

REQUEST FOR PROPOSALS

Asset Management Services Study

FOR THE

CITY OF LOS ANGELES



ISSUED BY

OFFICE OF THE CITY ADMINISTRATIVE OFFICER
CITY OF LOS ANGELES

July 27, 2012

Request for Proposals
Asset Management Services Study

City of Los Angeles
Office of the City Administrative Officer

DATE ISSUED: July 27, 2012

TITLE: Asset Management Services Study

DESCRIPTION: The City of Los Angeles ("City") is seeking proposals from qualified consultants interested in assisting the City in the development and implementation of a comprehensive plan to enhance the City's Asset Management Services.

SUBMISSION DEADLINE: Proposals must be received at the Proposal Delivery Address shown below by **September 17, 2012, by 12:00 p.m. (Pacific Time)**.

PROPOSAL DELIVERY ADDRESS: Office of the City Administrative Officer
Asset Management Services RFP
200 North Main Street
Room 1500, City Hall East
Los Angeles, CA 90012
Attention: **Ramon Soto**

TECHNICAL ASSISTANCE: All questions must be submitted in writing via e-mail to Ramon Soto, Senior Administrative Analyst, at **Ramon.Soto@LACity.org** by **August 6, 2012, 12:00 p.m. (Pacific Time)**, to be considered during the Mandatory Proposers' Conference and by **September 4, 2012, by 12:00 p.m. (Pacific Time)** to be considered before the submission deadline of **September 17, 2012, by 12:00 p.m. (Pacific Time)**.

PROPOSERS' CONFERENCE: A Mandatory Proposers' Conference will be held on **August 13, 2012, at 10 a.m. (Pacific Time)** at 200 North Main Street, Room 1500, City Hall East, Los Angeles, CA 90012. **All Proposers must attend to be eligible to respond to this RFP.**

REQUEST FOR PROPOSALS
ASSET MANAGEMENT SERVICES STUDY

FOR THE
CITY OF LOS ANGELES

July 27, 2012

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**CITY OF LOS ANGELES
REQUEST FOR PROPOSALS
FOR
ASSET MANAGEMENT SERVICES STUDY**

July 27, 2012

I. INTRODUCTION

A. OVERVIEW

The City of Los Angeles ("City"), as a local government serving its constituency, has an obligation to perform its duties in a cost efficient manner. To that end, the City has proposed a plan to review the City's Asset Management Services (AMS).

The City Controller has performed three audits on various aspects of the General Services Department's (GSD) Asset Management Division (AMD) in 2003. In 2008, the City Controller released a follow-up audit to evaluate the adequacy and effectiveness of actions taken by GSD management relative to the findings and recommendations contained in the 2003 audits (See Appendix A for audit reports). The City is now pursuing an updated review of its asset management function. Responsive proposals will build on the reviews performed to date and recommend cost-effective and improved efficiencies in AMD management and operations.

Responsive Proposals shall meet the Minimum Proposer Requirements (Section V), provide Proposed Solutions (Section IV), including required cost information, and comply with all Submittal Requirements (Section VI). Proposers must include a cost proposal for each required Service. Proposers may also include other related solutions or capabilities in their Proposals that are not specifically required by the RFP.

The City anticipates that the work performed under the contract(s) awarded as a result of this RFP may include, at a minimum, a review, due diligence, and recommendation for possible Solutions/Options related to AMS. The City may also issue additional RFPs for AMS as approved by the appropriate City authorities.

B. PROPOSAL PROCESS

The proposal process consists of three phases. Communication related to this RFP between Proposers and the City will be permitted only during Phase I of the RFP.

1) Phase I - Request for Proposals

Phase I begins on the date that this RFP is released to the public and ends on **September 17, 2012**.

Phase I includes a Mandatory Proposers' Conference. **All prospective Proposers MUST attend. The Conference will be held on August 13, 2012 at 10 a.m. (Pacific Time) at 200 North Main Street, Room 1500, City Hall East, Los Angeles, California 90012.**

Proposers may submit questions and requests for clarifications to the City by 12 p.m. (Pacific Time), **August 6, 2012**. Answers to questions submitted will be provided at the Proposers' Conference. A Proposer's failure to attend the Mandatory Proposers' Conference will render his/her proposal non-responsive.

2) Phase II – Evaluation and Recommendation

Phase II commences when Phase I terminates. Finalists may be requested to make oral presentations of their proposals and respond to questions from the evaluation team or its representatives. Upon completion of the evaluation, the evaluation team will present its recommendations to the City's Municipal Facilities Committee ("MFC") for its consideration and approval.

3) Phase III – Contract Negotiation and Execution

Phase III commences and concludes at the MFC's direction. During Phase III City staff will negotiate and draft documents as requested by the MFC. The City contract(s) awarded under this RFP are subject to MFC approval. The contract(s), if any, will be executed promptly in order to meet the implementation schedule of the AMS project established by the MFC.

C. PROJECT MANAGEMENT

The City will assign a City staff person (Project Manager) who will administer the contract(s) and monitor the activities of the selected Proposer(s) ensure all requirements and performance under the contract(s) are met. The selected Proposer(s) shall be responsible for the services delivered and implemented under the contract(s).

II. OVERVIEW OF CITY ASSET MANAGEMENT RESPONSIBILITIES AND ORGANIZATION

The City currently supports myriad asset management services through its Departments/Agencies including GSD and Department of Public Works - Bureau of Engineering (BOE). GSD provides City-wide asset management services and GSD's operations are directed by the General Manager of GSD.

The selected Proposer(s) shall consider and include an analysis and recommendations associated with the asset management services performed by the City agencies identified above. Specific areas include, but are not limited to, the City's current asset management programs, its performance in meeting its assigned functions, and how technology can be better utilized to administer the City's real estate portfolio.

The role and organization of the City's General Services Department Asset Management Division is summarized as follows:

The Department of General Services (GSD) Asset Management Division (AMD or Division) is the primary City entity responsible for managing the City's diverse real estate portfolio and ensuring optimum use and maximum value from these assets. The City owns and leases real property worth billions of dollars that is used for diverse public purposes that includes office buildings, police and fire stations, libraries, public parks, open space, and maintenance facilities. AMD's responsibilities include:

- Maintaining an accurate inventory of the City's holdings;
- Developing a comprehensive twenty-year master plan of facilities' needs and updating the plan to maintain a continuous twenty-year facilities' needs projection;
- Consolidating City operations into joint-use facilities at locations where several departments with similar and compatible real estate or facility needs are serving a similar geographical area;
- Purchasing or leasing properties for the City;
- Working with other governments and the private sector to accomplish the real estate needs of the City; and
- Managing the disposition of City property.

