



**Eric Garcetti**  
Mayor of the City of Los Angeles

**LACERS BOARD OF ADMINISTRATION**

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Michael R. Wilkinson

**LACERS EXECUTIVE STAFF**

Neil M. Guglielmo, General Manager  
Todd Bouey, Executive Officer  
Dale Wong-Nguyen, Assistant General Manager  
Rodney June, Chief Investment Officer

## **LACERS Strategic Planning Facilitation TOS Q&A**

- 1. Question:** On page 3 the city notes that the last strategic plan was adopted in 2019. Did the city use a contractor for this work? If so, who was the contractor? What was the contract number?

**Answer: Yes. The prior consultant was Cortex Applied Research, Inc. Contract #4171.**

- 2. Question:** On page 7 the city states "Direct Expenditures, such as materials, and printing, shall be a standalone category in the task order proposal." - Are there printing requirements? Is the city requesting we provide printed/bound copies of the final strategic plan? If so, how many copies?

**Answer: Currently, due to the COVID situation, meetings are conducted remotely. At this time, we are not requiring hard copies of the final strategic plan, however that is not to say we won't resume in-person meetings in the future. In the event we do resume in-person meetings, we ask that proposers provide the cost of printing 10 copies of any Board presentation materials.**

- 3. Question:** WBE/MBE requirement - Does the city have a WBE/MBE set-aside requirement?

**Answer: This information is for data collecting purposes and will not affect the contract award. The City does not have an WBE/MBE set-aside requirement.**

- 4. Question:** On page 9 the city writes "All proposed fees must be valid for three years from the date of the TOS response and must include any/all overhead expected to be paid by

LACERS". With the recent inflation increases it is difficult to provide pricing that is valid for 3 years. Would the city consider amending a reduced amount of time (instead of 3 years)?

**Answer: Yes. This can be revised to 6 months.**

**5. Question:** Does the project represent a continuation of a past or current effort or is this a new initiative? If you have used a similar process in the past, what parts do you wish to retain, and which parts do you wish to improve or discard?

**Answer: This is an ongoing effort with periodic review cycles. The last Strategic Plan was adopted in 2019 and we are due for an update. Prior engagement was broader and more in-depth in scope. Please see prior Task Order Solicitation, which can be found at the end of this document. We are looking for a more streamlined approach and focusing on confirming the existing elements of our strategic plan and updating goals.**

**6. Question:** Do you have an incumbent who provides similar services to those described in the RFP? If yes, what advantage, if any, would such a vendor have in competing for the current project? What was most and least useful about the experiences?

**Answer: Prior incumbent was Cortex Applied Research, Inc and is not currently under contract for consulting services to LACERS. They are also not on the Department of Transportation's On-Call Professional Consulting Services Bench. At this time only firms on this list are eligible to respond to this Task Order Solicitation (TOS). Firms not on the list and are interested in this TOS may consider partnering with eligible firms if those firms desire a partnership. For your reference, please see the Management Consulting Services category in LADOT's 2019 On-Call Professional Consultant Bench Award Summary, which can be found at the end of this document.**

**7. Question:** What is your estimate of the number of individuals who will be on the core project team from the Los Angeles City Employees' Retirement System? What are their titles?

**Answer: The core project team will include the following staff:**

**Todd Bouey, Assistant General Manager**

**Isaias Cantú, Chief Management Analyst**

**Vikram Jadhav, Chief Information Officer**

**Chhintana Kurimoto, Management Analyst**

**Lisa Li, Management Assistant**

Primary engagement will include the following staff and other staff are accessible or as needed:

**LACERS Board Members (7):**

Current Board Members are listed on LACERS website with two new oncoming Board Members. Please see link here for more information: <https://www.lacers.org/board-members>

**Executive Management Team (6):**

**Neil Guglielmo, General Manager**

**Todd Bouey, Assistant General Manager**

**Dale Wong-Nguyen, Assistant General Manager**

**Rod June, Chief Investment Officer**

**Lin Lin, Personnel Director**

**Melani Rejuso, Departmental Audit Manager**

Division Managers (8 approximately) or other staff as needed. Titles include:

**Chief Benefits Analyst/Chief Management Analyst**

**Department Chief Accountant**

**8. Question:** What is your preferred modality for meetings (in-person, virtual)? Will all meetings be conducted using the same modality?

