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## **Economy & Efficiency Commission Presentation**

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*Editorial Note: Although every effort has been made to insure the accuracy of the material in this presentation, the scope of the material covered and the discussions undertaken lends itself to the possibility of minor transcription misinterpretations.*

**PRESENTATIONS BY  
Tom Tindall  
Director Internal Services Department  
Los Angeles County**

**September 11, 2008**

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Vice Chair Isaac Diaz Barcelona greeted the presenter Mr. Tindall and welcomed him while turning it over for him to speak to the Economy and Efficiency Commission (EEC). Mr. Tindall expressed that he was honored to be there and thanked Executive Director Edward Eng for inviting him to speak to the EEC. Mr. Tindall introduced himself and two colleagues; Mr. Howard Choi, the County's Energy Manager, and David Chittenden, the Manager of Information Technology.

### **Department Background and Organization**

Mr. Tindall began his presentation by discussing the Internal Services Department (ISD) and the way it's organized. The department was created by the Board of Supervisors in 1989 by consolidating six existing departments: Purchasing, Data Processing, Communications, Mechanical, Building Services and elements of the County Engineer. He explained that the Internal Services Department provides various services to the county. Mr. Tindall explained that ISD services are provided to the County departments on the basis of choice, with the exception of Purchasing and Energy Management.

Mr. Tindall reports to the Chief Executive Office (CEO) and manages the department. Mr. Tindall explained the break down of how ISD is organized into four distinct business operations:

- **Information Technology Service (ITS):** designs and operates computer and telephone systems for County Departments. ITS provides information systems planning, network design and telecommunications project management; systems implementation and maintenance, and hardware, software and data integration. ITS also furnishes radio system design, implementation and support, and video conferencing technology.
- **Facilities Operations Service:** provides building maintenance and repair services, power plants, energy management, custodial and landscape services.
- **Purchasing and Contracts Service:** provides purchasing, contract processing, equipment maintenance, mail, parking, reprographic and fleet maintenance services. ISD is designated as the official Purchasing Agent for Los Angeles County.

- Administration and Finance Service: provides administrative support to ISD in the areas of human resources, budget, finance, security, and emergency management.

## **An Overview of Department Services**

### **Energy Management**

Mr. Tom Tindall explained that in 1994 the County created an Energy Management Program where ISD went out and aggressively retrofitted County Buildings with Energy Efficiency Projects. Since 1994 ISD has spent about \$20 million dollars of net county cost, \$30 million dollars worth of grants and saved over \$110 million dollars as a result of implementing these projects. In January of 2007 the Board of Supervisors adopted Energy and Environmental policy, which set aggressive goals to reduce energy by 15 percent by 2015.

Mr. Howard Choi, Energy Management Manager began highlighting the services his Department provides to Los Angeles County. Mr. Choi explains that there is a real-time software that ISD uses to check all activity occurring in all county buildings including the campus heating and cooling systems. The County owns Power Plants that ISD operates. These plants produce electricity that ISD sells back to the utilities. ISD is moving towards centralization, by being centralized the department has acquired \$13 million in State grants since 2002 and \$50 million in energy litigation settlements. The department is looking to go back to competition where you could purchase power or services from any other supplier. The next major challenge is Greenhouse Gas (GHG) Reduction and Climate Change. State legislation Assembly Bill 32 was passed in 2006 which states that that California can reduce Greenhouse Gas admissions to 1990 levels by 2020 and it will be mandatory to report how it was accomplished. The Industries targeted for reductions are Transportation and Land Use Planning, Power Production, Green Buildings, Waste Reduction and Diversion, Alternative Fuels, Vehicle and Transportation, Water Efficiency, and Local Government Operations. These cuts across every area of the county business whether it's internal operations or whether it's the services provide to constituents. They are all impacted by Greenhouse Gas legislation. Nationally there is a Federal energy bill that was signed in 2007. \$2 billion dollars were appropriated as grants back to local government specifically to reduce Greenhouse Gas Operations.

### **Information Technology**

Mr. Tindall introduced the impact of technology convergence. In order to prepare the department for technology convergence the department must ensure that the data network is robust and reliable because more critical business than ever is passing over the network. When ISD was formed everything was decentralized, however, in the Information Technology area there is a natural trend towards centralization as the department moves into the enterprise MIS Solutions and the fact that the department's infrastructure needs to be robust to withstand the security attacks.

