

TASK ORDER SOLICITATION

ON-CALL PROFESSIONAL CONSULTANT SERVICES

MANAGEMENT CONSULTANT

**STRATEGIC PLANNING FACILITATION OF THE LACERS  
BOARD OF ADMINISTRATION  
TOS# 4250**

LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM



**LACERS**  
**LA CITY EMPLOYEES'**  
**RETIREMENT SYSTEM**

July 14, 2022

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## 1. INTRODUCTION

The Los Angeles City Employees' Retirement System ("LACERS" or the "Plan") seeks to engage proposals through the Los Angeles Department of Transportation's On-Call Professional Consultant Services Bench in the Management Consultant service category to facilitate the LACERS Board of Administration (Board) in updating and adopting a multi-year (approx. 3-5 year) departmental strategic plan, with work anticipated to occur between September and December of 2022. The last Strategic Plan was adopted by LACERS in 2019. Additional reference materials are available at <https://www.lacers.org/strategic-plan>.

This Task Order Solicitation (TOS) outlines the scope of work, requirements, selection process and documentation necessary to respond on this project. All Task Order Proposals are due **3:00 p.m. PST on Monday, August 8, 2022**. The respondent chosen for the project will be awarded a contract for the requested service(s). The term of the contract will be for less than a year and the budget for services and costs will not exceed twenty-five thousand dollars (\$25,000).

## 2. SCOPE OF WORK

### 2.1 BACKGROUND

LACERS is a department of the City of Los Angeles, California, established in 1937 under Article XI of the City Charter. LACERS is under the exclusive management and control of the Board of Administration (the "Board"), which has sole authority for the administration of benefits and investment of the assets of the fund. The Board consists of seven members. The Board administers a defined benefit retirement plan and post-employment healthcare plan for approximately 57,000 members, comprised of approximately 25,000 active employees, 10,000 inactive employees, and 22,000 retired Members and beneficiaries of the City of Los Angeles.

LACERS organizational structure includes:

- Active Member Accounts & Member Stewardship
- Administration Division
- Executive Office
- Fiscal Management Division
- Health, Wellness, and Buyback Division
- Human Resources Unit
- Internal Audit
- Investment
- Member Services
- Retirement Services Division
- Systems Operations Support
- Systems Division

### 2.2 SCOPE OVERVIEW

LACERS seeks task order proposals from qualified consultants to update a departmental strategic plan, with work anticipated to occur between September and December 2022. The strategic plan

ensures that LACERS mission, motto, guiding principles, goals and objectives are aligned. This process helps assess current situations and any opportunities to further enhance or reaffirm LACERS mission and vision.

- **Mission:** To protect and grow our trust fund and to ensure the sustainable delivery of ethical, reliable, and efficient retirement services to our members
- **Vision:** Trusted by our Members and partners for excellence, innovation, professionalism, and transparency
- **Motto:** “Securing Your Tomorrows”
- **Guiding Principles:**
  - Professionalism
  - Innovation
  - Respect
  - Kindness and Caring
  - Teamwork

### **2.3 SCOPE OF SERVICES REQUIRED**

The Consultant will provide details on how they will most effectively provide and coordinate the following key tasks, including deliverables for each, per the descriptions below. This shall also include details on any optional work described below.

#### **Required Services and Deliverables**

Assist the LACERS Board in updating the existing Strategic Plan in adherence to Board Policy through the following:

- Interact and facilitate interviews and meetings with the LACERS Management Team and the LACERS Board Members and review relevant documentation.
- Facilitate strategic planning meeting(s) of the LACERS Board of Administration around all items in scope, including at a minimum:
  - Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis
  - Mission, Vision, Guiding Principles (Values) and Motto
  - Goals, Desired Outcomes and Major Initiatives

Note: It is anticipated that there will be at least one Board of Administration meeting to capture the Board’s intent and a second meeting for the Consultant to present the results of the facilitated Strategic Plan session for Board approval in open session. Facilitated meeting(s) with the Board of Administration are anticipated to be in-person, unless COVID-19 restrictions make an in-person meeting infeasible; other aspects of the engagement can be done virtually as determined by LACERS.

- Summarize and document meeting outcomes and decisions in a summary report
- Draft Strategic Plan document capturing all major elements of the Board of

Administration’s discussion in Microsoft Word (.doc) format to be delivered to the Board for approval. See for reference: [https://www.lacERS.org/sites/main/files/file-attachments/strategic\\_plan\\_report\\_-\\_adopted\\_feb\\_2019.pdf?1575777338](https://www.lacERS.org/sites/main/files/file-attachments/strategic_plan_report_-_adopted_feb_2019.pdf?1575777338)

- Present final Strategic Plan to Board.

