

CITY OF LOS ANGELES

CALIFORNIA

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MAYOR

ASSISTANT
CITY ADMINISTRATIVE OFFICERS

TOM COULTAS
PATRICIA J. HUBER

0310-00002-0000

NOTICE AND REQUEST FOR QUALIFICATIONS BY THE CITY OF LOS ANGELES FOR CONSULTANTS SPECIALIZING IN ORGANIZATIONAL CONSULTING

FOR

THE CITY OF LOS ANGELES DEPARTMENTS

INCLUDING:

ALL CITY DEPARTMENTS EXCEPT FOR THE DEPARTMENT OF WATER AND POWER, DEPARTMENT OF AIRPORTS, HARBOR DEPARTMENT

Proposals Due By: Tuesday, June 16th, 2009

**LOS ANGELES OFFICE OF THE CITY ADMINISTRATIVE OFFICER
200 N. MAIN STREET ROOM 1500 CITY HALL EAST
LOS ANGELES, CA 90012**

1.0 PROPOSALS

The Los Angeles, Office of the City Administrative Officer (CAO) is soliciting Statement of Qualifications from qualified firms to assist the City of Los Angeles ("City") in providing City Departments with management consulting services as they relate to organizational change, organizational downsizing, organizational readiness, reorganization, prioritization of services, service delivery best practices and other consulting services (collectively "organizational consulting") as described in Section 2.0 of this Request for Qualifications (RFQ). The CAO anticipates recommending a list of qualified consulting firms to perform services for a period of up to two years.

Both small and large firms with competitive fee structures are encouraged to apply. Firms may also submit proposals jointly. Only written proposals will be considered. All submitted materials shall become part of the proposal, and may be incorporated in a subsequent contract between the City and the selected proposer. For purposes of this RFQ, the terms "proposer" and "respondent" are used synonymously.

Please submit one **(1)** original hard copy with the required City forms, **(4)** additional hard copies without the required City forms, and one **(1)** e-mail proposal no later than 5:00

p.m. on the date specified on the cover page of this notice to the City Administrative Officer at the address and e-mail below:

Responses shall be addressed to:

Paras Doshi
Senior Administrative Analyst
Office of the City Administrative Officer
200 North Main Street
15th Floor City Hall East
Los Angeles, California 90012
paras.doshi@lacity.org

It is the proposer's sole responsibility to ensure that proposals are submitted in a timely manner. Proposals shall be submitted in a sealed package. The front of the package shall be marked with:

"RFQ FOR ORGANIZATIONAL CONSULTING"

All forms to be completed for the RFQ are attached; however, they are also available at: <http://www.lacity.org/atty/attyrfpsrfqs.htm>. If this link is inoperable, please visit www.lacity.org/atty and click the RFP/RFQ link. This RFQ requires all proposers to complete forms attached to the link titled, "City Contracting Forms – Departments other than DWP, Port, and LAWA."

Questions regarding this RFQ should be directed in writing to Paras Doshi, Senior Administrative Analyst, at the physical or e-mail address above. Proposers shall not make any telephone inquiries.

2.0 BACKGROUND

2.1 CITY'S FINANCIAL STATE

Like most cities in the United States, the City of Los Angeles is experiencing a period of dramatic change caused by the severe recession. A large drop in economically sensitive revenues, coupled with large increases in obligatory expenses (e.g., pensions contributions) have led to a projected Fiscal Year 2010-11 deficit that could be as high as \$1 billion, or about 23% of the estimated General Fund. As a result, the City must find immediate ways to restructure while maintaining core services, reduce ongoing expenditures while minimizing the social and economic impacts on employees, and/or increase revenues. In the Proposed 2009-10 Budget, the Mayor has proposed 5-9% reductions in most City departments and reduced salary accounts by an additional 10%. The impacts of the 10% reductions are still being discussed with departments and labor unions and may ultimately result in compensation adjustments, furloughs, layoffs, or a combination of these. In addition, incentive-based employee separation programs are being actively explored, which, if implemented, could mitigate some of the reductions.

2.2 DESCRIPTION OF CITY OF LOS ANGELES DEPARTMENTS AND PROGRAMS

The following information is provided to prospective proposers to enhance their understanding of the City's organizational, program, budgetary and staffing structure.

