



COUNTY OF LOS ANGELES INTERNAL SERVICES DEPARTMENT

STRATEGIC PLAN 2026—2030



#ISDFORWARD

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Introduction

The Internal Services Department (ISD) serves as Los Angeles County's general services agency, providing essential services and infrastructure in technology, procurement, facilities, and energy that enable departments to operate efficiently and deliver reliable services to residents.

Since its establishment by the County Board of Supervisors in 1989, ISD has evolved from a traditional administrative services provider into a strategic partner, strengthening the systems, infrastructure, and capabilities that support coordinated and responsive service delivery across the County.

Today, ISD provides core business and administrative services that enable departments to deliver critical services effectively. By reducing duplication, controlling costs, and strengthening underlying systems and infrastructure, ISD ensures services are delivered reliably, efficiently, and transparently. Through these efforts, the Department enhances fiscal accountability, improves service performance, and supports a more resilient County better equipped to meet the needs of its communities.

Looking ahead, the County faces an increasingly complex environment shaped by fiscal constraints, rising costs, rapid technological change, cybersecurity risks, and climate impacts. The 2026–2030 Strategic Plan reflects ISD's commitment to strengthening service delivery, improving performance, and ensuring the County is prepared and resilient for the challenges ahead.



What This Means for Our Customers

This Strategic Plan is about improving how departments experience working with ISD. While our services operate behind the scenes, they directly shape how quickly, reliably, and cost-effectively departments can serve the residents of Los Angeles County.

Through our engagement process, departments made clear what matters most: faster, more predictable service delivery; greater transparency into costs; simpler systems; and a more responsive, customer-focused experience. These priorities directly informed the initiatives in this plan.

Over the next five years, departments will experience a more streamlined and transparent ISD. Services will be easier to access through a unified platform, with clearer timelines, improved communication, and real-time visibility into request status. For example, a department submitting a service request will be able to access it through a single platform, see expected timelines upfront, track progress in real time, and understand costs before services are delivered.

At the same time, enhanced cost transparency—through a standardized service catalog, improved rate-setting, and customer profiles—will give departments a clearer understanding of the services they receive and the costs behind them, supporting better planning and more informed decision making.

Reliability and consistency will also improve. By strengthening performance management and supplier accountability, ISD will deliver services that are more predictable, consistent, and aligned with customer expectations—reducing disruptions and improving overall service quality.

This plan also reflects a shift in how ISD partners with departments. We will operate as a responsive, collaborative, and customer-focused partner, with stronger communication and feedback loops that continuously inform and improve how services are delivered.

We will hold ourselves accountable by measuring performance against three outcomes that matter most to our customers: Speed, Reliability, and Value. Departments will have visibility into performance metrics and service outcomes, ensuring transparency and accountability in how ISD delivers.

The result is a fundamentally improved experience—one where working with ISD is simpler, faster, more transparent, and more reliable—enabling departments to focus on delivering high-quality services to the communities of Los Angeles County.

Our goal is simple: when you work with ISD, it should be easy, predictable, and valuable.

ISD Strategic Framework at a Glance



Vision

Government that works.



Mission

Supporting Departments.
Serving Communities.

North Stars

Each North Star has an associated set of Key Performance Indicators that will be measured to monitor results and drive continuous improvement.



Speed

Performance Metrics:

- Average service delivery time
- On-time completion rate
- Request response time



Reliability

Performance Metrics:

- Service availability
- First time resolution rate
- Service Disruption rate
- Service level compliance



Value

Performance Metrics:

- Reduction in cost
- Customer satisfaction score
- Cost per service delivered
- Savings generated/costs avoided

Strategic Initiatives



Initiative 1: Service Delivery

Improves enterprise performance through data, financial discipline, and workforce alignment to reduce costs and maximize value.



Initiative 2: Innovative Technology

Advances secure, integrated, and modern technology solutions to improve service delivery, decision-making, and digital access.



Initiative 3: Strategic Sourcing

Streamlines procurement to deliver faster, more transparent, and equitable contracting that maximizes value.



Initiative 4: Sustainable Infrastructure

Strengthens resilient, efficient infrastructure and accelerates clean energy and capital delivery to support reliable County operations.

