



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

SACHI A. HAMAI  
Chief Executive Officer

**DATE:** May 26, 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 – REQUEST APPROVAL TO DELEGATE AUTHORITY TO AMEND AGREEMENTS H-705407 WITH CERNER CORPORATION AND H-705792 WITH GARTNER, INC.**  
DHS – Mitchell H. Katz, M.D. or designee
  - B) **Board Letter – ACCEPT CITY OF LOS ANGELES PROPOSITION K – GRANT FUNDING FORT MOORE PIONEER MONUMENT REFURBISHMENT PROJECT APPROVE INCREASE TO PROJECT BUDGET CAPITAL PROJECT NO. 87230**  
CEO CP – Dave Howard or designee
  - C) **Board Letter – REQUEST FOR APPROVAL AND AWARD OF PROGRAM/PROJECT MANAGEMENT SERVICES CONTRACT**  
ISD – Dave Chittenden or designee
  - D) **BROAD MUSEUM REQUEST FOR DISCOUNTED PARKING RATES**  
ISD – Dave Chittenden or designee
  - E) **APPROVAL OF INFORMATION TECHNOLOGY FUNDS FOR THE ELECTRONIC PERSONNEL DIGITIZATION AND RECORDS MANAGEMENT PROJECT, AMEND THE CONTRACT AMOUNT FOR COUNTY MASTER AGREEMENT WITH EMC CORPORATION, AND EXECUTION OF WORK ORDER FOR CONSULTING SERVICES WITH EMC DOCUMENTUM**  
RRCC/DHR/CIO/ISD – Dean Logan, Lisa Garrett, Peter Loo, Dave Chittenden or designee(s)
2. Public Comment

3. **CLOSED SESSION**

**CS-1** CONFERENCE WITH LEGAL COUNSEL – POTENTIAL EXPOSURE TO MULTIPLE LITIGATION

(Paragraph (2) of Subdivision (d) of Government Code section 54956.9)

Potential request for termination for convenience of ten Job Order Contract agreements.

4. Adjournment

June 14, 2016

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

Dear Supervisors:

**REQUEST APPROVAL TO DELEGATE AUTHORITY TO AMEND  
AGREEMENTS H-705407 WITH CERNER CORPORATION AND  
H-705792 WITH GARTNER, INC.  
(ALL SUPERVISORIAL DISTRICTS)  
(3 VOTES)**

CIO RECOMMENDATION: APPROVE [x]

**SUBJECT**

Approval of delegated authority to the Director of Health Services to amend the Agreements with: Cerner Corporation for the provision of an Electronic Health Record System, also known as the Online Realtime Centralized Health Information Database, for the Department of Health Services to obtain additional software and related implementation services, and professional services and Gartner, Inc. for the provision of project oversight and quality assurance consulting services to support the planning and implementation for the Electronic Health Record System.

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Delegate authority to the Director of Health Services (Director) or his designee to amend Agreement H-705407 (Agreement) with Cerner Corporation (Cerner) for the provision of an Electronic Health Record System, also known as the Online Realtime Centralized Health Information Database (ORCHID) to allow for the following actions with no increase in the maximum Contract Sum, except as authorized herein: (a) revisions to and clarification of the process and requirements for "Final Acceptance" of ORCHID and the support terms and service levels applicable to ORCHID; and (b) grant the Department of Health Services (DHS) more flexibility in managing the maximum Contract Sum to change the composition of ORCHID by adjusting specific items or features included in ORCHID in order to optimize the County's investment in ORCHID in furtherance of an integrated healthcare system; and for purchases of certain hardware, by removing the specific allocations among the three components of the maximum Contract Sum previously approved by the Board on November 27, 2012; with each of the foregoing accomplished via amendment, change notice and/or change order, as

applicable, subject to review and approval by County Counsel and the Chief Information Office (CIO), and with notification to the Board and Chief Executive Office (CEO).

2. Delegate authority to the Director or his designee to amend the Agreement to allow DHS to expand its purchase and use of Health Intent, a "big data" computing infrastructure, and allow for the development of customized algorithms and registries to support clinical reporting across various subsets of DHS' patient population, and increase the maximum Contract Sum in an amount not to exceed \$31.26 million, including an increase of \$9 million in Pool Dollars, for associated professional services, software, maintenance, remote hosting and support, for five (5) years, in furtherance of the County's goal to meet opportunities provided by both the Affordable Care Act (ACA) and the new California 1115 Waiver—Medi-Cal 2020 (1115 Waiver); with the foregoing accomplished via amendment, change notice and/or change order, as applicable, subject to review and approval by County Counsel and CIO, and with notification to the Board and CEO.
3. Delegate authority to the Director, or his designee, to amend the Agreement to allow DHS to accept licenses for use Cerner's finance modules for patient and cost accounting, at no charge and to amend the Agreement to include the professional services that are necessary to assist DHS with its conversion from an all-inclusive billing and "Relative Value Unit" data capture system to an itemized billing and charge level capture system, and increase the maximum Contract sum in an amount not to exceed \$5.35 million for these professional services, with the foregoing accomplished via amendment, change notice and/or change order, as applicable, subject to review and approval by County Counsel and the CIO, and with notification to the Board and CEO.
4. Delegate authority to the Director or his designee to amend Agreement H-705792 with Gartner, Inc. (Gartner) to change the statements of work for the provision of project oversight and quality assurance consulting services to support: (a) ORCHID final acceptance and close out activities; (b) ORCHID stabilization and operations support; (c) the project monitoring and tracking for implementation of the Health Intent expansion and stabilization of ORCHID maintenance and operations; (d) the Housing for Health's (HFH) implementation of the Client Track integrated case management system recently approved by the Board; and (e) project monitoring and tracking for the expansion of ORCHID to the Department of Public Health (DPH) and increase the maximum Agreement Sum by \$710,838 for the additional work, subject to prior review and approval of the amendment by County Counsel and the CIO.
5. Delegate authority to the Director, or his designee, to amend Agreement H-705792 with Gartner to change the statements of work for additional consulting services and increase the maximum Agreement Sum by no more than ten percent (10%) of the amended maximum Agreement Sum of \$1,978,100 for contract year four (June 1, 2016 through May 31, 2017) which if exercised would not exceed \$197,810, subject to prior

review and approval by County Counsel and CIO, and with notification to the Board and CEO.

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

### **Status of ORCHID Deployment**

On March 1, 2016, the final "go-live" of ORCHID occurred at Rancho Los Amigos National Rehabilitation Center. The final "go-live" was the culmination of over five years of thoughtful planning and activity by DHS to transform its system of care. All of DHS is now delivering care on ORCHID, allowing DHS to function as a single integrated healthcare delivery network, which can reduce patient care variability, improve quality of care and patient outcomes, and reduce costs. In April 2016, an average ORCHID day included: 12,002 unique users; 85,574 orders; 1,415 emergency department and urgent care visits; and an average daily census of 1,199 occupied beds.

The benefits of ORCHID are demonstrable both with respect to patient care and technological advances. For example, with respect to patient care, ORCHID allows for embedded clinical decision support, such as duplicate therapy checking. Where a provider initiates a patient on Dilaudid (an opiate class medication), and if a second provider attempts to order Morphine (an opiate class medication), ORCHID alerts the second provider that the patient is already on an opiate class medication, guiding the second provider to not duplicate therapy or place the patient at risk for an overdose. There are many similar examples supporting the conclusion that ORCHID will likely result in safer, more effective and better care for everyone under DHS' care.

With respect to technology, DHS has evolved from six siloed health record systems to a uniform, fully-integrated electronic health record system that is implemented consistently across care settings, with standardized workflow processes and a single, unified data structure. Two hundred eighty four (284) different applications across DHS facilities have been consolidated to approximately 35 applications, with more consolidation to come. In addition, ORCHID has transformed patient information management, giving providers access to seamless and real-time unified patient health records, promoting efficient and integrated health care delivery. For example, a patient transferred to the Harbor-UCLA Medical Center emergency department was cared for by emergency physicians using records from the patient's admission at MLK Outpatient Center, which had gone live the day before. Emergency physicians commented that for the first time, they did not have to repeat lab and radiology studies—their care could build on the care delivered at MLK Outpatient Center.

### **After "Go-Live"**

As DHS has previously reported to the Board, the ORCHID implementation proved challenging and rigorous, requiring near constant management and leadership from all levels of DHS. With the completion of the last "go-live," ORCHID is now entering another important period of

achieving final acceptance pursuant to the terms of the Agreement, with DHS establishing effective policies and procedures for sustained support and maintenance over the life of ORCHID, as well as taking advantage of natural expansion opportunities available to the County.

In considering the recommendations in this letter, the following context for the items requested is important to bear in mind: (i) new laws (e.g. ACA) have ushered in the greatest changes in healthcare delivery and reimbursement that the United States healthcare system has ever experienced; (ii) technology is continually evolving, causing certain product decisions made five years ago to be overtaken by current and future events; (iii) DHS has experienced remarkable changes and growth necessitated by its healthcare leadership role in the community; and (iv) the establishment of the Health Agency (Agency) with a larger scope of responsibility has significantly impacted ORCHID's current and future functions. Nimbleness and flexibility in contracting, within Board approved parameters, is essential in order for the Agency to be responsive to this changing environment and ensure the quality of patient care.