- 2.2.1 City of Los Angeles Organizational Chart Attachment A
- 2.2.2 Detailed descriptions of Departments including missions, programs, budgets, personnel assigned and goals are provided as Attachment B
- 2.2.3 For supplemental information, the City's website, <http://www.cityofla.org/>, contains links to each Department's website.

3.0 SCOPE OF WORK

The duties of Organizational Consultants may include, but are not limited to, providing strategic and expert advice to city leadership and Department General Managers in the following areas:

- Organizational Change/Change Management
- Organizational Restructuring/Downsizing
- Resource Allocation/Workforce Planning
- Services Costs/Benefits Analyses
- Customer/Resident Services Management
- Service Delivery Options/Services Restructuring
- Prioritization of Services
- Productivity
- Cost Reduction Measures
- Process, Performance and Operations Best Practices
- Revenue Generation
- Other Related Consulting Services

4.0 TENTATIVE SCHEDULE FOR RFQ

Distribution of RFQ.....	May 21, 2009
Statement of Qualifications Deadline.....	5:00 PM, Tuesday, June 16, 2009
Short Listed Firms Notified.....	Week of June 22nd, 2009
Possible Oral Interviews.....	Week of June 29th, 2009
Approval of Firms for Qualified List.....	Month of July, 2009

5.0 STATEMENT OF QUALIFICATIONS CONTENT AND FORM

Failure to comply with the provisions below may result in disqualification of the Statement of Qualifications or deductions in the overall evaluation. Firms are asked to provide the following information:

5.1 Cover Letter:

The proposer is required to provide a one-page cover letter which includes:

- 5.1.1 Name, address, telephone number, and legal business status (individual, limited liability partnership, corporation, etc.) of the proposer.
- 5.1.2 Name, title, address and telephone number of the person or persons authorized to represent the proposer in negotiations with the City with respect to the RFQ and any subsequently awarded contract. The cover letter shall also indicate any limitation of authority for the person named.
- 5.1.3 A representative or officer of the proposer must sign the cover letter. Said representative shall have been authorized to bind the firm to all aspects of the RFQ, including, without limitation, submission of a responsive bid, negotiation and approval of any subsequent changes to the RFQ, and negotiation and execution of a contract, if an award is made.
- 5.1.4 If the respondent is a partnership, the response must be signed by a general partner in the name of the partnership. If the respondent is a corporation, the response must be signed on behalf of the corporation by two authorized officers (a Chairman of the Board, President or Vice-President, and a Secretary, Treasurer or Chief Financial Officer) or an officer authorized by the Board of Directors to execute such documents on behalf of the corporation.
- 5.1.5 All of the signatures referenced above must be submitted as originals and signed in black or blue ink.

5.2 Table of Contents: Include a Table of Contents of the material presented in the Statement of Qualifications showing all applicable page numbers.

5.3 Format: To simplify the evaluation process, submit the Statement of Qualifications in the format described in each section. Answer each point of each question.

5.4 Recycled Paper: Proposers shall submit all written documents on paper with a minimum of 30 percent post-consumer recycled content. Pages should be double sided. Neon or fluorescent paper shall not be used in any written documents submitted. Proposer letterhead that accompanies these documents is exempt from this requirement.

5.5 Page Limit: Statement of Qualifications is limited to a **maximum of 10 pages**, including graphs and diagrams, if any. The page limit excludes the table of contents, requested attachments and required City forms associated with the Standard Provisions.

6.0 INFORMATION TO BE SUBMITTED

6.1 General Instructions

- 6.1.1 Provide a brief description and history of the firm, including legal structure and headquarters location. State the length of time the firm has been in business under its current name as well as any previous name(s).
- 6.1.2 Describe the firm's commitment to its location in the City. Provide the number of employees working within the City of Los Angeles, the County of Los Angeles, and the State of California. State if the firm has recently relocated any employees from offices in the City to locations outside of the City.
- 6.1.3 Describe the firm's corporate citizenship and commitment to the City, including local procurement of goods and services. Describe the firm's development or participation in charitable programs or scholarships.
- 6.1.4 It is the policy of the City of Los Angeles to provide Minority Business Enterprises, Women Business Enterprises and Other Business Enterprises with an opportunity to participate in the performance of City contracts. Please state how your firm assists in promoting this policy. If proposers identify any subcontracting opportunities, they are encouraged to comply with the City's good faith outreach program and can contact the Bureau of Contract Administration, Department of Public Works, in order to obtain a current list of certified services. The phone number for the Bureau of Contract Administration is 213-847-6480.

