



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

WILLIAM T FUJIOKA
Chief Executive Officer

DATE: January 27, 2011
TIME: 12:30 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 – Ellen Sandt

- A) **DISCUSSION ON DRAFT POLICY FOR DATA CENTERS AND PURCHASES RELATED TO DATA CENTER EQUIPMENT**
CIO/CEO – Rich Sanchez or designee

- B) **Board Letter - APPROVAL FOR INTERIM ORDINANCE AUTHORITY TO ESTABLISH COUNTYWIDE OVERSIGHT PANEL ON EQUITY**
CEO – Gevork Simdjian or designee

2. Public Comment

3. Adjournment



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

January 28, 2011

To: All Department Heads
From: William T Fujioka
Chief Executive Officer

COUNTY INFORMATION TECHNOLOGY DIRECTIVES

Given the County's current economic circumstances, there is a compelling need to closely examine existing practices and identify opportunities to optimize and reduce costs. Information technology (IT), with an estimated annual expenditure exceeding \$1.0 billion, is a major cost area that requires review and examination.

This memorandum is to inform you that our Office has directed the Chief Information Officer to:

1. Closely examine IT planning, procurement, and operating practices within the County; and
2. Issue directives, instructions, and guidelines that will define the County's IT practices.

This granular examination of IT resources is not unlike the action that has occurred at most federal, State and local governmental agencies. At the federal level, the country's U.S. Chief Information Officer has identified cost reductions and made efficiencies a major priority. Within California, the Governor established the California Technology Agency, a cabinet-level agency responsible for IT project review, approval, and oversight for the State, with the focused direction to reduce IT costs in State agencies by \$1.5 billion over five years.

Included with this memo, is the first County Chief Information Office IT Directive (attached), which establishes a countywide direction for consolidated data center operations focused on reducing costs and enhancing disaster recovery and business continuity. This Directive will focus on the approximately 4,000 servers and 66 data centers and computer rooms that exist in departments today. This Directive is an

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All Department Heads
January 28, 2011
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important first step to supporting cost-effective allocation and utilization of IT resources. A Data Center Advisory Committee (Committee) will be formed, under the umbrella of the Chief Information Office IT Council, to define the enterprise operational model and practices for the new data center. The Committee will focus on:

- realizing cost savings from consolidated equipment, software, and services;
- a cost recovery model;
- service level agreements;
- migration planning;
- data center staffing requirements; and
- energy savings from more efficient platforms and technologies.

Our Office expects your full support on this and future IT directives and other cost reduction initiatives. If you have any questions, please contact Chief Information Officer, Richard Sanchez at (213) 253-5600 or rsanchez@cio.lacounty.gov.

WTF:EFS:cg

Attachment

c: Each Supervisor
Departmental Chief Deputies
Departmental Chief Information Officers



Los Angeles County
Chief Information Office
Technology Directive

NUMBER:
TD 11-01

SUBJECT:
Data Center Consolidation

DATE ISSUED:
JANUARY 19, 2011

EXPIRES:
UNTIL RESCINDED

CIO PROGRAM:
ENTERPRISE INITIATIVES

REFERENCES:
County Code 2.81.710, Director - Data Processing responsibilities and duties,
CEO Memo, September 18, 2009, Subject: Countywide Strategy for Shared Data Center,
CEO Board Letter, December 8, 2009, Subject: County Data Center Project

Distribution Department Heads
Deputy Chief Executive Officers
Department Chief Deputies
Department Chief Information Officers

Purpose To achieve cost effectiveness of taxpayer dollar and energy technology efficiencies as directed by the Board of Supervisors and the Chief Executive Office by: eliminating redundant computing infrastructures in the County through the consolidation of data centers, ensuring the availability of disaster recovery to all the computing workloads in the data center, and adoption of shared platforms and virtualization.

Background & Context The County currently operates 66 data centers and computer rooms on over 67,800 square feet of floor space. The redundant infrastructure investments are costly, inefficient, and unsustainable. Additionally, many of the sites do not have fault tolerant power, sufficient cooling or backup generators, leaving the departmental mission critical computer systems at risk in a disaster.

A new County data center is being built on the Rancho Los Amigos South Campus in Downey. The data center will consist of one or more buildings on the campus. The data center is estimated to be available for occupancy in 2015.

Emerged technologies such as virtualization have significantly reduced the footprint of physical computers and permit the use of new operational models that allow agency autonomy and control on a shared platform that provides increased flexibility, energy efficiency and enhanced security. In addition, faster network speeds and internet technologies have made

centralization practicable and enabled private and public cloud computing.

Directive

All County data centers and computer rooms are to be consolidated into the new County data center to be built on the Rancho Los Amigos South Campus. The Internal Services Department is the designated building proprietor and will manage operations. The Rancho Los Amigos site will be the primary data center for the County. A secondary data center, located a safe distance away, for the purposes of disaster recovery and enabling business continuity, will be operated in combination with the primary data center.

The construction of any new data center or computer room space, expansion of existing data centers, or the modification of any data centers requires the approval of the Chief Information Officer (CIO) before any planning, budgeting, or work is performed. Departments shall consult with the CIO on their data center and computer room requirements.

Departments shall also consult with the CIO on their server virtualization efforts. Virtualization is a key technology prerequisite for the data center and a virtualization project profile with milestones and scorecards must be included in the Department's Business Automation Plan.