**Answer:** Currently, due to the COVID pandemic situation, meetings are conducted remotely. However, should this change and in-person meetings resume, please also be prepared for the possibility of in-person meetings. We ask that proposers provide costs for travel expenses should in-person meetings resume.

**9. Question:** If there is a face-to-face facilitator, can there also be a virtual facilitator?

**Answer:** Currently, due to the COVID pandemic situation, meetings are conducted remotely. However, should this change the meeting format would be dependent on the Board's request for a face-to-face facilitator versus virtual facilitator.

**10. Question:** Do you have a preference for local consultants?

**Answer:** No preferences.

**11. Question:** Why are you choosing to outsource this project rather than staffing it internally?

**Answer:** Due to limited staffing resources.

**12. Question:** Will answers to questions from all potential vendors be shared among all of us?

**Answer:** Yes. All of the questions that have been submitted for the TOS can be found in this Q&A.

**13. Question:** Will we be able to learn who the other bidders are?

**Answer:** Yes. All bidders will be named in a report presented to the Board with staff recommendation to award the bidder.

**14. Question:** In our proposal, may we include references and hyperlinks to electronic resources, e.g, to web pages?

**Answer:** Yes.

# LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM

## Task Order Solicitation For the Facilitation and Development of the LACERS STRATEGIC PLAN July 2018

### I. Introduction

The Los Angeles City Employees' Retirement System (LACERS) seeks to engage the services of one of our Board Governance Consultants under contract to facilitate and assist in developing a three-year departmental strategic plan. The last Strategic Plan was adopted by LACERS in March 2013.

The objective of this Task Order Solicitation, is to invite interested consultants to provide a brief proposal, describing their approach, proposed timeframe, project team, and costs for services to meet the requirements of this Task Order:

### II. Scope of Services

The Consultant will be expected to:

- Assist LACERS Board in developing a Strategic Plan in adherence to Board Policy
- Interact with the LACERS Management Team and the LACERS Board Members and review relevant documentation
- Research and provide examples of major strategic plan elements from other similar Retirement Systems
- Provide overview and understanding of strategic planning principles to Board and strategic planning participants
- Facilitate meetings and conduct interviews with various stakeholders
- Facilitate all other strategic planning sessions around all items in scope including with LACERS staff and Members prior to engaging the Board
- Facilitate strategic planning meetings of the LACERS Board around all items in scope including at a minimum:
  - Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis
  - Mission, Vision, Values and Motto development
  - Goals, Desired Outcomes, Initiatives and Success Indicators (Metrics) development; and
  - Preparation and presentation of a final draft strategic plan document (largely in the form of the current existing LACERS Strategic Plan document or as otherwise proposed by the Contractor and accepted by LACERS) that incorporates all elements in scope. Note: it is anticipated this process will

require at least two to three in-person facilitated meetings with Board members in a public meeting setting subject to Brown Act. Ideally, one public meeting will be conducted as an all-day Board “retreat” at a location within the City of Los Angeles.

- Facilitate development of Action Plans and associated Metrics by LACERS staff
- Summarize and document meeting outcomes and decisions

**Task 1:** Research and Information Gathering

The Consultant shall:

- Review all provided LACERS Strategic Planning material
- Identify and provide guidance on best practices in Strategic Planning for Retirement Systems
- Provide a matrix of major Strategic Plan elements from other similar Retirement Systems
- Develop and conduct surveys, interviews and working groups of various stakeholders (including Active Members, Retired Members, LACERS operating staff, and LACERS management staff) necessary to inform the Board’s SWOT Analysis and Strategic Plan development

**Task 2:** Facilitation of a SWOT Analysis

The Consultant shall:

- Facilitate a SWOT Analysis with the LACERS Board Members and management team at an offsite location to be determined. Note that sessions conducted with the Board will be public meetings subject to Brown Act.
- Provide key information for participants to consider in their SWOT Analysis including, but not limited to:
  - Best practices in the public pension industry
  - Current issues facing the public pension industry and other public retirement systems
  - Feedback from LACERS’ stakeholders -- Consultant shall develop and execute effective methods to obtain feedback from active and retired LACERS Members, LACERS general staff, LACERS key consultants, LACERS Board and management team, and any other key stakeholders

**Task 3:** Facilitation of development of the Mission Statement, Vision Statement, Guiding Principles (Values), and Tag Line (Motto)

The Consultant shall:

- Facilitate Strategic Planning session(s) with the LACERS Board Members and management team at an offsite location to be determined