### 3. PROJECT BUDGET

The budget for Consulting services is not to exceed will not exceed twenty-five thousand dollars (\$25,000), inclusive of travel expenses if necessary. Respondents should submit their best offer to meet the objectives and comport with the budget.

### 4. QUALIFICATIONS

Respondents must clearly demonstrate they meet the minimum qualifications to be considered for pre-qualification.

- Experience should include at least three (3) years of offering direct consulting services on strategic planning to agencies of a comparable size to LACERS.
- In lieu of direct consulting experience, the respondent may have held an executive management position at a Governmental or Member based organization(s) for at least three (3) years, with direct involvement in strategic planning.

### 5. SOLICITATION RESPONSE SCHEDULE & REQUIREMENTS

The following is the **tentative** solicitation response schedule:

Issue Task Order Solicitation	07/14/2022
Question Submittal Period Ends	07/21/2022 Submit questions to the TOS Administrator. Any questions and all answers will be posted on RAMP and on the LACERS website: <a href="https://www.lacERS.org/rfps-contracting-opportunities">https://www.lacERS.org/rfps-contracting-opportunities</a>
TOS Question Responses Posted	07/28/2022
Task Order Proposals Due Strategic Planning Facilitation Services Evaluation Period Begins	08/08/2022
Strategic Planning Facilitation Services Interview Begins	08/15/2022

Target Date for Contract Award	08/29/2022
Initiate Engagement	09/05/2022
Draft Strategic Plan Document	11/18/2022
Final Presentation to the Board	12/13/2022

Up to the top three (3) Consultants may be invited to participate in an oral interview, virtually unless noted otherwise, *and product demonstration*. Consultants will receive at least three (3) business days advanced notification to prepare for the optional interview. Upon invitation, Proposers will receive detailed interview/presentation instructions.

## 6. GENERAL REQUIREMENTS

### 6.1 SUBCONTRACTING

Consultant shall perform the key tasks contemplated and overall project management of the TOS with resources available within its own organization and no portion of the work pertinent to this project shall be subcontracted without written authorization by LACERS, except that, which is expressly identified in the approved Cost Proposal.

### 6.2 INSURANCE REQUIREMENTS

The awarded Consultant must comply with all the insurance requirements set forth in the Standard Provisions for City Contracts Exhibit 1 (Form Gen 146) attached hereto and incorporated herein as **Appendix B**. Required insurance shall be fully paid for, and evidence of such payment provided to the City upon City's request, in advance of the signing of the Task Order Agreement. Moreover, insurance certificates must include an Additional Insured Endorsement naming the City an additional insured, completed by Contractor's insurance company or its designee.

Prior to execution of the Task Order Agreement, awarded Consultant shall request their Insurance Broker/Agent to complete an Acord 25 Form (Certificate of Liability Insurance) with the required minimum limits and submit to CAO Risk Management via <https://kwikcomply.org>.

### 6.3 COST PROPOSAL

The compensation for services provided under this Task Order Solicitation must be based on Lump Sum Method.

Proposers must prepare a Cost Proposal worksheet summarizing each of the tasks including total costs according to the format provided as Attachment D of the On-Call Professional Consultant Services contract (Sample Fee Schedule) attached herein as **Appendix C**. Proposed project costs shall be inclusive of staff salaries, travel costs, and direct expenditures. Include proposed subconsultants roles and costs for each of the tasks as appropriate.

Direct Expenditures, such as materials, and printing, shall be a standalone category in the task order proposal. Anticipated direct expenditures must be directly associated to the project's performance and be clearly defined.

#### **6.4 SUBMITTAL REQUIREMENTS**

Proposals must be submitted **no later than 3:00 p.m. PST on Monday, August 8, 2022.**

All solicitation responses must be submitted as follows:

- 1) At this time, LACERS will not be accepting any hard copy responses, including hand-delivery, USPS, or mail courier.
- 2) **Electronic Submissions** – The complete proposal package shall be clearly labeled with the name of the respondent, and “Strategic Planning Facilitation of the LACERS Board of Administration TOS”.
  - a. When submitting your proposal package electronically, please provide one copy of your entire response in PDF format, inclusive of any work samples, exhibits, and other required forms, with file naming format: “Strategic Planning Facilitation of the LACERS Board of Administration TOS.” Submit your proposal through this upload portal: [Form Submission](#)
- 3) **If your response contains any trade secrets or other proprietary, confidential information that the proposer claims is exempt from disclosure under the California Public Records Act, then you must submit separately one (1) redacted copy of the response in addition to the original version. The redacted version must include a cover letter that includes language affirming that the respondent agrees to indemnify and defend LACERS in the event of any legal challenge to LACERS’ reliance on the respondent’s assertion of confidentiality protections.**

Note: Respondents that are selected to make presentations to the Board/Committee may be required to submit 10 additional hard copies of their responses.