The Asset Management Division is organized into four sections: 1) Acquisition, Relocation and Appraisal; 2) Leasing and Mall Management; 3) Tenant Services; and, 4) Portfolio. The Division is headed by a Chief Management Analyst (Division Director), who oversees a staff of 22 employees.

Acquisition, Relocation and Appraisal Section - This section is supervised by a Property Manager I and seven real estate professionals. The section prepares appraisal reports, title ownership reports, directs the administration of surplus properties and direct sales, handles the negotiation and acquisition of properties required for the expansion or construction of new City facilities and the relocation of impacted tenants. The section also assists the City Attorney's Office in compiling documents required in the filing of eminent domain cases.

Leasing and Mall Management Section - This section is supervised by a Senior Real Estate Officer and six professionals. The section is responsible for leasing operations of both City-owned facilities and City-leased facilities, which includes the Los Angeles Mall, Marvin Braude Center in Van Nuys. The section prepares Request for Proposals for the Los Angeles Mall and other City properties.

Tenant Services Section - This section is directly supervised by the Division Director and consists of two Senior Management Analysts who are responsible for the daily operational activities at the Public Works Building and Figueroa Plaza (managed by a contractor), assist with City relocation projects and act as a staff liaison to the Municipal Facilities Committee. In addition, this section performs budget development activities for the Asset Management Division.

Portfolio Section - This section is directly supervised by the Division Director and consists of five staff members who are responsible for maintaining the General Services Building Book, an inventory database of all City-owned and City-leased facilities. The section processes Department of Water and Power invoices, including auditing of bills.

Technology - Multiple databases are used to manage the City's real property assets – some within AMD and others within each of the three Proprietary Departments. Information is maintained in separate, incompatible systems. Property managed by DWP, Airports and Harbor departments is subject to Public Utilities Commission (PUC), federal and State regulations, and as such restrict the City's ability to take any action on the property. The City Charter prohibits the GSD from managing the Proprietary departments' properties. AMD's Lease Information System (LIS) maintains information on all the City's leases, both where the City is the landlord or tenant. LIS does not include non-profit leases or other real property leases that are managed by other City departments. For example, LIS does not contain information for leases under the purview of the Community Development Department (CDD), Cultural Affairs Department, Recreation and Parks, El Pueblo, and the Proprietary Departments. Additionally, AMD maintains a database of those properties under its control, which are considered surplus. The data is maintained within the Division's Aperture system as spreadsheets in Microsoft Access and Excel formats. The structure of the Lease Information System and the Surplus Property Information System includes fields needed to managing the real property of the City. AMD also maintains the Building Book, a database that is not integrated with the Aperture system and is used in its monitoring of utility payments to the

Department of Water and Power (DWP). AMD does not prepare and submit standard reports on the status of City property asset management. Ad hoc reports requested by the City Council covering proprietary departments' property often require extensive work to consolidate information from those departments not in the system.

III. SCOPE OF WORK

The AMS RFP is intended to assist the City in reviewing its asset management services, assessing and recommending changes and, upon appropriate approvals, may include assisting in the writing and execution of subsequent RFP(s) to implement the selected Proposer(s)' recommendations, if necessary. The selected Proposer(s) will develop a findings report and make presentations as requested.

The selected Proposer(s) will review the City's asset management services, previous audits, perform a due diligence assessment and recommend possible service options for each asset management service area. The City, in its sole discretion, will determine the scope of work to be performed by the Proposer(s) selected under this RFP and may determine that not all activities listed in this RFP will be included. Proposer will respond with separate pricing for each asset management service area.

The basis for preparing cost proposals is established in this RFP. Pricing shall be based on a four-month initial term of the Contract, followed by two four-month options to extend the term of the Contract.

A. Asset Management Services Plan

The City intends to establish an AMS Plan. Proposers are required to provide details on how their proposal meets the City's requirements.

The City may award work to be performed under this RFP to one or more Contractors. Contractor(s) shall perform/provide all or part of the following Services in support of the development and implementation of the City's AMS Plan.

B. Services

Proposers may propose for Service #1, Service #2, or both Services. Proposals must state clearly which Service or Services are included in the proposal. Each service is followed by an explanation as to the expected deliverables related to that service. The selected Proposer(s) will be expected to provide a variety of solutions keeping factors such as cost, feasibility, and the City's limited personnel options in mind. All deliverables shall be considered as "work for hire"

and become the property of the City for use as it deems appropriate. Proposers must be available to subsequently assist the City in implementing adopted recommendations within the limits of Government Code 1090. Deliverables must be provided in paper copy and in electronic form as follows:

- All analytical data shall be submitted in Microsoft Excel or Access format. No portion of the cells, report items can be hidden or locked/password protected without full disclosure. If any information submitted is "locked", "hidden", or "password protected", the selected Proposer(s) must provide written and verbal instructions on how to access the information.
- All text and text tables shall be submitted in Microsoft Word format.
- All charts, illustrations or graphic images shall be submitted in Graphic Interchange Format (.gif), Joint Photographic Experts Group (jpg/jpeg) or Portable Document Format (PDF) format. Charts and graphs created in Excel must also be provided electronically in Excel format.

Proposals shall address how the Proposer will provide the Services identified below. The City shall provide a "Notice-to-Proceed" (NTP) prior to the Proposer engaging in activities for Services listed below:

Service #1: Citywide Asset Management Review

Analyze and make recommendations on the organization and performance of the City's current asset management programs, as detailed in the Deliverables below.

Deliverable 1.1: Provide a report that reviews GSD AMD organization and functions. The report should address AMD's effectiveness in meeting its assigned functions and make recommendations for improvements. The report should also address how the City's asset management performance compares to industry standards including best practices by comparable governmental and non-governmental agencies. Recommendations must recognize the City's limited staffing and financial resources.

Deliverable 1.2: Provide a report on the feasibility of creating efficiencies by centralizing and/or identifying public/private partnership opportunities for aspects of the City's real estate functions.

Deliverable 1.3: Provide an analysis of procedures and performance metrics currently used by City departments and conduct a survey of comparable governmental, as well as non-governmental agencies and organizations relative to asset management. Analysis should include recommendations for additional performance metrics reflecting best practices that City departments can implement to improve asset management operations and performance.