**Task 4:** Facilitation of development of major Strategic Areas, Goals, Desired Outcomes, and appropriate Measures of Success

The Consultant shall:

- Facilitate Strategic Planning session(s) with the LACERS Board Members and management team at an offsite location to be determined

**Task 5:** Facilitation and review of staff's development of Initiatives, Action Plans (major tasks for the next year), and Performance Metrics

The Consultant shall:

- Facilitate Strategic Planning session(s) with key LACERS staff, provide input to and review of Initiatives, Action Plans and Performance Indicators developed by LACERS staff for each Strategic Area

**Task 6:** Development of a final draft Strategic Plan document (may be modeled after current existing LACERS Strategic Plan document)

The Consultant shall:

- Prepare and present the final draft Strategic Plan at a LACERS Board of Administration meeting
- As-needed, write content for LACERS' Strategic Plan publication for print or website. Note that after adoption of the draft Strategic Plan by the Board, LACERS intends to publish the final Strategic Plan document utilizing LACERS own contracted publishing services which may require additional written content such as Introduction to the document, General Manager's Message, Board President's Message, Message to Staff, Overview of Strategic Planning Process and Timeline, Overview of the Agency, Strategic and Goal narratives, Highlights/Spotlights on Staff, Members, Initiatives and Successes, etc. The final Strategic Plan document is intended to be completed by LACERS in December 2018 and published by LACERS publisher in January 2019.

### III. General Approach and Deliverables

The Consultant shall provide the following deliverables:

1. Report to LACERS Executive management on research, interview and survey findings
2. Report on the LACERS SWOT Analysis
3. Draft Strategic Plan Document

4. As-needed written content for LACERS final published Strategic Plan document

#### IV. Estimated Timeframe

- Task Order Solicitation Issued..... July 2018
- Solicitation Responses Submitted and Firm Selected..... August 2018
- Prep Work, Research, Analysis, Surveys, Interviews..... September 2018
- SWOT Analysis..... October 2018
- Mission, Vision, Values, Motto Facilitation..... October 2018
- Strategic Areas, Goals, Outcomes and Measures Facilitation..... October 2018
- Initiatives, Action Plans, and Performance Measures Facilitation.... November 2018
- Draft Strategic Plan Document..... December 2018
- Presentation to the Board..... December 2018/January 2019
- As-Needed Writing Assistance for Final Strategic Plan Publication.... December 2018/January 2019

#### V. Solicitation Response Requirements

Consulting firms with current contracts with LACERS for board governance consulting services are invited to submit a brief proposal indicating their interest in this project. The proposal must be submitted electronically to the attention of Dan Goto at [dan.goto@lacers.org](mailto:dan.goto@lacers.org) along with a copy to Edeliza Fang at [edeliza.fang@lacers.org](mailto:edeliza.fang@lacers.org) by 2:00 p.m. on **Monday, August 13, 2018**. It should include the following:

1. Proposed scope and general approach to be used for the project.
2. Background, experience, and qualifications of the firm, including specific expertise of the staff and subcontracted subject matter experts, if any, that will be assigned. Include an estimated number of hours each staff will dedicate to the project, as well as the role they will play. All consultant staff must certify that they have no conflicts of interest with the City of Los Angeles, and will abide by all non-disclosure and confidentiality agreements made with designated City officials, relative to the work product of this project.
3. Proposed timeframe for the project, including deliverables.
4. Project fees, which can be based on hourly fees as defined in the contract or on acceptable deliverables.

Responses will be evaluated based on the above criteria and a notice to proceed will be provided no later than Friday, August 17, 2018.

Attachments:

- (1) Board Strategic Plan Policy
- (2) LACERS 2013 Strategic Plan

## Section 5.0 OTHER

**5.2 STRATEGIC PLANNING POLICY***Adopted: March 12, 2013*

The Board and executive management of LACERS recognize that the best way to be efficient and orderly in fulfilling the legal responsibilities and Mission of the organization is through strategic planning. By adopting this policy, the Board states its intention to engage with management in a regular, systematic planning process to continually improve benefits administration, assess customer service, enhance investment performance, and evaluate new opportunities to fulfill the Mission of LACERS.

The purpose of this policy is to establish a framework for long range strategic planning that will guide shorter term (annual) business plans of the organization. Establishment of the strategic plan establishes general parameters within which decisions will be made while the business plan focuses resources on high value activities within those parameters.

