

Proposer's Conference Relative to the EDD/Nonprofit RFB  
Tuesday, August 14, 2012

CAO representatives: Trina Unzicker, Maddie Rackley, Ramon Soto. OEA Panel representatives phoned in from the following firms: AECOM, BAE Urban Economics, Blue Sky Consulting Group, HR&A Advisors, Inc, ICF International, Kosmont Companies, Parsons Brinckerhoff and Tecolote Research, Inc.

*Q1: Relative to RFB Item under Project Background, Page 2, No. 7 that includes the phrase "consideration of findings", what is the anticipated extent of the outreach component? Is there an expectation that there will be a great deal of data-gathering from stakeholders?*

A1: The intent behind consideration of other consultants' previous and concurrent analysis involving the City is to avoid having the successful proposer duplicate work that has already been performed. For example, OneCPD Technical Assistance has already performed surveys over the summer that include an economic development component and has interviewed multiple City departments and elected officials about how to target increasingly dwindling economic resources. Requesting information from these outside consultants may be useful and efficient for the successful proposer.

*Q2: Regarding RFB Item on Page 2, No. 7 that includes the phrase "consideration of findings and recommendations," are there finished products out there for us to review?*

A2: There are no publicly-available documents or white papers at this time that we are aware of from OneCPD, Enterprise Community Partners or the USC Price School, though there may be finished products available from other leaders in the field of economic development. Once documents become available, our expectation is that the successful proposer would be willing to work with that information and factor it into their analysis. The successful proposer would also be expected to interview other consultants that have already performed this type of work.

*Q3: Regarding the statement on Page 4, under General Project Criteria, No. 1, titled "Open to collaboration with other firms", are there other firms that are currently or will soon be on board that are performing similar or complementary work?*

A3: The CAO is currently processing an RFP for the City's asset management systems. The CAO will review technology functions and use of City assets that can be used for economic development. Responses to this RFP are due on September 17.

*Q4: Regarding the Asset Management RFP, how many of those assets are ones that clearly belong to the City, as opposed to ones belonging to the former CRA?*

A4: The Asset Management RFP does not contemplate the former CRA; rather, it addresses those assets that are under the control of the Department of General Services (GSD) Asset Management Group and the City's proprietary departments (DWP, Airports and Harbor).

*Q5: Is there any formal consideration of properties that were controlled by the former CRA that may be coming back to the City?*

A5: No. The scope of the Asset Management RFP involves GSD and the proprietary departments and these departments have no direct control over the former CRA properties. The fate of ownership and associated funds relative to many former CRA properties is unlikely to be known for several months.

*Q6: Relative to General Project Criteria, Page 4, No. 3 beginning "Identification and inclusion of community outreach", what is intended in the RFB as the outreach component – is it limited to business-oriented organizations or does the outreach include community-based organizations that are involved with economic development? Would outreach include the general public?*

A6: Community outreach need not be limited to business organizations or those organizations specifically mentioned. Wherever a proposer believes that community involvement intersects with a new EDD and/or a related nonprofit, those are the stakeholders and organizations we would expect a proposer to engage. This could also include the general public.

*Q7: To the extent that there are legal issues to be resolved with the establishment of either the new EDD or the associated nonprofit, can we assume that resources from the City Attorney will be available to assist or should a firm assume that they should have independent legal counsel?*

A7: The City Attorney provides legal advice to its client, the City of Los Angeles, only. If a proposer believes it will require legal advice during the Project, these costs should be factored into the proposer's bid. Retaining legal services, if needed, will be the responsibility of the consultant chosen to work on the Project.

*Q8: Relative to Item No 4 on page 5 beginning "Fixed fee, staff and schedule", the RFB states that the City does not typically pay for travel, but if that travel is necessary for outreach, are those costs covered? The question specifically relates to airfare, hotel and per diem travel costs.*

A8: If a firm chooses to request compensation for certain travel-related costs in its proposal, the firm should delineate the costs associated with outreach if the firm deems it necessary. Firms should also consider that additional travel costs

could be negotiated as part of any future contract. Alternatively, since City contractors are typically paid by deliverables, a firm may choose include that cost in a specific deliverable.

