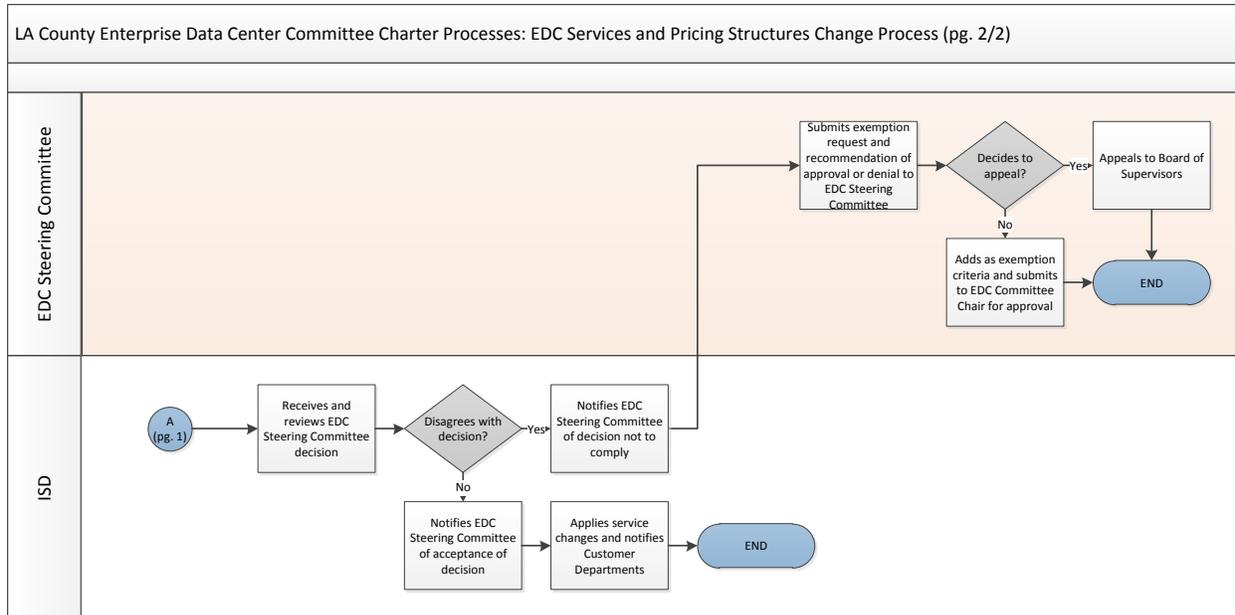
The EDC Steering Committee will be responsible for defining Service Attributes as follows:

- Service definition and features, including future direction and strategies
- Service flavors and options
  - Gold, Silver, Bronze, etc.
  - Type of service (UNIX, windows, etc.)
- Customer vs. Service provider responsibilities
- Compatibility and usage requirements

- Service levels, including availability, performance, response to incident, support hours, provisioning, etc.
- Pricing Structures (e.g. one-time, ongoing)

### 3. Process





## B. EDC Rebates and EDC Central Funding

### 1. Background and Relevant Mandates

The EDC Steering Committee has been given authority to provide recommendations to the CEO on two pools of funding: 1) EDC Customer Rebates, and 2) EDC Central Funding.

ISD is mandated to maintain a net balance between the total cost of services provided to Customer Departments and the total price of services charged to Customer Departments for the fiscal year. The increased consumption of services beyond what was projected can result in a surplus that can be directly returned to the Customer Departments in the form of rebates or go to the County's General Fund.

ISD typically works with the CEO to identify amounts to be refunded. Once the CEO has agreed to a given rebate amount, ISD will present a proposal to the EDC SC of its best use.