Mr. David Chittenden, the Manager of Information Technology explained Information Technology Challenges in Los Angeles County. ISD is looking to increase centralization by changing server virtualization, and the ability to run several 'virtual' server instances on fewer physical servers. This process will facilitate easier disaster recovery, speedy server provisioning, improved redundancy, and better use of assets. This will facilitate bringing departments into common platforms and sharing infrastructure.

### **Questions**

Commissioner Kamenir-Reznik asked why wouldn't other departments choose this service or whether there are lower cost alternatives? Mr. Tindall replied that there is a cost issue, which is mainly a perception. He stated that the department has great difficulty selling their services to other departments because ISD's mode of operation is full cost recovery. The biggest problem is control, each department would like to control his own network. Mr. Chittenden added that It might appeared to be more expensive to let ISD host those solutions but in reality, departments who contract with ISD are going to get all of those things that they are not doing such as: improving security, disaster recovery, and good mechanical infrastructure.. The challenge

that the organization faces is convincing departments that they will still have control and that ISD has to make themselves more efficient in marketing control cost.

Commissioner Glassman stated maybe ISD should do a piecemeal process by trying to get one department at a time to go on a new platform. Commissioner Glassman suggested for ISD to go to the Board with a robust proposal identifying where the County needs to be 3 to 5 years down the road. Mr. Tindall replied that it has a lot to do with merits and politics. Mr. Tindall briefly explained that DCFS makes a lot of appearances in the LA Times. He stated that one of the problems this department had was ordering a large number of notebooks and not being able to issue them in a timely manner. ISD was asked by the CEO under the new governance structure to help out. Eventually, the CEO working with ISD, directed that DCFS' IT unit functions come under ISD. Mr. Tindall expressed that he didn't like the piecemeal approach. He would rather present a 5 year plan because ISD only has a certain amount of resources to implement initiatives. The last thing ISD wants is to go back to 1994 where the department failed as a result of taking on too many ideas.

Commissioner Mindlin asked about the county's current policy with respect to the County Buildings and buildings that the county leases. Commissioner Mindlin asked that with respect to standards of energy efficiency, he hears about the platinum, gold and silver certification and whether County buildings is attempting to reach some type of certification. He further stated that if tenants are requiring landlords to have certifications or means of achieving it. Mr. Tindall replied that ISD, CEO, and Public Works are implementing the mandate for all county buildings to have certification. There is information that states this can be done at a net savings. On existing buildings which there is 50 to 60 million of square feet, ISD is trying to find out how these buildings can qualify for building certification. This is a challenge because most of the County buildings are very old, so ISD is in the process of assessing how difficult it would be to get certification or any type of standard certification on these buildings. In lieu of that there is a best practice manual which determines the things that are achievable, and ISD has made it available to all county department facility managers; however, ISD is not ready to recommend a certification standard to the Board for existing buildings. Different county departments maintain their own buildings so ISD is still struggling to get everyone on the same standard.

Commissioner Mindlin noted that there are a lot of telecom hotels. He mused about where to put your generator farm and house battery back-ups. He stated that ISD's local recovery center is located in Orange County, his facilities in Columbus Ohio service a lot of the centers from New York and Pennsylvania areas where they would like to have it far away. He further stated in the event of a real disaster in Southern California, it is conceivable that both the LA and the Orange County systems could be down at the same time which would be a disaster for the life safety response system. Mr. Chittenden replied that it is a religious discussion and that there used to be disaster recovery contracts with companies back east called the Sun God. Technology has moved on that which allows replication of storage from tenant to another. One of the considerations of where to replicate is the cost of how far you are going to send it. The main consideration for ISD and the experience ISD has learned from the testing experience was that you need to test it, be able to go and touch it, be able to be tweaked, and be there on a constant basis.

Commissioner Glassman asked about the status on interagency operability. Mr. Tindall replied that ISD had made a giant step forward with trying to get a Joint Powers Agreement approved by the Board. Recently the LA Regional Operable Communication System, the Sheriff, and essentially all the agencies in the county are working towards an inoperable radio system, as supported by ISD. The next step is a RFP which ISD is along way from but is making a substantial amount of progress.

Commissioner Kamenir Reznik inquired about the size of the County's fleet of cars and whether efforts have been made to move them to Electric or Hybrid vehicles. Mr. Tindall replied that the county has a fleet of 12,000 vehicles and ISD manages half of them. ISD has moved for the standard sedan to be replaced by only Hybrid vehicles. The Board mandated the Hybrids and all county department heads are purchasing these vehicles as well.

Vice Chair Barcelona expressed his appreciation to Mr. Tindall for coming to speak to the EEC and the

Commissioners applauded.

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