REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

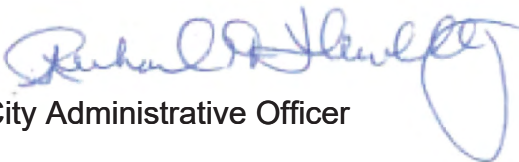Date: June 8, 2021

CAO File No.   0220-05725-0001
Council File No. 10-1064, 12-0737,
                  13-0046,
                  14-0600-S12,
                  15-0316, 19-1278
Council District: All

To: The Mayor
             The Council

From: Richard H. Llewellyn, Jr., City Administrative Officer

Reference: Department of Public Works, Bureau of Engineering Transmittal dated April 20, 2021; Received by the City Administrative Officer on April 20, 2021; additional information provided through June 3, 2021

Subject: **REQUEST FOR FUNDING FROM THE DEVELOPMENT SERVICES TRUST FUND FOR CONSULTANT SERVICES FOR THE BUILDLA PROJECT**

RECOMMENDATIONS

That the Council, subject to the approval of the Mayor:

1. Authorize the Controller to establish an account within the Development Services Trust Fund, Fund 58V, Department 8, Account Number TBD, Account Name BuildLA IT Project and appropriate $2 million per Cash Balance for consultant services to the BuildLA Project;

2. Authorize the City Council to instruct the City Clerk to place on the Council Agenda for the first regular Council meeting on July 1, 2021, or shortly thereafter, the following action relative to the BuildLA IT Project:

   That the City Council subject to the approval of the Mayor, AUTHORIZE the Controller to:

   a. Transfer $2 million from Fund 58V, Department 8, Account TBD-BuildLA IT Project, to Fund 100, Department 78, Account 003040-Contractual Services;

3. Authorize the City Engineer or designee to make technical corrections as necessary to those transactions included in the City Administrative Officer (CAO) report, dated June 8, 2021, attached to the Council file, to implement the intent of those transactions subject to CAO approval;

4. Instruct the Department of Public Works, Bureau of Engineering to provide proof of expenditures of the Development Services Trust Fund to the Department of Building and

Safety after each invoice is processed; and,

5. Direct the Department of Public Works, Bureau of Engineering to provide an annual report to the Mayor and Council on the work performed and costs expended by the consultant on the BuildLA Project for the duration of this Project.

SUMMARY

In a memorandum dated April 20, 2021, the Department of Public Works, Bureau of Engineering (BOE) notified this Office of the need for funding from the Development Services Trust Fund in the amount of $2 million for the first year of an estimated five year period for consultant services to assist City staff with expediting the further development of the BuildLA IT Project (BuildLA) (see attachment). BuildLA is a centralized portal and an electronic planning and permitting solution that supports the improved delivery of development services through an automated, centralized, and simplified workflow.

This request is based on an agreement with the members of the BuildLA Project Steering Committee (Committee) to utilize consultant services to assist City staff with expediting the further development of the BuildLA Project. Approval of this request will result in the continued provision of online access to development services to the public, as well as address additional developments that the Committee will determine necessary. The need for expediting the BuildLA Project development was created by the COVID-19 pandemic work place restrictions. Throughout the pandemic, the development service center departments, comprised of BOE, the Departments of Building and Safety (DBS), City Planning, Transportation, Water and Power, the Department of Public Works, Bureau of Sanitation, the Information Technology Agency, the Los Angeles Fire Department (LAFD), and the Mayor's Office, had to develop processes to allow for them to continue to provide services during the Mayor's "Safer At Home" Emergency Order which became effective March 19, 2020. Some of these services required longer lead times to complete due to measures to keep employees and customers safe, such as the reduced number of employees and customers that could be accommodated at the public counters for social distancing, and plan check drop off locations and pick up after 24-hours to ensure any traces of the coronavirus were no longer on the items dropped off.

Throughout the pandemic, representatives from the various development services center departments determined that the continued development of BuildLA needs to be expedited in order for all of the represented departments to continue developing their portions of the online process and to open the public counters to a reduced number of customers in order to adhere to any new maximum capacity guidelines. The Committee evaluated BuildLA's progress among the collaborative efforts of the development service center departments and determined it was necessary to contract with a consultant team to expedite the progress and not to request for additional City staff to do this work. BOE has an existing pre-qualified on-call service contract list to award a Task Order Solicitation (TOS) and the Committee agreed that BOE would use this list to select a contractor to perform the work. This list expires in October 2024, with a potential for an extension pending further contract review and approval.

On April 23, 2021, the Board of Public Works approved BOE to issue a TOS with Psomas, Contract No. 134269, to provide staff augmentation for project management and programming services for BuildLA with a budget authority of $12 million, including contingency (see attachment). Funding of $1 million was provided from the Public Works Engineering Equipment and Training Trust Fund for the additional work for the BOE's system updates. BOE's intends to add this request for DSTF funding as well as planned subsequent requests for up to $10 million to the existing contract with Psomas.

The TOS expenditure will be structured on a time and material basis. Since BOE did not have a fixed cost for the project, the actual scope of work and assignments (sub-tasks) will be issued to the consultant through the TOS on an as-needed basis as the project needs are identified.

The Committee estimates that the further development of BuildLA will take place over five years and an estimated total budget of $10 million. For the first year, the Committee estimated a $2 million budget for the following services consultant positions: Business Analysis Expert; Development Services Knowledge Expert; Financial Specialist; Geographic Information Specialist Programmer; Project Management and Support; Software Developers; Software Security Expert; Solution Architect; and, User Interface Specialist. BOE's estimated costs for this request are as follows:

Cost Approximation of First Year Services

Position	Estimated Year 1 Cost
Business Analysis Expert	$ 45,000
Development Services Knowledge Expert	255,000
Financial Specialist	90,000
GIS Programmer	75,000
Project Management and Support	700,000
Software Developers	630,000
Software Security Expert	55,000
Solution Architect	90,000
User Interface Specialist	60,000
Total	**$2,000,000**

Specific project timelines and a more accurate cost estimate will be determined based on the needs identified and the ability to contract the services. The Committee anticipates that BOE will submit an annual $2 million request for DSTF funds for the remaining four years of this Project. On April 26, 2021, the Committee had its first meeting with Psomas to discuss augmenting the consultant's project management, software development, and other specialty workforce with City staff for the various development services departments to assist with the delivery of BuildLA components. Additional meetings to determine a detailed scope of work, timeline, and cost are to take place within the first year.

The BOE's funding request for project administration and management, solutions architecture

design, software development, user interface/experience design, programming, financial and other professional services qualify for funding in accordance with Section 5.321(f) of the Los Angeles Administrative Code (LAAC).   Expenditures from the DSTF shall be made for the design, construction, and equipping of the City's Development Services Centers and their functional support services, as well as any incidental expenses associated with these projects.

Background

In January 2011, the City contracted with KH Consulting Group and Woolpert, Inc. to examine the City's development review process (C.F. 10-1064).   The consultants identified technology improvements and their accompanying process reforms to improve the efficiency, transparency, and predictability of the development review process. The Mayor and Council approved a Strategic Plan (CF 15-0316) that directed the City to develop BuildLA, a unified system for development services, including a common architecture and infrastructure, common business applications, and common support tools. In 2012, the City contracted with Gartner Consulting to develop a detailed system solution strategy and assist in a Request for Proposals (RFP) process to select a vendor to further implement BuildLA development, which would result in a centralized portal with an electronic planning and permitting system that supports the improved delivery of development services through an automated, centralized, and simplified workflow. The process of selecting a vendor was ultimately unsuccessful; however, and the Development Services Departments separately addressed the reform elements identified in the Strategic Plan to enhance their development service-related systems.   The BuildLA Project consists of six projects: Virtual Development Services Center; Electronic Plan Review; Universal Cashiering System; Universal Project ID Number; Universal Customer Account, and Development Services Systems Replacement. Each of these projects are at various stages of development.

The DBS's Development Services Systems (DSS) develops the platform for BuildLA and manages the overall project development of the BuildLA projects. In November 2018, DBS implemented Electronic Plan Review (ePlanLA), a web-based application that allows customers to submit plan check applications for building, electrical, and mechanical permits through the internet. Through ePlanLA, Plan Checkers are able to electronically mark up plans, issue corrections, and communicate to the customer via email, eliminating the need for the customer having to print plans and visit a Development Services Department to complete the plan check application process.

As of June 7, 2021, the DSTF has a cash balance of $44.24 million, of which the unappropriated cash balance is $30.76 million. This revenue is based on the fees subject to the surcharges for development services centers identified in LAAC Section 5.321 creating the DSTF. The amounts received from the surcharge are pursuant to LAAC Sections 19.08, 57.118, 61.17, and 98.0410 which adds a surcharge in an amount equal or greater of three percent of the fee or $1.00 to each fee imposed for any permit, license, or application as provided in the LAAC, fire/life safety plan review and fire/life safety inspection services, various permits and services issued by BOE. At this time, there are no other requests or anticipated expenditures for DSTF funding outside of the appropriated cash balance of $13.48 million.

FISCAL IMPACT STATEMENT

There is no impact to the General Fund. The recommendations in this report comply with the City's Financial Policies in that the proposed funding for the work to be performed by the consultant and the hardware and software licenses will be fully supported by the Development Services Trust Fund No. 58V.

FINANCIAL POLICIES STATEMENT

The recommendations in this report comply with the City's Financial Policies in that the proposed work will be supported by special funds, which are supported by dedicated funding sources, and spending is to be limited to the mandates of the funding source.

RHL:ACA:SCL:02200183

Attachment: Request for the Department of Public Works, Bureau of Engineering
              Department of Public Works, Bureau of Engineering Task Order Solicitation No. 12

FORM GEN. 160 (Rev. 11-02)

CITY OF LOS ANGELES
INTERDEPARTMENTAL CORRESPONDENCE

Date: April 20, 2021

To: Richard H. Llewellyn, Jr., City Administrative Officer
                Office of the City Administrative Officer

                Attn: Sharon Lee, Senior Administrative Analyst

From: Gary Lee Moore, City Engineer *Gary Lee Moore*
                Bureau of Engineering
<small>Electronically signed by 21866</small>

Subject: **REQUEST FOR FUNDING FROM THE DEVELOPMENT SERVICES TRUST FUND FOR CONSULTANT SERVICES FOR THE CITY'S BUILDLA PROJECT**

This is a request for funding in the amount of $2,000,000 from the Development Services Trust Fund (Fund) for the first year of a consultant task to provide staff augmentation to assist with the delivery of the BuildLA Project (Project). The purpose of the Project is to replace or enhance the current Information Technology (IT) solutions supporting the City's Development Services process with new, citywide solutions for all stakeholders. Consultant services would include: project administration and management, solutions architecture design, software development, user interface/experience design, programming, financial and other professional services. The Bureau of Engineering (Engineering) anticipates that the consultant services will be required for approximately five (5) years, subject to approval of funding in future years.

RECOMMENDATIONS:

1.   That the Planning and Land Use Management (PLUM) Committee of the City Council APPROVE, pursuant to Section 5.321.(l) of the Los Angeles Administrative Code (LAAC), the allocation of $2,000,000 from the Fund for Engineering to retain consultant services to assist with the delivery of the Project.