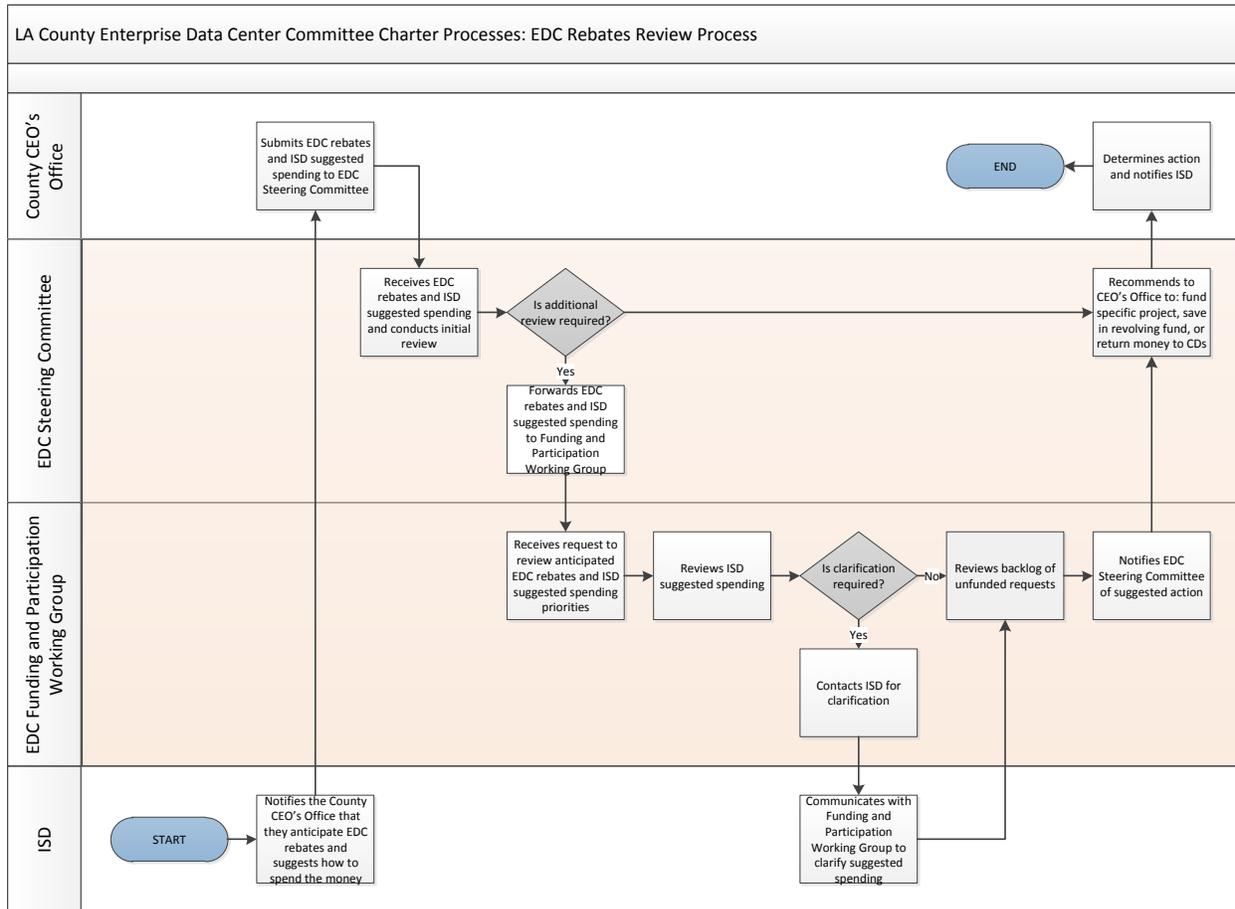
The CEO and ISD provided the Board with a recommendation on the data center operating costs, currently included in ISD rates, to be funded centrally for the EDC. The funding will cover the EDC facility and utility costs, networking and computing infrastructure, security and the County's designated recovery sites. The EDC SC may make recommendations on the use of EDC Central Funding.

