



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

WILLIAM T FUJIOKA
Chief Executive Officer

DATE: November 29, 2012
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 – Ellen Sandt
 - A) **Board Letter – REQUEST FOR APPROVAL TO ACQUIRE COMPUTER EQUIPMENT**
ISD – Tom Tindall or designee
 - B) **Board Letter – APPROVAL OF AMENDMENT NO. 2 FOR EMERGENCY AND DISASTER MANAGEMENT SERVICES AGREEMENT NO. H-702828**
CIO – Richard Sanchez or designee
 - C) **Status Report on Countywide Contracting Project**
CEO – Ellen Sandt
2. Public Comment
3. Adjournment



TOM TINDALL
Director

County of Los Angeles INTERNAL SERVICES DEPARTMENT

1100 North Eastern Avenue
Los Angeles, California 90063

Telephone: (323) 267-2101
FAX: (323) 264-7135

"To enrich lives through effective and caring service"

December 11, 2012

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 TO ACQUIRE COMPUTER EQUIPMENT (ALL DISTRICTS - 3 VOTES)

CIO RECOMMENDATION:

(X) APPROVE () APPROVE WITH MODIFICATION () DISAPPROVE

SUBJECT

Request approval to acquire computer equipment with a unit cost greater than \$250,000 to meet the needs of County departments.

IT IS RECOMMENDED THAT YOUR BOARD:

Authorize the Internal Services Department (ISD) to purchase computer equipment for a five-year estimated financed expenditure of \$3,840,000 to support County-wide computer applications.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On an ongoing basis, ISD acquires computer equipment to meet the technology needs of County departments. Pursuant to County Policy, Board approval is required when individual components of this equipment exceed \$250,000.

This request is for approval to acquire computer equipment for ISD at a total acquisition cost, including financing, of \$3,840,000 as follows:

- Acquire four (4) large capacity IBM pSeries midrange servers to expand ISD's consolidated UNIX hosting service at the Downey and Local Recovery (LRC) data centers. Existing customers to be consolidated onto these servers include: eCAPS, DPSS, DHR and ISD's shared production infrastructure. The five-year financed cost of these servers is \$2,100,000.
- Acquire two (2) large capacity disk storage arrays to meet the requirements for vendor supportability for the IBM mainframe environment at the Downey and LRC data centers. The five-year financed cost of these arrays is \$1,180,000.

- Upgrade two (2) EMC data backup appliances to meet the requirements for additional data backup storage capacity required for UNIX servers at the Downey and LRC data centers. The five-year financed cost of these appliances is \$560,000.

Implementation of Strategic Plan Goals

The acquisition of this computer equipment is necessary to meet the information technology requirements of the departments served by ISD and supports the County strategic goal for Operational Effectiveness.

FISCAL IMPACT/FINANCING

Equipment acquisitions will be financed purchases as follows:

- **IBM pSeries Midrange Servers** – The purchase cost is \$1,740,000; the FY 2012-13 (6 months) lease cost is \$210,000; the annual lease cost is \$420,000; and the total financed cost over five (5) years is \$2,100,000.
- **Mainframe Disk Storage Arrays** – The purchase cost is \$980,000; the FY 2012-13 (6 months) lease cost is \$118,000; the annual lease cost is \$236,000; and the total financed cost over five (5) years is \$1,180,000.
- **EMC Data Backup Appliances** – The purchase cost is \$460,000; the FY 2012-13 (6 months) lease cost is \$56,000; the annual lease cost is \$112,000; and the total financed cost over five (5) years is \$560,000.

The total purchase cost for the above equipment acquisitions is \$3,180,000; the total FY 2012-13 (6 month) lease cost is \$384,000; the total annual lease cost is \$768,000; and the total financed cost over five (5) years is \$3,840,000.

The above acquisitions will be financed through LAC-CAL over five years. ISD has adequate appropriation for the lease costs in its FY 2012-13 Adopted Budget, and will request appropriation for the lease costs in future fiscal years' budget requests.

ISD recovers all these costs through usage-based charges to client departments. No additional net County cost (NCC) is required for these acquisitions.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

This request complies with the County Equipment Policy that your Board approved on October 16, 2001. This policy requires that departments obtain Board approval to purchase or finance equipment with a unit cost of \$250,000 or greater.

Honorable Board of Supervisors
December 11, 2012
Page 3

CONTRACTING PROCESS

These equipment items are commodity acquisitions under the statutory authority of the County Purchasing Agent. The acquisitions will be competitively bid by the Purchasing Agent in accordance with the standard County Purchasing policies and procedures.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Your approval will ensure that ISD can acquire the resources necessary to operate County computer systems managed by the Department.

CONCLUSION

The Executive Office, Board of Supervisors, is requested to return one stamped copy of the approved Board letter to the Director, ISD.

Respectfully submitted,

Reviewed by:

TOM TINDALL
Director

RICHARD SANCHEZ
Chief Information Officer

TT:DC:TT:DH
Attachments

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



Los Angeles County
Board of Supervisors

December 04, 2012

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

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

Dear Supervisors:

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina Ghaly, M.D.
Deputy Director, Strategic Planning

**APPROVAL OF AMENDMENT NO. 2 FOR EMERGENCY AND DISASTER
MANAGEMENT SERVICES AGREEMENT NO. H-702828
(ALL SUPERVISORIAL DISTRICTS)
(3 VOTES)**

**CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION
()
DISAPPROVE ()**

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213)240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

*To ensure access to high-quality,
patient-centered, cost-effective health
care to Los Angeles County residents
through direct services at DHS facilities
and through collaboration with
community and university partners.*

SUBJECT

Request approval of Amendment No. 2 to Agreement No. H-702828 to upgrade, and extend the term of, the Emergency and Disaster Management Services with ReddiNet® for the Emergency Communications System with the Department of Health Services' Emergency Medical Services Agency.

IT IS RECOMMENDED THAT THE BOARD:

1. Authorize the Director of Health Services (Director), or his designee, to execute Amendment No. 2 to Agreement No. H-702828 with the Hospital Association of Southern California (HASC), to: (i) extend the term for the period January 1, 2013 through June 30, 2017, and (ii) upgrade the ReddiNet® Emergency Communications System (ReddiNet®), at a maximum cost of \$219,094 for the extension period.