2.   That the City Council, subject to approval of the Mayor:

    a.   AUTHORIZE the Controller to establish a new account in the Construction Services Trust Fund No. 58V, Department No. 08, entitled BuildLA IT Project, for Engineering to retain consultant services for the term of the agreement with the selected consultant(s) to assist Engineering with the delivery of the Project;

    b.   AUTHORIZE the Controller to appropriate $2,000,000 within the Fund into the new BuildLA IT Project account;

c. AUTHORIZE Engineering to appropriate up to $2,000,000 from the new BuildLA IT Project account to the Engineering contractual services account, Fund No. 100, Department No. 78, Appropriation Unit No. 003040, on an as-needed basis through June 30, 2022, and,

d. AUTHORIZE Engineering to make any technical and accounting corrections to effectuate the intent of the Mayor and City Council.

e. DIRECT Engineering to report back to PLUM Committee annually to provide an update on the status and progress of the Project, including the funding required for the ensuing fiscal years, for the duration of the consultant task order.

Background

The purpose of the Project is to provide a more efficient and integrated experience for development services across City Departments. Past efforts initially looked at off-the-shelf solutions, but this project proved to be too complex and has therefore evolved into an internal collaborative effort amongst the various City Departments. A primary goal of the Project is to have a single portal to allow a customer to view all of their permit and approval statuses in one place. This requires the replacement or enhancement of many City computer applications. As such, this has become a very large project and thus will take many years to implement with existing City staffing. Obtaining consultant resources to supplement City staff would enable us to significantly speed up the implementation schedule. The consultant staffing is anticipated to be used toward the following objectives:

•   Review and update the formal Project Charter with new recommendations and prioritized goals, after detailed discussions with relevant stakeholders, including the Project Steering Committee, and careful review and consideration of relevant issues and user needs. Aside from Engineering, the Project Steering Committee membership includes: Bureau of Sanitation, City Administrative Officer's Office, Dept. of Building & Safety, Dept. of City Planning, Dept. of Transportation, Dept. of Water & Power, Fire Department, Information Technology Agency, and Mayor's Office.

•   Implementation of a centralized online Portal to deliver Development Services through an automated and simplified workflow in partnership with multiple City departments. The Portal would need to support electronic Planning and Permitting solutions that may be built separately, or in conjunction with, the Portal.

•   Improve Customer Service to provide a more accessible, transparent, and efficient experience for users of all experience levels.

•   Improve City departmental computer applications to provide a more simplified communication system with customers, automate handoffs, and create efficiencies in operations and process.

Due to the recent needs created by COVID-19 workplace restrictions, the City has had to quickly mobilize online processes and applications to continue to provide public access to Development Services. To move the Project forward at the desired pace while not increasing existing City staffing levels, preliminary discussion with the various development services departments has identified the likely need for the City to procure consultant services to augment staffing for the following roles:

- A Project Manager
- A Solutions Architect
- Software Developers (estimated at 2 or more)
- A User Interface / User Experience (UI/UX) Specialist
- A Financial Specialist
- Administrative Support Staff (estimated at 1 or more)
- Other supporting staff to provide experience and knowledge of existing City development processes and procedures, GIS support, software security expertise, business analysis, development and provision of training, outreach, etc.

Consultant Services

The City will utilize one of Engineering's existing On-Call Service Contract Lists to award a Task Order Solicitation (TOS) to retain the services of a Consultant to augment its project management, software development and other specialty workforce. The Consultant will work in conjunction with City Staff from various City Departments to assist in the delivery of the Project. The TOS expenditure will be structured on a time and material basis, since we do not currently have a fixed cost for the Project. Actual project work scope and assignments (Sub-Tasks) will be issued to the Consultant via the TOS on an as-needed basis as Project needs are identified. Shortly after the TOS is awarded, we will issue an initial Sub-Task to hire a Project Manager, an administrative support person and a Programmer, and begin the efforts of detailing the project needs and solutions. Additional skill sets, and assignments may be added or deleted as the needs of the Project dictates.

Engineering will manage the TOS and the Consultant in terms of contractual oversight. The Project Steering Committee, or its designee, will determine the Sub-Tasks that will be issued via the TOS. Performance metrics for the Consultant and their deliverables will be developed and defined as the Sub-Tasks are issued. Although the Project has no fixed project cost, BOE has strong existing procedures to ensure that each Sub-Task has a cost ceiling and that authorized expenditures never exceed the approved funding at any given time. For example, if $2M is initially authorized for the first year, BOE will not issue Sub-Tasks with a cumulative ceiling over $2M. Furthermore, the TOS will also be subject to the Board of Public Works' approval of the overall TOS cost ceiling. Lastly, progress reports will be regularly provided to the Project Steering Committee, and the City Council will be briefed annually during the annual funding requests.

Funding Source and Request

Funding for this request is eligible to be covered by the Fund. In accordance with LAAC Section 5.321.(f), the intent of this fund is to cover expenditures for the "design, construction and equipping of the City's Development Services Centers and their functional support services." This fund is a shared source of funds for DSC departments to equip their DSC and their functional support services. Revenue for the Fund is derived from a surcharge on permits, and the proposed use of the requested funding is entirely consistent with the purpose of this fund.

In accordance with LAAC Section 5.321.(l), this request is being submitted to the CAO and PLUM Committee for review and consideration.

Cost Estimate and Project Schedule

As noted previously, the Project Steering Committee has identified the likely need to procure certain services based on preliminary discussions with the various departments involved. Below are the approximate cost estimates for the various services using potential utilization levels of the various roles. The hourly rates are based on the most recently available information on market rates (i.e., existing contracts, general market rate research, rates of other similar roles if no data was available, etc.). This estimate has been used as the basis for this initial funding request. As the Project progresses, actual level and type of services will change depending on the Project's needs as they are identified, so the actual total cost of the Project may change. Additionally, actual hourly rates will be known once a Consultant is selected via the TOS.

Cost Approximation of First Year Services

Position	Estimated Year 1 Cost
Business Analysis Expert	$45,000
Development Services Knowledge Expert	$255,000
Financial Specialist	$90,000
GIS Programmer	$75,000
Project Management and Support	$700,000
Software Developers	$630,000
Software Security Expert	$55,000
Solution Architect	$90,000
User Interface Specialist	$60,000
Total	$2,000,000

The Project is currently estimated to take place over five years. This is not a fixed project duration, but rather a best approximation based on existing needs that the Project Steering Committee foresees. With this in mind, at this moment, it is forecasted that an annual funding request of $2M should be made to support the Project. Actual Project duration and funding needs will depend on project needs as they are identified, as well as the ability of the City to contract the services. At this time, the Project plans to secure the consultant services via Engineering's Civil Engineering Services Bench List. This Bench List expires in October 2024, with a potential for an extension pending further contract review and approval. We expect that a more detailed overall project work scope, timeline and cost will be defined during the initial year of the Project.

If you have any questions regarding this request, please contact Christine Sotelo of Engineering at christine.sotelo@lacity.org.

GLM/TSA/CS/:jgr

Q:\GLM\City Engineer\GLM Signed Documents\2021 Documents\041221_IDC to CAO_Final Draft

Enclosures

cc: Barbara Romero, Office of the Mayor
       William Chun, Office of the Mayor
       Osama Younan, Building and Safety
       Vince Bertoni, City Planning

Department of Public Works

Bureau of Engineering
Report No. 1

April 23, 2021
CD Nos. All

ISSUE THE TASK FOR SOLICITATION NO. 12 TO PSOMAS FROM THE PRE-QUALIFIED ON-CALL CONSULTANTS LIST TO PROVIDE STAFF AUGMENTATION FOR PROJECT MANAGEMENT AND PROGRAMMING SERVICES FOR THE BUILDLA PROJECT (WORK ORDER NO. E-1908030, CONTRACT NO. C-134269)

RECOMMENDING THE BOARD OF PUBLIC WORKS (BOARD):

1. AUTHORIZE the City Engineer to issue the Task for Solicitation (Task) to Psomas, Contract No. C-134269, from the Pre-Qualified On-Call (PQOC) Civil Engineering Services Consultants List, to provide staff augmentation for project management and programming services for the BuildLA Project (Project) as stated in Task Order Solicitation (TOS) No. 12, with a budget authority of $12,000,000, including contingency.

2. AUTHORIZE the City Engineer to issue Notices to Proceed authorizing work not-to-exceed the current funding level of $1,000,000.

TRANSMITTAL

Copy of TOS No. 12 titled "BuildLA: Staff Augmentation for Project Management and Programming Services."

DISCUSSION

Background
On August 30, 2019, the Board approved the PQOC list of consultants to provide on-call civil engineering services for the Bureau of Engineering (BOE). The contract with Psomas was executed on October 23, 2019 and will expire on October 22, 2024.

The purpose of the Project is to provide a more efficient and integrated experience for development services across the City of Los Angeles (City) departments (Transmittal). Past efforts initially looked at off-the-shelf solutions, and a vendor was selected years ago. But, this project proved to be too complex for the City and the selected vendor to be able to agree to terms and therefore the City terminated negotiations with that vendor. The project has since evolved into an internal collaborative effort amongst the various City departments. A primary goal of the Project is to have a single portal to allow a customer to view all of their permit and approval statuses in one place. This requires the replacement or enhancement of many City computer applications. As such, this is a very large project and thus will take many years to implement with existing City staffing. Obtaining consultant resources to supplement City staff would enable us to significantly

speed up the implementation schedule. Funding for this Project is anticipated to come primarily from the Development Services Trust Fund, subject to City Council approval. The Development Services Trust Fund is funded by a surcharge that is applied to many City permits. The surcharge was increased from 2% to 3% in the past in order to provide funding specifically for the Project. It is anticipated that other funding sources may contribute to the task funding as well. The BOE is proposing to initiate the task with $1,000,000 from the Public Works Engineering Equipment and Training Trust Fund to begin work on U-permit system enhancements and a replacement of the Financal Information Data Distribution sSystem in the Office of Accounting. This would enable us to hire initial core staff to work alongside City departments to define future subtasks in advance of other funding requests.

Due to the large dollar amount of this task, the Office of the City Administrative Officer (CAO) has recommended that we request funding from the Development Services Trust Fund annually rather than all at once. The BOE is working with the CAO to submit a request to the City Council for $2,000,000 from the Development Services Trust Fund to fund approximately the initial year of this task. The BOE is requesting budget authority for this task from the Board for the approximate full task amount so that it will not appear that the task has gone way over budget when thefunding is obtained annually. However, the BOE's actual notice to proceed authority to the consultant will never exceed the authorized funding for the task. The BOE proposes to submit funding revisions to the Board each time subsequent funding is obtained.

TOS Description

The consultant will work in conjunction with City staff from various City departments to assist in the delivery of the Project. The task expenditure will be structured on a cost reimbursement basis, since the Project does not have a fixed scope. Actual project work scope and assignments (subtasks) will be issued to the consultant via incremental "Notice to Proceed" authorizations on an as-needed basis as Project needs are identified. Should the Board approve this task award, the initial work anticipated to be authorized by the BOE would be to hire a Project Manager, an administrative support person and a Software Developer in order to begin the effort of detailing the project needs and solutions and to provide system enhancements on the new utility permit web application related to accounting and traffic control plan automation.