6.2 Experience and Capabilities

- 6.2.1 Describe the actual team that would be assigned to engagements resulting from this RFQ. Please include a statement that details their names, titles, office addresses, email addresses, telephone numbers, their roles and responsibilities, their education and their relevant work experience. The individual(s) charged with the day-to-day responsibilities should be clearly identified. For all consultants identified, highlight work experience related to Section 2.0, "Scope of Work." (Note: Replacement of any key assigned individual will require the written consent of the City.)
- 6.2.2 Provide a summary of the firm's capabilities and experience serving as a consultant in engagements where it has served a client performing "organizational consulting". Highlight work experience related to Section 2.0, "Scope of Work". Make specific note of work completed for government entities. Indicate the precise role your firm played and state the roles of the individual members of the proposed team. Describe any special problems or challenges encountered and the solutions provided. Demonstrate knowledge of best practices within all areas within this section.
- 6.2.3 List at least three references from any of the engagements cited above. Provide their names, titles, jurisdictions, office addresses, e-mail addresses and telephone numbers.
- 6.2.4 Provide a summary of any consulting assignments in which the firm or staff has consulted for the City or any of its departments or agencies within the last three years. In addition, provide a list of City

contracts held within the last 10 years as an attachment. Please include the following information as part of the attachment: 1) the City entity or department that administered the contract; 2) the contract number, 3) the dollar amount of the contract; 4) date and periods during which the contract was in effect; and 5) a short description of the services provided.

- 6.2.5 Indicate whether the firm or any consultant in the firm is currently involved in any litigation with the City. Indicate whether the firm or any consultant in the firm represents any interest which may constitute an actual or potential conflict of interest in working with the City or its employees at this time (See Section 8.0). If so, please provide an explanation.
- 6.2.6 Indicate any additional tasks that may be appropriate within the scope of work of this engagement. Please address any issues that you feel the City should consider going forward.
- 6.2.7 Attach a copy of organizational consulting work completed for another client that is as recent as possible.

6.3 Fees, Insurance, and Required City Forms

- 6.3.1 Provide a list of hourly rates for all personnel who will be working on this engagement. Fees submitted as a sliding scale, percentage or range will be considered non-responsive and will be rejected. Additionally, rates provided are to be fixed for the life (up to three years) of the resulting qualified list. No provisions to increase fees, such as cost of living allowances, will be made. The City reserves the right to further negotiate compensation as appropriate prior to award. The guidelines for expenses are:
 - 6.3.1.1 An amount not-to-exceed \$5,000 per engagement or year is estimated to be sufficient to cover any incurred expenses, which include, but are not limited to, postage and delivery, outside printing and copying, and telecommunications (i.e., conference calls). This does not include mileage, parking, faxes, internal printing and copying or computer time as these are the normal cost of doing business.
 - 6.3.1.2 Travel expenses are normally non-reimbursable, unless prior written approval is provided by the City. Consultants shall submit, in writing, a request for travel expenses indicating the place and the reason for such travel. The City, after reviewing the request, will notify Consultants of its decision to authorize the travel expenses.
- 6.3.2 Complete and submit the following forms required for contracting with the City (see Exhibit 1):
 - 6.3.2.1 Nondiscrimination/Equal Employment Practices/Affirmative Action Program
 - 6.3.2.2 Americans with Disabilities Act Policy, 42 U.S.C. Section 12101

- 6.3.2.3 Child Support Ordinance, Los Angeles Administrative Code Section 10.10
- 6.3.2.4 Contractor Responsibility Questionnaire
- 6.3.2.5 Equal Benefits Ordinance, Los Angeles Administrative Code Section 10.821
- 6.3.2.6 Living Wage Statutory Exemptions
- 6.3.2.7 Service Contract Worker Retention Ordinance
- 6.3.2.8 Los Angeles Residence Information
- 6.3.2.9 Non-Collusion Affidavit, Los Angeles City Charter Section 386
- 6.3.2.10 Slavery Disclosure Ordinance, Los Angeles Administrative Code Section 10.41.1