Deliverable 1.4: Provide an analysis of the City's current Strategic Real Estate Plan (Attachment L) including, but not limited to, the role of the City as an owner/occupant, the role of the City as an owner/lessor, and the role of the City as a renter/lessee. Recommend short, medium and long-term real estate goals based on current industry standards.

Deliverable 1.5: Conduct a thorough inventory of the City's Council controlled real estate portfolio and provide a utilization analysis of the City's properties with recommendations to address underutilized properties, including Neighborhood City Halls and City satellite/field offices. A list of City departments is provided in Attachment M. With the approval of their respective Boards, portfolio and utilization analysis would also apply to the following proprietary and semi-proprietary departments: Water and Power, Airports, Harbor, Library and Recreation and Parks. Provide an analysis of the City's non-profit leasing practices and non-profit leasing best practices of other comparable agencies/organizations. Provide an analysis on how the City can maximize revenues and optimally utilize the Los Angeles Mall, within legal requirements. Provide an analysis on how the City can integrate asset management activities into a new economic development model.

Deliverable 1.6: Provide an analysis of the City's leased space relative to the City as a lessee and a lessor. Recommend space planning improvements which maximize use of City-owned facilities, maximize rental income, and reduce existing leasing costs.

Deliverable 1.7: Provide an analysis of the City's current real estate brokerage practice of allowing real estate firms to represent the City as the buyer/seller in one set of real estate transactions and represent third parties in other real estate transactions where the City is buying/selling. Compare the City's practice to accepted industry standards.

Deliverable 1.8: Provide an analysis of the City's existing surplus sales policies and compare to industry best practices. Make recommendations to maximize the City's revenue stream and streamline the process.

Service #2: Technological Solutions

Analyze and make recommendations on the City's current Asset Management Information Technology (AMIT) systems, technology, and processes as detailed in the Deliverables below. These deliverables must be in sufficient depth and detail so that City staff can properly evaluate proposed solutions.

Deliverable 2.1: Provide a report on the current AMIT systems and technology used by City Departments and evaluate the capability of using and integrating existing systems as a City-wide system.

Deliverable 2.2: Provide a best practices study of asset management

technology and software used in similarly sized organizations/jurisdictions.

Deliverable 2.3: Provide a report with recommended technology and software for the establishment of a real-time asset management database. Recommendations should be based on successful technologies used in similarly sized organizations/jurisdictions and should include a proposed implementation plan for rolling out suggested technology changes. The recommended technology solution must be able to:

- List all basic property information (i.e. value, size, address, Assessor's Parcel Number (APN), outstanding liens, type of tenants (for private use implications), and debt related information, if a property or its capital improvements were debt financed, such as bond issuance and principal amount.)
- Capture real-time usage of all City properties (i.e. occupied, leased, vacant, surplus, mixed-use, private-use, etc.)
- List all usage restrictions related to the facility.
- List all current and known future projects scheduled for each City property.

C. Ownership of RFP Derivative Materials

The City has permanent ownership of all directly connected and derivative materials produced under this Contract by the Proposer. All documents, reports and other incidental or derivative work or materials furnished hereunder shall become, and remain, the sole property of the City and may be used by the City as it may require without additional cost to the City. None of the documents, reports and other incidental or derivative work or furnished materials shall be used by the Proposer without the express written consent of the City.

D. Service Scheduling

The City states, specifically, that the deliverables described above may run concurrently or sequentially, as required by the Contract resulting from this RFP. Proposers must clearly identify schedule for deliverable completion, including overlaps or required prerequisites.

IV. PROPOSED SOLUTION

Proposers shall state specific capabilities, approaches and proposed methodologies and demonstrate a clear understanding of the nature of the work to be performed under the Contract and its relation to the City's needs. Specifically, Proposer's proposal shall demonstrate Proposer's ability to meet requirements included in the Scope of Work.

A. Proposer's Methodology

Proposer's response to this RFP must include a discussion of the proposed approach and process for providing AMS and associated deliverables in support of the City's AMS Initiative. Proposer shall provide the following:

- 1) An outline describing its AMS Study methodology, pursuant to all delineated activities outlined in the Scope of Work.
- 2) Recommendations for additional phases, steps, deliverables or approaches not outlined by the City but part of the Proposer's best practices.

B. Proposer's Project Overview and Approach

In this section, the Proposer shall provide in full detail its response to the Scope of Work, per the following:

- 1) Narrative Overview: Proposer must present an overview, which shall be a narrative description of its proposed plan for providing Strategic Asset Management Advisor Services.
- 2) Response Requirements: Proposer must describe its approach to meeting the RFP's overall and specific requirements. At a minimum, the Proposer's approach should address the requirements set forth in the Scope of Work. Proposer shall state specific capabilities, approaches and proposed methodologies and demonstrate a clear understanding of the nature of the work to be performed under the proposed Contract and its relation to the City's needs.

C. Project Schedule

Proposer shall submit a proposed implementation plan to accomplish the services described in the Scope of Work, which shall include a detailed timeline with milestones to provide the deliverables Proposer deems necessary/desirable to meet City's objectives. At a minimum, Proposer's plan shall include:

- 1) A general description of Proposer's proposed methodology for accomplishing the work specified in the Scope of Work.
- 2) Target start date, end date, duration and any dependencies for each activity and project deliverable.
- 3) A description of each activity, deliverable, or alternative proposed deliverable(s), the objective of the deliverable, and the estimated level of effort to complete the deliverable.

D. Proposal Cost/Compensation

Proposers may propose for Service #1, Service #2, or both Services. Proposers must provide individual cost schedules for each deliverable listed in Section III for the Service(s) addressed within the proposal. If Proposers propose for both Services, Proposers must also provide summary cost schedules for individual services and for all proposed work identified in Section III. Proposers shall not be compensated for any cost related to the preparation or submittal of proposals.

PROPOSERS MUST PROVIDE THEIR RESPONSE TO THIS SECTION BY USING THE FORMAT DESCRIBED ABOVE. PRICING OFFERED IN ANY OTHER FORMAT MAY BE CONSIDERED NON-RESPONSIVE.

E. Documentation

Proposer shall include the following required documentation:

- 1) Any sample toolkits, templates, models, or questionnaires that illustrate the Proposer's methodology, best practices and standard operating procedures.
- 2) Sample of Proposer's proposed format for any interim reports, deliverables or final reports, including any charts.