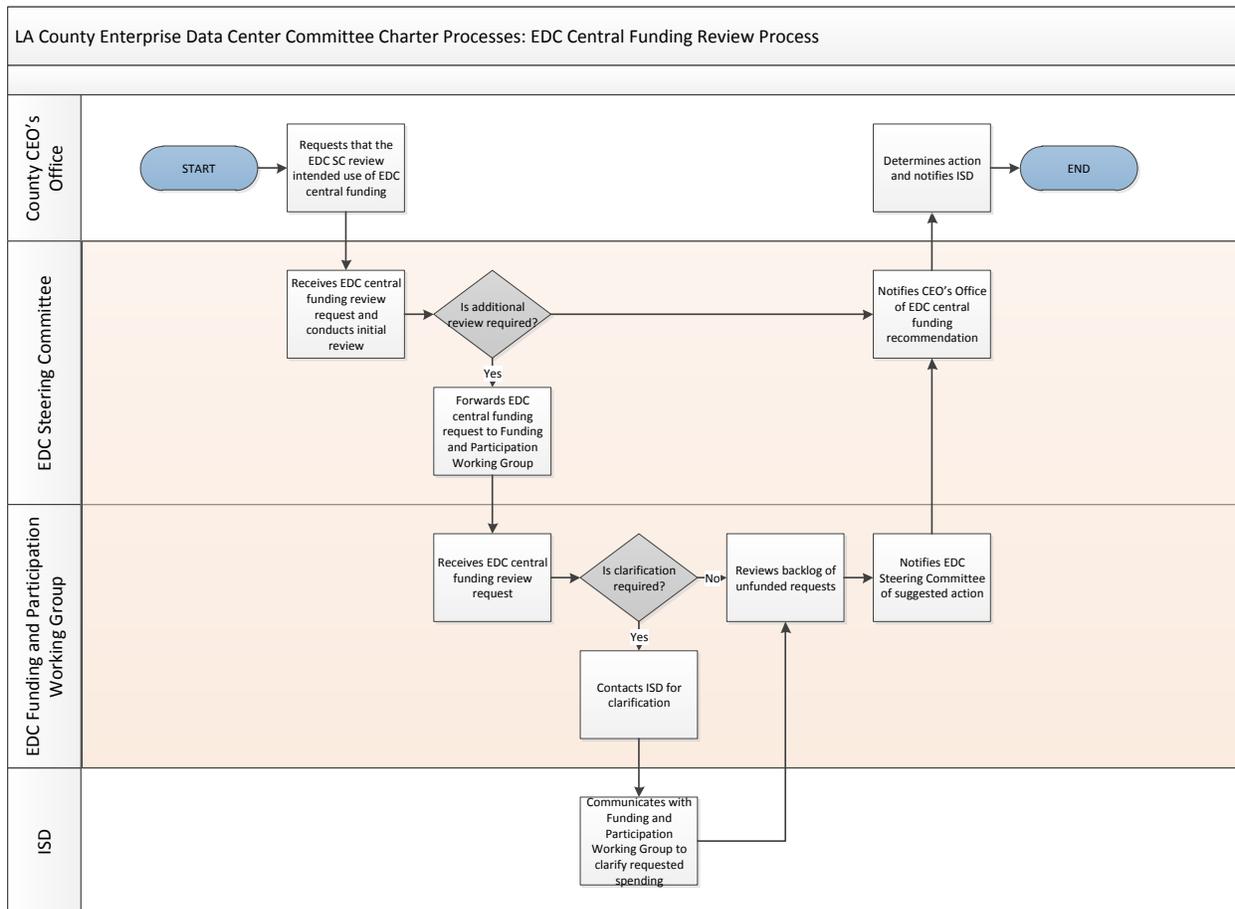
### 2. Roles and Responsibilities

The CEO retains the authority to direct ISD in its treatment of EDC rebates and to approve or deny EDC Central Funding requests.

The EDC Steering Committee is responsible for assisting the CEO in its decision-making regarding these pools of money by reviewing how EDC rebates may best be spent and by providing direction on EDC Central Funding.

### 3. Process





## C. EDC Service Performance and Customer Issues

### 1. Background and Relevant Mandates

The intent behind the creation of the EDC Steering Committee was to develop a structured, transparent, and formal forum and process for any Customer Department to provide service performance and customer issue feedback to ISD.

### 2. Roles and Responsibilities

The EDC Steering Committee is responsible for creating an open forum and process to facilitate communication between ISD and Customer Departments about service performance and customer issues. This responsibility includes:

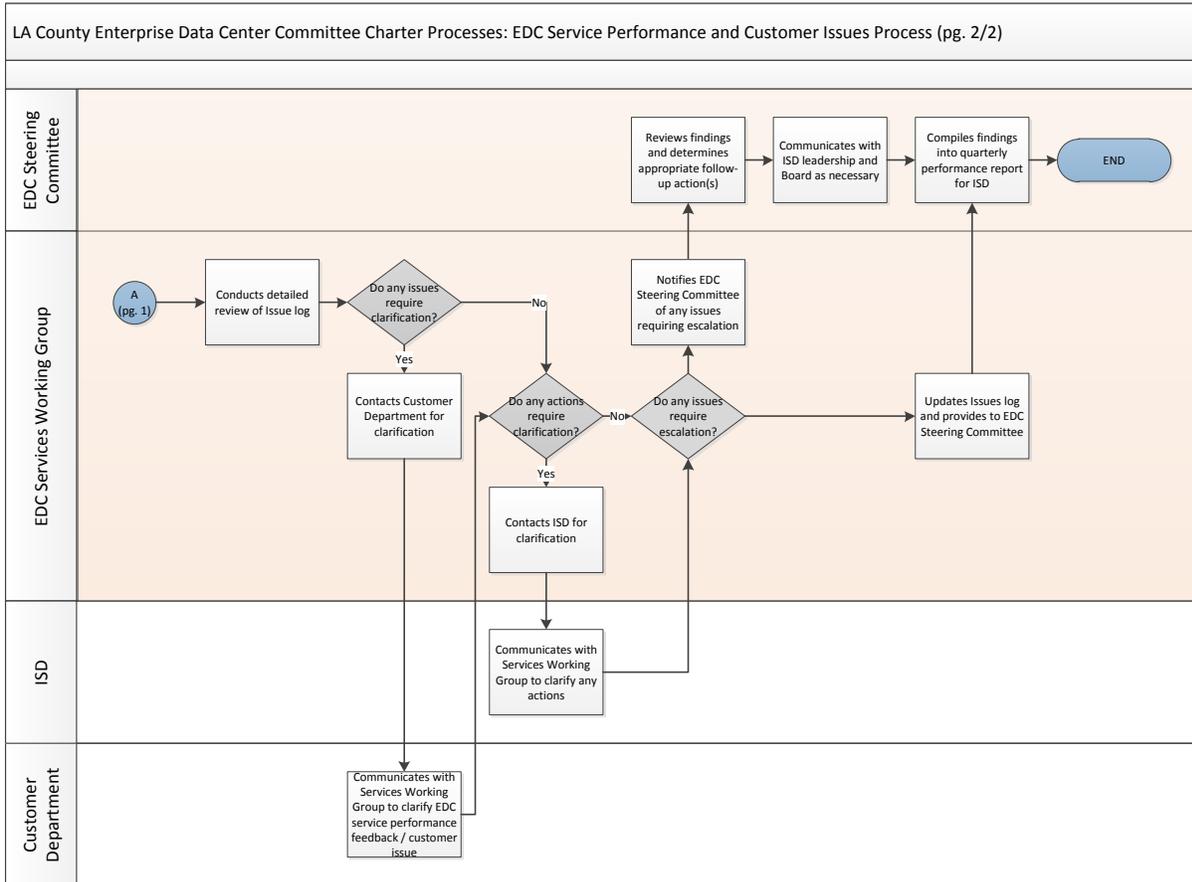
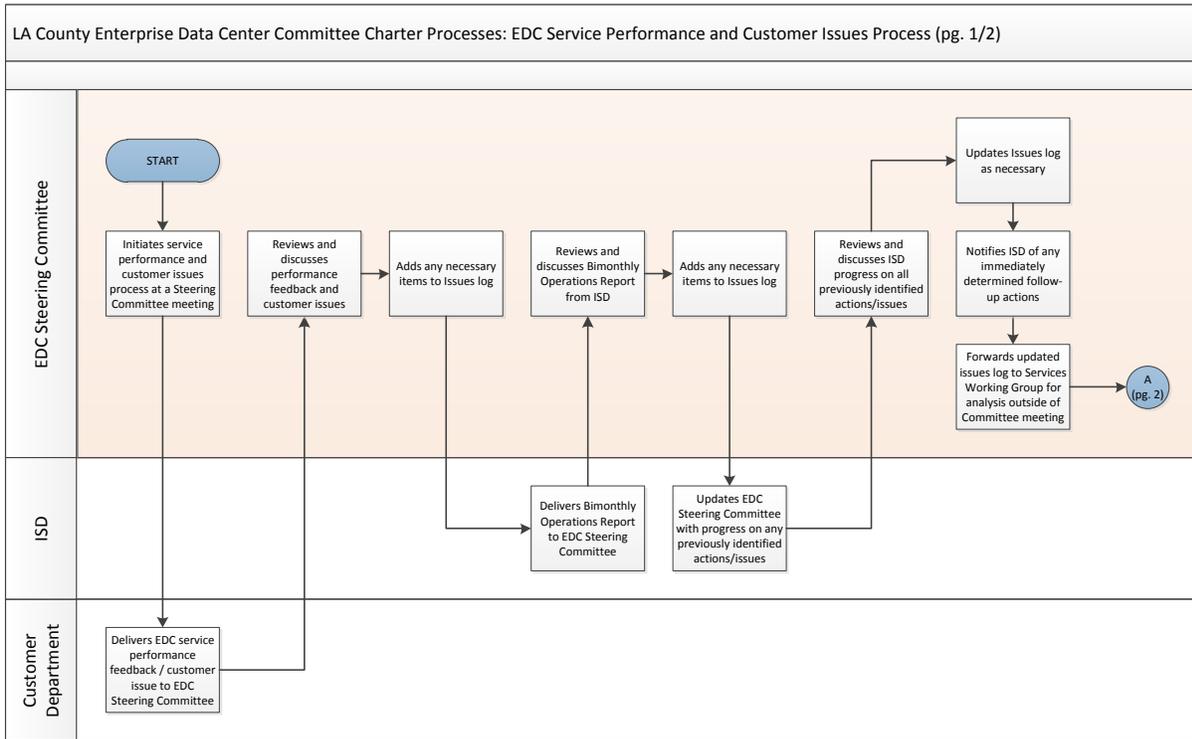
- Determining the information that must be provided with any customer feedback
- Communicating the response process to all stakeholders
- Facilitating the hearing of customer complaints
- Reviewing customer complaints
- Determining the relative priority of service performance and customer issues
- Determining the relative impact of service performance and customer issues
- Providing follow-up action items to ISD following complaints
- Managing a comprehensive Issues log

- Tracking complaints and issues in the log including: issue description, priority (importance), and impact (consequence if not resolved)
  - Priority (for being formally addressed by ISD)
    - High priority – should be addressed before the next meeting
    - Medium priority – should be addressed at the next meeting
    - Low priority – should be formally documented and addressed at some point in the future
  - Importance (for determining the order in which issues are discussed)
    - High importance – directly impacting Customer Departments' important EDC services including major service or budget impacts
    - Medium importance – indirect or potential/future impact on Customer Departments EDC services, including budget impact
    - Low importance – other issues
- Tracking required and completed ISD action items in the log including: responsible party for follow-up, identified follow-up actions, and date for follow-up to be completed
- Collectively discussing major customer incidents/issues with ISD leadership

ISD is responsible for generating and providing the EDC Steering Committee with a Bimonthly EDC Operations Report detailing service delivery and performance levels. ISD is also responsible for responding to action requests recommended by the EDC Steering Committee in a timely and accurate manner in order to effectively respond to any identified service performance or customer issues.

Customer Departments should continue to use ISD's existing problem and incident reporting processes and utilize the EDC SC process for escalations and any exceptions that require additional review.

### 3. Process



## D. EDC Consolidation Exemptions

### 1. Background and Relevant Mandates

The Board of Supervisors has established the following mandates regarding County-wide consolidation efforts:

- All IT data center equipment (i.e. servers, storage, applications, network switches, etc.) must be located in the County Enterprise Data Center.
- Any IT data center equipment currently located in departmental data centers must be relocated to the County Enterprise Data Center within five years of signing a data center lease agreement.
- All departments must consolidate into the County's virtualized and shared infrastructure (i.e. eCloud, etc.) in accordance with the data center consolidation five-year roadmap.

Customer Departments may apply for exemptions from these mandates.