**The principles that the Board has adopted for strategic planning are:**

- The LACERS strategic plan is developed through the cooperative efforts of the Board and management consisting of a strategic planning process and the resulting written strategic plan document.
- The strategic plan will be a rolling three-year plan which is initially established but allows for updates annually or as needed within the said three year period.
- The Board and management will engage in a *triennial strategic planning session* which includes an environmental scan (SWOT analysis), and establishing/reaffirming the LACERS mission, vision, guiding principles, and three year goals.
- An *annual strategic plan review* will be brought by the General Manager to the Board for review and evaluation and will consist of:
  1. A written progress report under the plan
  2. Discussions of new initiatives
  3. Discussions of significant changes in direction of the System
- Input from staff, stakeholders, and other interested parties will be solicited throughout the year.
- When the strategic plan has been updated it will be communicated to the entire staff of LACERS and to other stakeholders.
- The Board's consensus view of progress under the plan will be one factor among others in the performance assessment of the General Manager.

**The Board is responsible for:**

- Reaching consensus and adopting the *triennial strategic plan* for LACERS, including the vision, mission, guiding principles and goals.
- Assessing the System's strengths and weaknesses as well as the opportunities and threats in the LACERS environment through a strategic planning session facilitated preferably by a consultant/third party.
- Reviewing and reaching consensus on priorities under each goal and Initiative.
- Approving an operational budget that takes into account the upcoming year's initiatives under the strategic plan.
- Monitoring the impact and progress of initiatives toward achieving the strategic plan goals through various methods of reporting or review which satisfy the Board's responsibility to ensure proper management of the System. This could include the Board establishing a

### Section 5.0 OTHER

schedule to receive detailed reports on each individual initiative on a rotating basis; assigning oversight of goals to committees and requesting their regular view of initiatives under their goal; adding a statement at the conclusion of every Board report which indicates how the item relates to a strategic plan goal; and if the item is an initiative, that its progress as an initiative also be reported.

- The Board will review the *Strategic Planning Policy* at least every three years to ensure that it remains relevant and appropriate.

**The General Manager is responsible for:**

- Preparing for or engaging a consultant to facilitate the *triennial strategic planning session* for the Board and management.
- Drafting the initial long-range strategic plan that reflects the consensus view of the Board as to mission, vision, guiding principles, and goals.
- Developing and managing the annual business plan to include strategies/initiatives for the achievement of the strategic plan goals.
- Closely monitoring progress under the plan by assigning responsibility to staff, consultants, and others, to develop detailed action plans that include timelines and budgets for the purpose of determining progress on the initiatives.
- Preparing progress reports for the Board annually and as needed.
- Preparing a timely written report to the Board to keep them apprised of any major issues with progress on a strategic initiative.
- Surveying the Board periodically to ensure they are receiving a satisfactory level of reporting on the strategic plan. Scheduling an *annual strategic planning review* for the purpose of adopting an annual business plan and updating the vision, mission, guiding principles, and goals, if needed.
- Seeking input from staff and stakeholders about key strategic issues prior to the *triennial strategic planning session* and *annual strategic plan review*.
- Identifying critical issues, business risks, opportunities, and needs of LACERS
- Recommending to the Board any modifications that should be made to the plan

The *Strategic Planning Policy* shall be reviewed by the Board at least every three years to ensure that it remains relevant and appropriate.



## STRATEGIC PRIORITIES FOR FY 2017 – 2018

The Board and executive management of LACERS recognize that the best way to fulfill the Mission of the organization in an efficient and orderly manner is through strategic planning. By adopting these strategic goals, the Board states its intention to engage with management in a regular, systematic planning process to continually improve benefits administration, assess customer service, enhance investment performance, and evaluate new opportunities to fulfill the Mission of LACERS. By establishing desired outcomes and initiatives, staff demonstrates commitment to achieving these goals.

### Our Mission – The reason we exist:

TO ESTABLISH A TRUSTWORTHY LIFELONG RELATIONSHIP SERVING OUR MEMBERS THROUGH RELIABLE AND EFFICIENT DELIVERY OF BENEFITS FUNDED BY PRUDENT INVESTMENT OF PLAN ASSETS

### Our Vision – What we aspire to achieve:

LACERS ASPIRES TO BE VALUED BY OUR MEMBERS FOR EXCELLENCE IN ALL WE DO.