F. Additional Information

- 1) Describe additional relevant information concerning development of the AMS Study initiative that is important in evaluating your services.
- 2) Describe in detail your company's AMS Study best practices, performance standards and processes for measuring performance.
- 3) State any failures or refusals to complete any contracts and government and/or public sector engagements and provide a complete explanation as to why they were not successfully completed.

G. Resources to be provided by the City

Proposers must identify and list any requirements for City-furnished equipment, materials, facilities or any other City support that will be necessary to implement and complete this project. The City reserves the right to accept or reject any and all requests/requirements for City-furnished items and assistance.

V. MINIMUM ELIGIBILITY QUALIFICATIONS AND GENERAL REQUIREMENTS

A. Minimum Qualifications

Prospective Proposers must meet the following minimum eligibility qualifications to be considered for this RFP:

- 1) Proposer must have at least a minimum of five (5) years experience in performing activities substantially similar to those listed in the Scope of Work. AMS, or similar organizational and process studies, must have been performed for at least two (2) public and/or private sector organizations within the last five (5) years.
- 2) Proposer must be able to provide current and relevant market research that identifies trends in asset management strategies. Proposer must be able to provide leading solutions and best practices.
- 3) In order for a proposal to be considered responsive, all requested information described herein must be included in the proposal.

VI. SUBMITTAL REQUIREMENTS

A. ALL PROPOSERS MUST SUBMIT:

One (1) original proposal with a Letter of Transmittal, each signed in ink, one (1) hard copy of the proposal, and seven (7) CD-ROMs containing PDF versions of the proposal, including all forms, attachments, appendices, and exhibits. Proposers' submissions must be received by the City at the Proposal Delivery Address specified in this RFP no later than **September 17, 2012 by 12 p.m.** (Pacific Time).

In addition, all Proposers must submit one unbound copy of their proposal with any redacted sections "blacked out" (see Section VI.D – Confidential Information). This copy will be used in case of a request under the California Public Records Act pursuant to applicable provisions.

All responses to this RFP must be mailed to:

Office of the City Administrative Officer
200 North Main Street
Room 1500, City Hall East
Los Angeles, California 90012
Attention: Ramon Soto, Asset Management Services RFP

Email submissions will be considered non-responsive.

B. EXPERIENCE

In order to evaluate Proposers' qualifications and experience, as set forth in this RFP, all proposals submitted in response to this RFP must include detailed information regarding applicable experience, including but not limited to, the following:

- 1) A detailed description of respondent's qualifications and experience in providing services similar to those proposed in this RFP within the past five (5) years.
- 2) A representative list of clients for which the Proposer has provided services, within the past five (5) years, similar to those proposed in the RFP. References must include a contact name and telephone number of an individual familiar with the described services.
- 3) List of government entities with whom the Proposer holds current contracts for services and solutions similar to those proposed in the RFP.

C. WRITTEN SUBMISSIONS FORMAT

To be considered responsive, a proposal must be submitted in writing. All applicable documents, including forms, attachments, appendices, and exhibits to this RFP, must be completed and submitted with the proposal.

Responses to this RFP must be made in accordance with the format set forth herein. Failure to adhere to this format may be cause for rejection of the proposal as non-responsive.

Responses to this RFP submitted shall be based on the material contained in the RFP, attachments, addenda, and other material published by the City or the GSD relating to this RFP.

D. CONFIDENTIAL INFORMATION

Proposals made in response to this RFP may contain data that constitute a trade secret. To protect such data from disclosure, the Proposer should specifically identify the pages of the proposal that contain confidential information by properly marking the applicable pages and inserting the following notice in the front of the proposal:

"NOTICE - The data on the pages of this proposal identified by an asterisk (*) or marked along the margin with a vertical line, contain information which are trade secrets. The proposer requests that such data be used only for the evaluation of its proposal, but understands that disclosure will be made to the extent that the City determines it is required under federal, state, and local law."

Proposals containing proprietary information, proprietary paragraphs and/or other trade secret data should be clearly marked as noted above. The Proposer must include one additional unbound copy of the proposal with the confidential material totally blacked out or removed from the text so that one copy is available as public material. In accordance with the California Public Records Act, this information may, upon request, be released to the public.

The City assumes no responsibility for disclosure or use of unmarked data for any purposes. In the event properly marked data is requested, the Proposer will be advised of the request and may expeditiously submit to the City a detailed statement indicating the reasons it has for believing that the information is exempt from disclosure under federal, state, and local law. This statement will be used by the City in making its determination as to whether or not disclosure is proper under federal, state, and local law. The City will exercise care in applying this confidentiality standard, but will not be liable for any damage or injury that may result from any disclosure that may occur.

The Proposer agrees to assume and pay for all costs incurred by the City, including attorneys' fees awarded by a court, if Proposer requests the City to resist disclosure of material provided to the City by the Proposer, and the City does so. The City will resist disclosure only in the event that the City determines the said materials are exempt under federal, state, or local law. Further, should the Proposer request that portions of the proposal remain confidential and not be disclosed, the Proposer's must confirm the commitment to indemnify, defend and hold harmless the City of Los Angeles by including the following statement in the Letter of Transmittal:

"The Proposer agrees to defend and indemnify the City and its officers, employees, and agents, and hold them harmless from any claim, legal action or liability resulting from any action brought against the City for its refusal to disclose copyrighted material, trade secrets, or other proprietary information to any person making a request therefore."

Failure to include such a statement shall constitute a waiver of a Proposer's right to exemption from disclosure.

Note that wholesale use of headers/footers bearing designations such as "confidential", "proprietary", or "trade secret" on all or nearly all of a proposal is not acceptable, and may be deemed by the City as a waiver of any exemption claim. The identification of exempt information must be more specific.

E. ACCURACY AND COMPLETENESS

The Letter of Transmittal and proposal must set forth accurate and complete information as required in this RFP. Unclear, incomplete, and/or inaccurate documentation will not be considered. Falsification of any information may result in disqualification from the selection process, or in termination of a contract, if discovered in the future. If a Proposer knowingly and willfully submits false performance or other data, the City reserves the right to reject the Proposer's proposal. If it is determined that a contract was awarded as a result of false performance or other data submitted in response to this RFP, the City reserves the right to terminate the contract. Portions of a proposal that include content from this RFP that have been altered in any manner must be footnoted and referenced in a separate appendix to the proposal.