2. Delegate authority to the Director, or his designee, to execute future amendments to this Agreement to increase the maximum obligation of



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\$219,094 by no more than 10 percent annually, for an increase of up to \$21,909 per year to pay for any additional, as-needed programming, installation, maintenance, and repair services costs, subject to prior review and approval by County Counsel, and notice to the Board and the Chief Executive Office (CEO).

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Approval of the first recommendation will allow the Director, or his designee, to execute an amendment to the current Agreement, substantially similar to Exhibit I, with HASC to extend the term of the Agreement through June 30, 2017 and upgrade ReddiNet® to incorporate the use of satellite technology that will provide a faster and more reliable emergency communications link with participating healthcare providers.

The Department of Health Services' (DHS) Emergency Medical Services (EMS) Agency is the coordination point between the County's Medical Alert Center (MAC) and 73 private and County hospitals. The ReddiNet® is a computerized communications system for emergency and disaster management services in Los Angeles County developed by HASC. The EMS Agency was notified that HASC has upgraded the system to satellite-based communication. Upgrading to satellite from microwave removes some of the vulnerabilities associated with a land-based system. This will strengthen the redundancy and recoverability of the entire system. Providers will have access to communication technology that accommodates increased data needs, while improving reliability and speed. DHS continuously strives to improve access to timely and accurate data in order to optimize the level of patient care provided within the County.

The ReddiNet® provides an invaluable tool for determining the real-time status of emergency departments throughout the County. This information is readily available to paramedic-base hospitals and is used to determine the most appropriate hospital, to which a 9-1-1 patient should be transported, inform hospitals of incoming 9-1-1 patients, and transmit and receive information from hospitals during a disaster. The ReddiNet® provides for the broadcasting of information to hospitals of suspected bioterrorism activity, suspected agents, decontamination procedures, and treatment protocols that could impact their emergency departments.

Approval of the second recommendation will allow the Director, or his designee, to amend this Agreement to increase the maximum obligation of \$219,094 by no more than 10 percent annually to expedite unanticipated programming, installation, maintenance, or repairs, including but not limited to, major overhaul, relocation, modification, or refurbishing of equipment.

Implementation of Strategic Plan Goals

The recommended action support Goal 1, Operational Effectiveness, of the County's Strategic Plan.

FISCAL IMPACT/FINANCING

The County's total estimated maximum obligation for the extension period is \$219,094. This total includes Net County Cost (NCC) of \$187,594 and Hospital Preparedness Program (HPP) grant funding of \$31,500.

The potential 10 percent annual increase of \$21,909 to the maximum obligation would only be utilized for unexpected programming, installation, maintenance, and repair services.

All fees paid under this Agreement, unless covered by grant funding, are billed to the appropriate County facility.

Funding is included in DHS' FY 2012-13 Final Budget, and will be requested in future fiscal years.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The ReddiNet®, operating since January 19, 1989, is a computerized communications system utilizing computer-controlled linkages between the County's MAC and 73 private and County hospitals. The system is utilized on an on-going basis to: 1) monitor the diversion status of emergency departments to determine the most appropriate facility for transporting 9-1-1 ambulance patients; 2) inform hospitals of incoming 9-1-1 patients; and 3) transmit and receive information from hospitals during a disaster.

On June 19, 2007, the Board approved the current Agreement with HASC, effective July 1, 2007 through June 20, 2012, which provides centralized coordination, maintenance, and administration of the ReddiNet® for on-going support services. A subsequent Amendment extended the term of the Agreement through December 31, 2012, while DHS conducted a review of additional satellite systems to determine whether another product would better serve the County's needs. Following a thorough review, and after conducting a cost/benefit analysis, DHS determined that procuring satellite services through HASC was most cost-effective.

HASC is a trade association with the technical and centralized resources to effectively administer the ReddiNet® System, which was designed, developed, and customized by HASC for the County. In preparation for the conversion from microwave to satellite, and due to the high volume of participating facilities, HASC was able to negotiate special pricing for commercial grade satellites, thereby reducing the costs involved in upgrading the system's capabilities. HASC will be able to expeditiously complete this project through separate contracts with vendors to install the satellite equipment and facilitate approvals by the California Office of Statewide Health Planning and Development (OSHPD).

This Amendment contains a negotiated alternative provision regarding limited liability exposure to the County applicable during the completion of this project, which was reviewed by the CEO's Risk Management Division. Risk Management informed DHS that the change to the insurance provision in this situation was at the discretion of DHS as a reasonable business decision. DHS determined that the value of the service outweighs any risk associated with this short-term exemption, and will allow the County to expedite the installation of equipment designed to upgrade this critical emergency medical communication system and fully utilize HPP grant funding allocated for these purposes.

This Amendment also includes provisions: 1) prohibiting the County from directly contacting any vendor or supplier for satellite services for ReddiNet without HASC's prior written approval; 2) delegating authority to HASC for providing equipment and services for satellite communications via satellite vendors and prohibiting the County from contracting with these vendors to provide any or all of the equipment or services covered by this Agreement during the term of this Agreement; 3) clarifying equipment, hardware, and software specifications, ownership, responsibilities, and licenses; 4) revising participating facilities; 5) updating fees and price schedules for hardware and software, as-needed services, satellite equipment installation and services, terminal management; 6) incorporating OSHPD consultant requirements; and 7) updating Contractor's "Business Associate" obligations under the Health Insurance Portability and Accountability Act of 1996 and the Health Care Information Technology for Economic and Clinical Health Act.

The Agreement may be terminated by either party with the provision of a 90-day prior written notice.

County Counsel has approved Exhibit I as to form. The Chief Information Office recommends approval of the Amendment (CIO Analysis attachment I).

CONTRACTING PROCESS

Not applicable.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the recommended actions will allow the continued use of a reliable countywide emergency and disaster communications system utilized by private and County hospitals and associated emergency service providers.

Respectfully submitted,



Mitchell H. Katz, M.D.