### Our Guiding Principles – The values with which we conduct ourselves as we pursue our vision:

Character ♦ Kindness ♦ Professionalism  
Respect ♦ Teamwork

GOALS		DESIRED OUTCOMES	INITIATIVES
I	<b>CUSTOMER SERVICE</b> <i>Outstanding customer service</i>	<ol style="list-style-type: none"> <li>Increase Members' knowledge of LACERS' benefits and services</li> <li>Enhance the quality and consistency of Member services</li> </ol>	<ul style="list-style-type: none"> <li>Implement a Member Services Center Monitoring System</li> <li>Create and implement a Knowledge Phone Tree for the Call Center</li> </ul>
II	<b>BENEFIT DELIVERY</b> <i>Accurate and timely delivery of benefits</i>	<ol style="list-style-type: none"> <li>Ensure accuracy in the calculations and delivery of benefits</li> <li>Provide timely delivery of benefits</li> </ol>	<ul style="list-style-type: none"> <li>Audit and maintain operational compliance with regulatory requirements</li> <li>Employ outside counsel to interpret findings that require assistance</li> <li>Identify benefit delivery process improvements</li> </ul>
III	<b>HEALTH &amp; WELFARE</b> <i>Maximize value and minimize costs of our health</i>	<ol style="list-style-type: none"> <li>Ensure maximized value of Member's health and welfare benefits</li> <li>Ensure affordable health care benefits</li> <li>Provide sustainable health plan options</li> <li>Encourage Members to adopt a lifestyle of wellness</li> </ol>	<ul style="list-style-type: none"> <li>Test the marketplace and seek only the most competitive services and premium rates</li> <li>Review health plan utilization data to identify trends and develop strategies to improve Member care and minimize premium increases</li> <li>Promote wellness through the LACERS Well campaign for retired Members</li> </ul>
IV	<b>INVESTMENT</b> <i>Achieve satisfactory long-term risk adjusted investment returns</i>	<ol style="list-style-type: none"> <li>Balance accepted risk and return objectives</li> <li>Be forward-looking by investigating new strategies and programs</li> <li>Provide highest level of risk management</li> <li>Promote professional enhancement</li> </ol>	<ul style="list-style-type: none"> <li>Ensure investments are within target of our Asset Allocation Policy and perform a triennial asset study to evaluate the asset allocation</li> <li>Increase manager searches to emerging manager community</li> <li>Increase due diligence and regular review efforts of new and existing, and high and low-performing managers</li> </ul>
V	<b>BOARD GOVERNANCE</b> <i>Uphold good governance practices which affirm transparency, accountability, and fiduciary duty</i>	<ol style="list-style-type: none"> <li>Engage in sound governance practices</li> </ol>	<ul style="list-style-type: none"> <li>Establish a Governance Committee work plan</li> <li>Perform a triennial comprehensive review of the Board Governance Policies</li> </ul>
VI	<b>ORGANIZATIONAL</b> <i>Maximize organizational effectiveness and efficiency</i>	<ol style="list-style-type: none"> <li>Maximize use of technology</li> <li>Meaningful measurements of organizational effectiveness</li> <li>A prepared emergency response</li> <li>Well structured administrative standards, processes &amp; tools</li> </ol>	<ul style="list-style-type: none"> <li>PAS Replacement Project</li> <li>Expand website infrastructure and technology</li> <li>Conduct two emergency preparedness drills</li> <li>Enhance network redundancy</li> <li>Establish a Memorandum of Agreement with the Zoo Department for an additional alternative facility site</li> </ul>
VII	<b>WORKFORCE</b> <i>Recruit, mentor, empower, and promote a high-performing workforce</i>	<ol style="list-style-type: none"> <li>Increase employee performance relative to goals and guiding principles</li> <li>Enhance knowledge and skill sets of staff</li> <li>Increase leadership opportunities to develop future leaders</li> <li>Encourage a positive working environment</li> </ol>	<ul style="list-style-type: none"> <li>Ensure that developed standard ratings for evaluation forms and evaluation of employees on a regular basis are administered by supervisors</li> <li>Continue to maintain a regular schedule of training and education</li> <li>Provide all analyst supervisors with Management Academy training</li> <li>Continue the Guiding Principles campaign led by staff</li> </ul>

# Strategic Plan 2013-2018

Adopted March 12, 2013

<b>Tag Line</b>	Securing your tomorrows
<b>Vision Statement</b>	LACERS aspires to be valued by our members for excellence in all we do.
<b>Mission Statement</b>	To establish a trustworthy lifelong relationship serving our members through reliable and efficient delivery of benefits funded by prudent investment of plan assets