F. SIGNATURE REQUIREMENTS

The proposal and Letter of Transmittal must be signed by a representative or officer of the Proposer. That representative shall have been authorized to bind the Proposer to all provisions of the proposal, the RFP, any subsequent changes, and to the contract if an award is made.

If the Proposer is a partnership, the proposal and Letter of Transmittal must be signed in the name of the partnership by a general partner thereof. If the Proposer is a corporation, the proposal and Letter of Transmittal must be signed on behalf of the corporation by **two (2)** 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.

All above signatures must be original and in ink.

G. LANGUAGE AND UNITS OF MEASUREMENTS

Proposals and all documents submitted in connection with this RFP shall be written in the English language and all numerical data furnished herein shall use the dollar-foot-pound-second system of units of measurement, except where specified.

H. SUPPORT SERVICES

The City will not provide parking, clerical, office/storage space, telephone services or reproduction services throughout the proposal process.

I. CONTRACT DOCUMENTATION

Contract documentation will begin immediately following the final decision by the evaluation team.

The City will be free of any obligation to reimburse any unsuccessful Proposer for expenses incurred or for work performed in anticipation of a contract.

No contract awarded, pursuant to a proposal submitted in response to this RFP, may be assigned either in whole, or in part, without first receiving written consent from the City. Any attempted assignment, either in whole, or in part, without such consent shall be null and void, and in such an event the City shall have the right, at its option and without penalty, to terminate the contract.

J. CONTENT OF PROPOSALS

The purpose of this section is to identify the information that shall be submitted in response to this RFP as well as the order in which it shall appear in the proposal.

Each page (excluding charts and drawings) shall be 8-1/2" x 11" in size, typed double-spaced using Arial font no smaller than 12 point. Typed material shall not be subject to photo-reduction.

1) Letter of Transmittal

Include a letter of transmittal, which will include the company name and address, and the name and telephone number of the person or persons who will be authorized to represent the Proposer regarding all matters related to the proposal and any contract subsequently awarded to said Proposer.

This letter shall be signed by a person(s) authorized to bind the company to all commitments made in the proposal and will include the following detailed company information:

- 1) Full legal name of the Proposer;
- 2) Legal business structure (individual, partnership, corporation, etc.), address, and telephone number of the Proposer;
- 3) If Proposer is a corporation, partnership, limited liability partnership, limited liability corporation, etc., please identify the state under whose laws Proposer is organized and company headquarters. Otherwise, if Proposer is an individual, identify the state where Proposer is domiciled;

- 4) Name, title, address and telephone number of the person or persons authorized to represent and legally bind the Proposer in order to enter into negotiations with the City with respect to the RFP and any subsequent awarded contract. The Letter of Transmittal must also indicate any limitation of authority for any person named; and
- 5) The signature of a person(s) authorized to bind the company to all commitments made in the proposal.
- 6) The City requires that all Proposals be valid for at least ninety (90) days. Submissions not valid for at least ninety (90) days will be considered non-responsive. The Proposer shall state the length of time for which the submitted proposal shall remain valid below:

Validity of Response (in days)	Signature required
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2) Table of Contents

The proposal shall have a table of contents that must identify the information set forth therein by sequential page number and section reference number.

3) Executive Summary

The executive summary shall be placed after the table of contents and shall provide an overview of the proposed system, the installation approach, project staffing, project schedules, and proposed interfaces with City personnel.

If sub-Proposers are to be utilized, a management structure shall be provided for each. The method for resolution of sub-Proposer disputes shall also be described in this summary.

4) Financial Information, Personnel Information, and References

The proposal must include validated evidence of the Proposer's financial condition, resumes of key personnel who will be assigned to the project, and contact information for references for similar recent projects of equal or greater size successfully completed by the Proposer.

The personnel assigned to a project must have prior experience successfully implementing projects of similar scope and complexity.

Proposer shall include the names of all key personnel who are employed by the Proposer and the proposed sub-Proposer(s) who would be assigned to perform services pursuant to a contract. The selected Proposer shall utilize only experienced, responsible, and capable people in the performance of the work. The selected Proposer shall remove from the job employees who endanger persons, property, or whose continued employment under contract is inconsistent with the interest of the City.

Proposer shall provide the resumes of key personnel who will be assigned to this project. Resumes shall contain information relating to each person's education and experience/assignments relative to Scope of Work set forth in this RFP. Please note that all information submitted in Proposer's proposal may become subject to public disclosure.

Resumes must include sufficient information for judging the quality and competence of the personnel dedicated to the project. In its assessment of the Proposer's proposal, the City shall place considerable emphasis on the commitment by the Proposer to provide qualified personnel for the execution of the Contractual services. The Proposer should provide the following information:

- 1) Provide an organization chart that reflects the names, classifications/titles of all key staff members and management contacts assigned to provide the services detailed in Proposer's Proposal. This organization chart should include all personnel who will provide services to City.

- 2) Provide a resume for each individual who would be providing services to City. Resumes shall include their names, titles, educational background, work experience/qualifications, training and licenses/designations. Resumes shall clearly state the role that the individual will have in the project.

Proposer shall designate a Project Manager with full authority to administer the contract for the project's design, development, installation, acceptance testing, and training on behalf of the Proposer.

Proposer shall also provide an organizational chart of the Proposer's company, depicting its parent company, subsidiaries and subdivisions if any, plus relationships to such other companies. The chart shall also illustrate the chain of command from the head of the company to the Project Manager.

Proposer shall provide validated evidence of its financial condition. The last three (3) years of audited annual reports or annual operating statements, and any interim statement supplement completed within the prior six (6) months, is one way of satisfying this requirement.

If Proposer's company has had a controlling interest in a company in bankruptcy or that has ever been declared bankrupt, Proposer must attach a statement indicating the bankruptcy date, court jurisdiction, trustee's name and telephone number, amount of liabilities, amount of assets and current status of bankruptcy.

Attach detailed information regarding any prior and pending litigation, liens, or claims involving the Proposer.

No action pending No prior action Information attached

Proposer shall include a list of similar recent projects of equal or greater size that were successfully completed. Proposer shall provide a description, the size of each implementation, and the name and phone number of a person the evaluation team can contact for verification purposes.

Proposers are required to provide references for the last five (5) years.

5) Products and Services

The proposal must include all proposed products, services and activities necessary to develop and implement the project.