The consultant staffing is anticipated to be used toward the following objectives:

- Review and update the formal Project Charter with new recommendations and prioritized goals after detailed discussions with relevant stakeholders, including the Project Steering Committee, and careful review and consideration of relevant issues and user needs. The Project Steering Committee is led by the Mayor's Office and membership includes the Los Angeles Department of Building and Safety (LADBS), the Department of City Planning (DCP), the BOE, the Los

Angeles Department of Transportation, the Los Angeles Department of Water and Power, the Los Angeles Fire Department, the Bureau of Sanitation, the Information Technology Agency, and the CAO.

- Implement a centralized online portal to deliver Development Services through an automated and simplified workflow in partnership with multiple City departments. The portal would need to support electronic planning and permitting solutions that may be built separately, or in conjunction, with the portal.

- Improve Customer Service to provide a more accessible, transparent, and efficient experience for users of all experience levels.

- Improve City departmental computer applications to provide a more simplified communication system with customers, automate handoffs, and create efficiencies in operations and processes.

To move the Project forward at the desired pace without increasing existing City staffing levels, preliminary discussion with the various development services departments has identified the likely need for the City to procure consultant services to augment staffing for the following roles:

- A Project Manager
- A Solutions Architect
- Software Developers (estimated at two or more)
- A User Interface/User Experience Specialist
- A Financial Specialist
- Administrative Support Staff (estimated at one or more)
- Other supporting staff to provide experience and knowledge of existing City development processes and procedures, GIS support, software security expertise, business analysis, development and provision of training, outreach, etc.

The BOE will manage the task and the consultant in terms of contractual oversight. The Project Steering Committee, or its designee, will determine the subtasks that will be issued via the TOS. Performance metrics for the Consultant and their deliverables will be developed and defined as the subtasks are issued. BOE will ensure that each subtask has a cost ceiling and that authorized subtasks never exceed the approved TOS funding.

Summary of Selection and Negotiations

On February 9, 2021, this TOS was issued to all 26 consulting firms on the PQOC Civil Engineering Services Consultants List. TOS proposals were received on March 2, 2021 from two consultants: MARRS Services, Inc. and Psomas. These proposals were reviewed and evaluated by staff from the BOE, the LADBS, and the DCP, in accordance with the selection criteria below, which was included in the TOS. Following discussions between the BOE, the DCP and the LADBS, Psomas was selected as the firm most qualified to provide the task services based on the following selection criteria:

Criteria	Weight
Capability and qualifications of the firm to provide the complete scope of services as demonstrated by the solicitation response and interview, if interviews are deemed necessary for selection process.	30%
Team's experience on systems and applications development projects as described in the TOS.	35%
Team's knowledge of the City's, or other similar governmental entities' development services procedures/standards and project delivery procedures/practices (as demonstrated by the review of performance and quality of previously completed projects).	25%
Capability of developing innovative approaches in systems and applications technologies to maximize value to the City.	10%

Because a detailed project work scope is not available at this point, the BOE has deferred the negotiation/approval of all new rates that are not already approved under the Psomas contract until such time that those services would be requested through a future subtask. The new rates of additional staffing as contained in the TOS proposals are to be used for general reference only and will be subject to future negotiations at such time when it is necessary to hire and fill new positions.

Documentation supporting the selection of the consultant, as well as a record of the negotiations, has been included in the project file.

Business Inclusion Program (BIP)

This task will be subject to the BIP outreach requirements. The City has set anticipated participation levels of 18 percent minority-owned (MBE), 4 percent women-owned (WBE), 25 percent small (SBE), 8 percent emerging (EBE), and 3 percent disabled veteran-owned (DVBE) Business Enterprises. For this task, the consultant is pledging a MBE participation level of 18 percent, a WBE participation level of 4 percent, a SBE participation level of 25 percent, an EBE participation level of 8 percent, and a DVBE participation level of 3 percent.

Due to the nature of this task, the consultant cannot accurately predict pledging a specific amount to specific subconsultant firms, although they have communicated a commitment to subconsulting levels within the various business categories.

For this task, the following MBE, WBE, SBE, EBE, DVBE, and Other Business Enterprise (OBE) firms are proposed to be utilized by the consultant. The consultant has demonstrated in their commitment to subconsultant participation in their current ongoing TOS No. 53 which, with Board approval, continued work from an earlier expiring contract to a newer contract with higher anticipated levels of participation. The consultant has made great efforts to find additional subconsultant opportunities and has been able to obtain subconsultant participation levels that were higher than those in the initial contract. The BOE will work closely with the consultant to ensure that subtask authorizations include opportunities for subconsultant participation.

Gender/Ethnicity Codes:

AA = African American	HA = Hispanic American
APA = Asian Pacific American	SAA = Subcontinent Asian American
NA = Native American	C = Caucasian
M = Male	F = Female

Available MBE Subconsultants	Gender/ Ethnicity	MBE/WBE/ SBE/EBE/ DVBE/OBE	% of Base Task	Task Amount
CS3	F/AA	MBE/WBE/SBE/EBE	18% to selected firm(s)	$540,000
SystemDomain, Inc.	F/APA	MBE/WBE		
Satwic, Inc.	M/APA	MBE/SBE		
Project Partners, Inc.	M/APA	MBE/SBE		
OneSource	F/AA	MBE/WBE/SBE/EBE		

Available WBE Subconsultants	Gender/ Ethnicity	MBE/WBE/ SBE/EBE/ DVBE/OBE	% of Base Task	Task Amount
CS3	F/AA	MBE/WBE/SBE/EBE	4% to selected firm(s)	$120,000
Worksters, Inc.	F/C	WBE/SBE/EBE		
SystemDomain, Inc.	F/APA	MBE/WBE		
InfoMagnus	F/C	WBE/SBE/OBE		
FDG	F/C	WBE/ SBE/OBE		
OneSource	F/AA	MBEWBE/SBE/EBE		

Available EBE Subconsultants	Gender/ Ethnicity	MBE/WBE/BE/ EBE/DVBE/OBE	% of Base Task	Task Amount
CS3	F/AA	MBE/WBE/SBE/EBE	8% to selected firm(s)	$240,000
Worksters, Inc.	F/C	WBE/SBE/EBE		
3insys LLC	M/C	SBE/EBE/OBE		
Cutler Engineering-and Technology Services	M/AA	SBE/EBE/DVBE/OBE		
OneSource	F/AA	MBE/WBE/SBE/EBE		

Available SBE Subconsultants	Gender/ Ethnicity	MBE/WBE/ SBE/EBE/ DVBE/OBE	% of Base Task	Task Amount
CS3	F/AA	MBE/WBE/SBE/EBE	25% to selected firm(s)	$750,000
Worksters, Inc.	F/C	WBE/SBE/EBE		
3insys LLC	M/C	SBE/EBE/OBE		
Cutler Engineering and Technology Services	M/AA	SBE/EBE/ DVBE/OBE		
InfoMagnus	F/C	WBE/SBE/OBE		
Satwic, Inc.	M/APA	MBE/SBE		
FDG	F/C	SBE/WBE/OBE		
Project Partners, Inc.	M/APA	MBE/SBE		
OneSource	F/AA	MBE/WBE/SBE/EBE		

Available DVBE Subconsultants	Gender/ Ethnicity	MBE/WBE/ SBE/EBE/ DVBE/OBE	% of Base Task	Task Amount
Cutler Engineering and Technology Services	M/AA	SBE/EBE/ DVBE/OBE	3% to selected firm(s)	$90,000

Available OBE Subconsultants	Gender/ Ethnicity	MBE/WBE/ SBE/EBE/ DVBE/OBE	% of Base Task	Task Amount
3insys LLC	M/C	SBE/EBE/OBE	N/A	N/A
Cutler Engineering and Technology Services	M/AA	SBE/EBE/ DVBE/OBE		
InfoMagnus	F/C	WBE/SBE/OBE		
FDG	F/C	SBE/WBE/OBE		

Totals	% of Base Task	Task Amount
Subtotal Subconsultant Participation	**25%**	**$ 3,000,000**
Prime Participation	**75%**	**$ 9,000,000**
Initial Base Task		**$12,000,000**
Total Task Budget Authority		**$12,000,000**

New subconsultants have been added to this contract for this task since this is a staff augmentation request with specific knowledge of programs being requested. The subconsultants being added demonstrated extensive resources related to the scope of work. All subconsultants are new except for Project Partners, Inc. as the other subconsultants available did not have the knowledge of the software programs that were being sought.

Contractor Performance Evaluation

In accordance with Division 10, Chapter 1, Article 13 of the Los Angeles Administrative Code, the appropriate City personnel responsible for the quality control of this personal services contract shall submit Contractor Performance Evaluation Reports to the Bureau of Contract Administration, Special Research & Investigation Section upon completion of the contract.

STATUS OF FUNDING

Funding for the BuildLA Project will be mainly from the Development Services Trust Fund. The BOE would also utilize the Public Works Engineering Equipment and Training Trust Fund for additional tasks for the BOE's system updates. Other City agencies may utilize their own funds to also utilize this subcontractor for system updates within their own department. These funds will be determined at a later date.

Funding in the amount of approximately $10,000,000 for this project is expected to come from the Construction Services Trust Fund, Fund No. 58V, Department No. 08, Appropriation Unit No. to be determined upon City Council approval.

Funding in the amount of $1,000,000 for additional work for the BOE's system updates comes from the Public Works Engineering Equipment and Training Trust Fund, Fund No. 568, Department No. 50, Appropriation Unit No. 50LLHH.

Report No. 1

Page 8

Additional funding from these or other funds may be added in the future. The BOE initially estimates that at least $1,000,000 of additional funding is likely to be contributed based on verbal information received from other Departments. The BOE will submit revised funding information for the TOS to the Board for approval upon funding changes.

The City's liability under this contract shall only be to the extent of the present City appropriation to fund the contract. However, if the City shall appropriate funds for any succeeding years, the City's liability shall be to the extent of such appropriation, subject to the terms and conditions of the contract.

(EA GV RMK TA)

Report reviewed by:

BOE (ADM and PAC)

Report prepared by:

GIS and Mapping Division

Essam Amarragy, PE, MSCE
Acting Division Engineer
Phone No. (213) 482-7122

Statement as to funds approved by:

_____
Miguel De La Peña, Director
Office of Accounting
Fund Ref. 568/50/50LLHH/$1,000,000
Date: _4/12/2021_____

EA/CS/03-2021-0038_GIS.gva

Questions regarding this
report may be referred to:
Christine Sotelo, Civil Engineer
Phone No. (213) 378-1263
E-mail: christine.sotelo@lacity.org

Respectfully submitted,

Gary Lee Moore
Electronically signed by 21866
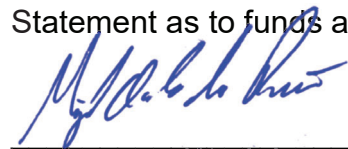
Gary Lee Moore, PE, ENV SP
City Engineer

Pre-Qualified On-Call Civil Engineering Services Consultant Contract
2019 On-Call Contracts

Task Order Solicitation No. 12
BuildLA: Staff Augmentation for Project Management and Programming Services

February 9, 2021

1.0   Introduction

The purpose of the BuildLA Project (Project) is to replace or enhance the current Information Technology (IT) solutions supporting the City's Development Services process with new, citywide solutions for all stakeholders. Main deliverables may include:

- Review and update the formal Project Charter (Charter) with new recommendations and prioritized goals, after detailed discussions with relevant stakeholders, including the Project Steering Committee, and careful review and consideration of relevant issues and user needs.
- Implementation of a centralized online Portal to deliver Development Services through an automated and simplified workflow in partnership with multiple City departments. The Portal would need to support electronic Planning and Permitting solutions that may be built separately, or in conjunction with, the Portal.
- Improvements on Customer Service to provide a more accessible, transparent, and efficient experience for users of all experience levels.
- Improvements on City departmental computer applications to provide a more simplified communication system with customers, automate handoffs, and create efficiencies in operations and process.