#### Recommendation #1: Agreement Adjustments

Approval of the first recommendation will provide DHS the flexibility needed in managing a system as complicated as ORCHID in a care setting as complicated as DHS, and primarily addresses the need to make necessary and limited changes to the Agreement that were not contemplated when the Agreement was initially approved in 2012. The recommended changes will not materially impact the original overall scope of the Agreement and will not increase the maximum Contract Sum. Specifically, DHS is requesting approval to: (i) change the parameters of final acceptance to address certain deployment decisions made by DHS, including, but not limited to, activities that have not been completed due to mutual agreement by DHS and Cerner and/or determination by DHS to defer completion; (ii) change support requirements and service levels, so long as these changes, taken as a whole, do not materially diminish Cerner support being provided to County; and (iii) adjust specific allocations of the maximum Contract Sum originally approved by the Board, as DHS needs flexibility in managing its funds to address changing requirements in product and system needs

#### *Final Acceptance*

DHS is currently in the process of reviewing all Agreement deliverables and ORCHID features to confirm compliance with the Agreement as part of the final acceptance process. Final acceptance generally means acceptance of the work as completed, including correction of any errors known to exist. The implications of final acceptance as to ORCHID are tempered by ongoing express warranty and broad support provisions in the Agreement. Nonetheless, as an important milestone in the Agreement, DHS is now focused on working with Cerner to achieve final acceptance. The process has demonstrated that certain ORCHID deployment decisions are complicating the final acceptance process. In some cases, DHS previously determined that certain ORCHID capabilities were not on the critical path needed at each "go-live" or that DHS systems were not yet ready for a particular ORCHID item. In other cases, DHS

determined that certain ORCHID capabilities were not needed by DHS at all. For example, with respect to the ORCHID mammography solution, County clinicians, with the agreement of the Director, determined that the ORCHID solution would not meet the County's needs as well as alternate solutions given the volume of procedures performed at the County. In addition, certain features of ORCHID were not fully installed due to the unavailability of hardware and/or other software at DHS. It should be noted that none of the foregoing are unusual for projects that are as expansive and complicated as ORCHID, and in all cases, the decisions to forgo or change items were made to further the best interests of the County and its patients and were mutually agreed to by DHS and Cerner.

#### *Support and Service Levels*

With each "go-live," DHS' knowledge and experience with ORCHID has increased, and support and service level requirements in the Agreement require adjustment to meet additional or different needs and/or to better conform to the nature of the support organizations at DHS and Cerner. In response to this, the Agreement requires changes to address ongoing support and delivery, as informed by DHS' initial ORCHID operations experience. For example, the reporting needs of the County are varied in their complexity and criticality. Adjusting the service levels from the current single service level applicable to reports to an approach that better aligns the service expectation with the County need is helpful to both the County and Cerner. Taken as a whole, the support and service level changes will not decrease or degrade the support being provided to DHS. Rather, the changes will be made to address DHS' experience with each facet of ORCHID, as well as changing industry standards.

#### *Accessing Funds to Adjust the ORCHID Product Portfolio*

The Request for Proposals (RFP) for ORCHID was developed in early 2011 and reflected electronic health record (EHR) capabilities and technology commercially available at the time. During the last five years, new and important capabilities have become available and certain capabilities have been rendered outdated. In addition, the Agreement as first approved by your Board was to be financed through the issuance of commercial paper, requiring a detailed budget and allocation of the maximum Contract Sum into three components: contract elements, optional work/pool dollars and additional EHR capabilities. As DHS was able to self-fund ORCHID and in conjunction with savings resulting from changes in each "go-live" date, the maximum Contract Sum allocations are now outdated. In order to take advantage of both functional changes and to receive the full benefit of its maximum Contract Sum, DHS requires the ability to make changes to the ORCHID product portfolio and the allocations of the maximum Contract Sum. The foregoing authority will only be exercised within the overall parameters of the Agreement and with no change in the maximum Contract Sum. For example, to address DHS growth, available funds may be newly allocated to buy more of the hardware items already included in the Agreement, subject to the pricing in the Agreement, as reasonably adjusted to address prices for new models of such hardware. This controlled process of readjusting both the maximum Contract Sum allocations and the ORCHID product

portfolio will allow DHS to quickly respond to changing needs in furtherance of a responsive and complete system experience.

#### Recommendation #2: HEALTHE INTENT

Approval of the second recommendation will allow DHS to amend the Agreement to purchase additional modules of Healthe Intent as part of ORCHID in response to the additional funding opportunities available to DHS under the new program called Public Hospital Redesign and Incentives in Medi-Cal (PRIME), regulatory changes, the successful implementation of ORCHID and your Board's desire to provide patient care using a fully integrated system.

The new California 1115 Waiver presents DHS with the challenging, but important new program PRIME that is composed of 13 projects, each with 3 – 6 metrics for a total of 73 metrics. PRIME requires a greater need for discrete data on DHS' empaneled population for each metric, as well as a tool assisting clinicians in driving year-over-year improvement of each metric. Of this total, DHS believes 50% of the metrics are dependent on its ability to use Healthe Intent. In order to facilitate DHS' success with the 1115 Waiver, the PRIME metrics will be built into custom PRIME registries allowing clinicians to track performance of the applicable PRIME eligible members. By meeting the requirements of the 1115 Waiver, DHS could receive up to \$225 million annually from the state and Centers for Medicare & Medicaid Services.

It is important to recognize that Healthe Intent is a tool aiding in DHS' successful performance in meeting the PRIME metrics requirements for the 1115 Waiver, not the sole or complete solution. DHS will combine the successful use of this tool with the training, alignment, and coordination of personnel to successfully meet the PRIME Waiver requirements.

In addition to the County's need to meet the PRIME requirements, the ACA has significantly changed the health insurance opportunities for those previously uninsured. The portion of patients treated at DHS who are uninsured has dropped from 23% inpatient, 41% emergency department, 39% ambulatory prior to January 1, 2015 to 7% inpatient, 17% emergency department, 12% ambulatory in December 2015. In addition, health coverage plans have shifted from traditional indemnity (fee-for-service) to managed care capitation—where health plans pay providers directly for some or all of the costs of the applicable medical services. This payment is usually a fixed monthly per member rate, regardless of the services the covered member receives. Under this model, DHS is now at risk for 367,000 Medi-Cal assigned lives as of April 2016, where DHS receives a set amount per member per month.

In order for DHS to effectively deliver care under this model, DHS needs to improve its ability to manage panels of members via improved empanelment processes, disease registries, and care management. The distinction between panels of members for which the County is at risk, as opposed to the risk of treating an individual patient is key, as the ACA is driving DHS to interact in a proactive manner with members in the hopes that these preventative interventions

minimize the frequency, severity, and overall need for care—maximizing the health of each patient and the member population as a whole.

The ACA and the 1115 Waiver have now aligned such that DHS is looking to invest in the appropriate, evolving technology to address healthcare needs at a population level. Healthe Intent is Cerner's "big data" computing infrastructure and the specific Healthe Intent services being acquired will enable the development and support of customized algorithms and registries to provide clinical reporting across multiple subsets of DHS' patient population. This allows our clinicians to extend their view of care issues beyond individual patients to populations of similar patients and to be alerted on a dashboard view integrated with ORCHID to outliers and advised on best practice protocols to address those outliers. For example, if a clinician is accountable for a panel of 1200 members, where 300 have Diabetes Mellitus, and an established DHS metric for quality care of members with diabetes is to obtain a Hemoglobin-A1C every 180 days, Healthe Intent allows a clinician to rapidly identify the 50 members who currently do not meet this criteria and then engage these members to visit a DHS laboratory to have their Hemoglobin-A1C measured.

A longitudinal record is established through this process for individual members of the population that DHS is held accountable for: helping to improve outcomes and potentially lowering costs for health and care. Tightly integrated with ORCHID, Healthe Intent meets the County's goal to maintain one County-record for each County-served patient by repurposing patient data in ORCHID, allowing clinicians a near seamless interaction between single patient care and whole population member management, including the ability to drill down directly into a member's medical record when a specific concern requires greater detail, and mitigating the risks to medical record integrity as information moves between Healthe Intent and ORCHID.

The requested funds for Healthe Intent are for five (5) years and include pool dollars to address the changing nature of this type of system expansion. As the "big data" marketplace is evolving quickly with many new entrants to the market, the competition is expected to drive prices down and DHS feels locking in prices and budgeting for longer than five (5) years would not benefit the County. With respect to the requested pool dollars, DHS requires pool dollars to address planned expansion of scope relating to the addition of metrics that have not yet been fully defined by the State of California and the option to purchase Healthe Care, a natural extension of Healthe Intent, that addresses DHS' needs to manage complex high risk and high cost patients.

### Recommendation #3: First Phase of Billing Transformation

Approval of the third recommendation will enable DHS to transform its charging, billing, and data capture practices from an all-inclusive system to an itemized billing system.

The County is one of the few remaining health care organizations in the country that still uses the all-inclusive billing model. The benefits of converting to an itemized billing process are: (i) DHS patients will be provided with an itemized listing of all services and procedures they

received during their hospital stay or visit along with the associated charges; (ii) DHS' ability to maximize revenue from commercial insurers and managed care plans will be enhanced because DHS will be able to substantiate the scope of services provided through an itemized bill of charges by specific procedure codes; (iii) Medi-Cal and Medicare cost reports will be prepared similar to all other acute care hospitals, which will improve analyses of cost comparability and other factors; and (iv) once the conversion from all-inclusive to itemized billing occurs, DHS will be able to implement a charge-based cost accounting system.