6) Work Plan by Service

A work plan shall be furnished, by Service, indicating the plan for accomplishing the design, development, implementation, acceptance testing, training, and any other support for the proposed project. If the City's participation is required, the Proposer shall identify the portions of services/deliverables which must be completed by City resources and identify, in relative terms, when they must be complete.

7) Project Schedule

A project schedule shall be furnished by the Proposer showing the deliverables for each such service, and the significant completion dates (days after contract start) for each deliverable of the project. Appropriate review periods may be indicated.

8) Sub-Contractors/Major Suppliers

Proposers must identify each proposed sub-contractor and/or major supplier, including its tasks/products, schedule, etc.

The form and content of all sub-contractor and/or major supplier provided deliverables shall be described in detail. The Proposal must demonstrate that each sub-contractor and/or major supplier meets the requirements and requisites of the selected Proposer and the City.

9) Proposed Costs, Fees, and/or Rates

The total cost to complete the implementation of the solutions proposed in response to this RFP must be reasonable and competitive. The financial proposal must include a cost breakdown for all Asset Management Deliverables associated with the Service(s) proposed by the Proposer as listed in Section III of this RFP. The Proposer shall state any applicable hourly rates for standard hours and extended hours (overtime), as well as any applicable discounts.

Rates may only be changed by mutual agreement, after the initial period of the RFP.

VII. PROHIBITION OF COMMUNICATION DURING RFP EVALUATION PERIOD

After the submittal of proposals and continuing until a public recommendation for award of a contract has been made, all City personnel involved in the project will be specifically directed against holding any meetings, conferences or technical discussions with any Proposer except as provided in the RFP. Proposers shall not initiate communication in any manner with City personnel regarding this RFP or the proposals during this period of time, unless authorized, in advance, by the City. Failure to comply with this requirement may automatically terminate further consideration of that Proposer's proposal(s).

VIII. PROPOSAL EVALUATION PROCESS AND CRITERIA

The proposal must contain sufficient information that will establish the viability of the Proposer's work plan. The City must be assured that, when completed, the project will meet or exceed the requirements identified in this RFP.

The criteria to be applied by the City in evaluating the proposals will include, but are not limited to the facts discussed below:

A. Soundness of Approach

Proposer must exhibit a sound understanding of this RFP. Proposer must exhibit a thorough knowledge of each deliverable required and the deliverables relationship to the project's objectives.

Proposer must identify foreseeable problem areas and indicate familiarity with the detailed aspects of the problems each deliverable presents. The level of detail described and associated costs for each deliverable and problem area will provide insight that the Proposer understands this RFP.

Proposer must identify and justify the actions recommended to solve specific problem areas and indicate any implications the proposed solutions may have on existing programs.

B. Capabilities of Organization and Personnel

1) Organization

The City considers the organization to be the Proposer and any sub-Proposer(s) or vendor(s) included in the proposal. Consideration will be given to the perceived level and degree of the Proposer's responsibility, motivation, dedication to a successful effort, and to the overall capability of the Proposer. Proposer's history, financial stability, past performance on similar projects, and reputation will also be considered.

2) Personnel

The evaluation team will consider the experience, educational background, and availability of the personnel to be assigned to the project. Sufficient personnel must be provided to fulfill the project's objectives.

C. Tentative RFP Schedule

The schedule provided is estimated and subject to change.

ITEM	Due Date
RFP Open Date (Release)	07/27/2012
Initial inquiries for Proposers' Conf.	08/06/2012
Mandatory Proposers' Conference	08/13/2012
RFP Inquiries Due (last day)	09/04/2012
RFP Responses Due	09/17/2012

D. Adequacy of the Proposed Solution

The adequacy of the solution will be evaluated with respect to meeting the specific requirements articulated. The reliability, sustainability, and simplicity of approach are factors in determining the viability of the proposal. The City will select the proposal that appears to be in its best interest. Therefore, matters other than financial cost will also be considered in determining the award.

E. Proposal Review and Evaluation Process

After receipt of a proposal, but prior to award of any contract, the City, at its sole discretion, may require any or all Proposers to submit additional information and/or to meet in person with City personnel.

Failure of a Proposer to specifically respond to each RFP item, or any other information requested by the City, may be grounds for rejecting that Proposer's proposal in its entirety.

The successful proposal(s) will not necessarily be those that set forth the lowest price. Proposals will be evaluated by a Proposal Review Committee. During this time, the Proposal Review Committee will review all responsive proposals. Scoring and short-listing will be determined based on the evaluation criteria and point totals identified in the table below.

The City's evaluation of proposals submitted in response to Service #1 of this RFP will be based on the following criteria:

Inclusion	Evaluation Criteria	Points
All Proposals	Service #1 Proposed Solutions	70
	<i>Price (2 points per Deliverable)</i>	16
	<i>Approach (5 points per Deliverable)</i>	40
	<i>Overall Responsiveness and Pricing Discounts</i>	8
	<i>Company (References, Experience, History)</i>	6
	TOTAL POINTS	70

The City's evaluation of proposals submitted in response to Service #2 of this RFP will be based on the following criteria:

Inclusion	Evaluation Criteria	Points
All Proposals	Service #2 Proposed Solutions	30
	<i>Price (2 points per Deliverable)</i>	6
	<i>Approach (5 points per Deliverable)</i>	15
	<i>Overall Responsiveness and Pricing Discounts</i>	3
	<i>Company (References, Experience, History)</i>	6
	TOTAL POINTS	30

The Proposal Review Committee will determine the number of proposal(s) to advance to the oral presentation stage of the evaluation. Following oral presentations, the Proposal Review Committee will finalize its recommendations for presentation to the MFC.

The City, at its option, may reject any and all proposals submitted in response to this RFP, or waive any informality in a proposal when to do so would be to the advantage to the City or its taxpayers.

IX. ORAL PRESENTATIONS

Oral presentations from the finalists shall be requested by the Proposal Review Committee. Specification of the presentations will be disclosed when scheduled. During the oral presentations, the Project Manager designated by the Proposer responsible for implementing the City's project must be present to meet in person with City staff and should lead parts of the presentation, along with other key members of the proposed project team, to the extent possible. A review of the contracting mechanisms may also take place during the oral presentations.

X. TERM OF CONTRACT

The initial term of a contract resulting from this RFP shall be four (4) months. The City may, at its sole discretion, extend the initial term of the resulting contract under the same terms and conditions for up to two (2) successive four (4)-month periods upon written notice by the City prior to the ending date of the initial term or any extension thereof.