Director

MHK:rg

Enclosures



RICHARD SANCHEZ
Chief Information Officer

- c: Chief Executive Office
- County Counsel
- Executive Office, Board of Supervisors
- Auditor-Controller
- Emergency Medical Services Commission
- Hospital Association of Southern California



RICHARD SANCHEZ
CHIEF INFORMATION OFFICER

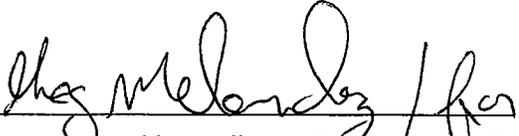
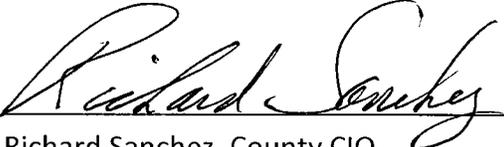
Office of the CIO
CIO Analysis

NUMBER: CA 12-25	DATE: 11/14/2012
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SUBJECT: APPROVAL OF AMENDMENT NO. 2 FOR EMERGENCY AND DISASTER MANAGEMENT SERVICES AGREEMENT NO. H-702828	
RECOMMENDATION: <input checked="" type="checkbox"/> Approve <input type="checkbox"/> Approve with Modification <input type="checkbox"/> Disapprove	
CONTRACT TYPE: <input type="checkbox"/> New contract <input type="checkbox"/> Sole Source <input checked="" type="checkbox"/> Amendment to Contract #: H-702828 <input type="checkbox"/> Other: Describe contract type.	
CONTRACT COMPONENTS: <input checked="" type="checkbox"/> Software <input checked="" type="checkbox"/> Hardware <input type="checkbox"/> Telecommunications <input type="checkbox"/> Professional Services	
SUMMARY: Department Executive Sponsor: Cathy Chidester, Director, Emergency Medical Services, Department of Health Services Description: Department of Health Services is requesting Board authorization to: 1) execute Amendment No. 2 to Agreement No. H-702828 with the Hospital Association of Southern California (HASC), to extend the term from January 1, 2013 through June 30, 2017, and upgrade the ReddiNet Emergency Communications System (ReddiNet), at a maximum cost of \$219,094 for the extension period; and 2) execute future amendments to increase the maximum obligation of \$219,094 by no more than 10 percent, for an increase of up to \$21,909 per year to pay for as-needed programming, installation, maintenance, and repair services costs. Contract amount: \$219,094 Funding source: DHS Operating Budget FY 2012-13 and Hospital Preparedness Program (HPP) Grant Funding <input type="checkbox"/> Legislative or regulatory mandate <input checked="" type="checkbox"/> Subvented/Grant funded: 14%	

<p><i>Strategic and business analysis</i></p>	<p>PROJECT GOALS AND OBJECTIVES:</p> <p>The ReddiNet system, which is owned and operated by HASC, is a dedicated countywide emergency and disaster communications system for real-time communication and information sharing for private and County hospitals, emergency service providers for emergency medical service operations, and disaster and mass causality incidents.</p> <p>This Amendment supports the following goals:</p> <ol style="list-style-type: none"> 1. Provides satellite communication for system redundancy and recoverability during a disaster; and 2. Allows the Department to amend the Agreement to pay as-needed system maintenance and support; and to install satellite service.
	<p>BUSINESS DRIVERS:</p> <p>The business driver for this project is to assist critical patients to be routed to the appropriate hospital in the County. The new system will allow larger bandwidth, increased reliability, and improved speed.</p>
	<p>PROJECT ORGANIZATION:</p> <p>There are ReddiNet coordinators in each hospital, including the County hospitals as well as in DHS’ Emergency Medical Services (EMS) Agency. There is an operational governance structure between the facilities and HASC. Changes are coordinated via the committees to the central HASC organization.</p>
	<p>PERFORMANCE METRICS:</p> <p>This is a software license and maintenance agreement for an operational system run by HASC. HASC continues to upgrade the system based on feedback from the different ReddiNet coordinators and the associated committees. The system has made significant improvements in patient care during emergencies and day-to-day basis by facilitating the optimization of resources.</p>
	<p>STRATEGIC AND BUSINESS ALIGNMENT:</p> <p>The proposed Amendment supports Goal 1, Operational Effectiveness, of the County’s Strategic Plan.</p>
	<p>PROJECT APPROACH:</p> <p>The system utilizes Internet for communications and will establish alternate satellite communications for system redundancy and recoverability for three DHS hospitals.</p>

	<p>ALTERNATIVES ANALYZED:</p> <p>ReddiNet is custom tailored for the hospitals with the functionality that serves the critical need for the patients in the County. The Amendment will implement satellite-based technologies that will increase the capacity of the system and at the same time reduce the costs.</p>														
Technical analysis	<p>ANALYSIS OF PROPOSED IT SOLUTION:</p> <p>ReddiNet is a web-based emergency and disaster communication system. Terminals are located at each hospital and communicate with the ReddiNet server via Internet. Under this Amendment, three County hospitals: Harbor/UCLA, LAC/USC and Olive View are purchasing the Hughes Satellite Systems (the HASC partner provider) as their redundant form of communicating with the ReddiNet server via Internet. Hughes' proprietary satellite system utilizes technologies like onboard digital processing, packet switching and spot beam technology to enable comparable speed, capacity, and connectivity.</p>														
Financial analysis	<p>BUDGET:</p> <p>Contract costs</p> <p>One-time costs:</p> <table data-bbox="503 945 1055 1071"> <tr> <td>Hardware.....</td> <td>\$ 30,000</td> </tr> <tr> <td>Software.....</td> <td>\$ 0</td> </tr> <tr> <td>Services</td> <td>\$ 1,500</td> </tr> </table> <p>Ongoing costs for the 4-1/2 year term extension:</p> <table data-bbox="503 1113 1055 1281"> <tr> <td>Hardware.....</td> <td>\$ 0</td> </tr> <tr> <td>Software.....</td> <td>\$ 64,288</td> </tr> <tr> <td>Services</td> <td>\$ 123,306</td> </tr> <tr> <td>Sub-total Contract Costs:</td> <td>\$ 219,094</td> </tr> </table> <p>Other County costs: N/A</p> <p>Total one-time costs: \$ 31,500</p> <p>Total term extension costs: \$ 219,094</p>	Hardware.....	\$ 30,000	Software.....	\$ 0	Services	\$ 1,500	Hardware.....	\$ 0	Software.....	\$ 64,288	Services	\$ 123,306	Sub-total Contract Costs:	\$ 219,094
Hardware.....	\$ 30,000														
Software.....	\$ 0														
Services	\$ 1,500														
Hardware.....	\$ 0														
Software.....	\$ 64,288														
Services	\$ 123,306														
Sub-total Contract Costs:	\$ 219,094														
Risk analysis	<p>RISK MITIGATION:</p> <ol style="list-style-type: none"> 1. The risk of down time due to loss of Internet connectivity will be reduced due to the move to Internet/Satellite technology. 2. Better bandwidth and speed of data provided by Internet/Satellite technology will help mitigate risks to patient care. 3. The Chief Information Security Officer (CISO) has reviewed the Agreement and did not identify any IT security or privacy related issues. 														