The itemized billing model is very different from the all-inclusive charge model currently used at DHS. Under the current model, a patient's bill contains very minimal information. For example, if an inpatient stay was three days in a medical/surgical ward, the bill would display only one line stating the ward location, the daily charge, number of days, and total charges. Under an itemized billing structure, every service, procedure, and any medical equipment received during the stay, along with the associated charge, would be listed. This represents a material change in how DHS captures data.

The billing transformation project is extremely labor-intensive and requires a high level of knowledge and familiarity with itemized billing systems. Because DHS has always been an all-inclusive biller, there is no in-house expertise to implement, maintain, and use an itemized billing system. Once the planning stages of ORCHID began, DHS had anticipated that expert assistance would be needed to implement an itemized billing system that would fully interface with ORCHID. Because of the high level of complexity involved, DHS thought it advisable to defer the billing system transformation until after the clinical modules of ORCHID were implemented. During the interim and in preparation for an itemized billing system, DHS developed an enterprise level charge master to standardize charges throughout DHS.

As the clinical workflows have now been developed and implemented and the enterprise charge master has been developed, DHS is now prepared to proceed with transforming its billing system to the industry standard of itemized billing. In addition, because ORCHID is designed for an itemized billing environment, it is more labor intensive for DHS to continue providing all-inclusive billing and completing cost reports. It is vital that the conversion to itemized billing be initiated as soon as possible.

The first phase of the billing transformation project is extremely labor-intensive and involves Cerner and its subject matter expert subcontractors, who will be approved by DHS in accordance with the Agreement. The assistance provided to DHS under this amendment will require the contracted itemized billing experts to analyze thousands of County charge procedures and workflows and assist DHS with implementation of a new itemized billing process. In addition, DHS will be provided the software licenses necessary to implement or expand the patient and cost accounting solutions. While this first phase of the County's billing transformation project will not include implementation, hosting and support of the foregoing software, that software will be included in the library of software available to the County and allow the County to proceed with the next phase of the billing transformation project.

After a successful conversion to itemized billing, the second phase will involve implementing an enterprise-wide cost accounting and patient accounting system. Conversion to an itemized billing system must occur first because one of the key elements of a cost accounting system is charge level detail. A cost accounting system will allow DHS to compare costs between each of its hospitals and the ambulatory care network facilities as well as to compare its cost structure to other similar hospitals across the United States. A cost accounting system will provide DHS with the detailed information necessary to make adjustments that will enhance efficiencies and cost effectiveness throughout the system. A cost accounting system based on reliable data will also provide DHS with the ability to restructure its current budgeting system so that it reflects actual resources needed based on current and future utilization requirements. This new system will also allow DHS to better negotiate managed care contract rates because we will be able to more accurately project costs and revenues by service area and procedures. We expect to implement the cost accounting system once we have completed the conversion from an all-inclusive to an itemized billing system.

After successful completion of the first phase, DHS will return to the Board to request a further amendment to replace its current cost accounting and patient accounting systems with a fully integrated system. A fully integrated system will provide a bi-directional interface between the financial and clinical systems that will ensure that DHS data is synchronized and comprehensive and that revenues can be maximized.

#### Recommendations #4 and #5: Gartner Agreement Amendment

Approval of the fourth recommendation will enable DHS to amend the current agreement with Gartner to increase the maximum Agreement Sum for additional specialized consulting services beyond what is set forth in the current Agreement. Pursuant to the Agreement, Gartner provides baseline and ongoing project risk assessment and reporting; ongoing quality control and quality assurance services to monitor compliance with the ORCHID project and Cerner agreement requirements; and periodic quality assurance reviews of project status, and key deliverables and outcomes. Gartner is also providing consulting services to support the DPH's planning activities for expansion of ORCHID to DPH.

Pursuant to the recommended amendment, Gartner will provide key consulting and additional support to DHS during the final ORCHID acceptance process and as ORCHID during the stabilization and operations support proves as ORCHID matures. In addition, with the expansion of Health Intent, additional consulting services are also necessary to expand the baseline and ongoing project risk assessment and reporting; and ongoing quality control and quality assurance services during the implementation of the additional Health Intent modules to monitor compliance with the new Cerner Agreement requirements.

The Board recently approved an agreement with ClientTrack for an integrated case management system for HFH. Under the current consulting services Agreement, Gartner developed HFH's technical requirements and provided significant assistance with the procurement and under the proposed amendment will provide project oversight services for the

approximate seven to eight months implementation. With regards to the additional consulting services to support DPH on the ORCHID expansion, Gartner will provide overall project monitoring, ongoing project risk assessments, support with project document preparation, review and provide feedback on project documents, and mentoring of DPH project staff to develop knowledge and process disciplines related to operations, project planning, and execution.

Gartner's third party oversight, quality assurance and capacity building services in the ORCHID program have been a key element in the project's early and ongoing accomplishments. While it was initially understood that there would be a need for some capacity building services, the actual need identified has been greater than anticipated. Gartner's services are necessary to provide support as ORCHID matures into a stable maintenance and operations environment. Under this agreement, there has been consistency of key Gartner personnel with unique skill sets which has ensured continuity, adding to the success of ORCHID.

Approval of recommendation five will allow DHS to amend the Gartner agreement to purchase additional consulting services by no more than 10% of the year four maximum Agreement Sum, which if exercised would not exceed \$197,810. Any such amendments would be reviewed and approved by County Counsel and CIO with notice to the Board and CEO.

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

The recommended actions support Goal 1 - Operation Effectiveness/Fiscal Sustainability; and Goal 3 – Integrated Services Delivery of the County's Strategic Plan.

### **FISCAL IMPACT/FINANCING**

The current Contract Sum for the Cerner Agreement is \$366,990,594. If approved, the actions set forth herein shall increase that Contract Sum to \$403,550,594.

The increased in the maximum Agreement Sum for the Gartner Agreement is \$710,838 and the new maximum Agreement Sum would be \$6,555,444 for the contract term May 14, 2013 through May 31, 2017.

Funding for the recommended actions is included in the ~~Fiscal Year (FY) 2016-17 Recommended Budget~~, and will be requested in future fiscal years as needed for both agreements.

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

Cerner Agreement

The Cerner Agreement was as a result of a competitive solicitation. It was initially approved by the Board on November 27, 2012 and has been amended three times. Amendment Number 1, approved by your Board on December 13, 2013, allowed the Director to adjust "Go-Live" dates for up to 120 days across all clusters, with no change to the maximum contract sum. Amendment Number 2, approved by the Board on September 16, 2014, allowed DHS to expend Pool Dollars for the acquisition of Cerner's address verification and validation software and to permit DHS to access Pool Dollars prior to "Go-Live" for additional professional services and the purchase of new software licenses. Amendment Number 3, approved by your Board on May 19, 2015, allowed the Director to adjust "Go-Live" dates and addressed certain terms in subcontracts and license agreements related to ORCHID.

#### Gartner Agreement

On May 14, 2013, the Board approved a sole source agreement with Gartner for the period May 14, 2013 through May 31, 2016 with a maximum Agreement sum of \$3,077,344 for that period, with two one-year options to extend the Agreement through May 31, 2018 and authority to increase the maximum amount by \$837,262 for the period June 1, 2016 through May 31, 2017 and \$746,037 for the period June 1, 2017 through May 31, 2018. Subsequent amendments to the Agreement and increases to the maximum Agreement Sum were approved by the Board for additional consulting services related to the ORCHID implementation, HFH case management system acquisition, and the DPH ORCHID expansion planning process.

#### Use of Outside Counsel

Because of the importance of this project, County Counsel continues to retain Foley & Lardner, LLP to work in conjunction with County Counsel, to advise on implementation and contract issues. Additionally, the Office of County Counsel separately has submitted to the Board an attorney-client privileged communication which analyzes the actions undertaken herein. The CIO concurs with the DHS' recommendation and that office's analysis is attached as Attachment A.

#### **CONTRACTING PROCESS**

The requested action includes amending the Cerner Agreement, which was originally awarded as a result of an extensive and unprotested competitive solicitation.

The sole source Gartner Agreement was awarded based on several factors, including the depth and breadth of the firm's experience on the ORCHID project's procurement and contracting process. Initially working under a competitively bid Information Technology Support Services Master Agreement (ITSSMA) Work Order, Gartner worked closely with DHS, County Counsel, and outside counsel, Foley and Lardner, LLP, to help lead the development of DHS' ORCHID strategy, structure of the project's governance process and the rigorous and highly structured procurement process. Gartner continued to partner with the County project team

during the Cerner agreement negotiations and, during that time, Gartner worked extensively with DHS staff in the development and oversight of the Cerner Agreement's Statements of Work, the completion of which is integral to ORCHID's success.

All of these factors uniquely situate the firm to support DHS during the design, build and implementation of the new system. DHS determined that it is not feasible to conduct a Request for Proposals (RFP) process to obtain additional consulting services as another firm would not bring the same experience to project and because the timeframe for Heathe Intent implementation necessitates service continuity. The recommended amendment will increase services under the current Agreement.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the recommendations will enable DHS to maintain a centralized, standardized, enterprise-wide EHR system which will ensure that patients who seek services at any location within DHS will receive consistent care, supported by ORCHID across the entire care continuum.