XI. AWARD OF CONTRACT

A. CONTRACT AWARD RECOMMENDATION

After the evaluation of the proposals has been completed, the Proposal Review Committee will make a recommendation to the MFC for negotiation of a contract(s) with one or more designated Proposers. When a contract is negotiated and ready for submittal for approval by the appropriate authorities, all Proposers will be mailed a Notice of Contract Award Recommendation, including the name of the Proposer(s) recommended for the contract award(s).

B. POST-AWARD CONTRACT NEGOTIATION

Immediately following the recommendation for negotiation of a contract, the Proposer(s) designated by the City may be required to attend negotiation meetings that may be scheduled at a later date. The intent of the meeting(s) will be to discuss and negotiate contract requirements including, but not limited to; pricing and fees, detailed scope of work specifications, invoicing, and payment procedures. Final execution of contract is subject to MFC approval.

C. RESULTING CONTRACT

The Proposer to whom a contract is awarded shall be required to enter into a written contract with the City of Los Angeles in a form subject to the approval of the City Attorney, which includes the City's Standard Provisions for Services Contracts as amended from time to time (Appendix B). This RFP and the proposal, or any part thereof, may be incorporated into and made a part of the final contract. However, the City reserves the right to further negotiate the terms of the contract with the selected Proposer. All work assigned to the Proposer under a resulting contract will be subject to available funding, and no minimum level of work or funding is guaranteed.

XII. PROPOSERS' CONFERENCE

A Mandatory Proposers' Conference will be held on **August 13, 2012, at 10 a.m. (Pacific Time)** at 200 North Main Street, Room 1500, City Hall East, Los Angeles, California 90012.

All prospective Proposers must attend.

All questions related to this RFP shall be submitted in writing via e-mail to Ramon Soto, Senior Administrative Analyst, at Ramon.Soto@LACity.org. In order for questions to be answered at the Proposers' Conference, they must be received in writing no later than **August 6, 2012, by 12:00 p.m. (Pacific Time)**.

Responses to questions that cannot be answered during the conference will be made available electronically following the Proposers' Conference.

XIII. COMPLIANCE WITH LOS ANGELES CITY CHARTER SECTION 470(c) (12)

Persons who submit a response to this solicitation (for purposes of this Section, "Bidders") are subject to Charter section 470(c) (12) and related ordinances. As a result, bidders may not make campaign contributions to and or engage in fundraising for certain elected City officials or candidates for elected City office from the time they submit the response until either the contract is approved or, for successful bidders, 12 months after the contract is signed. The bidder's principals and subcontractors performing \$100,000 or more in work on the contract, as well as the principals of those subcontractors, are also subject to the same limitations on campaign contributions and fundraising.

Bidders must submit CEC Form 55 (provided in Appendix I) to the awarding authority at the same time the response is submitted. The form requires bidders to identify their principals, their subcontractors performing \$100,000 or more in work on the contract, and the principals of those subcontractors. Bidders must also notify their principals and subcontractors in writing of the restrictions and include the notice in contracts with subcontractors. Responses submitted without a completed CEC Form 55 shall be deemed non-responsive. Bidders who fail to comply with City

law may be subject to penalties, termination of contract, and debarment. Additional information regarding these restrictions and requirements may be obtained from the City Ethics Commission at (213) 978-1960 or ethics.lacity.org.

The Contract resulting from this RFP will contain a provision reading as follows:

The Contractor, Subcontractors, and their Principals are obligated to fully comply with City of Los Angeles Charter Section 470(c) (12) and related ordinances, regarding limitations on campaign contributions and fundraising for certain elected City officials or candidates for elected City office if the contract is valued at \$100,000 or more and requires approval of a City elected official. Additionally, Contractor is required to provide and update certain information to the City as specified by law. Any Contractor subject to Charter Section 470(c) (12) shall include the following notice in any contract with a subcontractor expected to receive at least \$100,000 for performance under this contract:

"Notice Regarding Los Angeles Campaign Contribution and Fundraising Restrictions.

"As provided in Charter Section 470(c) (12) and related ordinances, you are a subcontractor on City of Los Angeles contract #_____. Pursuant to City Charter Section 470(c) (12), subcontractor and its principals are prohibited from making campaign contributions and fundraising for certain elected City officials or candidates for elected City office for 12 months after the City contract is signed. Subcontractor is required to provide to Contractor names and addresses of the subcontractor's principals and contact information and shall update that information if it changes during the 12 month time period. Subcontractor's information included must be provided to Contractor within 5 business days. Failure to comply may result in termination of the contract or any other available legal remedies including fines. Information about the restrictions may be found at the City Ethics Commission's website at <http://ethics.lacity.org/> or by calling 213.978.1960."

Contractor, Subcontractors, and their Principals shall comply with these requirements and limitations. Violation of this provision shall entitle the City to terminate this Agreement and pursue any and all remedies available at law.

XIV. CONFLICTS OF INTEREST

The Contractor under any Contract resulting from this RFP will be subject to Section 1090 of the California Government Code. California Government Code Section 1090 governs potential conflicts of interests involving public agencies within the State of California, and the Contractor must comply with the State conflicts laws, including but not limited to Government Code Section 1090, at all times in connection with this Project. In addition to the Contractor itself, officers and employees of the Contractor who perform work for the City pursuant to this Agreement are subject to and shall comply with California Government Code Section 1090 and other State conflicts laws, such as the Political Reform Act, relating to conflicts of interests. The Contractor and Contractor's officers and employees are hereby advised to obtain independent legal counsel in order to fully understand the penalties for violating Government Code Section 1090 and the other State conflicts laws, including criminal prosecution.

In brief, Government Code Section 1090 prohibits, among other things, a Contractor from having a financial interest in any contract which results, directly or indirectly, from the services provided by the Contractor. The Contractor and Contractor's parent, subsidiaries, affiliates, officers and employees agree that they will not have any future business or financial interest in any aspect of the Project, other than its work for the City as advisor pursuant to this Agreement. Contractor further agrees that neither it nor its parent, subsidiaries or affiliates, officers or employees will participate in any transaction relating to the Project on behalf of any actual or potential private party.