<b><u>Customer Service Goal</u></b>	I. Outstanding customer service
<b><u>Benefit Delivery Goal</u></b>	II. Accurate and timely delivery of member benefits
<b><u>Health &amp; Welfare Goal</u></b>	III. Maximize value and minimize costs of our health and welfare program
<b><u>Investment Goal</u></b>	IV. Achieve satisfactory long-term risk adjusted investment returns
<b><u>Board Governance Goal</u></b>	V. Uphold good governance practices which affirm transparency, accountability, and fiduciary duty
<b><u>Organizational Goal</u></b>	VI. Maximize organizational effectiveness and efficiency
<b><u>Workforce Goal</u></b>	VII. Recruit, mentor, empower, and promote a high performing workforce

2019 On-Call Professional Consultant Bench Award Summary

Information Technology	Marketing and Public/Media Relations	Public Engagement	Parking Consulting	Transit Consulting
Advantec Consulting Engineers, Inc.	Alta Planning + Design, Inc.	Alta Planning + Design, Inc.	Alta Planning + Design, Inc.	AECOM Technical Services, Inc.
Birdi Systems, Inc.	Arellano Associates, LLC	Arellano Associates, LLC	Chen Ryan Associates, Inc.	Burns & McDonnell Engineering Company, Inc.
Burns & McDonnell Engineering Company, Inc.	CirclePoint	Berg & Associates, Inc.	Conduent State & Local Solutions, Inc.	Cambridge Systematics, Inc.
California Creative Solutions, Inc.	Dakota Communications, LLC	Burns & McDonnell Engineering Company, Inc.	Crain & Associates of Southern California	Chen Ryan Associates, Inc.
Citent, Inc.	Dotty M. Diemer DBA: DDK Communications	causeIMPACTS LLC	Dixon Resources Unlimited	Conduent State & Local Solutions, Inc.
Commercial Programming Systems, Inc.	Estolano Advisors	CirclePoint	Fehr & Peers	David Rzepinski DBA: David Rzepinski & Associates
Connixt, Inc.	Ilium Associates, Inc.	Dakota Communications, LLC	M. Arthur Gensler Jr. & Associates, Inc. DBA: Gensler	Fehr & Peers
Deloitte Consulting L.P.	Makai Events Inc. DBA: Makai Engagement Marketing	Estolano Advisors	IBI Group	M. Arthur Gensler Jr. & Associates, Inc. DBA: Gensler
Grant Thornton Public Sector LLC	McCormick-Busse, Incorporated DBA: MBI Media	Evan Brooks Associates, Inc.	Kimley-Horn and Associates, Inc.	IBI Group
Ilium Associates, Inc.	MCG & Associates	Fehr & Peers	Kittelton & Associates, Inc.	Kimley-Horn and Associates, Inc.
Infojini Inc	MGT of America Consulting, LLC	M. Arthur Gensler Jr. & Associates, Inc. DBA: Gensler	KPMG LLP	KPMG LLP
KPMG LLP	Pandora Consulting Associates, LLC	Ilium Associates, Inc.	Nelson\Nygaard Consulting Associates, Inc.	Nelson\Nygaard Consulting Associates, Inc.
MGT of America Consulting, LLC	PULSAR ADVERTISING, INC.	Kounkuey Design Initiative, Inc.	Perkins & Will, Inc.	Nunez & Associates, Inc.
The North Highland Company LLC DBA: North Highland	Sensis Inc.	Community Partners DBA: LA Commons, a project of Community Partners	PlaceWorks, Inc.	Sam Schwartz Engineering, D,P.C.
Populus Technologies, Inc.	Streets Are For Everyone	The Lee Andrews Group, Inc.	Populus Technologies, Inc.	Stantec Consulting Services Inc.
Promise Network Inc.	The Glue, LLC	Los Angeles Neighborhood Initiative	Sam Schwartz Engineering, D,P.C.	Steer Davies & Gleave Inc. DBA: Steer
Psomas	Toole Design Group, LLC	Makai Events Inc. DBA: Makai Engagement Marketing	TIERRA WEST ADVISORS, INC.	STV Incorporated
SIERRA CYBERNETICS, INCORPORATED	UPPER DIAMOND, INC.	McCormick-Busse, Incorporated DBA: MBI Media	WSP USA INC.	Trifiletti Consulting, Inc.
Stantec Consulting Services Inc.	Zelda Harrison DBA: Zeldesign	MGT of America Consulting, LLC	ZDEVCO LLC	TRIPLE C CONSULTING SERVICES, INC.
The Glue, LLC		Mobility Development Partners, LLC		Turner Engineering Corporation
Toole Design Group, LLC		Nelson\Nygaard Consulting Associates, Inc.		WSP USA INC.
Trinus Corporation		Public Matters, LLC		
Turner Engineering Corporation		Caroline Toren DBA: Refolda		
UPPER DIAMOND, INC.		Sam Schwartz Engineering, D,P.C.		
VENTECH SOLUTIONS INC. *		Sensis Inc.		
		Streets Are For Everyone		
		RDC-S111, INC. DBA: Studio One Eleven		
		Community Partners DBA: The Connie Rice Institute for Urban Peace, a Project of Community Partners		
		TIERRA WEST ADVISORS, INC.		
		Toole Design Group, LLC		
		Trifiletti Consulting, Inc.		
		WSP USA INC.		
		Zelda Harrison DBA: Zeldesign		