CIO Approval	PREPARED BY:  Sanmay Mukhopadhyay, Sr. Associate CIO	<u>11/20/2012</u> Date
	APPROVED:  Richard Sanchez, County CIO	<u>11-20-12</u> Date

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

Countywide Contracting Improvement Project

- Premise:** The County can improve how it does contracting.
- Goal:** Create a streamlined contracting process which incorporates best practices, while at the same time ensuring compliance with laws and County policies.
- Timing:** Preliminary estimate – 2-3 years for phased rollout

Contracting has been a fairly decentralized process in the County for a long time. However, in recent years the Auditor-Controller (A-C) and Internal Services Department (ISD) have developed tools to help departments manage the contracting process:

- 1) A-C contracting dashboards
- 2) Contracting process mapped out (Attachment 1)
- 3) ISD model RFP documents (Attachment 2)

The CEO has begun working with A-C, ISD, County Counsel, Community and Senior Services and other departments on a Countywide contracting improvement project to standardize, automate, document and incorporate best practices Countywide. (Attachment 3)

Project tasks currently underway:

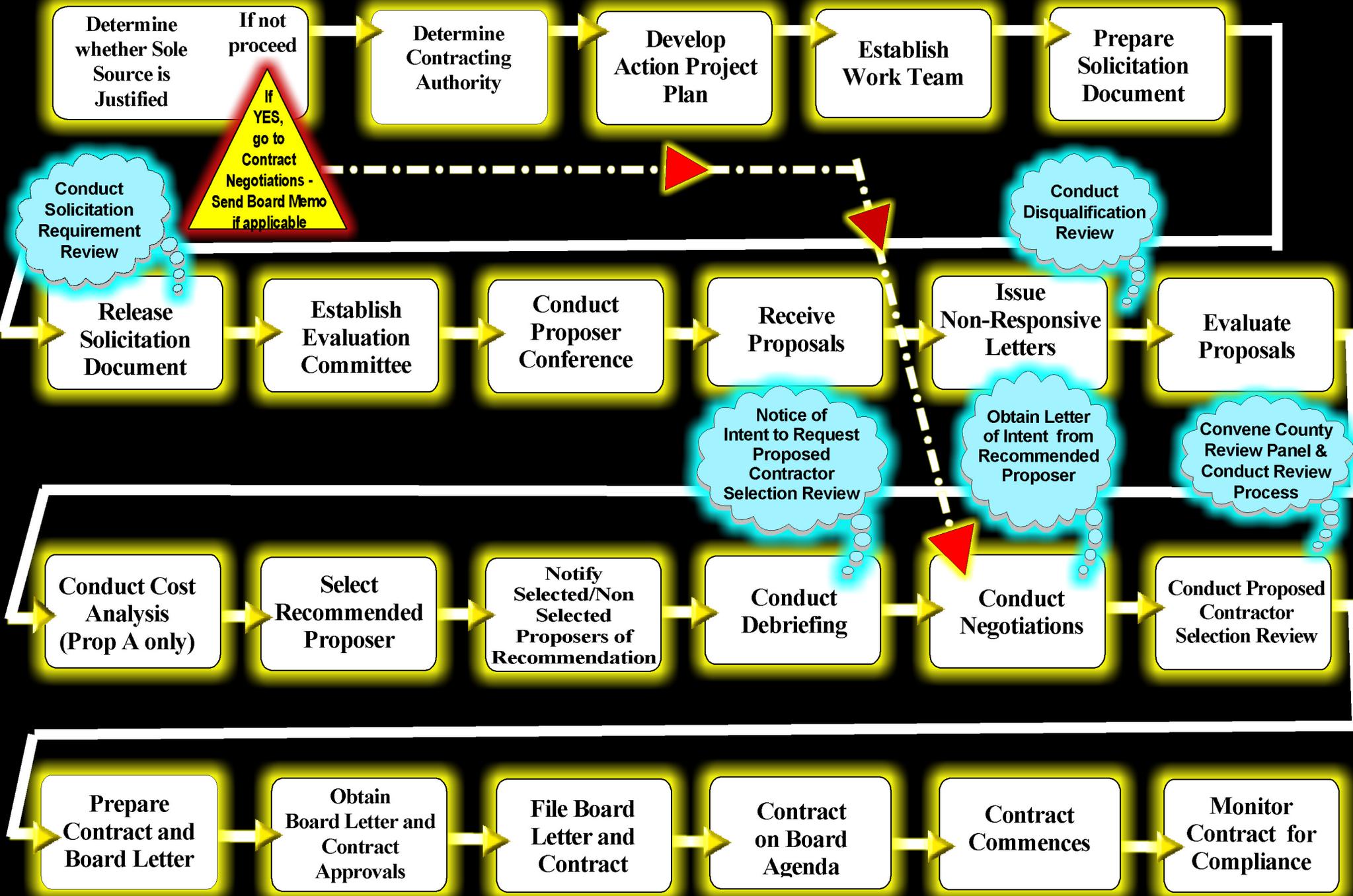
- 1) Finding a new computer system which would tie to e-CAPS and be used by all departments to develop RFPs/contracts, score proposals, standardize contract language, document changes, monitor contracts, centrally archive documents, etc.
- 2) Developing standardized contract language and templates that could be loaded into the new system -
 - a. New – Motion on “draft RFP” type process from Oct. 23 Board meeting
- 3) Working with departments to figure out a phased implementation (what types of contracts and/or which departments to look at first)
 - a. New - Motion on food services contracts from Oct. 23 Board meeting
- 4) Identifying common issues and “lessons learned” from past audits, RFP and contracting experiences to incorporate fixes into new system

- 5) Reviewing the existing contract appeals process (for RFP type contracts) to identify any opportunities to streamline
- 6) Identifying additional resources to help departments (e.g. training in topics such as financial analysis, developing contracting handbooks for major categories of contracts such as social services contracts, etc.)