ISD Services

ISD fulfills its mission through four core service areas that provide essential services and infrastructure supporting County operations.



Facilities

The Facilities Service manages and maintains County buildings and infrastructure, ensuring safe, functional environments for employees and the public. Responsibilities include facilities management, preventive maintenance, capital projects, custodial and landscaping services, parking, and mail operations. Through proactive maintenance and capital improvements, the Facilities Service safeguards the reliability and long-term value of County assets.



Procurement

The Procurement Service serves as the County's central purchasing authority, overseeing sourcing, contracting, and supplier management to ensure timely, compliant, and cost-effective acquisition of goods and services. By streamlining processes and strengthening contract oversight, it improves efficiency, accountability, and overall value for County operations.



Technology

The Technology Service provides enterprise solutions that enable departments to operate securely and effectively. These include developing and maintaining mission-critical applications, supporting communications networks, managing 24/7 data center operations, and advancing cybersecurity and system modernization. These services ensure reliable, secure technology that is critical to maintaining County operations and enabling effective service delivery to County residents.



Energy

The Energy Service leads the County's energy and environmental strategy, advancing initiatives across renewable energy, sustainability, and climate resilience. It manages energy procurement, utility performance, fleet operations, and environmental programs, and guides departments on green building, alternative fuels, and regulatory compliance. These efforts drive cost efficiency, reduce environmental impact, and support long-term sustainability.

Planning for the Future

The ISD Strategic Plan 2026–2030 is our commitment to the future, strengthening the foundation of County government and supporting departments as they serve the communities of Los Angeles County. Developed through an inclusive process that engaged ISD employees, customers, stakeholders, and the Los Angeles County Board of Supervisors, this plan reflects both our operational realities and our long-term ambitions.

As ISD's service portfolio has expanded to meet the County's evolving needs, this plan sharpens our focus on delivering the greatest value.

By aligning resources with mission-critical functions and focusing on what we do best, we will strengthen performance, reduce costs, increase transparency, and expand service offerings to meet our customers' needs.

Strategic Planning Process

ISD's Strategic Plan was developed through a three-phase process.



Phase 1 Assessment & Discovery

Conducted comprehensive research and analysis, including business modeling and stakeholder engagement, to assess ISD's current state, challenges, and opportunities from internal and external perspectives.

Phase 2 Plan Development

Engaged staff, leadership, and key stakeholders to validate insights and refine strategic priorities, ensuring the plan reflects organizational needs and aligns with the County's and customers' expectations.

Phase 3 Implementation & Execution

Focused on communicating the strategy, aligning stakeholders, developing actionable implementation plans, and establishing performance management processes to track progress and drive continuous improvement.

What We Heard

Customer and stakeholder feedback was central to the development of this Strategic Plan. Through engagement with County departmental leadership, stakeholders, and ISD staff, we gained valuable insights into service expectations, operational challenges, and opportunities to strengthen how we deliver value.

Key themes highlighted ISD's strong expertise, responsive support, and collaborative partnerships that help departments meet their operational needs. At the same time, customers identified the need for more streamlined, timely service delivery; more transparent pricing and billing practices; and greater flexibility and communication in service delivery. Customers also emphasized the importance of ensuring services are cost-effective and competitive while maintaining the high level of support and collaboration they rely on.

We used this input to directly shape our strategic priorities, initiatives, and performance framework.

The Strategic Plan reflects not only where ISD is today but also where our customers need us to go.

Understanding the Context

In addition to stakeholder feedback and data analysis, we assessed current conditions and emerging trends that shape how ISD delivers services today and in the future. These factors provide critical context for the challenges and opportunities ahead.

The trends outlined below will significantly affect operations, workforce, fiscal health, and service delivery, and are shaping ISD's strategic priorities. By proactively preparing for these changes, ISD is positioned to remain agile, responsive, and resilient.

Trends to Keep in View

Fiscal Environment & Budget Pressures

The County faces tightening fiscal constraints driven by the expiration of one-time funding, rising labor, capital, and operating costs, legal obligations, and economic uncertainty that affects key revenue streams. This creates a constrained fiscal environment with competing priorities, requiring difficult resource decisions and a greater focus on cost efficiency, financial discipline, and value-driven service delivery.