#### i. **Exemption Criteria**

Exemptions from physical consolidation into the Enterprise Data Center will be based on the following criteria:

- Equipment for which a valid business reason has been established for locating it in an acceptable third party or cloud data center. Acceptable third party or cloud data centers must be certified and approved for use by the County CIO. Valid business reasons are limited to:
  - Equipment that is part of a larger outsourcing arrangement under which the third party is managing the application and infrastructure for the County
- Equipment that is housed in recently constructed, high quality, Tier III data centers that have the proven capability to support departmental requirements over the next five years.
- Business needs for key systems to be in data centers located in hardened emergency response or command centers – to be granted on an application by application basis.
- Agreement between both the County CIO and ISD that the County's Enterprise Data Center is unable to meet specific Departmental needs (i.e. service levels, regulatory requirements, technical requirements, etc.)
- A true "apples to apples" cost and risk comparison validated by the County CIO and reviewed with the EDC Steering Committee indicating that there is a significant and material difference and that the County's Enterprise Data Centers are not the most effective use of County resources.

Exemptions for consolidating into an Enterprise Virtualized, Shared Environment will be based on the following criteria:

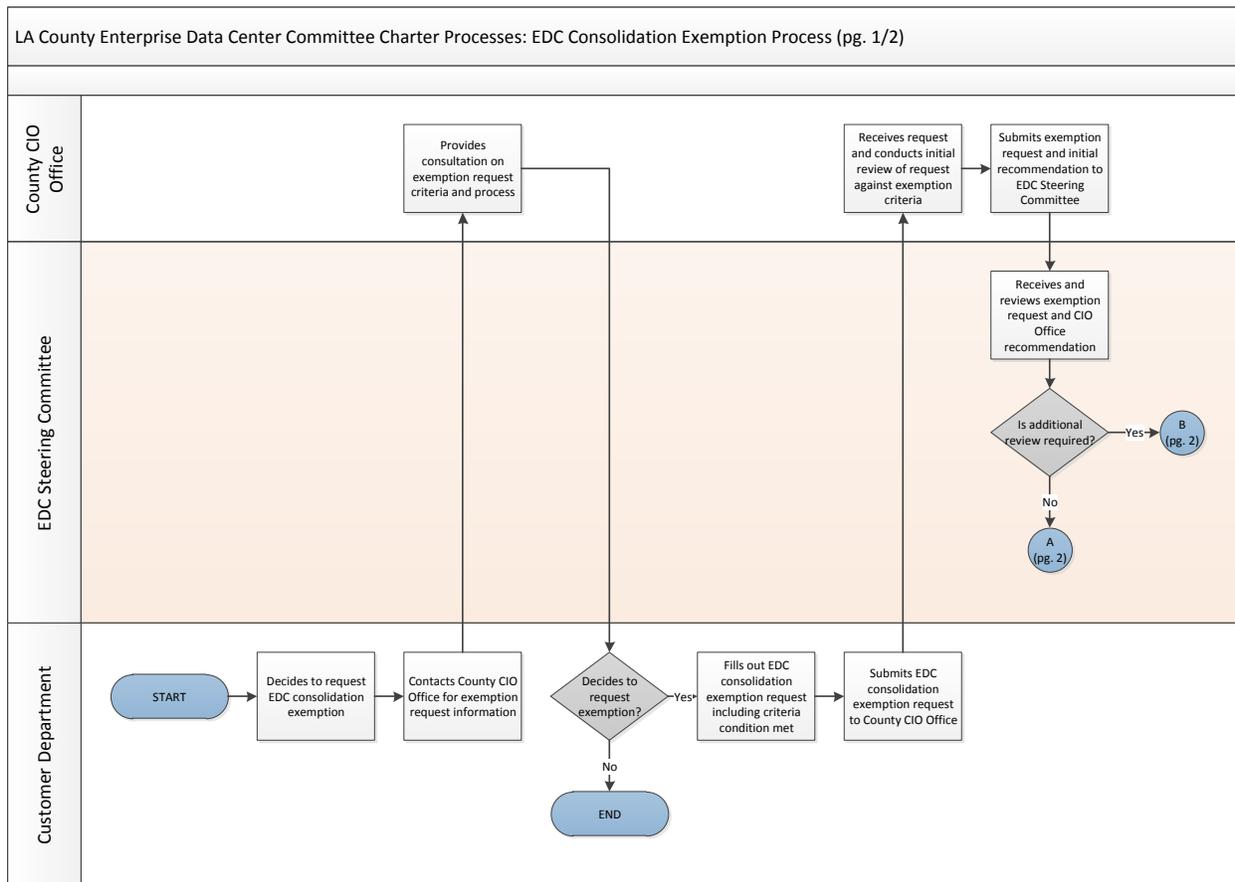
- Agreement between both the County CIO and ISD that the County's Enterprise Data Center is unable to meet specific departmental needs (i.e. service levels, regulatory requirements, technical requirements, etc.)
- A true "apples to apples" cost and risk comparison validated by the County CIO and reviewed with the EDC indicating that the County's Enterprise Data Centers are not the most effective use of County resources.