Other ideas?



CONTRACTING PROCESS WORK FLOW



Request for Proposals (RFP) Work Flow

The timeframes associated with the tasks listed below are averages that apply to routine solicitations (RFPs). These timeframes will vary considerably (from 41 to 49 weeks or longer) based on the complexity of the solicitation, number of proposals received, and number of protests submitted by vendors.

1. Strategic Acquisition Planning: 3-4 weeks
 - Establish work team, identify timelines, objectives, responsibilities, service requirements
 - Perform necessary market research
 - Identify potential vendors and prepare bidder's list
 - Identify evaluators
2. RFP Development: 5-6 weeks
 - Draft RFP (Evaluation criteria, modify sample contract, develop Statement of Work, Appendices, etc.)
 - Identify appropriate insurance requirements
 - Identify date and time for Proposer's Conference – work out details for the conference (i.e., location, sound, recording, etc.)
 - Develop evaluation document and instructions
 - Internal and external review of RFP (County Counsel, CEO Risk Management, applicable labor unions, etc.)
 - Release RFP
 - Start drafting power point presentation for Proposer's Conference
3. Solicitation Requirements: 2 weeks
 - First step of the Protest Policy process. If request is received, conduct review and respond to contractor in writing.
 - Make modifications to RFP if warranted after review is conducted.
4. Vendor Questions: 2 weeks
 - Receive questions from vendors and send to appropriate subject matter expert for research and response.
5. Proposer's Conference: 2 weeks
 - Develop and finalize Power Point Presentation for Proposer's Conference.
 - Identify individuals that will be presenting information and answering questions.
 - Conduct conference.
6. Addendums to RFP: 2 weeks
 - Identify the need to issue addendums and prepare them, as needed.
 - Prepare and issue questions and answers, in writing, to all vendors that attended the Proposer's Conference, if it was mandatory, or post the document as an addendum on the County's website.
7. Receive Proposals: 1 – 3 weeks
 - Conduct initial review of proposals received for compliance with minimum requirements.
 - Contact references to confirm compliance with minimum requirements and check the County's website for debarred vendors.
 - Identify disqualified vendors and send out disqualification letters. Allow reasonable amount of time for responses.

8. Disqualification Review: 2 weeks

- Next step of the Protest Policy process. If request is received, conduct review and respond to contractor in writing.

9. Evaluation of Proposals: 4-6 weeks

- Hold pre-evaluation meeting with evaluators.
- Distribute proposals, evaluation worksheets, and instructions to evaluators.
- Complete reference checks and Contractor Alert Reporting Database (CARD).
- Perform analysis of financial statements.
- Perform Living Wage analysis, if applicable.
- Facilitate evaluation meeting to discuss ratings/scores.
- Coordinate oral presentations or site visits, if applicable.
- Prepare final evaluation scoring worksheet to summarize scores.
- Work with appropriate staff to prepare cost analysts for Prop A contracts only (i.e., internal finance staff, Auditor-Controller, etc).
- Identify highest rated proposal and make selection/non-selection notifications.

10. Debriefings: 2 weeks

- Offer and conduct debriefings for non-selected vendors. Explain scores and available protest process.

11. Protest, Negotiations and Release of Public Records: 12 weeks

- Receive and file any Notices of Intent to Request a Proposed Contractor Selection Review (PCSR) (next step in Protest Policy process).
- Conduct negotiations, explain expectations of contractual and operational contractual terms to selected vendor.
- Finalize negotiations, obtain Letter of Intent from recommended vendor(s) and send out PCSRs with any appropriate documents to vendors who submitted Intents to Protest.
- Receive, review and respond to PCSRs within identified timeframes.
- Issue written response to vendors.
- Offer County Review Panel meeting to vendors not satisfied with PCSR results.
- Prepare documents for CRPs requested, meet with County Counsel and internal departmental staff to respond to CRP assertions.
- Attend CRP to represent department on assertions made by vendor(s).
- Receive CRP final report (ten days after meeting) and forward copy to protesting vendor.
- Review recommendations and take appropriate actions based on results.

12. Contract Preparation: 6 weeks

- Prepare final contract
- Prepare and finalize Board letter with applicable attachments.
- Obtain internal and external (i.e., County Counsel, CEO Risk Management, etc.) departments of Board letter and proposed contract.
- Prepare briefing documents for Department Head and Cluster Agenda Review meeting.
- Review final contract with proposed vendor and obtain signatures.
- Attend Cluster Agenda Review meeting, if applicable.
- File Board letter and contract
- If delegated authority requested, finalize and execute contracts.

Purchasing & ContractsText Only Most Requested 

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Los Angeles County

Purchasing & Contracts*To Enrich Lives Through Effective and Caring Services**"This web site is sponsored and maintained by ISD's Purchasing & Contract Services"***COUNTY PURCHASING**

Purchasing Policy & Procedure Manual
 Purchasing Terms & Conditions
 Bulletins
 ISD Buyer Assignments
 Forms

SERVICE CONTRACTS

Service Contracting Manual
 Policies & Procedures
 Contracting Document Models
 Countywide Protest Policy
 Evaluation Methodology for Proposals
 Debarment Implementation Guidelines

CAMIS

HELP Desk Support and Categories
 Technical Support
 Vendor Relations
 CAMIS User Registration

SOLICITATIONS

Open Solicitations
 Closed/Awarded Solicitations
 Posting Solicitations, Specifications and Awards
 Generate a Bid List
 Disposal of County Surplus Property

PURCHASING AGREEMENTS /SERVICE CONTRACTS

ISD Purchasing Commodity-Agreements
 Service-Contract Database
 Facilities Ancillary Services Master Agreements - (FASMA)
 Master Agreements for Services
 PC Maintenance Services Master Agreements
 Document Storage Services Master Agreement
 Small Office Equipment Maintenance Services Master Agreement
 High-End Equipment Maintenance Services Master Agreements
 Search for Green Products on Agreement

BOARD OF SUPERVISORS

Board Letter Checklist
 BOS Agenda Procedure

REPORTS

Commodity Search
 Generate bid list
 Local Small Business Enterprise (SBE) Listing
 Vendor Search