Global Events & Infrastructure Demands

Upcoming global events, including the FIFA World Cup, NFL Super Bowl, and the 2028 Summer Olympics, present both opportunities and uncertainty for the County, driving economic activity and infrastructure investment while increasing demand for public infrastructure and services. These events will place additional pressure on County operations, requiring ISD to ensure infrastructure readiness, scalable operations, and reliable service delivery.

Public Sector Workforce Trends

Public sector organizations face ongoing workforce challenges, including high vacancy rates, heightened competition for talent, and evolving employee expectations about work environments. These dynamics can affect service capacity and continuity, prompting ISD to strengthen workforce planning, improve recruitment and retention, and maintain a competent, effective workforce capable of meeting service needs.

Disaster Recovery & Climate Resilience

The 2025 Los Angeles wildfires highlighted the County's vulnerability to climate-related events and the financial impact of long-term recovery and rebuilding. As these events become more frequent and severe, they place growing demands on infrastructure and operations, reinforcing the need for ISD to strengthen resilient systems, support continuity of operations, and support both immediate response and long-term recovery.

Cybersecurity & Technology Transformation

Rapid technological advancements, including cloud computing, artificial intelligence, and greater system connectivity, are transforming service delivery. At the same time, cyber threats targeting public-sector organizations continue to grow in frequency and sophistication. These trends require ISD to modernize systems, strengthen cybersecurity, and manage digital risk.

Economic Pressures & Supply Chain Volatility

Shifts in the global economy, including supply chain disruptions, evolving trade policies, and inflationary pressures, are affecting the cost, availability, and timing of goods and services. These conditions heighten market uncertainty and sourcing complexity, prompting the County to adapt its procurement strategies and ISD to strengthen strategic sourcing, cost management, and supply continuity.

Policy & Funding Shifts

The change in federal administration in 2025 led to policy shifts and funding reductions, affecting the County's ability to deliver critical safety-net services. These changes have required a reevaluation of budget allocations and fiscal priorities. Due to funding uncertainty and downstream effects on service demand, ISD must remain agile in managing costs, supporting departments, and maintaining reliable service delivery.

Governance Transformation

Following the passage of Measure G, governance reforms will introduce an elected County Executive by 2028 and expand the Board of Supervisors from five to nine members by 2030. These changes will increase the number of stakeholders in County decision making and the service demands on Board offices and departments. This shift adds complexity to governance and operations, requiring ISD to strengthen coordination, standardization, and enterprise alignment.

Our Strategic Framework



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Guiding Principles

The Guiding Principles define how we operate, how we make decisions, and how we deliver on our commitments. They are intentionally framed as questions to encourage continuous reflection, accountability, and alignment in our day-to-day work.

We improve how work gets done.

Are processes streamlined to increase efficiency and reduce costs?

We make it people-friendly.

Are we focusing on the experience of our customer departments, stakeholders, and employees as we design solutions?

We are problem solvers.

Are we staying curious and actively gathering data to understand and solve each problem?

We meet the needs of our customer departments.

Are we delivering reliable, high-quality services that enable departments to serve constituents effectively?

We serve the residents of Los Angeles County.

Are we considering the ultimate impact of our day-to-day work on the communities we support?

We are One ISD.

Are we collaborating across functions to increase standardization, improve efficiency, and reduce duplication?

Strategic Initiatives and Projects

Over the next five years, ISD will advance four strategic initiatives and related projects to drive Speed, Reliability, and Value for Los Angeles County.



Initiative 1: Service Delivery

Improves how ISD delivers services by enhancing cost efficiency, transparency, customer experience, and quality. This initiative establishes a unified approach to managing service delivery—from pricing and access to performance and accountability—while strengthening workforce readiness and supplier performance. Together, these efforts ensure services are accessible, consistent, cost-effective, and aligned with customer needs.

Projects

- Cost Reduction & Financial Performance
- Rate Setting & Pricing
- Enterprise Service Catalog
- One-Stop Service Platform
- Service Performance
- Customer Profiles & Cost Transparency
- Workforce Readiness
- Supplier Performance & Accountability



Initiative 2: Innovative Technology

Leverages modern, secure, and integrated technology solutions to transform service delivery and enhance the customer experience. This initiative strengthens cybersecurity, expands digital capabilities, and deploys emerging technologies to enable data-driven decision-making, improve operational efficiency, and ensure equitable access to digital services.