Respectfully submitted,

Reviewed by:

Mitchell H. Katz, M.D.  
Director

Peter Loo  
Acting Chief Information Officer

MHK:

Enclosures

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors



PETER LOO

ACTING CHIEF INFORMATION OFFICER

DRAFT

# Office of the CIO CIO Analysis

NUMBER: <b>CA 16-10</b>	DATE: 5/19/2016
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SUBJECT:

**REQUEST APPROVAL TO DELEGATE AUTHORITY TO AMEND AGREEMENTS H-705407 WITH CERNER CORPORATION AND H-705792 WITH GARTNER, INC.**

RECOMMENDATION:

Approve                       Approve with Modification                       Disapprove

CONTRACT TYPE:

New Contract                       Sole Source  
 Amendment to Contract #: H-705407, H-705792     Other: Describe contract type.

CONTRACT COMPONENTS:

Software                       Hardware  
 Telecommunications                       Professional Services

SUMMARY:

Department Executive Sponsor: Mitchell H. Katz, M.D., Director, Department of Health Services (Director)

Description: Delegate authority to the Director, or his designee, to amend Agreement H-705407 with Cerner Corporation (Cerner) to: (i) revise "Financial Acceptance" requirements; (ii) grant DHS more flexibility to manage the Contract and Amendment details; and (iii) grant delegated authority to DHS to purchase Healthe Intent for an amount not to exceed \$31.26 million (including \$9 million pool dollars) and the services for Itemized billing module for an amount of \$5.3 million.

Delegate authority to the Director, or his designee, to amend Agreement H-705795 with Gartner for consulting services for Healthe Intent, as well as Housing for Health implementation for an amount of \$710,838, and also for a contingent amount not to exceed \$197,810 (10% of Agreement sum \$1,978,100 allocated for contract year 4, from June 1, 2016 to May 31, 2017).

Contract Amount: \$36.56 million    Funding Source: DHS Fiscal Year 2016-17 Recommended Budget

Legislative or Regulatory Mandate                       Subvended/Grant Funded: Enter %

## **Strategic and Business Analysis**

### PROJECT GOALS AND OBJECTIVES:

The proposed amendment to the Cerner Agreement will:

- 1) Enable DHS to analyze their processes (driven by 70 activity codes) to transform their Revenue Management Cycle to be based on itemized billing; and
- 2) Implement Population Health Management that will generate enhanced revenues via precise billing, as well as comply with the 1115 waiver.

The proposed amendment to the Gartner Agreement will provide project management services to perform quality assurance implementation of ORCHID, Population Health Management, Department of Public Health's

	<p>(DPH) implementation of ORCHID, and the expansion and Housing for Health (HFH) project.</p> <hr/> <p><b>BUSINESS DRIVERS:</b> The key business drivers for this project are to:</p> <ol style="list-style-type: none"> <li>1) Improve patient care through the implementation of a centralized, standardized, Population Health System (HealthIntent) to ensure a consistent patient care across various disease related registries.</li> <li>2) Improve revenue collection via itemized billing for delivered health care. Itemized billing will provide DHS the tools to provide detailed costing of products and services, a requirement to comply with the 1115 Waiver.</li> <li>3) Implement Project best of breed practices using the Gartner services to manage:             <ul style="list-style-type: none"> <li>• The remainder of ORCHID implementation;</li> <li>• HealthIntent implementation;</li> <li>• Department of Public Health’s ORCHID implementation; and</li> <li>• Housing for Health.</li> </ul> </li> </ol> <hr/> <p><b>PROJECT ORGANIZATION:</b> Dr. Mitchell H. Katz, Director of Department of Health Services, is the Project Executive Sponser. For the PopulationHealth Project business sponsor is Anish Mahajan and Dr Bart/Kevin Lynch are the technical Directors. For the Itemized billing implementation Allen Wecker is the executive sponsor. Kevin Lynch, DHS CIO, is IT lead. DHS has a well defined project governance for project design build and mplementation phases. Exact project phases and milestones not known. HFH business owner/project lead is Marc Trotz.</p> <hr/> <p><b>PERFORMANCE METRICS:</b> The original Agreement identifies Service Levels for Response Time, Resolution Time, and Software Response Time. The County will receive corresponding credits for failures to meet these Service Levels. Need validation for the Population Management piece as the SLA requirements could be different.</p> <hr/> <p><b>STRATEGIC AND BUSINESS ALIGNMENT:</b> The project supports the following County Strategic Plan goals: Operational Effectiveness, Fiscal Sustainability, and Integrated Services Delivery.</p> <hr/> <p><b>PROJECT APPROACH:</b> HealthIntent has a high level implementation timeline of 6 months. For Billing transformation the project is estimated to be 18 months.</p> <hr/> <p><b>ALTERNATIVES ANALYZED:</b> Pending further analysis</p>
<p><b>Technical Analysis</b></p>	<p><b>ANALYSIS OF PROPOSED IT SOLUTION:</b> Pending further analysis.</p>



# Draft

June 14, 2016

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

Dear Supervisors:

**ACCEPT CITY OF LOS ANGELES PROPOSITION K – GRANT FUNDING  
FORT MOORE PIONEER MONUMENT REFUBISHMENT PROJECT  
APPROVE INCREASE TO PROJECT BUDGET  
CAPITAL PROJECT NO. 87230  
(SUPERVISORIAL DISTRICT 1)  
(4 VOTES)**

**SUBJECT**

Approval of the recommended actions will authorize the acceptance of City of Los Angeles Proposition K - Los Angeles for Kids Program grant funding for the Fort Moore Pioneer Memorial Fountain restoration and increase the project budget for the Fort Moore Pioneer Monument Refurbishment project, Capital Project No. 87230.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Find the recommended actions within the scope of the previous finding of exemption under the California Environmental Quality Act for the reasons stated in this letter and in the record of the project.
2. Authorize the CEO to execute the Fort Moore Pioneer Memorial Cooperation Agreement with the City of Los Angeles in substantially similar form to the version provided and accept Proposition K - Los Angeles for Kids Program grant funding for the refurbishment of the Fort Moore Pioneer Memorial Fountain.

3. Increase the project budget in the amount of \$500,000, to reflect the receipt of grant funding, from \$4,100,000 to \$4,600,000.

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

Approval of the recommended actions will authorize the Chief Executive Office to sign the Fort Moore Pioneer Memorial Cooperation Agreement with the City of Los Angeles in substantially similar form to the attached and accept Proposition K - Los Angeles for Kids Program grant funding for the refurbishment of Fort Moore Pioneer Memorial Fountain and increase the project budget. The Fort Moore Pioneer Monument (Monument) is located on County property at 501 North Hill Street in the City of Los Angeles.

The Monument includes, but is not limited to: a large terra cotta memorial wall panel that depicts various themes in the historical development of Los Angeles, including the ceremonial flag being raised over Fort Moore by United States soldiers in 1847, the agricultural and spiritual foundation of the region, the transportation that shaped the City at the end of the 19th century, and the crucial role that water and electricity play in a large modern city. The Monument also includes an 80-foot-long fountain that has been out of commission since the 1977 drought; a 237-foot-long brick facade wall, which serves as a backdrop for a 68-foot-high free-standing pylon with an American eagle relief; and a low terra cotta inscription wall that depicts, in narrative form, the 1,100 mile march of the Mormon Battalion from Council Bluffs, Iowa to Los Angeles during the Mexican-American War. The Monument sits on top of the hill where Fort Moore was constructed in the mid-1800s, during the Mexican-American War, by the Mormon Battalion for American troops after the occupation of Los Angeles. The Monument was commissioned by the County of Los Angeles, City of Los Angeles, Los Angeles Board of Education, and Los Angeles Department of Water and Power, and was dedicated in 1957.

Due to the decommissioning of the fountain in 1977, visitors no longer tour the site, which has led to the increase in graffiti, homeless encampments, vandalism, burglary of the mechanical rooms, and theft of plumbing and electrical material at the site.

On October 14, 2014, the Board established the Fort Moore Pioneer Monument Refurbishment project, Capital Project No. 87230 (Project). The Project proposes the repair, reconstruction, and restoration of the Monument in accordance with historical preservation standards, including upgrading the electrical service; replacing the pump, mechanical equipment and plumbing; repairing the ceramic tile and upper/lower pool

reservoirs for the waterfall fountain; repairing and restoring the terra cotta and brick facade wall panels and pylon; upgrading the security and decorative lighting; repairing and replacing the handrails, guardrails, walkways, and stairs; installing security fencing to prevent public access to restricted areas of the Monument; and providing disabled access from the sidewalk area on Hill Street to the Monument. Also trees in poor health will be removed. Up to five new trees will be planted as part of the proposed Project.

The proposed Project will be administered by Department of Public Works (Public Works) in conjunction with the Arts Commission. Public Works will utilize one of its Board-approved as-needed consultants for design, and a Board-approved Job Order Contract (JOC) for construction of the improvements. The Arts Commission will retain the services of an art conservation firm to perform a conservation assessment of the Monument, and to assist with the design and implementation of the repair and restoration work in accordance with historical preservation standards.

Following approval of the Project the City of Los Angeles expressed interest in contributing funding towards the fountain refurbishment portion of the Project through the City' Proposition K - Los Angeles for Kids Program through a grant valued at \$500,000. The Project is currently in design.

#### **Green Building/Sustainable Design Program**

The proposed Project will support the Board's Policy for Green Building/Sustainable Design Program to the extent feasible by incorporating sustainable design features to optimize energy and water use efficiency. Acceptance of the grant will further these efforts.