PROGRAMS

Local Small Business (SBE) Preference
 Safely Surrendered Baby Law
 Jury Service
 Living Wage
 Community Business Enterprise (CBE)
 GAIN/GROW
 Child Support Compliance
 Transitional Job Opportunities
 Preference Program
 Defaulted Property Tax Reduction Program
 Contractor Alert Reporting Database (CARD)

TRAINING

Training Calendar
 Procurement of Training Services Procedure

GOVERNING LAWS

County Code & Charter
 State Codes

DEPARTMENT CONTACTS

ISD Buyers by Commodity
 Procurement Offices
 Contract Managers
 Small Business Liaisons

ADDITIONAL CONTRACT RESOURCES & INFORMATION**NEW INFO****QUESTIONS/COMMENTS /SUGGESTIONS**

Services Contracting Manual

Enter a search term

Search [County Home](#)[Home](#)[Contact Us](#)[Purchasing & Contracts](#)[Table of Contents](#) | [Model Solicitation Documents](#)**MODEL SOLICITATION DOCUMENTS****Model RFP Solicitation Documents**

-
- 01 [Adobe Acrobat] [RFP Model Changes](#)
 - 02 [Word Document] [RFP - Model RFP](#)
 - 03 [Word Document] [RFP - Appendix A - Sample Contract](#)
 - 04 [Word Document] [RFP - Exhibits For Sample Contract](#)
 - 05 [Word Document] [RFP - Appendix B - SOW](#)
 - 06 [Word Document] [RFP - Appendix C](#)
 - 07 [Word Document] [RFP - Appendix D - Required Forms](#)
 - 08 [Word Document] [RFP - Appendices E-O](#)
 - 09 [Excel Document] [RFP - Living Wage Contractors Staffing Plan](#)
 - 10 [Excel Document] [RFP Checklist](#)

Model IFB Solicitation Documents

-
- 01 [Adobe Acrobat] [IFB Model Changes](#)
 - 02 [Word Document] [IFB - Model IFB](#)
 - 03 [Word Document] [IFB - Appendix A - Sample Contract](#)
 - 04 [Word Document] [IFB - Exhibits For Sample Contract](#)
 - 05 [Word Document] [IFB - Appendix B - SOW](#)
 - 06 [Word Document] [IFB - Appendix C - Exhibits](#)
 - 07 [Word Document] [IFB - Appendix D - Required Forms](#)
 - 08 [Word Document] [IFB - Appendices E-L](#)
 - 09 [Excel Document] [IFB Checklist](#)

Model RFSQ Solicitation Documents

- 01 [Adobe Acrobat] [RFSQ Model Changes](#)
- 02 [Word Document] [RFSQ - Model RFSQ](#)
- 03 [Word Document] [RFSQ - Appendices A-J](#)
- 04 [Word Document] [RFSQ - Appendix H - Sample Master Agreement](#)
- 05 [Word Document] [RFSQ - Exhibits For Master Agreement](#)
- 06 [Excel Document] [RFSQ Checklist](#)

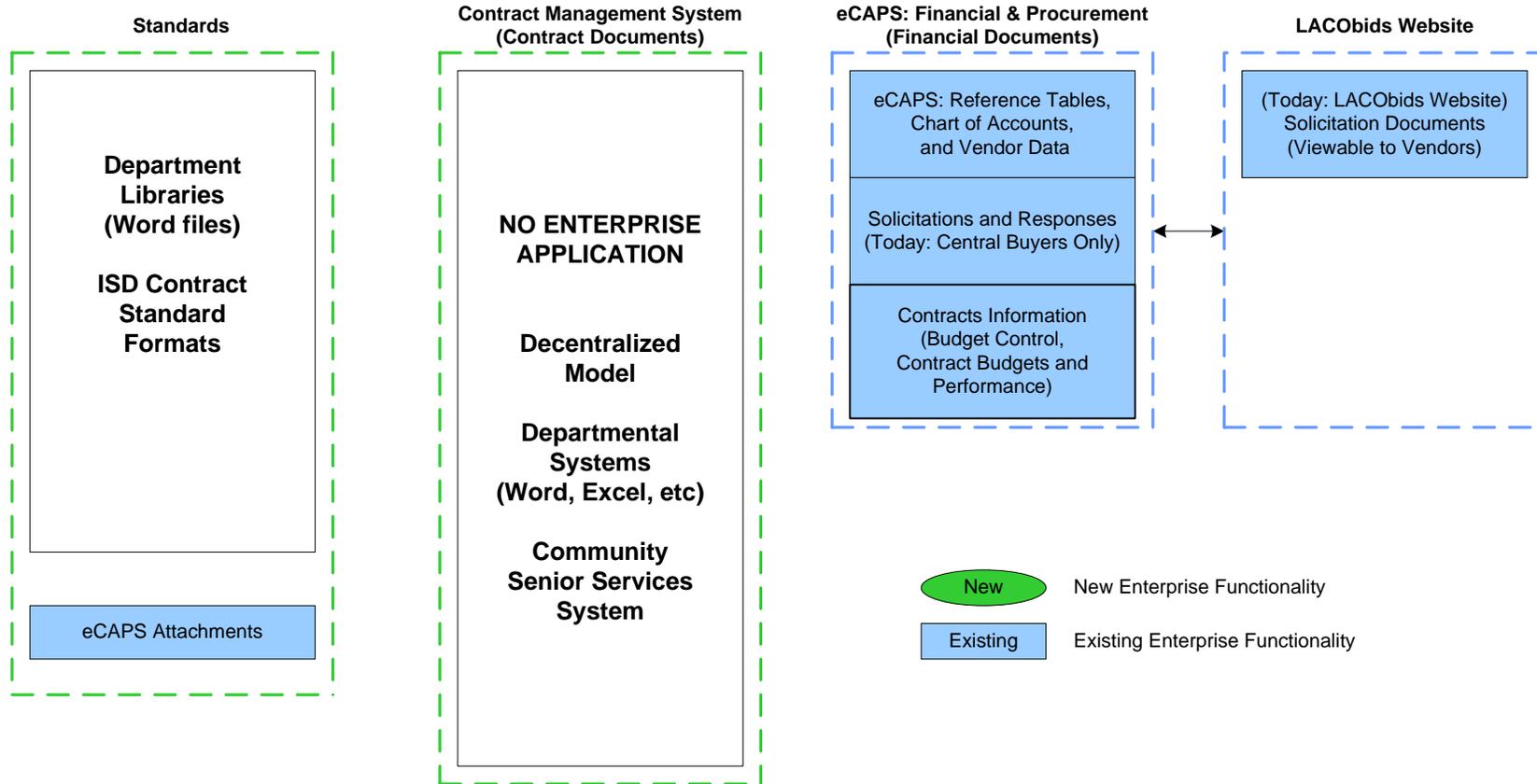
Checklists

- 01 [Excel Document] [Evaluation Process Checklist](#)
- 02 [Excel Document] [Proposal Checklist](#)
- 03 [Adobe Acrobat] [Checklist of Provisions and Exhibits for an Information Technology Agreement](#)