The Charter is included herein for reference. Some desired revisions on this document may include: setting the establishment of the Portal as the highest priority; centralizing and displaying a development project's entitlement and permit information in a consumable format and for easier user access; and separating features such as electronic plan check for all City departments as separate individual projects to streamline and quicken the establishment of the Portal.

2.0   Scope of Work

The City currently has insufficient staff in place to assist with the delivery of the Project, so progress has been slower than desired. Furthermore, due to the recent needs created by COVID-19 workplace restrictions, the City has had to quickly mobilize online processes and applications to continue to provide public access to Development Services. Now more than ever, the need to complete the Project should be prioritized. To achieve this while maintaining existing City staff levels and increasing workload over a defined period, the City needs to secure additional resources such as the hiring of consultants to support and complete the Project. Preliminary discussion has identified the likely need for the City to procure the services of:

Addendum no. 1
For
Pre-Qualified On-Call Civil Engineering Services Consultant Contract
2019 On-Call Contracts

Task Order Solicitation No. 12
BuildLA: Staff Augmentation for Project Management and Programming Services

February 19, 2021

Respondents are hereby notified of the following:

1. Please see the attached Q&A Document. This document provides answers to questions submitted via the Pre-Proposal Meeting or via email through February 18, 2021 (3 pages).
2. Please see the attached agenda for the Pre-Proposal Meeting held on February 17, 2021 (1 page).
3. Please see the attached minutes for the Pre-Proposal Meeting held on February 17, 2021 (3 pages). This document provides the attendance list.

This addendum consists of 1 page total.

Sincerely,

Hui M. Huang, TOS Manager
Permit Case Management Division
Bureau of Engineering

Attachments: Q&A Document.
                  Pre-Proposal Meeting Agenda.
                  Pre-Proposal Meeting Minutes.

Task Order Solicitation (TOS) no. 12

BuildLA: Staff Augmentation for Project Management and Programming Services

Q&A Document - February 19, 2021

Q: What are the technology stacks involved with Solutions Architect, Software Developers, User Interface / User Experience Specialist?

A: No technology stacks are defined at this moment. Detailed project work scope and tasks will be defined as project progresses, so the needs will be defined at a later date. City is open to new technology solutions to improve its systems and address its needs. Please refer to the TOS for additional information (i.e., API solutions, .NET knowledge, etc.).

Q: What kind security support is needed, what security components are in scope for this role/function?

A: This is not a primary role, but we are looking for recommendations on how to enhance the Consultant team. Since BuildLA is web-based, it needs to pass all security scans by ITA.

Q: Is this a piece of the LADBS master application improvement project for development services?

A: This BuildLA TOS is the overarching task to provide overall guidance for citywide development services application improvements, to ensure that the various system updates that are on-going at separate city departments collaborate with each other.

Q: Is this a single vendor award?

A: Yes. We anticipate the PM to be from a single vendor, but the overall team may contain partners/sub-contractors for certain tasks/roles.

Q: Do you have a budget for this RFP?

A: No. We are still in discussion for the project budget amount. CAO prefers to award funding on an annual basis. Budget amount will be determined by need annually.

Q: Will there be workflow automation?

A: Yes. There will be workflow automation, but it is more for integration.

Q: What platform do you use for analytics?

A: PowerBI is our system of choice since it is not very expensive and relatively easy to use.

Q: Does City want to own and host the portal or vendor hosted?

A: We are leaning towards City maintained application, however, off the shelf and/or externally hosted are also feasible options. We tried off the shelf and were not fully satisfied with outcome, but maybe certain components could be utilized as part of the solutions for this project.

Q: Can you recommend a prime who does not have these [IT services] capabilities with whom we can partner with?

A: We cannot make recommendations for partnering as no Consultant has been selected at this point of the TOS process.

Q: Could you please provide more details on the job function of Financial Analyst?
A: Please refer to the Pre-Proposal Meeting Minutes and/or the TOS for additional information.

Q: How many hours per week is the part-time resource expected?
A: Please refer to the Pre-Proposal Meeting Minutes and/or the TOS for additional information.

Q: Is there a minimum number of hours that the staff will have to perform or is this purely on-call?
A: Please refer to the Pre-Proposal Meeting Minutes and/or the TOS for additional information.

Q: Can the additional sub-consultant be added to the contract through a letter request to the Contract Administrator with the proposal?
A: Please refer to the contract terms for the Pre-Qualified On-Call Civil Engineering Services Consultant. If you have further questions pertaining to the contract terms and/or the Consultant List, please contact Jeannie Park, Consultants List Manager, via jeannie.park@lacity.org.

Q: What is the maximum percentage that a sub can work on a contract with the prime? Is there a limit? Reason for asking this question is if the Prime does not have IT capabilities, can Sub provide 100% staff on the contract or are there any limitations.
A: Please refer to the contract terms for the Pre-Qualified On-Call Civil Engineering Services Consultant. If you have further questions pertaining to the contract terms and/or the Consultant List, please contact Jeannie Park, Consultants List Manager, via jeannie.park@lacity.org.

Q: What markup percentages are allowed to primes?
A: Please refer to the contract terms for the Pre-Qualified On-Call Civil Engineering Services Consultant. If you have further questions pertaining to the contract terms and/or the Consultant List, please contact Jeannie Park, Consultants List Manager, via jeannie.park@lacity.org.

Q: Can subs do 100% staffing, if prime do not have the capabilities?
A: Please refer to the contract terms for the Pre-Qualified On-Call Civil Engineering Services Consultant. If you have further questions pertaining to the contract terms and/or the Consultant List, please contact Jeannie Park, Consultants List Manager, via jeannie.park@lacity.org.

Q: Is it possible to share the Point of Contacts for Primes who are listed in the bench for Civil Engg. Services?

A:	For further questions pertaining to the contract terms and/or the Consultant List, please contact Jeannie Park, Consultants List Manager, via jeannie.park@lacity.org.

Q:	As this is an IT services contract, we request you to open this for vendors who understand this initiative and have core capabilities as Prime. We will love to bid on this contract as Prime.
A:	This comment is noted to the file.

Q:	Please share the list of attendees on today's call.
A:	This comment is noted to the file.

Q:	Please release the signup sheet with contact details for the preproposal conference with Primes marked.
A:	This comment is noted to the file.

Pre-Proposal Meeting Agenda for
Task Order Solicitation (TOS) no. 12
BuildLA: Staff Augmentation for Project Management and Programming Services

Virtually meeting via
Website: https://meet.google.com/npi-bcad-qjd
Phone: 617-675-4444 (PIN: 174 560 022 0227#)

February 17, 2021
1:00 PM

1) Introduction
   a) Ted Allen, Deputy City Engineer
   b) Essam Amarragy, Acting Division Engineer
   c) Hui M. Huang, TOS Manager, hui.huang@lacity.org
   d) Christine Sotelo, Alternate TOS Manager, christine.sotelo@lacity.org
   e) Jeannie Park, Sr. Management Analyst
   f) Other attendees
2) Project Specifics
   a) Funding Approval and Cost Containment
   b) BuildLA Project
   c) Work Assignments and Timing
   d) Project Management and Programming Services
      i) Full-time, part-time, and as needed roles
      ii) 1 Project Manager, full-time
      iii) 1 Solutions Architect, part-time, as needed
      iv) 2+ Software Developers, full-time, as needed
      v) 1 User Interface / User Experience (UI/UX) Specialist, part-time, as needed
      vi) 1 Financial Specialist, part-time, as needed
      vii) 1+ Administrative Support Staff, full-time, as needed (estimated at 1 or more)
      viii) Other supporting staff to provide experience and knowledge of existing City development processes and procedures, GIS support, software security expertise, business analysis, development and provision of training, outreach, etc., as needed
3) Addendum 1
4) TOS Schedule
5) Electronic proposal submittal
6) Questions

Pre-Proposal Meeting Minutes for
Task Order Solicitation (TOS) no. 12
BuildLA: Staff Augmentation for Project Management and Programming Services

Virtually meeting via
Website: https://meet.google.com/npi-bcad-qjd
Phone: 617-675-4444 (PIN: 174 560 022 0227#)

February 17, 2021
1:00 PM

Meeting Room was opened at 12:48 PM.

1) Introduction
    a) Ted Allen, Deputy City Engineer
    b) Essam Amarragy, Acting Division Engineer
    c) Hui M. Huang, TOS Manager, hui.huang@lacity.org
    d) Christine Sotelo, Alternate TOS Manager, christine.sotelo@lacity.org
    e) Jeannie Park, BID's Civil Engineering Services Consultants List Manager
    f) Veronica Buenrostro, Sr. Management Analyst
    g) Other attendees. All attendees were asked to use the chat feature to state first/last name, title, company/affiliation. Attendees who called in were asked to unmute to state the same info.
        i) Aanchal Singh, Smart IMS, Smart IMS, Inc
        ii) Allan Rakos, EVP, 3Insys
        iii) Craig Gooch, Senior Consultant, Psomas
        iv) Ferlicius Ong Martinez, PM, Psomas
        v) Ghina Yamout, BD, MARRS
        vi) Jane Tang, VP Business Development, e2020
        vii) Jay, Global Solutions Group
        viii) Jim Phillips, Kaygen, Sr. Manager
        ix) Linda Lopes, Director Government Relations, Compu-Vision Consulting
        x) Marcia Carrillo, Senior PM, Psomas
        xi) Mike Sarullo, PM, MARRS
        xii) Monika Bowden, TOS 53 Project Manager, Psomas
        xiii) Olivia Brenna, Project Partners, Marketing Assistant
        xiv) Reuben Tolentino, Principal/VP, Psomas
        xv) Riaz Chaudhary, MARRS
        xvi) Sanjeev Sehgal, SVP Sales, Satwic Inc.
        xvii) Sonia Nanda, Sr PM, Psomas
        xviii) Tina Harry, Business Development Manager, Onsite IT Advisors, LLC