\* As of July 21, 2020, firms qualified and approved for contract award. Inclusion on list is pending contact execution by firm.

2019 On-Call Professional Consultant Bench Award Summary

Engineering and Design Consulting	Transportation Planning	Urban Design and Planning	RFP and Grant Writing	Training and Professional Development
Advantec Consulting Engineers, Inc.	AECOM Technical Services, Inc.	AECOM Technical Services, Inc.	AECOM Technical Services, Inc.	Apex Performance Strategies
AECOM Technical Services, Inc.	Alta Planning + Design, Inc.	Alta Planning + Design, Inc.	Alta Planning + Design, Inc.	California Creative Solutions, Inc.
Alta Planning + Design, Inc.	Buro Happold Consulting Engineers, Inc.	Buro Happold Consulting Engineers, Inc.	Anser Advisory, LLC *	causeIMPACTS LLC
B&J HBK, Inc. DBA: Brandow & Johnston	Cambridge Systematics, Inc.	Chen Ryan Associates, Inc.	Chen Ryan Associates, Inc.	Collaborative, Technical and Comprehensive, Security Business Consulting, LLC
Chen Ryan Associates, Inc.	Chen Ryan Associates, Inc.	City ID LLC	Collaborative, Technical and Comprehensive, Security Business Consulting, LLC	Deloitte Consulting L.P.
Comtech Group Inc.	Comtech Group Inc.	CSG Consultants, Inc.	CSG Consultants, Inc.	Salex Corp. DBA: Dynamic Team Solutions
Crain & Associates of Southern California	Crain & Associates of Southern California	Deborah Murphy DBA: Deborah Murphy Urban Design + Planning	Deborah Murphy DBA: Deborah Murphy Urban Design + Planning	Fehr & Peers
CSG Consultants, Inc.	Evan Brooks Associates, Inc.	Estolano Advisors	Dixon Resources Unlimited	Insight Strategies, Inc.
D R Consultants & Designers, Inc.	Fehr & Peers	M. Arthur Gensler Jr. & Associates, Inc. DBA: Gensler	Estolano Advisors	KPMG LLP
Fehr & Peers	Here Design Studio, LLC	GHD Inc.	Evan Brooks Associates, Inc.	Lantern Consulting Inc.
FPL and Associates, Inc.	IBI Group	Here Design Studio, LLC	Fehr & Peers	Ken Brumfield DBA: Dr. Ken Brumfield, Learning Empire
GHD Inc.	Iteris, Inc.	IBI Group	IBI Group	MCG & Associates
IBI Group	Jacobs Engineering Group Inc.	Kimley-Horn and Associates, Inc.	Kimley-Horn and Associates, Inc.	MLC Management Consulting Inc. DBA: MLC & Associates
Iteris, Inc.	Kimley-Horn and Associates, Inc.	KOA Corporation	KOA Corporation	Patrong Enterprises, Inc.
Jacobs Engineering Group Inc.	Kittelson & Associates, Inc.	Kounkuey Design Initiative, Inc.	KPMG LLP	STACIE SPEAKER COACHING AND CONSULTING, INC.
JMDiaz, Inc.	KOA Corporation	Nelson\Nygaard Consulting Associates, Inc.	Mobility Development Partners, LLC	THE CHAMPION SERVICES GROUP, INC.
Kimley-Horn and Associates, Inc.	LG2WB Engineers, Inc. DBA: Linscott, Law & Greenspan, Engineers	NUVIS	Nelson\Nygaard Consulting Associates, Inc.	Community Partners DBA: The Connie Rice Institute for Urban Peace, a Project of Community Partners
KOA Corporation	Nelson\Nygaard Consulting Associates, Inc.	Perkins Eastman Architects, D.P.C.	Stantec Consulting Services Inc.	UPPER DIAMOND, INC.
LG2WB Engineers, Inc. DBA: Linscott, Law & Greenspan, Engineers	PlaceWorks, Inc.	Perkins & Will, Inc.	STV Incorporated	
Nelson\Nygaard Consulting Associates, Inc.	Populus Technologies, Inc.	PlaceWorks, Inc.	BID LAB LLC	
Psomas	Sam Schwartz Engineering, D.P.C.	RRM DESIGN GROUP, A California Corporation	Trifiletti Consulting, Inc.	
Stantec Consulting Services Inc.	Stantec Consulting Services Inc.	Sam Schwartz Engineering, D.P.C.	TRIPLE C CONSULTING SERVICES, INC.	
Toole Design Group, LLC	Steer Davies & Gleave Inc. DBA: Steer	Stantec Consulting Services Inc.	WSP USA INC.	
WILLDAN ENGINEERING	Toole Design Group, LLC	RDC-S111, INC. DBA: Studio One Eleven		
WSP USA INC.	Trifiletti Consulting, Inc.	Toole Design Group, LLC		
	WSP USA INC.	Trifiletti Consulting, Inc.		
		Trinus Corporation		
		WSP USA INC.		