Sample Letters/Transmittals

- 01 [Word Document] [IFB Non-Responsive Letter To Bidder](#)
- 02 [Word Document] [IFB Non-Selected Letter To Bidder](#)
- 03 [Word Document] [IFB Transmittal For Proposed Contractor Selection Review](#)
- 04 [Word Document] [IFB Transmittal For Solicitation Requirements Review](#)
- 05 [Word Document] [IFB Transmittal to Request County Review Panel](#)
- 06 [Word Document] [RFP Non-Responsive Letter To Proposer](#)
- 07 [Word Document] [RFP Non-Selected Letter To Proposer](#)
- 08 [Word Document] [RFP Transmittal For Proposed Contractor Selection Review](#)
- 09 [Word Document] [RFP Transmittal For Solicitation Requirements Review](#)
- 10 [Word Document] [RFP Transmittal to Request County Review Panel](#)
- 11 [Word Document] [RFP-IFB Letter To ISD To Convene Review Panel](#)
- 12 [Word Document] [RFP-IFB Transmittal For Disqualification Review](#)
- 13 [Adobe Acrobat] [Sample Letter of Intent](#)
- 14 [Adobe Acrobat] [Notice of Intent to Request a Proposed Contractor Selection Review](#)
- 15 [Adobe Acrobat] [Defaulted Property Tax Reduction Program Transmittal Letters](#)
- 16 [Word Document] [Successful Award Notification to Proposer](#)

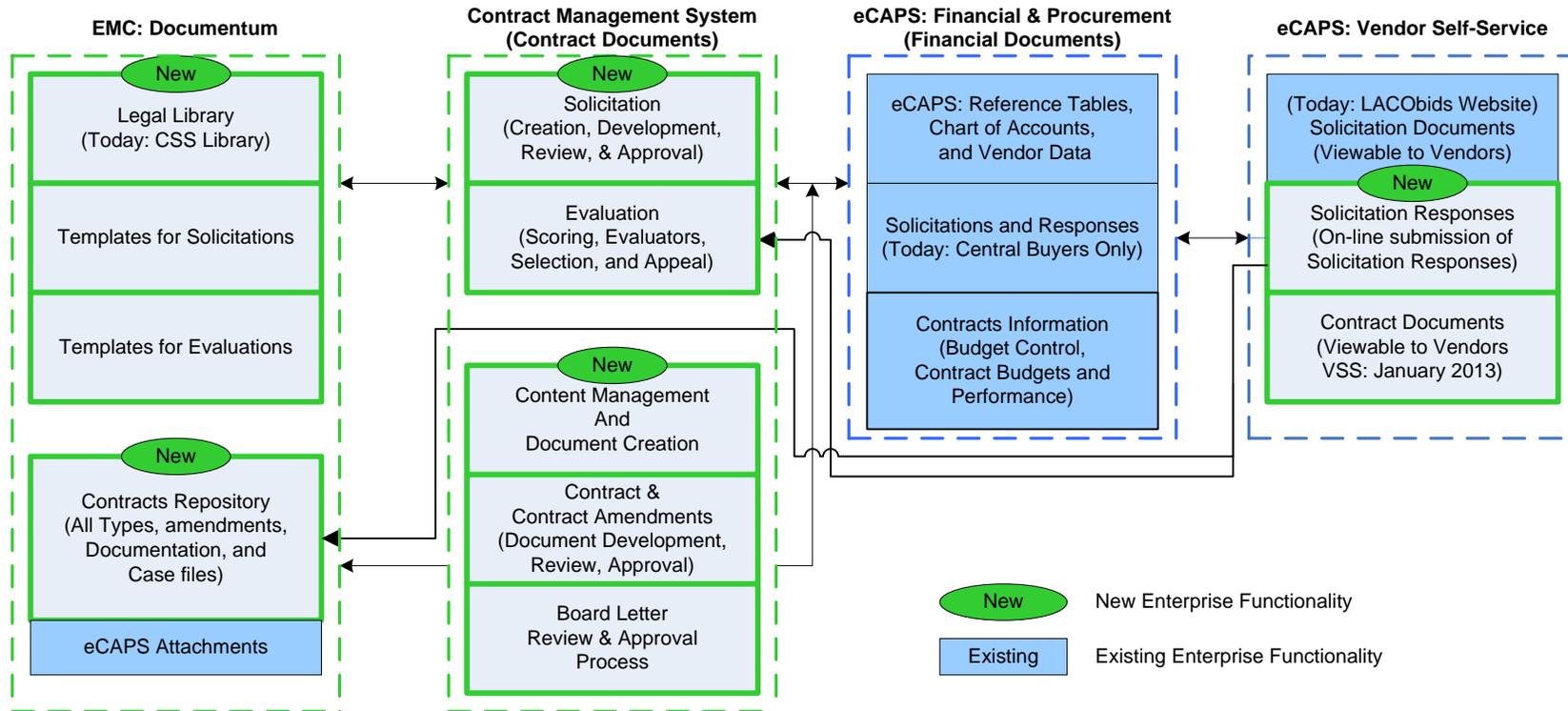
County of Los Angeles: Contract Management System (Today)



Primary Objectives:

- Countywide Contract Management System
- Use of standardized templates for Solicitations, Evaluations, and Contracts
- Establishing a Library of standard terms and provisions approved by County Counsel
- Enhanced usability for users and vendors through value-added functionality and configurability
- Use of Countywide Enterprise Content Management application
- On-line access by vendors to contract information
- On-line issuances of solicitations and receipt of vendor responses

County of Los Angeles: Contract Management System (Proposed Model)



Contracting Committee Role

<u>Contracts Library / Repository</u>	<u>Contract Management System</u>	<u>eCAPS: Financial & Procurement & Vendor Self-Service</u>
<ul style="list-style-type: none"> • Content for Terms / Provisions • Templates • Standards 	<ul style="list-style-type: none"> • Review Process / Workflow / Approvals • Provide feedback / Input 	<ul style="list-style-type: none"> • Ideas for More Efficient or Operationally Effective Processes • Missing Components for Business Process Improvement • Cost Saving Initiatives

Primary Objectives:

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County of Los Angeles CHIEF EXECUTIVE OFFICE

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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

November 21, 2012

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

IMPROVEMENTS TO COUNTY CONTRACTING PROCESS

The Chief Executive Office has embarked on a countywide contracting process improvement project. The overall goal is to create a contracting process which incorporates best practices, while at the same time ensuring compliance with laws and County policies. This memo briefly summarizes efforts currently underway and planned for FY 2012-13 and 2013-14.