2) Project Specifics
   a) Funding approval and cost containment were discussed.
      i) Project funding is not secured yet. It won't be via General Fund. Instead, we are seeking funding from a Special Fund (3% fund from LADBS fee), that will be subject to Council approval.
      ii) Cost containment is a requirement. Project has support from Mayor's Office.
   b) BuildLA Project description and goals were discussed.
      i) In regard to financial aspect of project, for example, BPW's Office of Accounting has a financial system, FIDDS (Financial Information and Deposits Distribution System), which matches banking receipts and pushes data to FMS (Oracle Forms). We think it'd be beneficial to replace Oracle Forms since it is outdated. Also, may want to replace FIDDS if improvement is recommended, for example.
   c) Work assignments and timing were discussed.
      i) Staff from the Consultant Team won't all start working on project at the same time. Each role will be turned on as needed, which is why they are prescribed as full-time or part-time, and as needed. Full-time is someone who may likely be needed 40hrs/week, maybe for the entire duration of project. Part-time is someone who may likely be needed 40hrs/week for only 6 months, or 20hrs/week for 9 months cumulatively over 2 years of project, for example.
      ii) We expect the PM to start right away, full-time. PM works with stakeholders/steering committee, determines needs, recommends improvements, sets tasks/deliverables/schedule/staffing. On-going project monthly meetings to be managed by PM, working with various City departments. PM guides overarching discussions to lay out the needs of the departments. An Administrative and Support Staff would likely need to be full-time as well, to work with PM and fulfill other needs aside from simple administrative support. Programmers probably won't start immediately or maybe 1 would start now and up to 3 in the future, as project needs are established.
      iii) Jeannie Park discussed the BIP inclusion numbers requirements.
   d) Project Management and Programming Services were discussed.
      i) We want a nice interface design for the main access hub where users will go to navigate to apps from the various departments.
      ii) We use OKTA for identity management.
      iii) As of now, we expect the following roles are needed from the Consultant Team:
         (1) 1 Project Manager, full-time
         (2) 1 Solutions Architect, part-time, as needed

(3) 2+ Software Developers, full-time, as needed

(4) 1 User Interface / User Experience (UI/UX) Specialist, part-time, as needed

(5) 1 Financial Specialist, part-time, as needed

(6) 1+ Administrative Support Staff, full-time, as needed (estimated at 1 or more)

(7) Other supporting staff to provide experience and knowledge of existing City development processes and procedures, GIS support, software security expertise, business analysis, development and provision of training, outreach, etc., as needed. Team will need GIS knowledge.

3) Addendum 1 was discussed.
   a) Will be released via BAVN. Goal is to make it available by Monday 2/22. Any other questions you have after this meeting, please submit by 2/18.

4) TOS Schedule was discussed.
   a) Proposals are due March 2.
   b) Duration of contract is thru October 2024, with potential of extension.

5) Electronic proposal submittal was discussed.
   a) Virtual drop-off folder via SharePoint was distributed this morning to email listed on BAVN by Consultants on Consultant List. Please test access and if any issues/questions please contact Hui and/or Christine.

6) Questions were taken from attendees.
   a) Please see the Q&A Document.

- One Project Manager, full-time.
- One Solutions Architect, part-time, as needed,
- Software Developers, full-time, as needed (estimated at 2 or more).
- One User Interface / User Experience (UI/UX) Specialist, part-time, as needed.
- One Financial Specialist, part-time, as needed.
- Administrative Support Staff, full-time, as needed (estimated at 1 or more).
- Other supporting staff to provide experience and knowledge of existing City development processes and procedures, GIS support, software security expertise, business analysis, development and provision of training, outreach, etc., as needed.

The City plans to utilize the services of consultants to augment its project management, software development and other specialty workforce. These individuals would work in conjunction with City Staff from various City Departments to assist in the delivery of the Project. Although this Task Order Solicitation (TOS) targets certain skill sets and assignments, additional skill sets, and assignments may be added or deleted as the need dictates.

The Consultant will be working at the direction and supervision of the Project Steering Committee, or its designee. All work shall be conducted by professional consultant staff who are educated, experienced, and appropriately and currently licensed, if required, by the laws of the State of California in the disciplines for which they are performing or directing the work.

The Consultant shall provide project management and technical services necessary in accordance with the project task orders on an as needed basis. The scope of services required shall include the services set forth in this section and shall be provided through the Consultant's own employees and/or its subconsultants.

(A) Project Administration and Management Services – The City requires as needed project management services to facilitate and complete the Project. The Consultant should have a thorough understanding of Development Services and procedures at the City of Los Angeles or other similar governmental entities. This knowledge should include matters such as land use, entitlement, and construction permit.

Services that may be required shall include the following: planning, coordination and meetings; developing project documents, including project work plan and contract agreement with sub-consultant(s); tracking project budget and schedule; reviewing deliverables for quality and consistency; scheduling or providing training on project features for City staff; facilitating collaboration amongst City departments to deliver a complex project; supporting the standardization and implementation of business processes across various departments.

(B) Solutions Architecture Services – The City requires as needed solutions architecture services to plan and facilitate the design of the Portal and other applications for the Project. The Consultant should have some understanding of Development Services and procedures at the City of Los Angeles or other similar governmental entities. They should also have experience reviewing governmental processes and procedures, integrating platforms, and designing sensical and efficient business solutions and system improvements. Additionally, working knowledge of system and software security, and of design of Application Programming Interface (API) solutions is highly desired.

Services that may be required shall include the following: interviewing stakeholders; reviewing existing applications and infrastructure, protocols and procedures; identifying needs and recommending technology solutions and best practices; designing work plans; presenting recommendations to stakeholders; defining system features and specifications, implementation phases and deliverables.

(C)   Software Development Services - The City requires as needed programming services to create and complete the design of the Portal and other applications, including customer service features, record keeping and access, and other tools and applications for the Portal to handle and manage data. The Consultant would also establish workflow intake and management, and the connection to other existing development services applications within the City. They should have good programming experience and an acceptable level of understanding of existing citywide development services programs and applications, or other similar systems. Additionally, good working knowledge of API solutions, programming and connection establishment is highly desired.

Services that may be required shall include the following tasks: reviewing recommendation plans for system features and specifications; engineering and programming applications; troubleshooting design issues.

(D)   User Interface / Experience (UI/UX) Services – The City requires as needed user interface solutions services to plan and design the interface of the Portal, and other related applications, to optimize customer accessibility and usage. The Consultant should have some understanding of the user demographics for City services, or other similar governmental services. They should also have experience with designing and optimizing applications and tools for a variety of platforms.

Services that may be required shall include the following tasks: analyzing user needs; recommending, and designing system features and specifications; facilitating the programming and completion of application and system interfaces.

(E)   Financial Services – The City requires as needed financial solutions services to review, analyze, recommend and establish improvements and best practices to its financial systems for the Project. The Consultant should have experience working with governmental financial systems and change implementation to improve efficiency.

Services that may be required shall include the following: reviewing and analyzing financial systems and providing guidance for improvements; advising on financial questions; suggesting optimization strategies; submitting summaries and reports documenting analyses based on technical and factual research.

(F)   Additional Professional Services – The Consultant may be directed to provide additional services for certain project task orders on an as needed basis as they are identified along the course of the Project. The Consultant shall provide such additional professional services through its own professional employees or through its subconsultants. Additional professional services shall be those services which are considered necessary for the project task order and are in addition to or beyond the necessary and usual services in connection with the Project. Additional professional services may include public outreach, staff training, City development processes and procedures expertise, GIS support, software security expertise, business analysis, etc.

3.0   <u>Consultant Project Team</u>

Positions would be activated depending on workload and needs as the Project progresses. As such, all positions may not be filled at the same time. Work will be performed on both a full and part time basis depending on the needs of the Project. Descriptions of the positions are as follows:

<u>Project Manager – Key qualifications and abilities include, without limitations:</u>

- A minimum of 3 years of project management experience with a focus on development services, including task management, scheduling, and resource allocation.
- Excellent working knowledge with proven experience in system and process improvements.
- Great working experience with managing complex projects with multiple work streams and cross-departmental stakeholders.
- Good working knowledge with proven experience of the development services environment and the nature of projects related thereto.
- Excellent communication skills, both written and verbal.
- Good team player, and ability to work with large organizations, City staff and stakeholders.
- Highly motivated, quick learner and a self-starter, to research details and inform management of potential delays and problems.

<u>Solutions Architect - Key qualifications and abilities include, without limitations:</u>

- A minimum of 3 years of experience in determining, designing, describing and managing solutions engineering in relation to specific business problems, with a focus on applications for governmental process, land development and/or customer service.
- Excellent working knowledge with proven experience in systems and applications planning, design and implementation.
- Ability to quickly research and absorb new knowledge of policies and procedures, and applications, of citywide development services, and recommending best solutions to achieve optimization of business IT solutions to improve user experience.
- Good working knowledge with the design of API solutions, programming and connection establishment.

<u>Software Developers - Key qualifications and abilities include, without limitations:</u>

- A minimum of 2 years of experience in application programming with a focus on application development and process improvement.
- Excellent working knowledge of current IT software and network solutions.
- Good knowledge of .NET is preferred.
- Good working knowledge with development of API solutions, programming and connection establishment.

User Interface / Experience (UI/UX) Specialist - Key qualifications and abilities include, without limitations:

- A minimum of 3 years of experience in user interface design, preferably for large organizations or websites, and preferably with some experience on application development and process improvement.
- Excellent working knowledge of user interface techniques to optimize user experience.

Financial Specialist - Key qualifications and abilities include, without limitations:

- A minimum of 3 years of experience working with services and products of financial institutions with a focus on systems supporting governmental financial functions.
- Excellent working knowledge of governmental accounting systems and procedures and latest technologies to optimize usability.
- Good knowledge of financial applications and systems of the City of Los Angeles.
- Great understanding of revenue collections and reporting in a governmental setting.
- Working familiarity with different applications that can be used to deliver reporting content without the need for specialized applications, to facilitate data delivery and decision making.

Administrative, Support and other Technical Staff - Key qualifications and abilities include, without limitations:

- Resourceful knowledge of the City's Development Services processes and procedures, if not already provided by another team member(s), to complement the team.
- Ability to support and administer the Project, which may include creating and providing training material and sessions, assisting and supporting project management activities.
- Resourceful knowledge and ability to support GIS-related tasks.
- Resourceful knowledge and ability to support application and system security tasks.

4.0   Other Technical Disciplines

This Task Order will include administrative support and other services on specific project components. The Consultant will provide these services out of their company's home-office. The City will award these assignments on an as needed basis. All assignments will be based on cost-reimbursement amounts between the City and the Consultant.

This Task Order may also be used to hire other technical disciplines or services as needed. When needed, additional resumes will be requested from the Consultant, for providing additional technical resources.

5.0   Term of Engagement

The initial term of engagement of this TOS is anticipated to be up to the term of the Pre-Qualified On-Call Civil Engineering Services Contract, with a potential for an extension pending further contract review and approval.

Candidates will be hired on an as needed basis with no guarantee for duration of position. The City reserves the right to release a candidate or require that the consultant company immediately replace a candidate at any time, upon the City's request. Additionally, each candidate's performance will be evaluated on a semiannual basis or more often to determine if they are performing adequately and feedback will be given to the firm's client services manager.

6.0   Projected Costs

The On-Call List has a duration of 5 years and expires on October 22, 2024. The projected cost ceiling for this TOS for the contract duration is to be determined. Compensation will be provided on an hourly basis via monthly invoices.