Projects

- Cyber Threat Detection & Response
- Cybersecurity Insights
- Cybersecurity Governance & Risk
- Artificial Intelligence (AI) as a Service
- Digital Equity & Access



Initiative 3: Strategic Sourcing

Modernizes and strengthens procurement to enable faster, more transparent, and more equitable contracting across the County. This initiative streamlines processes, enhances governance, and supports vendor diversity, ensuring efficient service delivery and greater value from County investments.

Projects

- Procurement Modernization (e-Procurement)
- Equity in Countywide Contracting (ECC)



Initiative 4: Sustainable Infrastructure

Advances resilient, efficient, and future-ready infrastructure to support County operations and community needs. This initiative focuses on improving facility conditions, accelerating capital project delivery, and transitioning to clean energy and mobility solutions to enhance reliability, reduce costs, and achieve long-term sustainability goals.

Projects

- Clean Mobility Systems
- Efficient Energy Infrastructure
- Facility Quality & Maintenance Standards
- Capital Project Planning & Delivery

These initiatives were shaped by stakeholder feedback and informed by analysis of current conditions and emerging trends, focusing our efforts on the areas that will deliver the greatest benefit to County operations and to our customers.



Initiative 1: Service Delivery

Project 1

Cost Reduction & Financial Performance

Cost Reduction & Financial Performance strengthens forecasting, budgeting, and financial analytics to improve fiscal discipline, proactively manage costs, and systematically reduce expenditures across operations.



CHALLENGE:

Inconsistent forecasting practices and limited integration of financial analytics reduce the Department's ability to identify cost drivers, control spending, and proactively implement cost reduction strategies.



SOLUTION:

ISD will enhance forecasting, budgeting, and integrated financial analytics to improve cost transparency, identify savings opportunities, and embed cost-reduction strategies into routine financial planning and decision making.



OUTCOME:

- Improved forecast accuracy
- Increased cost visibility
- Identification and implementation of cost reduction opportunities
- Stronger alignment of resources to priorities
- Timely, actionable financial reporting



IMPACT:

Reduces operational costs while strengthening financial transparency, enabling more disciplined, efficient, and strategic use of County resources.

Project 2

Rate Setting & Pricing

Rate Setting & Pricing modernizes ISD's rate-setting methodology to improve cost-recovery strategies, transparency, and predictability, ensuring that rates reflect the true cost of service delivery while supporting affordability and value.



CHALLENGE:

Inconsistent methodologies and limited cost visibility reduce transparency and planning accuracy across departments.



SOLUTION:

ISD will standardize rate-setting methodologies, strengthen cost modeling, and provide multiyear projections to support improved budget planning.



OUTCOME:

- Standardized rate methodologies
- Improved cost alignment
- Increased transparency
- More predictable pricing



IMPACT:

Departments will receive a rate catalog and multi-year projections to inform their budget planning.

Project 3

Enterprise Service Catalog

An Enterprise Service Catalog provides a centralized, standardized inventory of ISD services to improve visibility, access, and consistency.



CHALLENGE:

Services are inconsistently defined or communicated, making it difficult for customers to understand the available offerings and how to access them.



SOLUTION:

ISD will develop a centralized service catalog that includes clear descriptions, service levels, and associated costs.



OUTCOME:

- Standardized service definitions
- Improved visibility of services
- Simplified service access
- Clear service expectations



IMPACT:

Enhances ease of use and transparency by providing a single source of truth, thereby improving customer experience and service consistency.

Project 4

One-Stop Service Platform

The One-Stop Service Platform provides a unified platform for accessing, requesting, and tracking ISD services.



CHALLENGE:

Fragmented systems create inefficiencies and a complex customer experience.



SOLUTION:

ISD will implement a single technology platform to integrate systems, standardize workflows, and enable customers to track service requests.