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

The Countywide Strategic Plan directs the provision of Operational Effectiveness/Fiscal Sustainability, Community Support and Responsiveness, and Integrated Services Delivery. These recommendations support the Strategic Plan by investing in public infrastructure that will enhance cultural opportunities for County residents.

#### **FISCAL IMPACT/FINANCING**

Approval of the attached appropriation adjustment will increase the project budget in the amount of \$500,000, to reflect the receipt of grant funding, from \$4,100,000 to \$4,600,000

The proposed Project will be funded with prior year net County cost and grant funding from the City of Los Angeles Proposition K - Los Angeles for Kids Program.

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

In accordance with the Board's Civic Arts Policy adopted on December 7, 2004, and amended on December 15, 2009, the Project includes 1 percent of the design and construction costs to be allocated to the Civic Arts Fund. These funds will be integrated into the proposed Project as a whole and used to perform a conservation assessment of the Monument and to assist with the design and implementation of the repair and restoration work.

In the administration of its duties as County Government the Board is authorized to accept grants, per Government Code section 25207. The Chief Executive Office will ensure compliance with Board Policy number 4.070 to ensure full utilization of grant funds.

### **ENVIRONMENTAL DOCUMENTATION**

The proposed project was previously found to be categorically exempt from California Environmental Quality Act by the Board on October 14, 2014.

### **CONTRACTING PROCESS**

Public Works will utilize an as-needed consultant for design and a JOC for construction of the improvements.

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

Approval of the recommended actions will have no impact on current services or projects. The Monument will be closed to the public during construction of the improvements.

**CONCLUSION**

Please return one adopted copy of this Board letter to the Chief Executive Office, Facilities and Asset Management Division; the Internal Services Department; and the Department of Public Works, Project Management Division I.

Respectfully submitted,

SACHI A. HAMAI  
Chief Executive officer

SAH:DH:BB  
CY:RG:zu

Enclosure

c: Arts Commission  
Chief Executive Office (Capital Projects Division)  
County Counsel

COUNTY AGREEMENT NO. \_\_\_\_\_

CITY AGREEMENT NO. \_\_\_\_\_

FORT MOORE PIONEER MEMORIAL AKA  
FORT MOORE PARK HISTORIC FOUNTAIN  
RESTORATION (W.O. E170306A)  
501 NORTH HILL STREET, LOS ANGELES  
THOMAS GUIDE NO. 634G3  
LOS ANGELES CITY COUNCIL DISTRICT ONE  
FIRST SUPERVISORIAL DISTRICT

## **COOPERATION AGREEMENT**

This Cooperation Agreement (“Agreement”), is entered into by and between the COUNTY OF LOS ANGELES, a body corporate and politic (hereinafter referred to as COUNTY), and the Department of Public Works, Bureau of Engineering, for and on behalf of, the CITY OF LOS ANGELES, a municipal corporation (hereinafter referred to as CITY).

### RECITALS

WHEREAS, the COUNTY owns fee title to certain property known as Fort Moore Pioneer Memorial Park (aka Fort Moore Park) located in the vicinity of 501 North Hill Street, in the City of Los Angeles (the “Park”), and is more particularly shown on Exhibit A, attached hereto and made a part hereof; and

WHEREAS, the COUNTY owns, operates and maintains all improvements at the Park, including a historic water fountain, known as the Fort Moore Fountain (“Fountain”); and

WHEREAS, the COUNTY, will be refurbishing the Park, and the refurbishment activities include the restoration of the Fountain (the “Project”); and

WHEREAS, on November 5, 1996, the voters of the CITY approved a ballot measure known as Proposition K: Los Angeles for Kids Program, which specified the restoration of the Fountain as a Proposition K project; and

WHEREAS, the CITY has agreed to reimburse the COUNTY for work completed to restore the Fountain in an amount not to exceed Five Hundred Thousand Dollars (\$500,000.00); and

WHEREAS, on March 31, 2016, the Proposition K: L.A. for Kids Steering Committee recommended, and on \_\_\_\_\_, 2016, the Los Angeles City Council

authorized the City Engineer to negotiate and execute an agreement with the COUNTY to provide for the COUNTY to restore the Fountain, and to authorize payment to the COUNTY of no more than Five Hundred Thousand Dollars (\$500,000.00) in Proposition K funds for the Project; and

WHEREAS, In the administration of its duties as County Government the Board is authorized to accept grants, per Government Code section 25207 and the County will comply with Board Policy number 4.070 to ensure full utilization of grant funds.

WHEREAS, COUNTY and CITY desire to enter into this Agreement to memorialize the obligations of each party in regards to the Project.

NOW, THEREFORE, in consideration of the mutual benefits to be derived by COUNTY and CITY, and of the promises herein contained, it is hereby agreed as follows:

#### SECTION 1. Definitions

The following words and phrases that are used herein shall each have the meaning set forth opposite the same:

**PROPOSITION K:**

**L.A. FOR KIDS:** A ballot measure passed by and for the residents of the CITY on November 5, 1996

**PROPOSITION K:**

**L.A. for KIDS STEERING COMMITTEE:** The governing body responsible for overseeing the Proposition K: L.A. for Kids program

**PROJECT:**

Restoration of the Fort Moore Park Historic Fountain

**LVNOC:**

Proposition K: L.A. for Kids Local Volunteer Neighborhood Oversee Committee (LVNOC)

#### SECTION 2. Authorized Use

- 2.1. COUNTY reserves the right to use or allow others to use Park for any and all lawful purposes.
- 2.2. COUNTY acknowledges that the acquisition of any permits or other approvals for the development, construction, operation, maintenance, monitoring, use and repair of the Project required by other affected agencies, and the consent of any affected fee owner(s) other than CITY, are the responsibility of COUNTY.

### SECTION 3. Construction of Project

- 3.1. COUNTY understands and acknowledges that it is required to comply with the requirements set forth in the California Environmental Quality Act (CEQA) prior to implementing the Project and that the COUNTY shall be the lead agency with respect to any and all CEQA compliance related to the Project. In addition to its other indemnification obligations as specified below, the COUNTY hereby agrees to indemnify, defend and hold harmless the CITY and its elected and appointed officers, employees, and agents from and against any and all claims and/or actions related to the Project that may be asserted by a third party or public agency alleging violations of CEQA or CEQA Guidelines.
- 3.2. COUNTY agrees to prepare plans and specifications for the Project.
- 3.3. COUNTY shall construct the Project in compliance with all permits and applicable laws.
- 3.4. COUNTY shall bear all costs in connection with the design and construction of the Project, including all costs related to the preparation of the plans and specifications, the construction contract, and contract administration.
- 3.5. Within thirty (30) days of completion of construction, COUNTY shall provide a Notice of Completion or similar instrument to the CITY.
- 3.6. During construction of the project, CITY shall be allowed to visually inspect the Project to make sure that it conforms to the specified Proposition K Project scope, as shown in Exhibit B.

### SECTION 4. Service and Maintenance

- 4.1. COUNTY shall bear all costs in connection with the service and maintenance of the Project, except however, upon completion of the restoration of the Fountain, and commencement of operation of the Park, the COUNTY shall be eligible to apply, on an annual basis, for Proposition K maintenance funding, through the CITY's annual Proposition K - L.A. for Kids Program Maintenance Funding Grant process. Such maintenance funding, if awarded, may reimburse a portion of the COUNTY's maintenance costs for the Fountain.
- 4.2. COUNTY shall operate and maintain the Fountain for a period of ten (10) years following the issuance of the Notice of Completion or similar instrument ("Service and Maintenance Period").

- 4.3. The COUNTY's Maintenance shall include, at a minimum: (a) Ensure that the Fountain is maintained in a clean and sanitary manner; (b) Trash receptacles shall be removed at a frequency determined appropriate by the County's solid waste contractor; (c) Graffiti shall be referred to the County for removal.

The COUNTY shall also make any necessary repairs to the restored Fountain if damage or problems arise, and such repairs shall be performed within thirty (30) days of discovery of the damage or problem, or the County shall provide the City a satisfactory plan for repairing such damage or problems within that time period, unless agreed to in writing by the parties hereto.

#### SECTION 5. Term

- 5.1. All design and construction hereunder shall be completed within three (3) years after the date of attestation of this Agreement.
- 5.2. This Agreement shall expire at the end of the ten (10) year Services and Maintenance period, as noted in Section 4.2 above.

#### SECTION 6 Reimbursement

- 6.1. CITY shall provide the COUNTY with a sum not greater than Five Hundred Thousand Dollars (\$500,000) in Proposition K funds for the Project on a reimbursement basis.
- 6.2. COUNTY shall forward to the CITY invoices, upon completion of each Payment Milestone, as shown in Exhibit C, the Schedule of Reimbursement, attached hereto, which clearly outlines the costs associated with the Project for which the COUNTY is seeking reimbursement. City shall reimburse the County within 30 days of receipt of an approved invoice, except however that the first invoice shall be paid within 45 days of receipt of an approved invoice.

#### SECTION 7. Miscellaneous Terms and Conditions

- 7.1. COUNTY has made the necessary presentations of the proposed Project to the LVNOC.
- 7.2. COUNTY shall indemnify, defend, and hold the CITY and its respective officers, employees, and agents harmless from and against any claims, demands, liability, damages, costs, and expenses; including without

limitation involving bodily injury, death, or personal injury of any person or property damage of any nature whatsoever, arising from or related to the construction of Project, or any portion thereof.