7.0 Evaluation Process and Criteria

The Statements of Qualifications will be evaluated based upon, but not limited to, the following general criteria:

- 7.1 Firm qualifications and experience in organizational consulting as described in Section 2 of this RFQ;
- 7.2 Individual qualifications and experience of personnel assigned as organizational consultants for the work described in Section 2 of this RFQ;
- 7.3 Ability to provide such services on a timely, continuing and uninterrupted basis;
- 7.4 Compliance with City policies;
- 7.5 Hourly rates.

The City reserves the sole right to assign weightings to the selection criteria. To be considered for the engagement, firms must have references that can attest to the quality of the firms' past work experiences. The City reserves the sole right to judge the contents of all Statements of Qualifications. Firms submitting Statements of Qualifications that, in the City's sole discretion, are deemed incomplete and/or do not follow content and format guidelines may be disqualified without further consideration.

City staff will review all submitted proposals. After an initial review of qualifications, a short list of qualified firms will be determined. To further delineate a firm's strengths and capabilities, the City, at its sole discretion, may conduct oral interviews of those initially qualified firms. These interviews will be evaluated and included as part of the overall evaluation process.

A list of qualified firms will be recommended to serve as organizational consultants for a period of two years. Firms selected to serve on the qualified list are not guaranteed to receive work pursuant to this RFQ. The City reserves the right in its sole discretion to select the firms and the nature of their engagement for each assignment as deemed appropriate by the City.

7.6 Responsiveness Criteria

To be considered responsive to this solicitation, firms must submit completed Statement of Qualifications to all items requested, including completed responses to the Affirmative Action/Nondiscrimination Program, Americans with Disabilities Act Policy, Child Support Ordinance Compliance, Contractor Responsibility Questionnaire, Equal Benefits Ordinance, Living Wage and Service Contract Worker Retention Ordinance, Los Angeles Residence Information, Non-Collusion Affidavit and Slavery Disclosure Ordinance (see Attachment C for forms). Failure to include satisfactory responses to these items may result in the City rejecting such Statement of Qualifications as non-responsive. If your firm is awarded a contract, the firm must comply with the City's Standard Provisions for Personal Services Contracts (see Attachment D).

For full requirements for this Statement of Qualifications, see the City Attorney Office's website at <http://www.lacity.org/atty/attyfprfqs.htm>.

8.0 CITY PROCESS AND REQUIREMENTS

8.1 General City Requirements

8.1.1 The City reserves the right to verify the information in the response.

8.1.2 If a firm knowingly and willfully submits false information or other data, the City reserves the right to reject that response. If a contract is awarded as a result of false statements or other data submitted in response to this RFQ, the City reserves the right to terminate that contract.

8.1.3 Submission of a response to this RFQ shall constitute acknowledgment and acceptance of the terms and conditions set forth herein. Responses and the offers contained therein shall remain valid for a period of one hundred and twenty (120) days from the date set for receipt of responses. Firms awarded a contract pursuant to this RFQ will be required to enter into a written contract with the City as approved by the City. This RFQ and response, or any parts thereof, may be incorporated into and made a part of the final contract. The City reserves the right to further negotiate the terms and conditions of the contract. The final contract offer of the City may contain additional terms or terms different from those set forth herein.

8.1.4 Late responses will not be considered. The City, in its sole discretion, reserves the right to determine the timeliness of all responses submitted.

8.1.5 The City reserves the right to waive any informality in the process when to do so is in the best interest of the City.