OUTCOME:

- Streamlined service delivery
- Improved system integration and data sharing
- Increased transparency and accountability
- Simplified service access



IMPACT:

Improves customer experience and service delivery through a seamless, unified customer portal that allows customers to monitor their service requests.

Project 5

Service Performance

Service Performance provides a unified framework for measuring, monitoring, and improving service performance.



CHALLENGE:

Inconsistent metrics and reporting reduce visibility and accountability.



SOLUTION:

ISD will implement standardized performance metrics aligned with Speed, Reliability, and Value, including the integration of customer experience and feedback.



OUTCOME:

- Standardized performance metrics and reporting
- Improved data-driven decision-making
- Clear accountability
- Continuous improvement



IMPACT:

Drives consistent, measurable improvements across service delivery, performance, and customer satisfaction.

Project 6

Customer Profiles & Cost Transparency

Customer Profiles & Cost Transparency provides departments with a clear view of the services they receive and the associated costs to improve transparency and decision-making.



CHALLENGE:

Limited visibility into service usage and costs limits departments' ability to manage demand and plan effectively.



SOLUTION:

ISD will develop customer profiles that consolidate service usage and cost data into a single, accessible view.



OUTCOME:

- Consolidated view of services and costs
- Increased cost transparency
- Improved demand and cost management
- Better data for decision-making



IMPACT:

Strengthens accountability and cost ownership by enabling departments to manage service demand, identify cost drivers, and make informed decisions that lead to more efficient, cost-effective operations.

Project 7

Workforce Readiness

Workforce Readiness ensures that ISD has the workforce capacity and capabilities to sustain high-quality service delivery.



CHALLENGE:

Reactive staffing models and limited succession planning create capacity gaps, fiscal strain, and organizational risk.



SOLUTION:

ISD will align workforce planning with service demand and strengthen succession planning and talent development.



OUTCOME:

- Right-sized staffing aligned to service demand
- Improved succession readiness
- Stronger talent pipelines
- Increased organizational resilience



IMPACT:

Builds a workforce prepared to deliver reliable, high-quality service.

Project 8

Supplier Performance & Accountability

Supplier Performance & Accountability improves supplier performance, strengthens accountability, and enhances supplier selection to ensure services meet customer needs.



CHALLENGE:

Inconsistent supplier performance, service quality, and accountability.



SOLUTION:

ISD will implement a centralized framework with clear performance standards and scorecards, informed by customer feedback.



OUTCOME:

- Standardized supplier metrics and scorecards
- Increased performance visibility and accountability
- Integration of customer feedback
- Improved responsiveness to performance issues



IMPACT:

Improves supplier performance and accountability while strengthening supplier selection, ensuring reliable, responsive services aligned with customer needs.





Initiative 2: Innovative Technology

Project 1

Cyber Threat Detection & Response

Cyber Threat Detection & Response strengthens the County's ability to detect, respond to, and mitigate cybersecurity threats, thereby protecting critical systems and services.



CHALLENGE:

Cyber threats are becoming more frequent and sophisticated, creating risk to critical systems and public services.



SOLUTION:

ISD will enhance enterprise threat detection tools, incident response protocols, communications, and security operations to rapidly identify and mitigate threats.



OUTCOME:

- Faster threat detection and response
- Reduced risk of system disruptions
- Improved continuity of critical systems



IMPACT:

Strengthens the County's ability to protect critical systems and maintain operational continuity by reducing the risk and impact of cyber threats. It enables customer departments to rely on secure, stable systems with fewer disruptions and faster recovery when incidents occur. It also ensures that community residents have continued access to secure, reliable digital services.

Project 2

Cybersecurity Insights

Cybersecurity Insights strengthens cybersecurity operations by improving data analytics, threat intelligence sharing, and enterprise performance monitoring. By leveraging data-driven insights and security performance metrics, the County can identify risks earlier, refine response strategies, and improve overall cybersecurity outcomes.



CHALLENGE:

Limited visibility into cybersecurity risks and performance hinders proactive risk management.



SOLUTION:

ISD will develop analytics, dashboards, and threat intelligence programs to enable data-driven security decisions.