A Data Center Advisory Committee (Committee) will be formed, under the umbrella of the CIO Information Technology Council, to define the enterprise operational model and practices for the new data center. The Committee will focus on: realizing cost savings from consolidated equipment, software, and services; a cost recovery model; service level agreements; migration planning; data center staffing requirements; and energy savings from more efficient platforms and technologies.

The consolidation effort will take several years to complete. The CIO will issue additional technical directives, encouraging standardization and common best practices, to minimize any negative impact to County operations.

Scope &**Applicability**

This directive applies to all County operated data centers and computer rooms, whether they are located in county-owned buildings or leased facilities.

Exceptions

Computer room repairs that are required as a result of an emergency (fire, flooding, etc.) are exempted from needing prior CIO approval. Emergency repairs may be completed with concurrent notification to the CIO. Contact the CIO for any other exception requests.

Definitions

Business Continuity – the planning for keeping all aspects of a business functioning in the midst of disruptive events.

Disaster Recovery – the process, policies and procedures related to preparing for continuation of the information technology infrastructure critical to an organization after a natural or human-induced disaster. A subset of Business Continuity.

CIO – Los Angeles County Chief Information Officer.

Virtualization – a technique for masking or hiding the attributes of physical computing devices to simplify access and efficiently use available resources. The most common use is server virtualization, where a single physical server can support the workload of multiple virtual servers.

Approved

Richard Sanchez, Chief Information Officer
County of Los Angeles

Please contact the CIO at 213.253.5600 or info@cio.lacounty.gov for questions concerning this Technology Directive. This document is also available online at <http://team.lacounty.gov/cio>.



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February 15, 2011

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 FOR INTERIM ORDINANCE AUTHORITY TO ESTABLISH COUNTYWIDE OVERSIGHT PANEL ON EQUITY (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

SUBJECT

Recommendation to approve interim ordinance authority to establish the Countywide Oversight Panel on Equity.

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve interim ordinance authority for the Executive Office of the Board of Supervisors pursuant to County Code Section 6.06.020 for one Deputy Executive Officer, Board Operations; one Senior Staff Analyst, Commission Services; and one Staff Analyst, Commission Services in order to enable the Executive Office to begin the administration of the Countywide Oversight Panel on Equity.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On December 14, 2010, your Board adopted a Chief Executive Office (CEO) recommendation to create a countywide employment discrimination complaint process modeled after the Sheriff's Equity Oversight Panel (EOP). The Board action specified inclusion of an independent four-member panel and a skills assessment of current Office of Affirmative Action Compliance (OAAC) investigators and training in the EOP investigative approach.

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On January 21, 2011, the CEO issued a memo to your Board that included the plan of implementation of the Countywide Oversight Panel on Equity (COPE). As noted in our memo, several new positions are needed to provide the staff support for the new COPE program. It is recommended that the program be staffed similar to one of the County's very active commissions:

- 1 - Executive Director, COPE (new)
- 1 - Senior Staff Analyst, Commission Services (new)
- 1 - Staff Analyst, Commission Services (new)
- 1 – Secretary (existing in Executive Office, Board of Supervisors)

These positions will review, analyze, provide trend information, and schedule hearings for hundreds of discrimination complaint investigations each year. This staff will also audit departments to ensure that appropriate disciplinary actions are taken.

The interim ordinance authority for Deputy Executive Officer, Board Operations will be a provisional allocation to enable the Executive Office to fill the position of Executive Director, COPE for the remainder of fiscal year (FY) 2010-11. Justification for inclusion of funded ordinance positions for one Executive Director, COPE; one Senior Staff Analyst, Commission Services; and one Staff Analyst, Commission Services will be included in the FY 2011-12 Proposed Budget.

Implementation of Strategic Plan Goals

The recommended action is consistent with principles of the countywide Strategic Plan Goal 1: Operational Effectiveness.

FISCAL IMPACT/FINANCING

The Executive Office has sufficient Salaries and Employee Benefits funding in their FY 2010-11 Adopted Budget to cover the cost of these positions for the remainder of the fiscal year. The annualized cost of these positions is about \$375,000 and will be included in the FY 2011-12 Proposed Budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On September 7, 2010, your Board instructed the CEO, in conjunction with the Department of Human Resources (DHR) and the OAAC, to report back on the feasibility of creating a model similar to, but not necessarily identical to, the Sheriff's EOP. The

EOP is an independent body of employment attorneys and/or experts in the area of employment investigations responsible for the review and monitoring of the Sheriff Department's employment discrimination and harassment complaint process from intake through the investigation phase and the EOP hearing.

CEO staff met with the Board Executive Officer, OAAC, DHR, County Counsel, and the Internal Services Department to discuss implementation of the COPE. The group developed an initial implementation plan which reflects a phased approach to rolling this program out countywide and submitted it to your Board on January 21, 2011.

The implementation plan also includes numerous other activities, such as assessment of investigators, development of policies, guidelines and procedures, and identification of best practices and information-sharing methods.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the appropriation adjustment will enable the Executive Office to begin the administration of the COPE.

Respectfully submitted,

WILLIAM T FUJIOKA
Chief Executive Officer

WTF:EFS:GS
LG:cg

c: Executive Office, Board of Supervisors
County Counsel
Affirmative Action Compliance
Human Resources
Internal Services