- 8.1.6 The City reserves the right to withdraw this RFQ at any time without prior notice and the right to reject any and all responses. The City makes no representation that any contract will be awarded to any firm responding to this RFQ. The City reserves the right to extend the deadline for submission. Firms will have the right to revise their response in the event the deadline is extended. Each proposer must send an e-mail address to paras.doshi@lacity.org as soon as possible, so that the City may contact the proposer if necessary to amend this RFQ or for any other reason. Failure to provide such an e-mail address will preclude the City's ability to contact the proposer, but will not excuse the proposer from being required to comply with any amendments. The City would not, in that case, be liable for the proposer's failure to receive such notice and any resultant non-responsiveness or noncompliance. If a proposer does not have an e-mail address, please provide a postal address for this purpose.
- 8.1.7 A proposer may withdraw its response prior to the specified due date and time. A written request to withdraw, signed by an authorized representative of the proposer, must be submitted to the City at the address specified herein for submittal of proposal. After withdrawing a previously submitted proposal, the proposer may submit another proposal at any time prior to the specified submission deadline.
- 8.1.8 Unnecessarily elaborate or lengthy responses or other presentations beyond those needed to give sufficient and clear response to all of the RFQ requirements are not desired.
- 8.1.9 The response must set forth accurate and complete information as required in this RFQ. Unclear, incomplete, and/or inaccurate documentation may not be considered for contract award.
- 8.1.10 Responses shall be reviewed and rated by the City as submitted. Firms may make no changes or additions after the deadline for receipt.
- 8.1.11 A firm will not be recommended for a contract award, regardless of the merits of the response submitted, if it has a history of contract noncompliance with the City or other funding source or poor past or current performance with the City or other funding source.
- 8.1.12 Upon completion of all work under this contract, ownership and title of all reports, documents, plans, drawings, specifications, and estimates produced as part of this contract will automatically be vested in the City, and no further agreement will be necessary to transfer ownership to any City agency. Copies made for the proposer's records shall not be furnished to others without written authorization from the City.

8.1.13 The contracts awarded from this RFQ are expected to begin in mid-to-late 2009 and last up to three years.

8.1.14 The City may award a contract on the basis of Statement of Qualifications submitted, without discussions, or may negotiate further with those proposers within a competitive range. Proposals should be submitted on the most favorable terms the proposer can provide.

8.2 Notice to Proposers Regarding the Public Records Act

Responses to this RFQ become the exclusive property of the City. At such time when a firm is selected and its name made public, all Statement of Qualifications submitted shall be regarded as public records. Exceptions will be those elements in each Statement of Qualifications that are defined by the proposer as business or trade secrets and marked "TRADE SECRET," "CONFIDENTIAL" or "PROPRIETARY". Each element that a proposer desires not to be considered a public record must be clearly marked as set forth above, and any blanket statement (i.e., regarding entire pages, documents, or other non-specific designations) shall not be sufficient and shall not bind the City in any way whatsoever. The City shall not in any way be liable or responsible for the disclosure of any such records, including but not limited to, those so marked if disclosure is deemed to be required by law or by court order. If a dispute arises among the City, the proposer and a person seeking disclosure of such records, the City shall notify the proposer so that the proposer has the opportunity to seek a court order precluding the disclosure of such information. In the absence of the proposer obtaining such an order, the City shall have the right to release the information.

The City reserves the right to retain all responses submitted and the responses shall become the property of the City. Any department or agency of the City has the right to use any of the ideas presented in the responses submitted in response to this RFQ. All responses received by the City will be considered public records subject to disclosure under the Public Records Act. (California Government Code Section 6250 et seq.) Applicants must identify any material they claim is exempt from disclosure under the Public Records Act. In the event such exemption is claimed, the applicant will be required to state in the response that he or she will defend any action brought against the City for its refusal to disclose such material to any party making a request thereof. Failure to include such a statement shall constitute a waiver of the proposer's right to exemption from disclosure.

8.3 Expense, Ownership and Disposition

The City shall not be responsible in any manner for the costs associated with the submission of the Statement of Qualifications in response to this RFQ. All Statement of Qualifications, including all drawings, plans, photos, and narrative material, shall become the property of the City upon receipt

by City. City shall have the right to copy, reproduce, publicize, or otherwise dispose of each proposal in any way that City selects. City shall be free to use as its own, without payment of any kind or liability therefore, any idea, concept, scheme, technique, suggestion, or plan received during this RFQ process.

9.0 Clarification

As stated previously, if additional information is needed to interpret this RFQ, written questions shall be submitted to Paras Doshi at paras.doshi@lacity.org. All respondents shall have and provide an active e-mail address to receive responses to questions.

Sincerely,

Raymond P. Ciranna
Interim City Administrative Officer

RPC:DL:PAD:03090018

Attachments