OUTCOME:

- Improved visibility into risks and performance
- Stronger threat detection and response
- Increased data-driven security operations



IMPACT:

Strengthens enterprise visibility and decision-making by providing data-driven insights into cybersecurity risks and performance. It enables the customer department to better understand and manage security risks affecting their systems and improves coordination across the enterprise. It also benefits community residents by supporting more reliable and resilient digital services.

Project 3

Cybersecurity Governance & Risk

Cybersecurity Governance & Risk strengthens enterprise cybersecurity by improving risk management, compliance monitoring, and technology security standards across the County Systems. By establishing consistent governance practices and security controls, the County will reduce risk, improve compliance, and ensure secure technology operations.



CHALLENGE:

Inconsistent governance and limited visibility into assets and vulnerabilities heighten risk.



SOLUTION:

ISD will standardize governance, strengthen risk management, and enhance asset and vulnerability monitoring.



OUTCOME:

- Improved governance and compliance
- Stronger risk management controls
- Enhanced visibility into vulnerabilities



IMPACT:

Reduces enterprise risk and strengthens protection for County systems and data.

Project 4

Artificial Intelligence (AI) as a Service

Artificial Intelligence (AI) as a Service enables the use of artificial intelligence to improve decision-making, automate processes, and enhance service delivery.



CHALLENGE:

Manual processes and fragmented data constrain efficiency, insights, and innovation.



SOLUTION:

Implement a scalable AI platform featuring shared tools, data infrastructure, and governance.



OUTCOME:

- Faster data-driven decision making
- Increased efficiency through automation
- Improved service responsiveness
- Scalable AI capabilities



IMPACT:

Improves operational efficiency and enables innovation through data-driven, automated solutions.

Project 5

Digital Equity & Access

Digital Equity & Access expands access to affordable, high-speed internet to support equitable access to services and opportunities.



CHALLENGE:

Underserved communities lack reliable, affordable internet access, limiting their participation in essential services.



SOLUTION:

ISD will expand a County-supported broadband network, offering affordable plans and targeted outreach.



OUTCOME:

- Increased broadband access
- Improved service affordability and reliability
- Expanded digital participation



IMPACT:

Advances digital equity and improves access to education, healthcare, and government services.



Initiative 3: Strategic Sourcing

Project 1

Procurement Modernization (e-Procurement)

Procurement Modernization (e-Procurement) implements a unified, end-to-end e-Procurement platform to streamline purchasing, contracting, and vendor management.



CHALLENGE:

Fragmented, manual systems create inefficiencies, limited transparency, and inconsistent processes.



SOLUTION:

ISD will deploy a countywide e-Procurement platform featuring standardized workflows and real-time data visibility.



OUTCOME:

- Reduced procurement cycle times
- Improved compliance and audit readiness
- Real-time visibility into spending and contracting activity
- Standardized workflows



IMPACT:

Improves efficiency, transparency, and consistency while enhancing the supplier experience and service access.

Project 2

Equity in Countywide Contracting (ECC)

Equity in Countywide Contracting (ECC) strengthens governance, transparency, and equitable access across County contracting.



CHALLENGE:

County contracting practices are decentralized and inconsistent, limiting enterprise oversight, reducing transparency, and creating barriers to equitable vendor participation.



SOLUTION:

ISD will establish consistent standards, strengthen oversight, and align contracting practices with e-Procurement practices.



OUTCOME:

- Standardized contracting practices
- Improved compliance and accountability
- Enhances transparency and reporting
- Increased equitable participation



IMPACT:

Expands access to contracting opportunities while enhancing accountability and consistency across the County.





Initiative 4: Sustainable Infrastructure

Project 1

Clean Mobility Systems

Clean Mobility Systems advances the transition to a zero-emission fleet while enhancing reliability, efficiency, and sustainability.



CHALLENGE:

Aging, fossil-fuel-based fleets and limited infrastructure constrain sustainability and operational efficiency.



SOLUTION:

ISD will modernize fleet vehicles and infrastructure and transition to zero-emission systems.



OUTCOME:

- Increased zero-emission fleet adoption
- Reduced fuel and maintenance costs
- Lower greenhouse gas emissions
- Modernized fleet infrastructure



IMPACT:

Improves operational efficiency, supports climate goals, and enhances fleet service reliability.