If the Contractor (including its parent, subsidiaries affiliates, officers, and employees) is in a position to receive future employment, business, financial remuneration or other interest or benefit, from a bidder to a subsequent City contract, the Contractor immediately shall inform the City's authorized representative in writing of the circumstances. In addition, If the Contractor, its parent, subsidiary, affiliates, officers or employees is or has been the subject of a discussion of future employment or benefit, or if the Contractor has reason to believe such an arrangement may arise in the future, the Contractor immediately shall inform the City's authorized representative in writing of the circumstances. Finally, if the Contractor has reason to believe that any other situation exists which might be viewed as or give the appearance of a conflict of interest, the Contractor immediately shall inform the City's authorized representative in writing of such situation giving the full details thereof.

Execution of an Agreement resulting from this RFP shall constitute a representation by the Contractor that, at the time of such execution, the Contractor knows of no circumstances, present or anticipated, which come within the provisions of Government Code Section 1090 or which might otherwise be viewed as or give the appearance of a conflict of interest on the part of the Contractor, its parent, subsidiaries, affiliates, officers or employees.

XV. ADMINISTRATIVE REQUIREMENTS

A. Non-discrimination, Equal Employment Practices and Affirmative Action Program

Bidders/Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2., Non-discrimination Clause.

Non-construction services to or for the City for which the consideration is \$1,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.3., Equal Employment Practices Provisions. All Bidders/Proposers shall complete and upload, the Non-Discrimination/Equal Employment Practices Affidavit (two (2) pages) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at www.labavn.org prior to award of a City contract valued at \$1,000 or more.

Non-construction services to or for the City for which the consideration is \$100,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.4., Affirmative Action Program Provisions. All Bidders/Proposers shall complete and upload, the City of Los Angeles Affirmative Action Plan, Appendix C, (four (4) pages) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at www.labavn.org prior to award of a City contract valued at \$100,000 or more. Bidders/Proposers opting to submit their own Affirmative Action Plan may do so by uploading their Affirmative Action Plan onto the City's BAVN.

Both the Non-Discrimination/Equal Employment Practices Affidavit and the City of Los Angeles Affirmative Action Plan Affidavit shall be effective for a period of twelve months from the date it is first uploaded onto the City's BAVN.

Bidders/Proposers seeking additional information regarding the requirements of the City's Non-Discrimination Clause, Equal Employment Practices and Affirmative Action Program may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>.

B. Equal Benefits Ordinance

Bidders/Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2.1, Equal Benefits Ordinance (EBO), Appendix E.

All Bidders/Proposers shall complete and upload, the Equal Benefits Ordinance Affidavit (two (2) pages) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at www.labavn.org prior to award of

a City contract, the value of which exceeds \$5,000. The Equal Benefits Ordinance Affidavit shall be effective for a period of twelve months from the date it is first uploaded onto the City's BAVN. Bidders/Proposers do not need to submit supporting documentation with their bids or proposals. However, the City may request supporting documentation to verify that the benefits are provided equally as specified on the Equal Benefits Ordinance Affidavit.

Bidders/Proposers seeking additional information regarding the requirements of the Equal Benefits Ordinance may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>.

C. Contractor Responsibility Ordinance

Bidders/Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the provisions of Los Angeles Administrative Code Section 10.40 et seq., Contractor Responsibility Ordinance (CRO). Bidders/Proposers shall refer to Appendix F, "Contractor Responsibility Ordinance," for further information regarding the requirements of the Ordinance. All Bidders/Proposers shall complete and return, with their proposal, the Responsibility Questionnaire. Failure to return the completed Questionnaire may result in a Bidder/Proposer being deemed non-responsive.

D. Slavery Disclosure Ordinance

Unless otherwise exempt, any contract awarded pursuant to this RFP will be subject to the Slavery Disclosure Ordinance, Section 10.41 of the Los Angeles Administrative Code.

All Bidders/Proposers shall complete and upload, the Slavery Disclosure Ordinance Affidavit, Appendix G, (one (1) page) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at www.labavn.org prior to award of a City contract.

Bidders/Proposers seeking additional information regarding the requirements of the Slavery Disclosure Ordinance may visit the Bureau of Contract Administration's web site at <http://bca.lacity.org>

E. Municipal Lobbying Ordinance

Los Angeles Municipal Lobbying Ordinance (Municipal Code, Section 48.09) requires for all service contracts with a value greater than \$25,000 and a term of at least three months, to submit with its proposal a certification, on a form CEC Form 50 (Appendix H) proscribed by the City Ethics Commission, that the bidder acknowledges and agrees to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance, if the bidder qualifies as a lobbying entity.

F. Bidder Contributions

The City Ethics Commission requires bidders to acknowledge and agree to comply with and notify principals and subcontractors of the requirements and restrictions in Los Angeles City Charter section 470(c)(12) and any related ordinances, as well as, to submit with its proposal a certification, on a form CEC Form 55 (Appendix I).

G. First Source Hiring Ordinance

Unless approved for an exemption, Contractors under contracts primarily for the furnishing of services to or for the City, the value of which is in excess of \$25,000 and a contract term of at least three (3) months, and certain recipients of City Loans or Grants, shall comply with the provisions of Los Angeles Administrative Code Sections 10.44 et seq., First Source Hiring Ordinance (FSHO). Bidders/Proposers shall refer to the "First Source Hiring Ordinance" for further information regarding the requirements of the Ordinance.

The Anticipated Job Opportunities Form (FSHO-1) and Subcontractor Information Form (FSHO-2) contained in Appendix J shall only be required of the Bidder/Proposer that is selected for award of a contract.

H. Living Wage Ordinance

Although this ordinance is covered in the Standard Provisions, sometimes the forms are included in the RFP so that the potential Contractor is aware that they need to complete these if awarded a contract. Compliance requirements will be mentioned at the conference.

H. Local Preference Ordinance

Proposers who submit a response to this solicitation will be evaluated in accordance with Article 21 of Division 10, Chapter 1 of the Los Angeles Administrative Code (Ordinance No. 181910) establishing a Local Business Preference Program for the City's procurement of goods, equipment and services, including construction, when the contract involves an expenditure in excess of \$150,000. The City shall grant an eight percent Local Business Preference for Contracts involving consideration in excess of \$150,000. The City shall also provide a preference of up to five percent, to a Proposal submitted by a business that does not qualify as a Local Business, but that identifies qualifying Local Subcontractor(s) to perform work under the contract, provided the Local Subcontractor satisfies the criteria enumerated in Sections 10.47.2 and 10.47.7 of the Los Angeles Administrative Code, Chapter 1, Article 21. The Local Business Preference Program, Ordinance No. 181910 can be found in Appendix K.