We are working concurrently on several different aspects of contracting improvement to:

- Review the current contracting process to identify where it can be feasibly streamlined;
- Identify "lessons learned" from past audits, solicitations, and contracts;
- Promote departmental use of model solicitation documents (i.e., Request for Proposal (RFP), Request for Statement of Qualifications, sample contracts, correspondence, etc.) and guidance available on the Internal Services Department (ISD) website;
- Develop or obtain well-written solicitation documents, contracts, and language for specific terms and conditions, which can be used as templates for future solicitations and contracts;
- Identify key types of contracts and work with departments to develop contract templates; and
- Identify and develop a contract system which can be integrated into the eCAPS financial system; include key functionality such as drafting solicitations, contracts, scoring proposals, archiving contracts and supporting documentation, workflow, etc.

"To Enrich Lives Through Effective And Caring Service"

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Intra-County Correspondence Sent Electronically Only**

Getting Departmental Input – The CEO has established an interdepartmental committee to get department input on the contracting improvement project. The contracting project and creation of this committee were announced at the CEO Department Head meetings in July and November, 2012. So far 12 departments have expressed an interest in participating (Attachment 1). The first meeting was held on October 25, 2012. During the coming months, departments will be asked to participate in sub-committees focused on developing specific contract templates. For the pilot project, this includes departments who have Prop A, social services, and food concession contracts.

Keeping the Board Informed – At the July 19, 2012, Operations Cluster meeting, we gave Board Deputies a high level briefing about the concept for the contracting improvement project and plan to provide quarterly updates. The contracting project was also presented to Board Deputies at the October 25, 2012, Cross-Cluster meeting.

What Steps Have Already Been Completed?

- **Contract Monitoring Dashboard** - The Auditor-Controller (A-C) has implemented a contract monitoring dashboard using data from the eCAPS system. The dashboard provides a quick and easy way for departmental management to monitor contracts by expiration dates, how much money has been spent compared to total projected contract costs, and other pertinent information. The dashboard is a tool that alerts managers of potential areas of concern.
- **Contracting Resources Available to Departments** – ISD has created and maintains an updated website with templates, guidelines, and other types of contracting information which is available for all departments to use at <http://purchasingcontracts.co.la.ca.us/>. Basic contracting classes are also offered periodically to County staff tasked with contracting-related assignments.
- **Contract Process Review** – The County Strategic Plan contracting group formed a task force to map out and review the current RFP/contracting process to identify any unnecessary steps that could streamline the current process (Attachment 2). As a result, the task force identified the protest policy as a focus area that would reduce the time associated with conducting solicitations. A draft of the streamlined protest policy and process is anticipated to be presented at Operations Cluster in December 2012 for Board Deputy review.

- Automating the Contracting Process – Community and Senior Services and the Arts Commission had previously automated portions of their contracting processes. We are reviewing those systems to see what “lessons learned” can be applied to development of a countywide contracting system.
- Software Solution - The A-C has hosted demonstrations of two different “off the shelf” contracting systems which are designed to work with the eCAPS system. Each system has different strengths. A-C and ISD have been meeting with the two vendors to see how their product functionality can be combined to create one system which manages all steps of the contracting process from beginning to end. The vendors have a proposed solution and are developing a project schedule and cost estimates with A-C and the eCAPS Steering Committee. We anticipate that the new system could be piloted in approximately November 2013. The pilot will include Prop A contracts (all departments), social services contracts (Community and Senior Services) and food concession contracts (various departments).
- System Funding - On October 2, 2012, the Board of Supervisors approved \$2.0 million in the Supplemental Budget for the countywide computer system.

Next Steps:

- In December 2012, the County Strategic Plan contracting task force will present proposed revisions to the protest policy and process. The revisions are intended to simplify the current process for both the County and vendors while reducing the solicitation process. Those recommendations will then be provided to the Board for review and a policy decision.
- In December 2012, A-C and the eCAPS Steering Committee will work with the two contracting system vendors to obtain a cost estimate and project schedule for implementation of the new system.
- By February 2013, A-C will review the past several years of RFP and contract-related audit findings to identify “lessons learned” and best practices which can be applied to all departments. These lessons learned and best practices will be reflected in the design of the new computer system, templates, and standardized contract language.
- From December 2012 through June 2013, County Counsel will work with the three interdepartmental subcommittees to develop templates and a library of pre-approved, standardized terms and conditions for Prop A, social services, and

Each Supervisor
November 21, 2012
Page 4

food concession contracts. The results of this effort will be loaded into the new computer system for the pilot project.

- From December 2012 through December 2014, the interdepartmental contract committee will:
 - Identify the basic types of contracts commonly used by departments and the priority order for moving these types of contracts into the new computer system.
 - Establish subcommittees to work with County Counsel to develop templates and the library of pre-approved, standardized terms and conditions language for each type of contract (after the work is completed for the three types of contracts in the pilot).

The next quarterly status update on this project will be provided in March 2013. If you have any questions or need additional information, please contact Ellen Sandt of my staff at (213) 974-1186.

WTF:EFS:cg

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Auditor-Controller
Community and Senior Services
Internal Services

ATTACHMENT I

Interdepartmental Contracting Committee

Chief Executive Office (Chair)

Alternate Public Defender

Arts Commission

Auditor-Controller

Chief Information Office

Children and Family Services

Community and Senior Services

County Counsel

Internal Services Department

Mental Health

Public Health

Sheriff



CONTRACTING PROCESS WORKFLOW