- 7.3. COUNTY and CITY shall have no other financial obligation to each other under this AGREEMENT, except as herein expressly provided.
- 7.4. COUNTY shall respond to public inquiries and complaints related to PROJECT.
- 7.5. This Agreement may be amended or modified only by mutual written consent of the parties.
- 7.6. The provisions of the Agreement shall be interpreted and enforced pursuant to the laws of the State of California.
- 7.7. Any notice to be given or document to be delivered by COUNTY or CITY to the other party may be delivered in person to either party or by private courier or may be deposited in the U.S. mail, duly registered or certified, with postage prepaid and addressed to the party for whom intended.
- 7.8. Any correspondence, communication, or contact concerning this Agreement shall be directed to the following:

CITY: Neil Drucker, Program Manger  
Recreational and Cultural Facilities Program  
Bureau of Engineering  
Department of Public Works  
1149 South Broadway, Suite 860  
Los Angeles, CA 90015

COUNTY: Ms. Chia-Ann Yen  
CEO Manager  
Chief Executive Office  
754 Kenneth Hahn  
Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

- 7.9. This Agreement sets for the entire agreement amongst the parties as it relates to the subject matter addressed herein, and may not be altered, amended or modified in any respect except by a writing duly executed by the parties. All earlier understandings or oral agreements concerning the subject matter hereof are superseded and are of no further force or effect.

- 7.10. The parties acknowledge and agree that the form and contents of this Agreement have been the subject of negotiations amongst the parties and their respective counsel, and that this Agreement will not be determined to have been drafted by any particular party, nor construed against the interest of any particular party, based on that party's purported draftsmanship of any particular provision, all of which provisions have been the product of a collective effort.
- 7.11. This Agreement may be executed in any number of counterparts each of which shall be deemed to be an original, and all of which together shall constitute but one and the same instrument. Executed copies of this Agreement delivered pursuant to Section 7.8 above shall be as effective as an original to bind the parties.
- 7.12 The headings contained in this Agreement are for convenience of reference only and shall have no effect on the interpretation or operation hereof.

[Signature pages follow.]

IN WITNESS THEREOF, County of Los Angeles by order of its Board of Supervisors has delegated to its Chief Executive Officer the authority to execute this Agreement on its behalf on the date and year written below. CITY has caused this Agreement to be executed by its duly authorized representative

CITY OF LOS ANGELES, a Municipal Corporation  
Acting by and through its Department of Public Works, Bureau of Engineering

By \_\_\_\_\_  
Gary Lee Moore, City Engineer

Date: \_\_\_\_\_

APPROVED AS TO FORM:  
MICHAEL N. FEUER, City Attorney

By \_\_\_\_\_  
Deputy City Attorney

Date: \_\_\_\_\_

ATTEST:  
Holly L. Wolcott, City Clerk

By \_\_\_\_\_  
Deputy City Clerk

Date: \_\_\_\_\_

COUNTY OF LOS ANGELES, a body corporate and politic

By \_\_\_\_\_  
SACHI A. HAMAI  
Chief Executive Officer

APPROVED AS TO FORM:

MARY C. WICKHAM  
County Counsel

By \_\_\_\_\_  
Deputy County Counsel

Exhibit A – Fort Moore Memorial Park Premises  
Exhibit B – Fountain Scope of Work  
Exhibit C – Schedule of Reimbursement

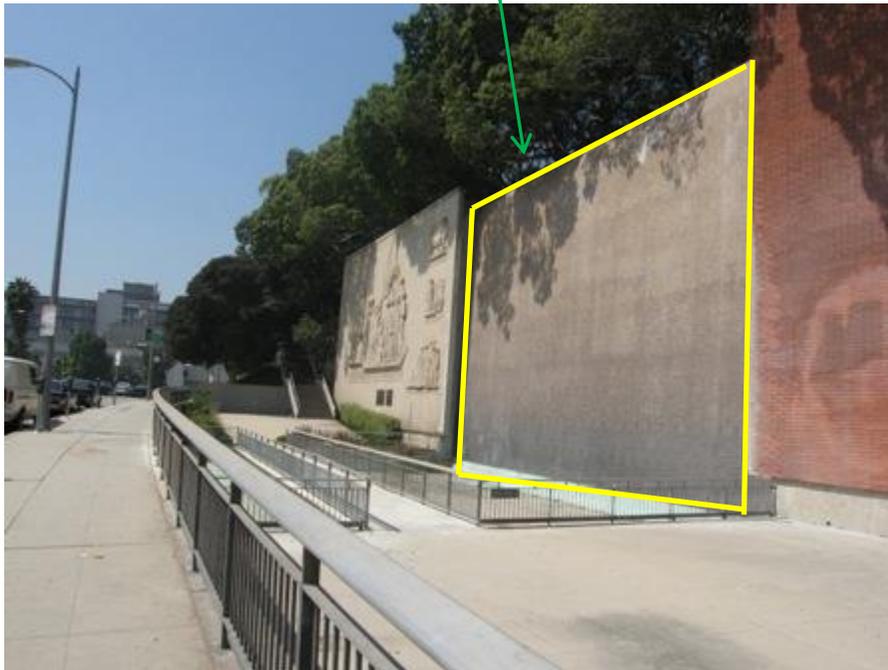
## Exhibit A – Fort Moore Premises

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### Fort Moore Pioneer Memorial (aka Fort Moore Park) Historic Fountain



Historic Fountain



## **Fort Moore Memorial Historic Fountain**

### Design Program

#### **Fountain Restoration**

The Fort Moore Pioneer Monument fountain restoration will consist of:

- upgrading the electrical service; replacing the pump, mechanical equipment and plumbing;
- repairing the ceramic tile for the waterfall;
- upgrading the lighting;
- repairing and replacing the handrails, guardrails, walkways, and stairs;
- select landscaping services related to dead, dying or diseased trees.



County of Los Angeles  
**INTERNAL SERVICES DEPARTMENT**

1100 North Eastern Avenue  
Los Angeles, California 90063

DAVE CHITTENDEN  
Chief Deputy Director

*"To enrich lives through effective and caring service"*

Telephone: (323) 267-2103  
FAX: (323) 264-7135

June 14, 2016

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

Dear Supervisors:

**REQUEST FOR APPROVAL AND AWARD OF  
PROGRAM/PROJECT MANAGEMENT SERVICES CONTRACT  
(ALL DISTRICTS – 3 VOTES)**

**SUBJECT**

Request approval to award and execute a contract with Vanir Construction Management, Inc. (Vanir) to provide program/project management services.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Approve and instruct the Chair to sign the attached contract with Vanir Construction Management, Inc. (Attachment I) to provide program/project management services to Internal Services Department (ISD), for a not-to-exceed amount of \$1.25 million per year, effective July 1, 2016, for an initial term of three (3) years, with two (2) one-year extension options, and six (6) month-to-month extensions for a maximum total contract term of five (5) years and six (6) months, and an aggregate not-to-exceed amount of \$6.875 million.
2. Authorize the Director of ISD, or designee, to (i) exercise the extension options in accordance with the contract terms, (ii) make necessary changes which affect the scope of work, term, compensation, payments, or any term or condition included under this contract; and (iii) execute amendments should the original contracting entities merge, be acquired, or otherwise have a change of entity.

## **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS**

ISD continues to provide as-needed program/project management services for County departments and administration and implementation of energy programs funded by other sources (described below). Examples of these programs/projects include: implementation of energy and water projects in County facilities, expansion of County Office of Sustainability (COS) services to include clean fuels and transportation programs, implementation of County-wide energy and water projects in various building sectors (residential, non-residential, private and public), provision of financing programs to these building sectors, marketing and outreach, workforce development, and energy contractor training and support.

The recommended contract is needed to meet the immediate and continued program/project management requirements associated with the work described above. The estimated cost for services under the proposed contract includes a \$250,000 annual supplemental amount included in the solicitation. The annual supplemental amount is being requested to be included to each contract year due to the expansion of services that occurred subsequent to the release of the Request for Proposals (RFP).

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended contract supports the County's Strategic Plan Goals No. 1, Operational Effectiveness by providing timely program/project management services, effectively managing County resources and investing in public infrastructure.

## **FISCAL IMPACT/FINANCING**

Funding will be provided through various programs administered by ISD which originate from billings to County departments, State regulatory authorized funding, federal and state grants, and private capital funding sources. An appropriation increase was included in ISD's Fiscal Year 2016-17 Final Changes request.

The approval of the recommended contract does not guarantee the contractor any minimum amount of business. ISD will only incur project management expenditures to the extent that they are offset through County department billings and other funding sources detailed above and are within available appropriations. Funding in subsequent fiscal years will be requested on an annual basis. The annual contract value will not exceed \$1.25 million.

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

The recommended contract has been approved as to form by County Counsel. The contract contains the Board's required contract provisions including those pertaining to consideration of qualified County employees targeted for layoffs, as well as qualified GAIN/GROW participants for employment openings, compliance with the Jury Service

Ordinance, Safely Surrendered Baby Law, Child Support program, Defaulted Tax Program Ordinance, Local Small Business Enterprise Preference Program, Disabled Veteran Business Enterprise Preference Program, and Transitional Job Opportunities Preference Program.

The recommended contract is not subject to County Code 2.121 and therefore is not subject to the County's Living Wage Program.