7.0   Solicitation Schedule

The following is a tentative schedule:

Issue Task Order Solicitation .... Tuesday, February 9, 2021
Pre-Proposal Meeting .... Wednesday, February 17, 2021
Deadline for Consultants to Submit Questions .... Thursday, February 18, 2021
Receive Solicitation Responses... Tuesday, March 2, 2021
Select and Negotiate... Tuesday, March 16, 2021
Finalize Board Report and Receive Board Approval.............................. Friday, March 26, 2021
Issue Task Order Notice to Proceed .... Tuesday, March 30, 2021

The Pre-Proposal Meeting will be held virtually at 1:00 PM on February 17, 2021. The meeting may be accessed via:

Website: https://meet.google.com/npi-bcad-qjd
Phone: 617-675-4444 (PIN: 174 560 022 0227#)

The virtual meeting room will be open 10 minutes prior to start time to allow for attendees to set up, if needed. When accessing the meeting via website, at the log in window, to the question "*What is your name?*," attendees must answer with "*YOUR NAME (COMPANY NAME)*." This is a non-mandatory meeting.

8.0   Solicitation Response Requirements

Solicitation Responses shall be submitted as follows:

- The digital/electronic submission shall be submitted as a PDF transmittal using SharePoint Drop-Off. Electronic drop-off instructions are included herein for your review. Individual links for each Consultant will be sent shortly after TOS issuance, and at least 72-hours prior to response due date, to the email on record for each Consultant.

The Solicitation Responses shall be transmitted no later than **2:00 PM on March 2, 2021**.

Solicitation Responses shall include:

- Statement describing your strategy or approach to the project, and how your team composition choices will successfully deliver the Project.
- Minimum of one resume for a Project Manager, a Solutions Architect, a User Interface / Experience (UI/UE) Specialist, a Financial Specialist and an Administrative Staff position, and a minimum of three resumes for Software Developer positions, demonstrating that the candidates can meet the requirements of the scope of work. Resumes shall include education history, work experience history with dates, and references from past employers, owners, agencies and/or organizations.
- Optional resumes for Support and other Technical Staff demonstrating that the candidates can meet the requirements of the scope of work. Resumes shall include education history, work experience history with dates, and references from past employers, owners, agencies and/or organizations.
- Minimum of one portfolio of a completed relevant project performed by each of the consultant's candidates, preferably for a local City agency or other similar governmental entity.
- Statement pertaining to the candidate's availability throughout the duration of the contract.
- Information on Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Small Business Enterprise (SBE), Emerging Business Enterprise (EBE), Disabled Veteran Business Enterprise (DVBE), and Other Business Enterprise (OBE) involvement.
- Classifications and hourly rates broken down by classification, to establish a basis for cost-reimbursement between the City and the Consultant.

9.0 Selection Criteria

Interviews may or may not be required as part of the selection process, and the need for them will be determined by the quality and quantity of responses. Task Order Proposals will be evaluated on the following criteria:

Criteria	Weight
Capability and qualifications of the firm to provide the complete scope of services as demonstrated by the solicitation response and interview, if interviews are deemed necessary for selection process.	30%
Team's experience on systems and applications development projects as described in the TOS.	35%
Team's knowledge of the City's, or other similar governmental entities' development services procedures/standards and project delivery procedures/practices (as demonstrated by the review of performance and quality of previously completed projects).	25%
Capability of developing innovative approaches in systems and applications technologies to maximize value to the City.	10%

10.0 Business Inclusion Program (BIP)

It is the policy of the City to offer as many sub-consulting opportunities as possible to MBE, WBE, SBE, EBE, DVBE and OBE in accordance with the Mayor issued Executive Directive No. 14.

For this RFQ, the City has set anticipated participation levels of 18% MBE, 4% WBE, 25% SBE, 8% EBE, and 3% DVBE subconsultants. The Consultant must submit a Schedule B with their proposal, which will list selected subconsultants derived from their approved Schedule A.

11.0   Non-Collusion Affidavit

A Non-Collusion Affidavit must be included with your proposal declaring that this proposal is genuine, and not sham or collusive, nor made in the interest or on behalf of any person named and the proposer had not directly induced or solicited any other proposer to put in a sham proposal, or any other person, firm, or corporation to refrain from submitting a proposal, and that the proposer has not in any manner sought by collusion to secure for him/herself an advantage over any other proposer.

12.0   Contract / Task Order Manager

The City's TOS Manager, Ms. Hui M. Huang, Bureau of Engineering, Permit Case Management Division, may be reached via hui.huang@lacity.org. Alternate TOS Manager, Ms. Christine Sotelo, Bureau of Engineering, Permit Case Management Division, may be reached via christine.sotelo@lacity.org.

13.0   Disclaimer

The City may or may not decide to award any or part of this task order based on its sole convenience and shall not be responsible for any solicitation response costs.

14.0   Attachments

Attachment A. Formal BuildLA Project Charter.

Attachment B. SharePoint Electronic Drop-off Instructions.

City of Los Angeles

Office of the Mayor

BuildLA Project

Project Charter

Version 8

October 22, 2019

Table of Contents

1. Introduction

This Project Charter for the BuildLA Project describes key elements of the project including the following:

- Project Purpose & BuildLA Vision
- Benefits Expected
- Project Scope
- Organizations Affected
- Project Organization
- Project Governance
- Project Funding
- Project Schedule

- Project Approach
- Project Related Memorandum of Agreement / Memorandum of Understanding
- Project Risks
- Project Assumptions
- Project Charter Approvals

While the BuildLA Project was approved through the formal City governance processes, this Project Charter, endorsed by the Project Sponsor, gives the BuildLA Project Management Team authority to apply approved City resources to project activities and tasks to meet the obligations outlined in this charter.

2. Project Charter Purpose

The purpose of the Project Charter is to formally document and approve the key project elements to guide the project execution and control.

Nothing in this Project Charter shall replace or supersede the laws governing the City of Los Angeles.

3. Project Purpose and BuildLA Vision

The purpose of the BuildLA Project is to replace or enhance the current IT solutions supporting the City's Development Services process with new, enterprise wide solutions for all stakeholders.

The BuildLA Vision is to implement and sustain a centralized Portal and an electronic Planning and Permitting solution that supports the *improved delivery of Development Services* through an automated, centralized and simplified workflow.

BuildLA will provide the City's Development Services **Customers** a more *transparent, predictable, and efficient* experience.

BuildLA will provide the City's Development Services **Staff** more *simplified* electronic interactions, *automated* handoffs, and *efficient* business operations.

3.1. Problem Statement

In the City of Los Angeles, as a result of siloed City processes, the delivery of development services is fragmented which can create a negative customer experience. For the development community, doing business with the City of Los Angeles can be perceived as confusing, and at times, inefficient. Applicants frequently begin the process with one department, then learn that additional clearances and/or permits are required and as a result, begin interacting with other departments either sequentially or in parallel. As a result of these multiple interactions, applicants often have to repeat processes, make multiple in person visits, submit the same information or plans multiple times and occasionally end up receiving contradicting conditions from various City departments. The following figure illustrates the current manner in which development services are performed in the City, which requires excessive participation and coordination by the stakeholder requesting the service.
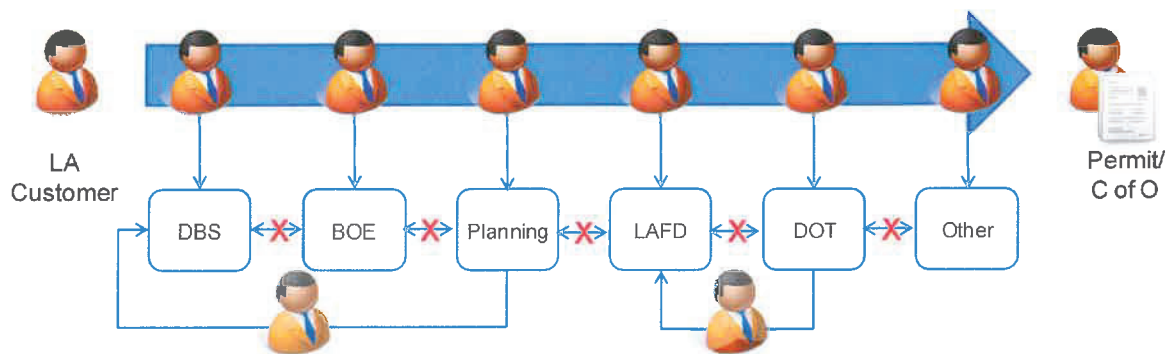
Most of development services functions are performed by each department independently, resulting in inefficiency due to, but not limited to, redundant manual processes conducted sequentially, limited data sharing and communication between departments, and disparate systems that are not integrated. Key challenges with the current mode of operations include:

- Requirements for a permit and expectations are not clear
- The customer is responsible to shepherd applications through the process, interacting with each involved department, in a mostly sequential manner; in essence, the customer "is" the workflow
- There is no consolidated portal for customers to interact with Development Services – information is available only through the respective websites of the individual departments
- Hampered interdepartmental communication and lack of proactive collaboration
- Apparent lack of transparency for the customer, and within the City, into the project lifecycle
- A lack of overall city-wide / service-wide accountability

The negative impact of these issues for the City of Los Angeles is profound and far-reaching. The building community and, as a result, economic development within the City is negatively affected by inefficiency and delays that prevent critical outcomes such as receipt of certificates of occupancy. Additionally, City departments are performing redundant activities with fragmented information that is costly from a personnel perspective, and delays revenue capture.

To compound the issue, the City is already resource-constrained from a programmatic as well as technical perspective, creating additional backlogs, few opportunities to innovate with technology, and overall perpetuation of the issues described above. Moreover, aging IT systems in critical departments exponentially increase operational risk and further drive the City's need to take immediate action.

Failure to address these problems, and realize opportunities related to self-service, collaboration and transparency, will ultimately lead to dire consequences from a financial, constituent service, operational, and, potentially, a public safety perspective.

4. Project Objectives

4.1. Business Objectives

The vision for BuildLA is to create an efficient, transparent, and predictable development application review process. BuildLA, and the process changes it will entail, will transition the City from its current fragmented, department-centric operational approach to a coordinated customer-centric business model focused on service delivery and accountability.

As the foundation of the solution, BuildLA will develop Information Technology services that will allow customers, homeowners, and developers to interact with the City through a single portal that will include application intake and project tracking. In addition, customers will be able to submit plans electronically, eliminating the need to physically travel to a City Development Service Center to complete a Plan Check process.

By creating simplified, transparent processes, BuildLA will improve review, provide a predictable experience, and decrease the costs associated with applications. All of these reform goals associated with BuildLA will increase investment in the City and improve its reputation as a friendly place to do business.

4.2. System Objectives

The City has identified the following system objectives for BuildLA:

1. **Enterprise-Wide Functionality** – BuildLA Portal will support application intake for Development Services departments.

2. **Full Integration** – The Portal will support the development services business processes across all physical locations throughout the City and provide external stakeholders the capability to communicate with the City regarding these service activities.

3. **Standardization** – BuildLA will allow departments to customize workflows based on the specific needs of the department and business process within a standardized, enterprise-wide overall framework.

4. **Single, unified data structure** – BuildLA will maintain one Universal Project Identification Number across the enterprise. Data and artifacts related to a project will be accessible through a single point of entry.

5. **Sustainability** – The system will be reliable and scalable and achieve ongoing benefits through an on-going investment in software, personnel, and infrastructure.