*Q9: Regarding Page 5, No. 4 beginning “Fixed fee, staff and schedule”, the RFB calls for hourly rates, but if the City typically pays by the deliverable, which is appropriate – a time and materials budget, or a schedule of deliverables with associated costs and hourly rates provided as part of the detail?*

A9: It would be helpful to provide a time and materials budget by individual staff working on specific tasks along with costs for deliverables.

*Q10: In a recent Council resolution, the proposed funding for the RFB appears to be separate from the previous \$250,000 that was set aside for the OEA panel analyses. Acknowledging that this is a very intense project over a short period of time that will require resources from multiple locations, can the proposers get a sense of how much the City is expecting to pay for this project?*

A10: No. While there was a \$2 million transfer to an account entitled “Economic Development Model” indicated in Council File 12-0600-S154, this does not represent the budget available for this purpose. The City is requesting bids in order to find a proposal that provides the most high-quality services for the lowest cost. This is consistent with the way the City typically engages its contractors.

*Q11: Relative to General Project Criteria No. 7 on page 4, containing the phrase “please include consultation costs”, the expectation appears to be that proposers are to include costs associated with consulting on establishment and implementation of the EDD and Nonprofit. How should this look given that tasks required to implement the EDD and Nonprofit are not yet defined?*

A11: Since no one can predict precisely what the deliverables associated with the implementation of the EDD and Nonprofit will be, a proposed hourly rate for consulting assistance would be best, along with the number of staff that can be devoted to this purpose. Please ensure that this amount is separate from the rest of the proposal. This separation is designed to protect the City’s right to retain the same consultant working on this project during the design phase to provide assistance with the implementation without triggering Government Code 1090 conflict of interest issues.

*Q12: Since there is a request to work under a Notice to Proceed until a contract is in place, when do you expect project work to commence by the successful proposer? Does the contract need to go to City Council?*

A12: The work would begin immediately. The timeframe for work performance on this Project is tight and the consultant would lose valuable time if the firm were to wait for a formal contract to be put into place. There has been no situation

where the OEA has failed to engage the consultant in a formal contract once the Notice to Proceed has been awarded. While the contract must be negotiated, reviewed by the City Attorney and then signed by numerous departmental representatives within the City, it does not need to be approved separately by the City Council due to its advance approval as part of the OEA panel studies (C.F. 09-2722).

Q13: *When do you anticipate that the Notice to Proceed will be issued?*

A13: The date provided on our timeline is September 14<sup>th</sup>, 2012. Previous projects have been issued Notices to Proceed within days of the dates originally projected.

Q14: *Given the expedited timeline, is there an assumption that proposers should use regarding the number of staff the City will assign in a project management capacity for the EDD analysis? What kind of decision-making structure (electeds and/or CAO's Office) on emerging recommendations and draft product will be in place as the successful proposer moves its draft analysis forward to the City?*

A14: The RFB asks that proposers indicate what resources they will need from the City; therefore, we expect the proposers themselves will identify what they require from the City. The CAO will assign a lead and an assistant lead to the Project, with additional assistance from an analyst familiar with asset management. Support from the Chief Legislative Analyst will also be available. We (CAO/OEA) can provide introductions to departmental representatives, but the successful proposer will be expected to follow up with those representatives to obtain needed information from them.

Q15: *Should the proposer assume, for planning purposes, that their work ends with the submission of the report in mid-December? What assumptions should be made regarding changes to the report after mid-December?*

A15: The proposer should assume that there will be individual briefings for the Mayor and Councilmembers, as well as presentations at Committees and full Council. These presentations are expected to occur between December and February (prior to the EDD implementation period of February through June 2013). The presentations may trigger requests for additional information and/or reports to the Mayor and/or Council.

Q16: *Is the December 14 report expected to be final or a draft?*

A16: The December 14 report is expected to be a publicly-available draft. A preliminary draft should be made available no later than one week prior to December 14.