Project 2

Efficient Energy Infrastructure

Efficient Energy Infrastructure strengthens facility operations through energy efficiency, clean energy, and resilient infrastructure investments.



CHALLENGE:

Rising energy costs, aging systems, and vulnerability to disruptions undermine resilience and efficiency.



SOLUTION:

ISD will invest in energy efficiency, clean energy systems, and resilient infrastructure.



OUTCOME:

- Reduced energy costs
- Improved facility resilience
- Increased energy efficiency
- Strengthened infrastructure reliability



IMPACT:

Enhances operational continuity, reduces long-term costs, and advances sustainability.

Project 3

Facility Quality & Maintenance Standards

Facility Quality & Maintenance Standards establish consistent standards to ensure facilities are safe, reliable, and well-maintained.



CHALLENGE:

Inconsistent maintenance practices and deferred maintenance reduce reliability and raise costs.



SOLUTION:

ISD will establish consistent countywide standards for facility quality and maintenance, including defined service expectations, service options and models, performance measures, and accountability mechanisms.



OUTCOME:

- Standardized maintenance practices
- Reduced deferred maintenance
- Improved asset lifecycle management
- Increased facility reliability and safety



IMPACT:

Consistent, countywide maintenance standards will improve facility reliability and safety, reduce long-term costs through better asset management and less deferred maintenance, and offer customers greater choice through expanded service options and delivery models.

Project 4

Capital Project Planning & Delivery

Capital Project Planning & Delivery strengthens planning, oversight, and delivery of capital projects to improve efficiency and predictability.



CHALLENGE:

Long timelines, cost escalation, and inconsistent oversight reduce efficiency and predictability.



SOLUTION:

ISD will strengthen planning, delivery, and portfolio oversight to improve predictability, increase contractor diversity, and enhance accountability across capital programs.



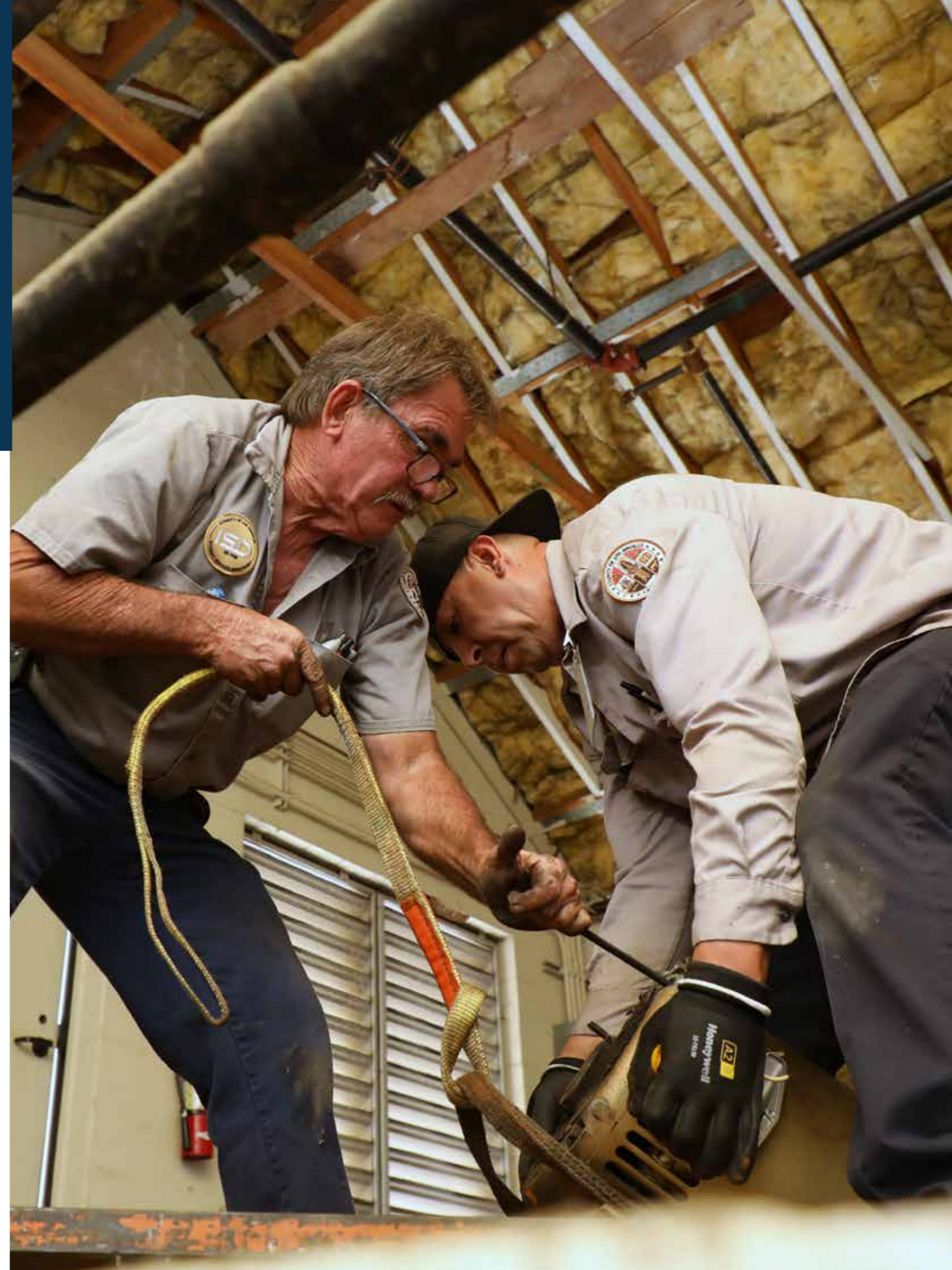
OUTCOME:

- Reduced project delivery cycle times
- Lower total project costs
- Increased contractor diversity participation
- Improved performance tracking and transparency



IMPACT:

Improves project delivery, cost control, and transparency while accelerating infrastructure investment.





The Path Ahead

This Strategic Plan moves ISD from intention to execution. Over the next five years, we will translate strategy into action—prioritizing initiatives that strengthen performance, modernize operations, and increase the value we deliver to Los Angeles County.

Guided by our principles and grounded in accountability, we will measure progress, adapt with discipline, and stay focused on the outcomes that matter. With clarity of purpose and a commitment to transparency, ISD will deliver measurable progress and lasting impact, advancing **Speed** in our response, **Reliability** in our performance, and **Value** in every service we provide.

Acknowledgements

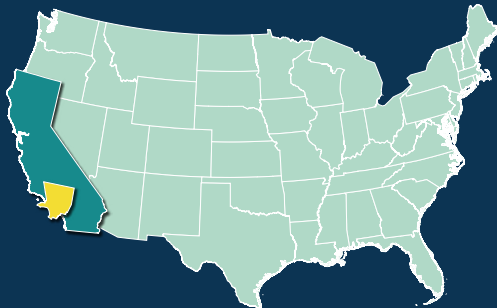
ISD extends its sincere appreciation to the many employees, County partners, and stakeholders who contributed their time, insights, and expertise to developing this Strategic Plan. We especially thank the Board of Supervisors, the Chief Executive Office, and County departmental leadership for their invaluable feedback and collaboration, which helped shape a plan that reflects the needs and priorities of the County and the communities we serve.

To learn more about ISD please visit our website at isd.lacounty.gov



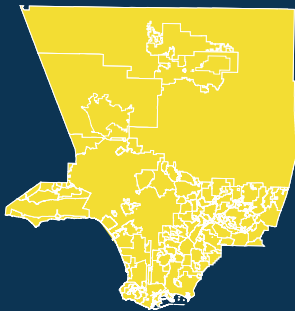
Los Angeles County

Here is a snapshot of Los Angeles County to provide a sense of the scale of services ISD is delivering.



Largest county economy in the U.S., with a GDP over **\$1 TRILLION ANNUALLY**

LARGEST county government in the nation



88 cities

120+ unincorporated communities

4,084 square miles

9.8 million residents

Significant diversity with **49% Hispanic, 25% White, 15% Asian and 185+ languages spoken**



117,091 budgeted employee positions

200 Commissions and Boards



\$48.8
billion budget



38
Departments

4,000 County owned buildings

800 leased facilities

13,000+ fleet