- 4) Late responses will not be considered for review. LACERS reserves the right to determine the timeliness of all submissions. At the day and time appointed, all timely submitted responses will be opened and the name of the Proposers announced. No other information about the responses will be made public until such time as any recommendation is made to the Board.
- 5) Please direct comments and questions to the TOS Administrator indicated in Section 7. All contact regarding this TOS or any matter relating thereto must be in writing and may be e-mailed, mailed, or faxed to the administrator listed in Section 7.
- 6) If LACERS receives an insufficient response to this TOS, either in total submissions or in the qualifications presented, LACERS reserves the right to classify this as a failed TOS, and may re-release the TOS.
- 7) If LACERS receives no more than one submission in response to this solicitation, or only one response that offers services in a particular service category, LACERS reserves the right to include the sole respondent on the shortlist.

- 8) LACERS reserves the right to select more than one party to provide any of the services contemplated by this TOS.
- 9) If a firm knowingly and willfully submits false information or other data, LACERS reserves the right to reject that response. If a contract was awarded as a result of false statements or other data submitted in response to this TOS, LACERS reserves the right to terminate that contract.
- 10) LACERS reserves the right to withdraw this TOS at any time without prior notice and the right to reject any and all responses. LACERS makes no representation that any contract will be awarded to any firm responding to this TOS. LACERS also reserves the right to extend the deadline for submission.
- 11) Please indicate if respondent is certified by a governmental entity as a Women-Owned Business, Minority-Owned Business, or Other Business Entity. **See Appendix D.** If yes, please attach a copy of your certification. Note: The response to this question is retained for data collection purposes only. It is not included in any decision-making criteria nor used in any way to evaluate the qualifications of the respondent.

#### **6.5 ORGANIZATION OF PROPOSALS:**

Proposals must be in PDF format with Optical Character Recognition (OCR) enabled and submitted as follows:

**Part 1:** This portion of the response shall include documents as described below and shall not exceed **40 double-sided pages**, exclusive of cover, dividers, resumes, and other response requirements as described further in this document. The Appendix shall be included in this portion of the response but will not count towards the page limit.

**Part 2:** The Cost Proposal/Fee estimate must be submitted as a separate PDF file.

Interested respondents must provide the information requested below in order to be considered responsive to the TOS. Please provide the responses in the following order, labeled accordingly:

#### **Part 1:**

- a. **Title Page:** The title page must clearly state "Proposal for Strategic Planning Facilitation of the LACERS Board of Administration" along with vendor's name, address, and contact information.
- b. **Table of Contents**
- c. **Cover Letter:** Provide a cover letter/statement of interest, signed by an officer of the firm, indicating the firm's interest in the project and highlighting its qualifications to perform this project. A summary of the firm's experience for the project.

- d. **Project Team:** Provide a description of the team and describe the background, roles, and responsibilities of key team members by task, including sub consultants. Please provide resumes of team members working on the project in the Appendix.
- e. **Statement of Qualifications/Related Experience:** Provide a brief introduction of Consultant's history, products and services offered, the respondent's primary business activity, and type of clients served, such as Government, Private Sector, or Non-governmental organization. Identify the licenses, credentials/designations, affiliations, special knowledge, qualifications, expertise, or awards held by the Consultant and its key managers. Briefly describe how this translates to the service to be provided to LACERS.
- f. **Project Plan/Approach:** Provide a description of the project approach to the project, including an outline of the tasks to be performed and products to be produced, and provide a description of how the Consultant will work with the LACERS Management Team to determine methods and objectives. Additionally, describe any support the Consultant will require from LACERS staff.
- g. **Detailed Schedule:** Develop and provide a detailed schedule reflecting all tasks, sub-tasks and deliverables and final project plan. The proposal must include the following:
  - a. A schedule of milestone tasks and due dates needed to meet the deadline for the implementation of the Strategic Plan.
  - b. The schedule must be in a clear format that is easy to follow and trackable for items of completion.
  - c. The schedule must be in a table with estimated dates of deliverables.