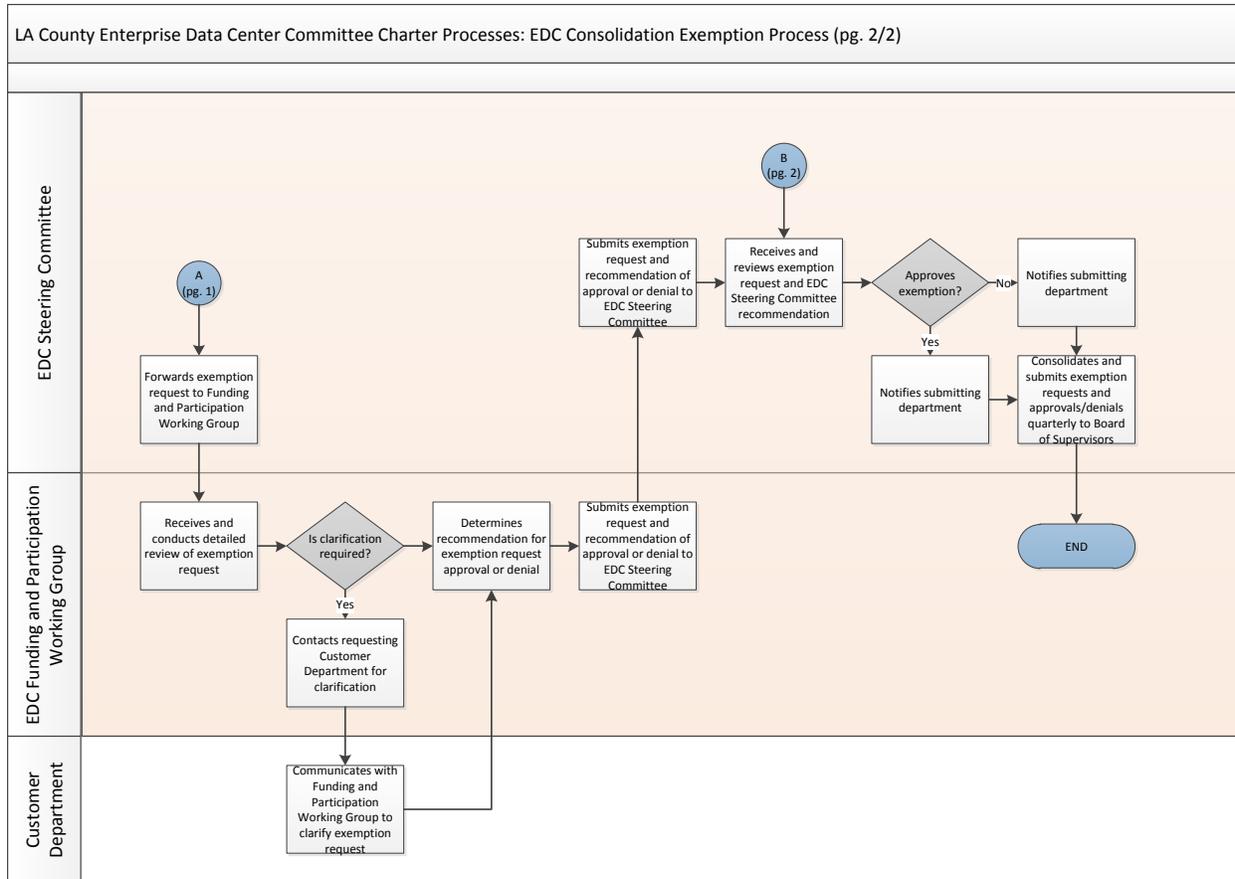
## 2. Roles and Responsibilities

It has been recommended to the Board that the CIO have delegated authority to approve exemptions from these consolidation mandates – including the authority to set exemption criteria. The County CIO will seek the advice of the EDC Steering Committee on all exemptions. The EDC Steering Committee will review each exemption request that is submitted to it and either accept or reject the request within 60 days. Any department which disagrees with a decision of the EDC Steering Committee or the County CIO is free to appeal directly to the Board of Supervisors.

The County CIO’s office will be responsible both for identifying non-compliant equipment as part of their normal reviews of departmental IT purchases and for requiring the departments to have a plan for compliance.

## 3. Process





## E. EDC Services, Service Levels, and Pricing Benchmark

### 1. Background and Relevant Mandates

The Board of Supervisors has mandated that all Customer Departments use the EDC and the virtualized shared infrastructure. The Board understands that this mandate removes the departments' ability to run their own data centers and limits their ability to place their IT data center assets in commercial third party data centers.

This benchmark is intended to ensure that mandated EDC usage continues to provide Customer Departments with competitive quality data center services and prices. The purpose of the benchmark is to perform a comparison to ensure that the breadth and quality services provided by the EDC are aligned with Department needs and that costs are continually optimized and reasonably aligned with those of other similar organizations or commercial third party data center providers.

Benchmarks will be conducted on an annual basis with results targeted for delivery in the month of February.