5. Benefits Expected

The BuildLA Project will be deemed a success when the City achieves the following outcomes:

1. **Increased Customer and Stakeholder Satisfaction** – Improved communication of status to the customer, increased customer and stakeholder satisfaction by providing the self-service capabilities, route work electronically to the building community.

2. **Efficient Development Service Processes and Reduced Redundancy** – Faster Certificate of Occupancy, improved business efficiency and service delivery with the elimination of duplicative and manual business processes.

3. **State of the Art Technology Solution** – Higher reliability and business continuity by providing state of the art technology to support mission critical business processes, including portal capabilities, electronic plan checking, etc.

Specific benefits and target measures are expected to be further identified and agreed upon as part of the BuildLA implementation.

The BuildLA Program Management Office will monitor progress against these outcomes. Progress will be reported to the BuildLA Steering Committee, the Mayor's Office, and to the Los Angeles City Council.

6. Project Scope

BuildLA will implement a single web portal that will support application intake and project reporting. It will also implement Electronic Plan Review that will allow customers to submit a single set of electronic plans that can be shared by Departments. This benefits the customer in not having to make multiple copies of plans as well as eliminating the need to travel to a City Development Service Center to submit plans.

The figure below provides a high-level picture of the BuildLA Project Scope.
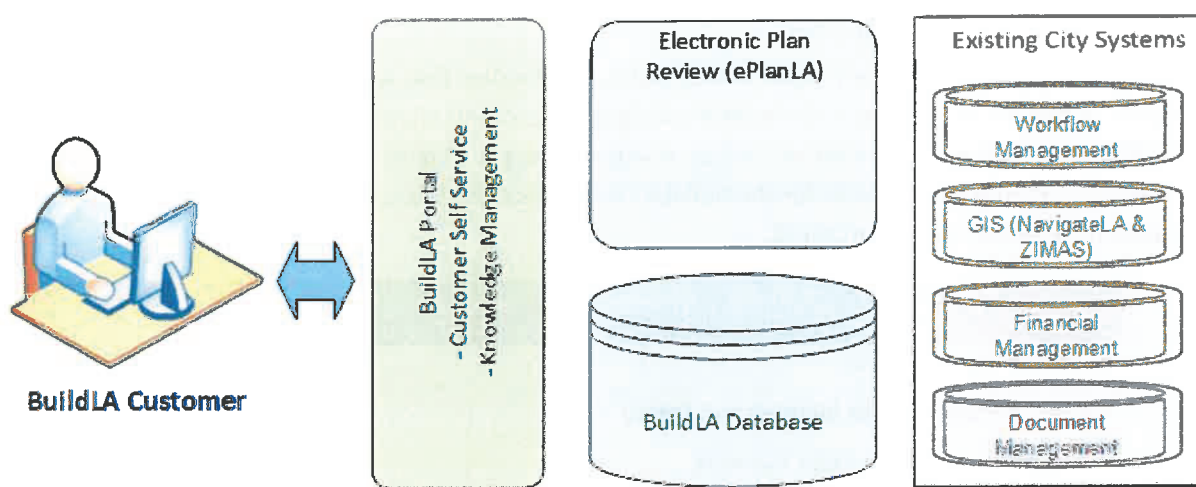
The following functional areas are in scope for BuildLA:

1. **Portal** – to enable customer self service capabilities such as knowledge management, online project applications, payment, plan upload and status tracking
   a. Primary source of information for Development Services across all departments and services (planning, permitting, inspections)
   b. Self-service support to determine requirements for any given project
   c. Online submission of project applications and the ability to track project status at any time during the process
   d. Electronic plan submission (both for initial submissions, modifications and updates)
   e. Interaction with City staff through online collaboration tools
   f. Archive and access to project history
2. **Electronic Plan Review** – to enable concurrent plan review, overlay versions and reviews, increase transparency through visibility into mark-ups and version tracking
   a. Capability to route plans for review to multiple departments according to business rules
   b. Capability to concurrently record notes, comments and edits from different departments
   c. Electronic mark-up tools
   d. Ability to overlay and compare edits, notes and comments from multiple reviewers
   e. Version control and audit capabilities
   f. Electronic plan approval and publishing
   g. Issuing of Permit
   h. Integration capability with workflow and permitting software solutions
   i. Integration with document management tool to store plans upon completion of the review

7. Organizations Affected

The table below identifies the internal and external stakeholders that will be affected by the BuildLA Project. While not all of these stakeholders are signatories of this charter, all potentially affected stakeholder groups are identified and will be engaged during the life of the project. These stakeholders are also considered as audiences for the BuildLA Communications Plan, which will keep stakeholders aware of the project and its progress.

Internal Stakeholders
■ Mayor's Office
■ Department of Building and Safety
■ Department of City Planning
■ Department of Public Works
- Bureau of Engineering
- Bureau of Sanitation*
- Bureau of Street Services*
- Bureau of Street Lighting*
- Bureau of Contracts Administration
■ Department of Transportation*
■ Department of Water and Power*
■ Department of Recreation and Parks*
■ Los Angeles Housing Department*
■ Los Angeles Fire Department*
* These Development Services Departments are clearance agencies for the Entitlement and/or Permitting process.
■ Office of Finance

External Stakeholders

■ City Development Services customers, including:
    – Development Industry (Architects, Planners, Contractors, Real Estate Companies etc.)
    – Investors
    – Property Owners
■ The General Public

8. Project Organization / Governance

The BuildLA Project organization is shown in the figure below and discussed in this section.
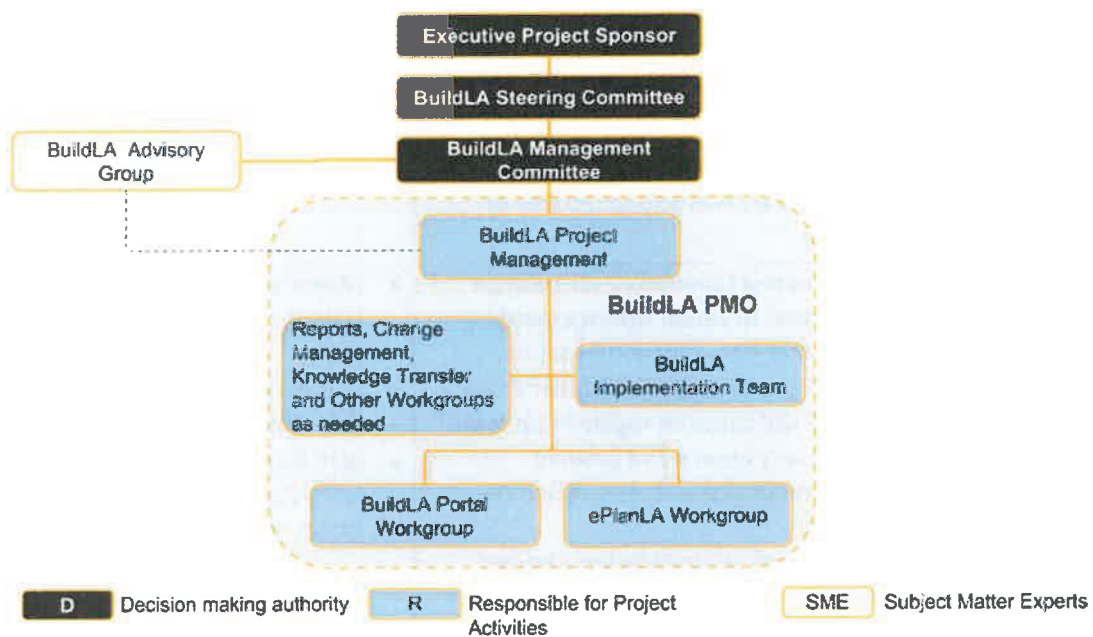
Roles and Responsibilities

The following table describes each role in the project organization, identifies each role's membership and estimated time commitment.

Role	Role Description	Member(s)	Estimated Time Commitment
Executive Project Sponsor	The Project Sponsor assumes overall Project ownership, including: • Highest possible level of project review and provides policy leadership and oversight as needed. • Has the authority to review and resolve policy, fiscal, and resource allocation issues that cannot be resolved at lower levels. • Is ultimately accountable for securing spending authority and resources. • Acts as a vocal and visible champion, legitimizing goals and objectives of BuildLA	Mayor's Office	1-2 hours a Month including meeting times
BuildLA Steering Committee	• The Steering Committee (SC) will be comprised of senior management personnel from City departments. • The SC is chaired by the Mayor's Office • The SC will convene regularly (at least once every quarter) to provide direction or support required to the Project • Review and approve/reject Change Requests related to changes in Project Contract, Scope, Quality, Budget and Schedule	• Mayor's Office (Chair) • CAO • LADBS GM • DCP GM • BOE GM • LAFD Fire Chief • LADOT GM	2 hours per Quarter meeting time
BuildLA Management Committee	• The Management Committee (MC) will be comprised of representatives from major stakeholder departments • This workgroup is responsible for monitoring the project progress and provide guidance as necessary • It advises Steering Committee and helps on decision making	• LADBS - Chair • DCP • BOE • LAFD • LASAN • LADOT	Approx. 4 hours per month meeting time

Role	Role Description	Member(s)	Estimated Time Commitment
BuildLA Advisory Group	• The Advisory Group will be comprised of representatives from stakeholder departments • Works with BuildLA Management Committee and PMO • Provides guidance to PMO, Advised as to project progress • Escalates unresolvable issues to the BuildLA Management Committee	Department Representatives	Approx. 2 hours per month meeting time as needed
BuildLA Project Management / Project Management Office (PMO)	• Responsible for all planning, coordination and administration activities of the project, Steering Committee and the Workgroups	LADBS – Lead BOE, DCP, LAFD as needed	
BuildLA Implementation Team	The team will comprise of the following roles and work in close coordination with the PMO: • Portal Lead • Planning Lead, Project Coordinator • Technical / Database Integration Architect • Reports Lead • Training /OCM / Communications Lead • Business Analyst • QA Tester	LADBS – Lead BOE, DCP, LAFD and other Dept Representatives as needed	
BuildLA Portal Workgroup	The BuildLA Portal Workgroup is comprised of representatives from stakeholder departments. The BuildLA Portal Workgroup is responsible for overall Portal related matters. This includes: • Making decision on look and feel of the portal • Deciding the User Interface and User Experience • Portal performance including the portal response time and up-time • Discuss and review Service Level Agreement(s)	SMEs from departments	Weekly Workgroup meeting 1-2 hours Other time as required by the project but estimated it will be at least 2-4 hours a week

Role	Role Description	Member(s)	Estimated Time Commitment
ePlanLA Workgroup	The ePlanLA Workgroup is comprised of representatives from stakeholder departments. The ePlanLA Workgroup is responsible for overall ePlanLA related matters. This includes: • Making decisions on process flows • Deciding the User Interface and User Experience • Integration with existing departmental processes • Discuss and review Service Level Agreement(s)	SMEs from departments	Weekly Workgroup meeting 1-2 hours Other time as required by the project but estimated it will be at least 2-4 hours a week
Reports Workgroup	The BuildLA Reports Workgroup is responsible for identifying the reports needed for various departments. This includes: • Evaluating the existing reports with each departments • Identifying the need for new reports. • Categorize the reports based on their complexity • List Ad hoc reports The Workgroup is comprised of representatives from stakeholder departments.	SMEs from departments	Weekly Workgroup meeting 1-2 hours Other time as required by the project but estimated it will be at least 2-4 hours a week
BuildLA Knowledge Transfer Workgroup	The BuildLA Knowledge Transfer Workgroup is responsible for all aspects of planning for a successful BuildLA knowledge transfer. This includes: • Identification of content and knowledge management activities • Establish methodology to perform content and knowledge management • Perform content and knowledge management activities including training and quality assurance	SMEs from departments	Approx. 6 hours per month BuildLA meeting time. Additional staff time will be needed to perform quality assurance and training activities

Role	Role Description	Member(s)	Estimated Time Commitment
BuildLA Change Management Workgroup	The BuildLA Change Management Workgroup is responsible for planning for organizational and process change management related to BuildLA and work with the BuildLA PM regarding potential issues and resolutions. This includes: • Document current business processes that will be impacted by BuildLA • Monitor/document the changes in business processes due to the BuildLA portal • Manage enhancement requests, new functionality requests to the portal after go-live • Provide input to BuildLA Management Committee on decision making on proposed changes • Ensure proper authorization is obtained before making any changes to the portal in Production • Ensure proper documentation of the change	SMEs from departments	Weekly Workgroup meeting 1-2 hours Weekly dedicated BuildLA time estimated at 2-4 hours

8.1. Departmental Project Resource Commitment

To ensure the success of the BuildLA Project, City departments will need to commit both full-time and part-time resources.