**Part 2:**

Provide a fee schedule, with full breakdown of costs associated with each type of service included in your response. Compensation for services provided in the proposal will be based on the Lump Sum Method as stated in Section 6.3. LACERS reserves the right to negotiate fees and expenses after a respondent has been approved. 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. In no case will the negotiations result in a fee that is higher than the fee contained in the proposal. The full breakdown should include:

- a. A schedule of fees by activity/deliverable.
- b. An hourly fee schedule by professional classification for additional related services as may be requested.
- c. Per diem, mileage, boarding, and transportation costs to conduct in-person activities in the City of Los Angeles.
- d. A schedule of incidental fees that are commonly charged by type of service.

**Appendix:** Submitted as concise attachments to the proposal

- a. **References & Experience:** Provide at least three references from previous clients served within the last three years. Include scope of work, dates of contract, contract amount, contract person, and telephone number. Additionally, provide a list of all current clients for whom you are

providing consulting services, which you are authorized to publicly release. Include name of client, contact person and telephone number.

- b. Resumes: Provide resumes of all key personnel who will be assigned to the project.
- c. Non-Collusion Affidavit: See **Appendix A**. Must be submitted with proposal by Prime Consultant only.

Proposals not containing the information as requested in this section may be deemed incomplete and not considered for award.

Proposals will be evaluated based on the overall best value LACERS based on the criteria set out in this TOS or otherwise reasonably considered relevant. Proposals should present information in a straightforward and concise manner, while ensuring complete and detailed descriptions of the Consultant’s abilities to meet the requirements of this TOS.

### 6.6 SELECTION CRITERIA

Based upon the following criteria, LACERS will assign a total point value for each proposal and, if needed, the highest ranked Proposer(s) may be invited to advance to the second round of evaluation.

LACERS may choose to conduct interviews, oral presentations, and/or seek clarification from Proposer(s) prior to award of Task Order Agreement.

EVALUATION CRITERIA	POSSIBLE WEIGHT
<p><b>Proposed Scope of Services Description and Methodology</b>                      Respondent demonstrates strong understanding of services needed by LACERS.                      Respondent meets all service requirements for assisting organizations to develop multi-year strategic plans.</p>	30
<p><b>Professionalism</b>                      Respondent demonstrated professionalism in its response to the TOS (e.g., clear, easy-to-follow presentation, well-written summary of the important features of the TOS, etc.)</p>	25
<p><b>Qualifications, Experience, and Accomplishments</b>                      Demonstration of expertise based on sample work provided and content of response to this TOS; demonstration of being able to meet deadlines and turn around projects within an agreed upon time frame including rushed deadlines; strength of favorable references during reference verification process.</p>	25

<p><b>Value of Cost</b> The evaluation of the relative cost and value for each respondent based upon its submission of the proposed fee schedule by phase and proposed services. This evaluation will also consider cost on a qualitative basis, not exclusively on a quantitative basis. LACERS expects the cost proposal to include details of all costs associated with the scope of services contained in this TOS.</p>	20
<p><b>TOTAL POINTS</b></p>	<b>100</b>

**7. SOLICITATION ADMINISTRATORS**

Julie Guan, Management Analyst  
[julie.guan@lacers.org](mailto:julie.guan@lacers.org)

All questions related to this Task Order Solicitation must be submitted by **3:00 p.m. PST on Thursday, July 21, 2022** via e-mail to Julie Guan, TOS Administrator. Please indicate the following in the subject line of your email: “Strategic Planning Facilitation – TOS Questions.” LACERS may combine and re-phrase similar questions into a single question with an appropriate response to be provided to all parties who were sent this solicitation. Responses will be posted on RAMP and on the LACERS website (<https://www.lacers.org/rfps-contracting-opportunities>).

**8. DISCLAIMER**

The Task Order Solicitation does not commit the City to proceed with the project, pay any costs incurred in the preparation of a response to this request, or to procure or contract for further services. The City reserves the right to accept or reject any responses received as a result of this solicitation or to cancel this solicitation in part or in its entirety.

Notwithstanding any provisions in this solicitation, all provisions of the existing On-Call Professional Consultant Services contract are in full force and effect during the performance of the services and are incorporated herein by reference.

**9. APPENDIX**

- Appendix A** - Non-Collusion Affidavit
- Appendix B** - Form Gen 146
- Appendix C** - Cost Proposal / Fee Estimate
- Appendix D** - MBE & WBE Disclosure Form