\* As of July 21, 2020, firms qualified and approved for contract award. Inclusion on list is pending contact execution by firm.

2019 On-Call Professional Consultant Bench Award Summary

Audit	Management Consulting	Construction Management
Anser Advisory, LLC * Collaborative, Technical and Comprehensive, Security Business Consulting, LLC Comtech Group Inc. Grant Thornton Public Sector LLC KPMG LLP MGT of America Consulting, LLC Nunez & Associates, Inc. PMA Consultants, L.L.C. Secretariat International, Inc. Sjoberg Evashenk Consulting, Inc. TALSON SOLUTIONS, LLC Vasquez & Company LLP	Anser Advisory, LLC * Birdi Systems, Inc. Burns & McDonnell Engineering Company, Inc. Buro Happold Consulting Engineers, Inc. Cambridge Systematics, Inc. causeIMPACTS LLC Collaborative, Technical and Comprehensive, Security Business Consulting, LLC Comtech Group Inc. David Rzepinski DBA: David Rzepinski & Associates Deloitte Consulting L.P. Designworks/USA, Inc. Estolano Advisors M. Arthur Gensler Jr. & Associates, Inc. DBA: Gensler Grant Thornton Public Sector LLC Jacobs Engineering Group Inc. Jenkins, Gales & Martinez, Inc. Jeff Oviedo & Associates, Inc. DBA: JOA Group KPMG LLP Lantern Consulting Inc. MCG & Associates MGT of America Consulting, LLC MLC Management Consulting Inc. DBA: MLC & Associates Nelson\Nygaard Consulting Associates, Inc. The North Highland Company LLC DBA: North Highland Pandora Consulting Associates, LLC Sjoberg Evashenk Consulting, Inc. THE CHAMPION SERVICES GROUP, INC. Community Partners DBA: The Connie Rice Institute for Urban Peace, a Project of Community Partners TIERRA WEST ADVISORS, INC. Toole Design Group, LLC Trifiletti Consulting, Inc. VENTECH SOLUTIONS INC. *	Anser Advisory, LLC * Berg & Associates, Inc. Birdi Systems, Inc. CSG Consultants, Inc. Cumming Management Group, Inc. Destination Enterprises, Inc. Integrated Engineering Management Jacobs Engineering Group Inc. Jenkins, Gales & Martinez, Inc. THE KENNARD DEVELOPMENT GROUP DBA: KDG Construction Consulting KOA Corporation MARRS SERVICES, INC. Paul Hansen Engineering, LLC PRESCIENCE CORPORATION Psomas Secretariat International, Inc. Stantec Consulting Services Inc. T. Y. Lin International WSP USA INC.

\* As of July 21, 2020, firms qualified and approved for contract award. Inclusion on list is pending contact execution by firm.