The contract rates are fixed for the initial term of the contract. The contract allows for a Cost of Living Adjustment (COLA) increase during the option years, if the option years are exercised by the County and consistent with the Board approved methodology.

The Contractor will not be asked to perform services exceeding the approved contract amount, scope of work, or contract period performance.

### **ENVIRONMENTAL DOCUMENTATION**

The proposed activity is not a project pursuant to the California Environmental Quality Act (CEQA) because it is an activity that is excluded from the definition of a project by Section 15378(b) of the State CEQA Guidelines. The proposed action is an administrative activity of the government which will not result in a direct or indirect change to the environment.

### **CONTRACTING PROCESS**

On February 4, 2016, ISD released a RFP for Program/Project Management and posted the solicitation and contracting opportunity announcement on the County's "Doing Business with Us" website (Attachment II).

Two (2) proposals were received by the March 10, 2016 deadline and were reviewed for compliance with the minimum requirements set forth in the RFP. The proposals were determined to be in compliance with the minimum requirements and an evaluation committee evaluated the responses in accordance with the evaluation criteria in the RFP. The County negotiated a fair and reasonable fee after selection of the highest ranking proposer.

A summary of Community Business Enterprise Program information for the recommended vendor is attached (Attachment III).

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

No staff impact will result from the award of the recommended contract, as the requested contract is intended to augment, and not replace County workforce.

The Honorable Board of Supervisors

6/14/2016

Page 4

**CONCLUSION**

Approval of the recommended contract will allow ISD to continue providing timely energy efficiency program/project management services.

The Executive Office of the Board of Supervisors is requested to return two stamped and signed copies of each of the approved contracts to the Director of ISD.

Respectfully submitted,

Dave Chittenden  
Chief Deputy Director, ISD

JJ:DC:JS:YY:ct  
Enclosures

c: Executive Office, Board of Supervisors  
Chief Executive Officer  
County Counsel



**PURCHASING & CONTRACT SERVICES  
CONTRACTS ADMINISTRATION DIVISION  
PARKING SERVICES**



**BROAD MUSEUM REQUEST FOR DISCOUNTED PARKING RATES**

**OVERVIEW**

The Broad Museum (Broad) is requesting discounted parking rates for their patrons and staff that is less than the County current rates charged to public and monthly public parking patrons at Auto Park (AP) 16, Walt Disney Concert Hall (WDCH), and AP17, (a.k.a., the Erector Set) at corner of Grand Avenue and First Street.

Requested rates by the Broad are:

- \$9.00 flat rate Monday – Friday for Broad patrons
- \$135.00 monthly rate for Broad staff

ISD does not recommend granting the Broad's requested rates, based on the following factors:

- The Broad's parking rate is \$12.00 for 3 hours of parking with validation and is located directly adjacent to WDCH.
- The Grand Avenue Project including a hotel, shops, apartments, etc. is planned to replace AP 17 and is targeted to being fall of 2017. This will result in higher demand on parking with the loss of AP 17 and only very limited parking is planned for this project.
- A downward trend of general public parking revenues at WDCH.

However, if a discounted rate would be considered, ISD, with the concurrence of the CEO, would only recommend that rate match the parking rates currently offered at the Broad's parking lot (\$12.00 for 3 hours of parking with validation) versus the weekday daily rate which has a maximum of \$20.00/day at WDCH and \$18.00/day at AP 17.

**Proposed Action Item:**

Unless otherwise instructed, ISD will seek Board approval for discounted parking rate at \$12.00 for 3 hours of parking with validation, as cited above, at the June 28, 2016 Board (Public Hearing) meeting.



Los Angeles County Registrar-Recorder/County Clerk

DEAN C. LOGAN  
Registrar-Recorder/County Clerk

June 14, 2016

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

Dear Supervisors:

**APPROVAL OF INFORMATION TECHNOLOGY FUNDS FOR THE  
ELECTRONIC PERSONNEL DIGITIZATION AND RECORDS MANAGEMENT PROJECT,  
AMEND THE CONTRACT AMOUNT FOR COUNTY MASTER AGREEMENT WITH EMC  
CORPORATION, AND EXECUTION OF WORK ORDER FOR CONSULTING SERVICES  
WITH EMC DOCUMENTUM  
(ALL DISTRICTS AFFECTED) (3 VOTES)**

**SUBJECT**

The Departments of Registrar-Recorder/County Clerk and Human Resources are requesting Board approval of \$2,860,480 from the County's Information Technology Fund for the Electronic Personnel Digitization and Records Management (ePR) Project that will establish a standard way of digitizing, storing, and securely managing all employee personnel files and records Countywide; amend the contract amount for the County Master Services Agreement (MSA) with EMC Corporation (EMC); authorize execution of Work Order under MSA with EMC for consulting services to support the development and implementation of the ePR project; and delegate authority to the Registrar-Recorder/County Clerk to execute Change Notices for optional goods and/or services requested by the County.

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve and authorize the use of \$2,860,480, including \$193,522 reserved for the project contingency, from the County's Information Technology Fund (ITF) for the Electronic Personnel Digitization and Records Management (ePR) project that will establish a standard way of digitizing, storing, and securely managing all employee personnel files and records with Countywide.

2. Amend the maximum amount authorized for Calendar Year 2016 from \$1,750,000 to \$3,940,000 for the County Master Service Agreement (MSA) with EMC Corporation (EMC) to support ePR project and department demand for EMC professional services.
3. Approve execution of a Work Order for consulting services under the County's MSA with EMC to support the development and implementation of the ePersonnel records system.
4. Delegate authority to the Registrar-Recorder/County Clerk, or his designee, to execute Change Notices in order to acquire optional goods and/or services related to the ePR Project using reserved contingency fund dollars.

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

The ITF was established to fund Countywide technology projects that improve the delivery of services to the public, generate operational improvements to one or more departments or programs, and improve inter-departmental or inter-agency collaboration.

The Departments of Registrar-Recorder/County Clerk (RR/CC) and Department of Human Resources (DHR) are requesting authorization for ITF funding to implement a central electronic personnel file and records repository to provide a secure and auditable method for accessing personnel files and apply retention policies to each personnel record in accordance with County policies. The solution would allow for real-time access by employees, supervisors, human resource staffs, and central departments as appropriate. In addition, it would enable the RR/CC to enforce security, records retention, and compliance policies and standards uniformly across all departments. Additional objectives of the project would include:

- Deploying a central online repository of personnel files and records with three pilot departments, RR/CC, DHR, and Internal Services Department (ISD), in a method that can later be replicated by all County departments;
- Establishing back-file capture specifications and day-forward capture processes and tools, including back-file conversion services for the three pilot departments;
- Consolidating existing electronic archives (Outside Employment Forms, DMH ePR) and future implementations into a single, consistent repository;
- Integrating key enterprise systems, including eHR, ePAR, NEOGOV, PMTS, and LMS with the central repository to enable the electronic exchange of personnel data; and
- Obtaining a Trusted System Certification to establish a certified central system of record for HR documents.

A critical part of this initiative would be the development of a high-level (Tier 1 and Tier 2) taxonomy per County and Department Retention Schedules. This taxonomy would be extended beyond the Human Resource Record Series to almost all record types.

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

The recommended actions support 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 RR/CC and DHR are requesting \$2,860,480 to implement the ePR project, which includes deploying a central trusted system of record, establishing a high level taxonomy for all Countywide digital record types, and establishing a consistent method for managing all personnel documents and records. This includes \$701,657 for EMC Software and first year software maintenance and support; \$1,144,771 for EMC professional services for the project implementation, \$620,480 for the first year of ISD infrastructure support services; \$200,000 to obtain third party Trusted System certification; and \$193,522 reserved for the project contingency.

The RR/CC is working with the CEO on a sustainable funding model to support the Countywide records management program, which includes annual software maintenance and support, system application management, and infrastructure for future years.

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

There are no legal requirements or prohibitions to this recommended action. The Chief Information Office (CIO) recommends approval of this request and the CIO Analysis is attached (Attachment A).

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

The ePR project will provide the following benefits:

- Streamline department's access to their employees' records as an employee transfers between various departments during their employment;
- Integrate with currently used Countywide Human Resources Information systems to enable the electronic exchange of personnel data;
- Eliminate the dependency on paper files and the need for storage and transport facilities;
- Provide the ability to apply compliance requirements as the documents enter the system and conduct real-time auditing to help identify potential issues before they become problems; and
- Establish and operationalize a credible records management policy that demonstrates compliance with statutory and regulatory recordkeeping requirements.

**CONCLUSION**

Board approval of the recommended action will enable the County to centralize management of electronic records. By implementing a central electronic records system, the County can improve compliance, security, operational effectiveness and risk management associated with electronic records.

Respectfully submitted,

DEAN C. LOGAN  
Registrar-Recorder/County Clerk

LISA M. GARRETT  
Director of Personnel  
Department of Human Resources

LMG:EP  
MM:JJ:gr

Attachment

c: Chief Executive Office  
Executive Officer, Board of Supervisors  
County Counsel

# DRAFT



CHIEF INFORMATION OFFICER

## Office of the CIO CIO Analysis

NUMBER:

**CA 12-00**

DATE:

Enter a date.