The scope of the services to be benchmarked will be limited to services provided by or from the EDC as defined as being within the scope of this governance process (See Section II.G of this document for a detailed list of these services.) and other services as mutually agreed to by the County CIO, the Director of ISD, the EDC Steering Committee, and the benchmarking firm

The dimensions of the above services to be benchmarked will include at a minimum:

- Customer satisfaction – Survey of key IT and business stakeholders in each customer organization regarding satisfaction with services delivered
- Services and prices – Comparison of ISD rates and service levels with rates and service levels from other public sector shared service organizations and from external service providers
- Cost – Use of industry standard cost models to compare ISD services pricing with either the service prices or internal delivery costs of peer organizations of comparable size, complexity, and mission. In this case, ISD prices charged to customer departments will be assumed to equate to ISD delivery costs unless ISD chooses to provide additional information or data.

Key metrics for comparison will include the following:

- Customer's level of satisfaction with ISD Service delivery
- Services and service levels offered
- ISD's price for the delivery of services

## **2. Roles and Responsibilities**

The County CIO and the EDC Steering Committee – in consultation with the Director of ISD – will:

- Establish repeatable Benchmark methodology and process to include:
  - Customer satisfaction measurement
  - Service price comparison (E.g. comparison of ISD service prices with delivery prices or costs from other comparable public sector or shared services organizations and/or pricing from the commercial marketplace.)
- Determine the scope and focus of each annual benchmark
- Determine the criteria for selecting an independent third party benchmark firm

The County CIO – in consultation with the Director of ISD and the EDC Steering Committee – will contract with an independent third party to conduct an annual, benchmark of EDC services in order to compare services, service levels, and pricing with those provided by external vendors and peer organizations of similar size and complexity.

The County CIO – in consultation with the Director of ISD – will manage the benchmark process:

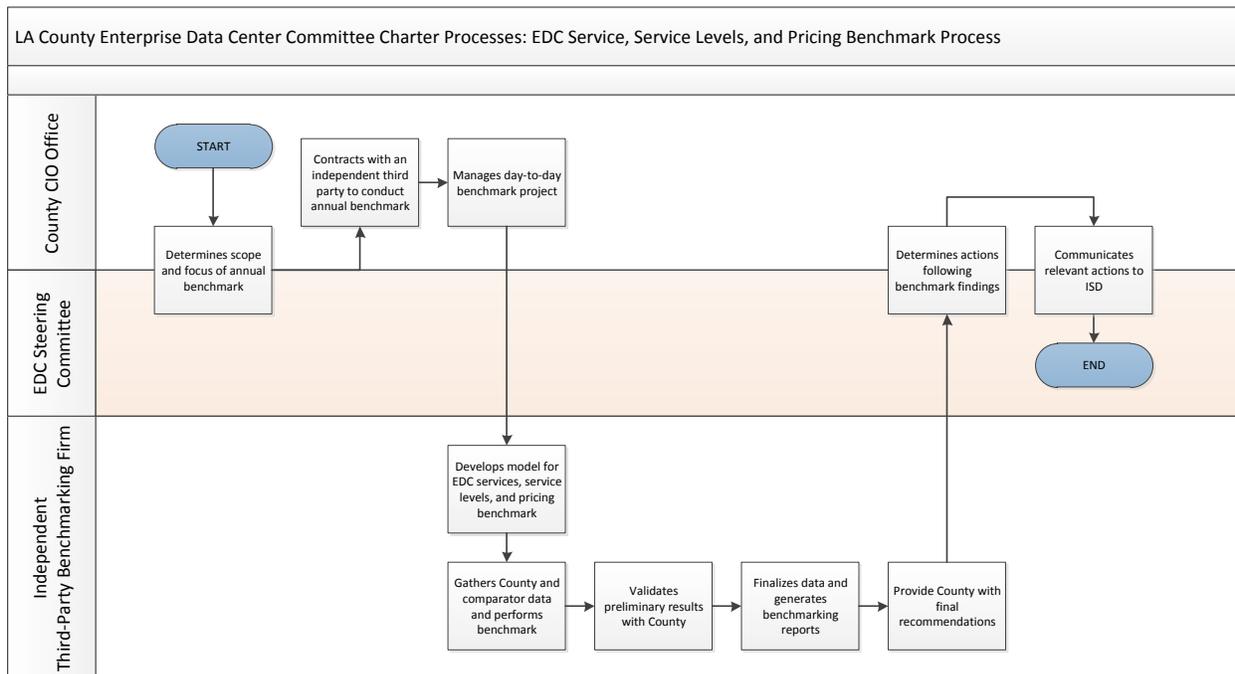
- Direct the day-to-day activities of the benchmark project team members
- Ensure appropriate data and personnel are made available to the independent third party benchmark firm in a timely and accurate manner
- Escalate any issues related to the execution of the benchmark effort to the Board of Supervisors or CEO as required
- Receive, review and summarize benchmark results and improvement recommendations with appropriate stakeholders including: the EDC Steering Committee, CIO Leadership Committee, and CIO Council
- Report the benchmarking results to the Board of Supervisors/CEO

The independent third party benchmarking firm will:

- Work with the County CIO to establish an appropriate model for comparing EDC service, service levels, and pricing with industry peers and best practices

- Work with the County CIO and ISD to gather required EDC service level and service price information and map the information to the agreed-upon comparison model
- Independently select a set of peers and industry best practices to which the EDC will be compared
- Perform required research and analysis to compare the EDC services, service levels, and pricing with the selected peers and best practices
- Validate the benchmark results with the County CIO and the Director of ISD, identifying anomalies, and making corrections to the comparisons or to the County-provided data as appropriate
- Finalize the data and generate appropriate benchmarking reports
- Review the reports with the appropriate stakeholders
- Create a summary report for the Board of Supervisors and review with the appropriate Board Members / Deputies
- Provide EDC SC and the Director of ISD with recommendations on service and cost/price optimization

### 3. Process



## **V. Recommendation Implementation Process**

### **A. Formal Communication to Service Provider (ISD)**

The Committee Chairperson is responsible for formally communicating any EDC Steering Committee recommendations or requests to ISD within three days of a Committee vote. All communications will include the Committee recommendation or request, Committee decision date, and the Committee's desired response process and timeline.

### **B. Required Service Provider Response**

ISD is required to provide a formal, written response to any EDC Steering Committee recommendations or requests by seven days prior to the following Committee Meeting unless an alternate date is mutually agreed upon with the Committee.

ISD has three formal response options:

- 1) Providing an action plan and timeline for addressing the EDC Steering Committee's recommendations or request;
- 2) Submitting a request for additional clarification; or
- 3) Providing a suggested alternative to the recommendation or request.

ISD is required to send a representative to the following Committee Meeting to address the issue regardless of the response. The ISD representative is responsible for communicating with the Committee, obtaining any necessary clarifications, explaining ISD's plan or proposed alternative, and conducting negotiations.

### **C. EDC Steering Committee Response to Service Provider (ISD)**

The EDC Steering Committee is required to respond to ISD requests for additional clarification or suggested alternatives. Clarifications may occur during Committee meetings or via hard copy or email correspondence. Discussions about suggested alternatives may occur during Committee meetings, but must also be formally documented in either hard or digital copy.

The timeline for continued clarifications and/or negotiations will be set by the Chair and clearly communicated to the Committee and ISD.

### **D. Appeal and/or Escalation Process**

In the event that the EDC Steering Committee and ISD are unable to come to an agreement about the actions to be performed, either party may initiate an appeal and/or escalation process. Appeals will be submitted in writing to the CEO's office. Both parties will have an opportunity to speak to the CEO's office at an appropriate forum determined by the CEO. The Board will have the final authority over any issues brought to the Board by the EDC Steering Committee and ISD.

## **VI. Appendices**

### **A. New Service Request Form**

#### **1. Form Intent**

This form will be used by Customer Departments to request new EDC services. Forms will be completed and provided to the EDC Steering Committee prior to or at a committee meeting.

#### **2. Form Content**

- Requesting department(s)
- Date submitted
  - Notation of any previous discussions
- Business case for requested service
  - Narrative description of requested service including specific features and outcomes
  - Narrative about why the change is requested
  - How service is applicable to other departments
  - Impact of not making the change or creating the new service
  - How the service is currently being fulfilled (internally, vendor), including any paid fees
- Priority of request
  - High priority – should be addressed before the next meeting
  - Medium priority – should be addressed at the next meeting
  - Low priority – should be formally documented and addressed at some point in the future
- Importance of request
  - High importance – directly impacting Customer Departments important EDC services including major service or budget impacts
  - Medium importance – indirect or potential/future impact on Customer Departments EDC services, including budget impact
  - Low importance – other issues
- Tracking Number – for EDC SC use

### **B. Service Change Request Form**

#### **1. Form Intent**

This form will be used by Customer Departments to request changes to existing EDC services. Forms will be completed and provided to the EDC Committee Chair for packaging and agendaizing prior to a committee meeting.

#### **2. Form Content**

- Requesting department(s)
- Date submitted
- Notation of any previous discussions and previous escalations
- Requested actions for the EDC SC

- Change requested
  - Existing service
  - Narrative description of requested change including specific features and outcomes
  - Narrative about why the change is requested – new service request or remedying a deficiency
  - How change is applicable to other departments
  - Impact of not making the change or creating the new service
- Priority of request
  - High priority – should be addressed before the next meeting
  - Medium priority – should be addressed at the next meeting
  - Low priority – should be formally documented and addressed at some point in the future
- Importance of request
  - High importance – directly impacting Customer Departments important EDC services including major service or budget impacts
  - Medium importance – indirect or potential/future impact on Customer Departments EDC services, including budget impact
  - Low importance – other issues
- Tracking Number – for EDC SC use

## **C. Service Issue / Customer Issue Report**

### **1. Form Intent**

This form will be used by Customer Departments to report EDC service or other customer issues. Forms will be completed and provided to the EDC Committee Chair for packaging and agendaing prior to a committee meeting.

### **2. Form Content**

- Reporting department(s)
- Date submitted
- Notation of any previous discussions and previous escalations
- Requested actions for the EDC SC
- Narrative description of service or customer issue
- Technical report of service issue if applicable
- Tracking Number – for EDC SC use

## **D. ISD's Operational Service Report**

### **1. Form Intent**

This form will be used by ISD to report service metrics to the EDC Committee Chair for packaging and agendaing prior to a committee meeting.

### **2. Form Content**

The exact content of the Operational Service Report is still to be determined.