SUBJECT:

**APPROVAL OF INFORMATION TECHNOLOGY FUNDS FOR THE  
ELECTRONIC PERSONNEL DIGITIZATION AND RECORDS  
MANAGEMENT PROJECT, AMEND THE CONTRACT AMOUNT FOR  
COUNTY MASTER SERVICES AGREEMENT WITH EMC CORPORATION  
AND AUTHORIZE EXECUTION OF WORK FOR CONSULTING SERVICES  
WITH EMC CORPORATION**

RECOMMENDATION:

Approve

Approve with Modification

Disapprove

CONTRACT TYPE:

New Contract

Sole Source

Amendment to Contract #:

Other: ITF funding request

CONTRACT COMPONENTS:

Software

Hardware

Telecommunications

Professional Services

SUMMARY:

Department Executive Sponsor: Dean Login, Registrar-Recorder/County Clerk and Lisa Garrett, Director, Department of Human Resources

Description: Registrar-Recorder/County Clerk (RR/CC) and Department of Human Resources (DHR) are requesting the Board to: 1) authorize the use of \$2,860,480, including \$193,522 for project contingency, from the Information Technology Fund (ITF) for the Electronic Personnel Digitization and Records Management (ePR) project; 2) amend the maximum contract amount authorized for Calendar Year 2016 from \$1,750,000 to \$3,940,000 for the County Master Services Agreement (MSA) with EMC Corporation (EMC); 3) approve the execution of a Work Order (WO) not to exceed \$1,144,771 under the County's EMC MSA to support the development and implementation of ePersonnel Records system; and 4) delegate authority to the RR/CC to execute Change Notices using project contingency monies.

Contract Amount: \$1,144,771

Funding Source: Information Technology Fund

Legislative or Regulatory Mandate

Subvened/Grant Funded: N/A

APPROVAL OF INFORMATION TECHNOLOGY FUNDS FOR THE ELECTRONIC PERSONNEL DIGITIZATION AND RECORDS MANAGEMENT PROJECT, AMEND THE CONTRACT AMOUNT FOR COUNTY MASTER SERVICES AGREEMENT WITH EMC CORPORATION AND AUTHORIZE EXECUTION OF WORK FOR CONSULTING SERVICES

CA 12-0

**Strategic and  
Business Analysis**

PROJECT GOALS AND OBJECTIVES:

ITF funding is requested to support the ePR project, a joint project by the RR/CC and DHR, to establish a standard method to digitize, store, and manage all employee personnel records and files. The ePR project is an initial step to implement an electronic records management system for all County record types (HR record series being one of them) per the County Retention Schedule.

The ePR project objectives include:

- Deploying a central ePersonnel Files/Records online repository with three pilot departments – RR/CC, DHR, and Internal Services Department (ISD) – that can be replicated by all departments;
- Establishing a consistent document and records model to capture (both back file and day forward), store, securely manage/access and archive personnel files and records;
- Merging all existing electronic archives and future implementations into a single, consistent repository;
- Defining and implementing necessary integrations with key enterprise systems (eHR, eForms, LMS, EPS and myLACounty) to support the electronic exchange of data;
- Defining and implementing a consistent user access layer for all records and personnel files via SharePoint integration;
- Certifying the central Documentum Repository as a Trusted System of Record, which complies with California Government 12168.7 to enable the safe destruction of paper record copies; and
- Establishing a high-level (Tier 1 and Tier 2) taxonomy for all record types per County Retention Schedule, which sets the foundation for adding future record series.

APPROVAL OF INFORMATION TECHNOLOGY FUNDS FOR THE ELECTRONIC PERSONNEL DIGITIZATION AND RECORDS MANAGEMENT PROJECT, AMEND THE CONTRACT AMOUNT FOR COUNTY MASTER SERVICES AGREEMENT WITH EMC CORPORATION AND AUTHORIZE EXECUTION OF WORK FOR CONSULTING SERVICES

CA 12-0

BUSINESS DRIVERS:

Implementing the ePR project and electronic records management enables the County to make strategic strides in records compliance, security, operational effectiveness and risk management. The business drivers for this initiative include:

- Making information readily available when needed for decision-making and operational activities;
- Allowing timely disposal of non-current records;
- Enabling the creation of a complete and authoritative record of official activities;
- Demonstrating compliance with regulatory, legal, and policy records mandates; and
- Managing the risks associated with illegal loss or destruction of records, and from inappropriate or unauthorized access.

PROJECT ORGANIZATION:

The ePR will be jointly managed by RR/CC and DHR's information technology (IT) organizations under the direction of Jeramy Gray, Chief Information Officer, RR/CC and Murtaza Masood, Chief Information Officer, DHR.

PERFORMANCE METRICS:

The ePR project will address several project objectives discussed above.

STRATEGIC AND BUSINESS ALIGNMENT:

The ePR project supports County's Strategic Plan Goal 1 – Organizational Effectiveness.

PROJECT APPROACH:

The ePR project approach is: to implement a central ePersonnel Files/Records online repository that can be replicated by all departments; create a consistent document and records model to capture (back file and day forward), store, securely manage/access and archive personnel files and records; to establish a high level taxonomy for all countywide digital record types; and to certify the central repository as a Trusted System of Record that enables the safe destruction of paper records.

APPROVAL OF INFORMATION TECHNOLOGY FUNDS FOR THE ELECTRONIC PERSONNEL DIGITIZATION AND RECORDS MANAGEMENT PROJECT, AMEND THE CONTRACT AMOUNT FOR COUNTY MASTER SERVICES AGREEMENT WITH EMC CORPORATION AND AUTHORIZE EXECUTION OF WORK FOR CONSULTING SERVICES

CA 12-0

	<p>ALTERNATIVES ANALYZED:</p> <p>RR/CC and DHR plan to leverage the County’s existing EMC MSA to build an electronic records management system (including taxonomy, security access, and SharePoint interface), integrate the system with existing human resource systems, and digitize physical human resource records in pilot departments. Also, they plan engage a third party vendor for the trusted system certification.</p>																
<p><b>Technical Analysis</b></p>	<p>ANALYSIS OF PROPOSED IT SOLUTION:</p> <p>The proposed electronic records management system will be developed utilizing EMC Captiva and Documentum technologies and will be hosted at ISD as part of the Enterprise Content Management Shared Infrastructure.</p>																
<p><b>Financial Analysis</b></p>	<p>BUDGET:</p> <p>Contract costs:</p> <p>One-time costs:</p> <table data-bbox="487 861 1185 1092"> <tr> <td>EMC Services .....</td> <td>\$ 1,144,771</td> </tr> <tr> <td>Third-Party Services .....</td> <td>\$ 200,000</td> </tr> <tr> <td>Software .....</td> <td>\$ 579,533</td> </tr> <tr> <td>Contingency.....</td> <td>\$ 193,522</td> </tr> <tr> <td><b>Total One-Time Costs:</b></td> <td><b>\$ 2,117,826(1)</b></td> </tr> </table> <p>Ongoing annual costs:</p> <table data-bbox="487 1176 1185 1291"> <tr> <td>Software maintenance ....</td> <td>\$ 122,124</td> </tr> <tr> <td>ISD operating costs .....</td> <td>\$ 620,480</td> </tr> <tr> <td><b>Total Ongoing Costs:</b></td> <td><b>\$ 742,604</b></td> </tr> </table> <p>(1) Funding for the one-time costs and first year of ongoing costs is provided by County’s Information Technology Fund. The RR/CC is working with the CEO on a funding model to support the ongoing costs for a central county records management system, which includes software licenses, annual software maintenance and support, system application management, and infrastructure for future years.</p>	EMC Services .....	\$ 1,144,771	Third-Party Services .....	\$ 200,000	Software .....	\$ 579,533	Contingency.....	\$ 193,522	<b>Total One-Time Costs:</b>	<b>\$ 2,117,826(1)</b>	Software maintenance ....	\$ 122,124	ISD operating costs .....	\$ 620,480	<b>Total Ongoing Costs:</b>	<b>\$ 742,604</b>
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APPROVAL OF INFORMATION TECHNOLOGY FUNDS FOR THE ELECTRONIC PERSONNEL DIGITIZATION AND RECORDS MANAGEMENT PROJECT, AMEND THE CONTRACT AMOUNT FOR COUNTY MASTER SERVICES AGREEMENT WITH EMC CORPORATION AND AUTHORIZE EXECUTION OF WORK FOR CONSULTING SERVICES

CA 12-0

<p><b>Risk Analysis</b></p>	<p>RISK MITIGATION:</p> <ol style="list-style-type: none"> <li>1. The proposed approach is consistent with the development and implementation methodology used by the CIO and EMC to successfully design and implement Documentum solutions for multiple County departments.</li> <li>2. The RR/CC and DHR project team will conduct weekly project status reviews with EMC to ensure adherence to scope, schedule, and budget.</li> <li>3. The Chief Information Security Officer (CISO) reviewed the WO and did not identify any IT security or privacy related issues. Additionally, the CISO will collaborate with RR/CC and DHR on Trusted System Certification engagement.</li> </ol>
<p><b>CIO Approval</b></p>	<p>PREPARED BY:</p> <p>_____</p> <p>Name, Sr. Associate CIO <span style="float: right;">Date</span></p> <hr/> <p>APPROVED:</p> <p>_____</p> <p>Peter Loo, Acting County CIO <span style="float: right;">Date</span></p>

Please contact the Office of the CIO 213.253.5600 or [info@cio.lacounty.gov](mailto:info@cio.lacounty.gov) for questions concerning this CIO Analysis. This document is also available online at <http://ciointranet.lacounty.gov/>