Subject Matter Experts (SMEs) will be needed on a fulltime and/or part-time basis for the life of the project. These resources may be needed close to full-time for specific durations of a work stream or project phase. But overall, the SMEs will be part-time (75% or less) and called to engage in project activities on an as-needed basis. SME workload will be distributed over a large group of City employees and backfill may not be required.

8.2. Project Governance

The City has established a governance and decision making structure for BuildLA that is both inclusive of all involved departments and effective in its ability to make decisions and move the Project forward. The governance structure makes use of specific project organizational groups and highlights responsibilities each group has in the escalation and decision-making process.

The BuildLA Project Manager will help the Executive Project Sponsor lead the project and chair the Management Committee.

Governance Principles

The BuildLA Governance Principles are rules and guidelines that provide clear direction and focus to the execution of the Development Reform strategy and BuildLA Vision. The principles should be considered in all areas where decisions and choices or trade-offs must be made including organization, work processes, architecture, information, technology, sourcing and risk. These principles must guide business and IT decisions about how BuildLA is implemented, used and managed. The principles are consistent with relevant, existing business and overall IT principles that have been adopted and approved.

The City's BuildLA Governance Principles are as follows:

- Deliver Development Services in alignment with Development Reform strategic goals as much as is practical
- Deliver a transparent, predictable and efficient business process to enhance customer experience both online and at Development Services locations
- Strive to achieve the Mission of all Development Services departments
- Adopt industry best practices in the delivery of Development Services
- Deliver an efficient technology solution to serve City staff

Governance Entities

The critical governance entities include the Steering Committee, Management Committee and Project Management Office. The BuildLA Project and City personnel are integrated into existing Development Reform and interdepartmental City-wide project governance structures.

Governance Member Responsibilities

Governance members are expected to represent the collective best interests of all of Development Services, and their respective departments, bureaus, divisions or programs. Members are expected to look beyond their own organization's interests at what is best for the City as a whole and make decisions along the BuildLA Guiding principles.

Governance members are expected to advocate on behalf of Development Services in order to ensure that the expected benefits Development Reform are achieved for all departments and customers.

Governance members are responsible for attending meetings, responding to correspondence in a timely manner, obtaining necessary information to actively participate in discussions, and voting on issues. Members are also responsible for identifying and communicating any conflicts of interest to the governance group they attend. Governance members may designate a staff member to act on their behalf.

Quorum and Voting Procedures

A quorum of any of the BuildLA governance entities will be defined as a simple majority of the of the City members of the group.

Each member will cast one vote when making formal BuildLA decisions. Any non-member attending the governance meeting will have no vote when making formal decisions. Certain guests may be invited to attend governance meetings and address the group on germane issues, however they shall not participate in voting.

Governance members may either vote yes or no, or may abstain from a vote.

Voting will be facilitated by the chairperson of the group and votes will be visible to all group members. All votes will be formally documented.

Decision Rights

Unless stated otherwise in this document, decisions will be made by simple majority vote of the governance entity. When deliberating decisions, members will consider the relative impact any decision will have on BuildLA and any given department or bureau given the relative impact that department or bureau has on Development Services City-wide.

8.3. Project Decision Making and Escalation Process
Primary Decision Making

The BuildLA Workgroups and Implementation Team have full authority to make decisions about the design of BuildLA within their domains. Decisions do not require approval from any other group, facility, SME supervisors, etc. outside the Workgroup or Implementation team.

Escalation Initiation

Any BuildLA Project team member who feels that the Workgroups or Implementation team has reached an erroneous decision can escalate the issue through the Project Manager or Management Committee. An escalation must include a rationale as to why the decision in question is not in the overall interest of the BuildLA Project.

Escalation Process

The BuildLA Project escalation process will be used to address issues escalated, with the BuildLA Executive Project Sponsor acting as the ultimate decision maker. Escalations arising from the BuildLA Workgroups, or Implementation Team will first go to the BuildLA Project Management team. If the BuildLA Project Management team cannot resolve the issue or if they have an escalation themselves, the escalation will go to the BuildLA Management Committee. The BuildLA Management Committee may engage the full BuildLA Advisory group but decisions will be made by the Management Committee only. If the BuildLA Management Committee cannot resolve an issue or if they have an escalation

themselves, the escalation will go to the BuildLA Steering Committee. If the BuildLA Steering Committee cannot resolve the issue or if they have an escalation themselves, the escalation will go to the BuildLA Executive Project Sponsor. The BuildLA Executive Project Sponsor will have ultimate decision making authority within the definition of the BuildLA Project.

9. Project Funding

Potential funding sources for the BuildLA Budget are:

1. Development Services Trust Fund
2. Building and Safety Permit Enterprise Fund - Costs for ongoing BuildLA items not eligible for Development Services Trust Fund such as maintenance or system hosting services for the Core BuildLA System Components.

10. Project Schedule

The figure below depicts the high-level implementation schedule for BuildLA:

PROGRESS CHART AS OF SEPTEMBER 12, 2019
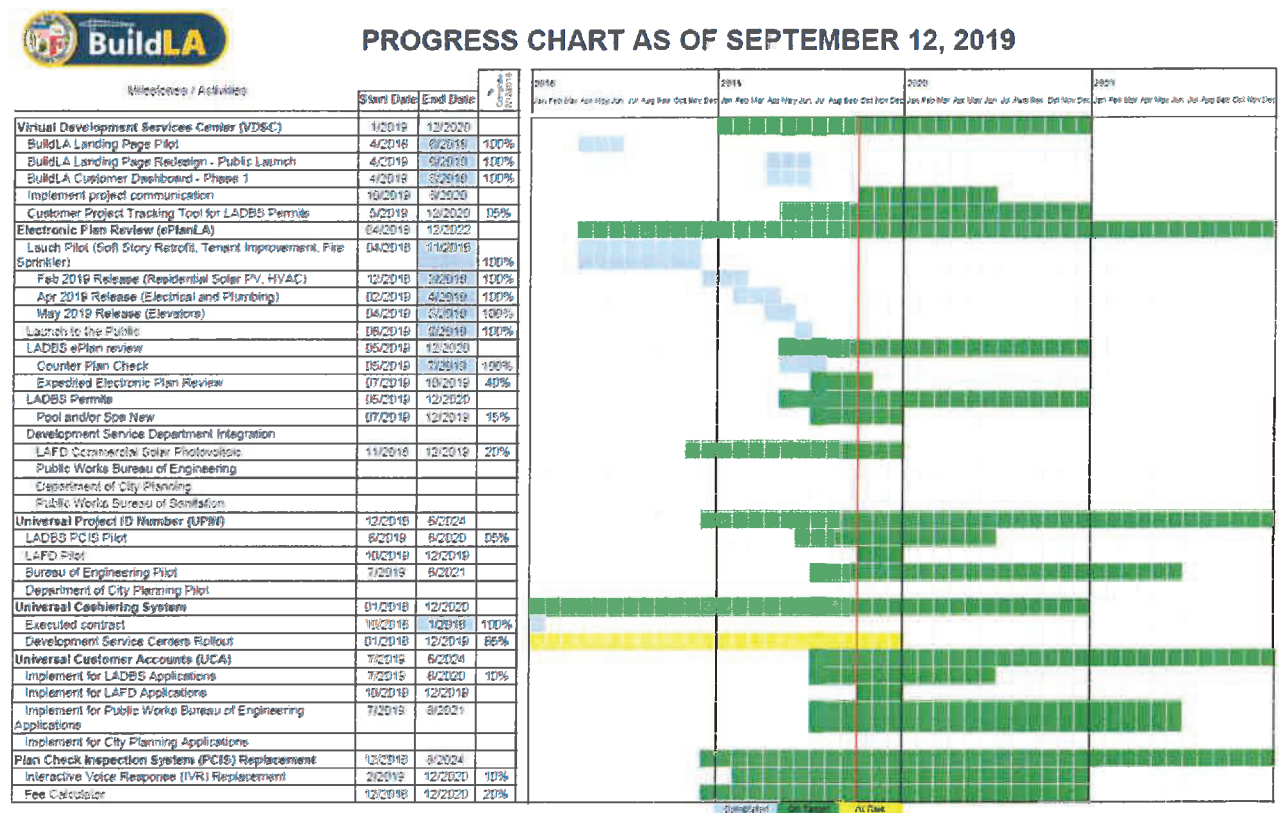
11. Project Approach

11.1. BuildLA Projects and Approach

The BuildLA Program will consist of 6 Projects that will move the City towards the vision of BuildLA. Each of these projects will use a Phased Implementation approach where functionality will be incrementally added and enhanced. The approach will be iterative where functionality will be added specific Development Processes, assessed as to the effectiveness of the new functionality, refined, and then applied to additional Development Processes.

The 6 Projects are as follows:

	Project	Description
1	Virtual Development Services Center (VDSC)	Web Portal that provides a unified customer self-service interface.
2	Electronic Plan Review (ePlanLA)	Public facing web application for customers to submit an electronic plan online, and allow the Plan Check Engineers to collaborate, review, approve the plan electronically and issue Permit.
3	Universal Cashiering System (UCS)	Replace existing cashiering system (ComCash) that is using obsolete software.
4	Universal Project ID Number (UPIN)	The UPIN ties Development Services (DS) activities together for a single project and allows the project to be monitored by all stakeholders through the development process, regardless of the DS agency that provides the services. It may also be used to track conditions / clearances associated with a permit process.
5	Universal Customer Account (UCA)	Create services and infrastructure to support customer registration and account management for Development Services.
6	Development Services Systems Replacement	Replacement of key development services systems such as the Plan Check Inspection System (PCIS) and related components.

LADBS will be working collaboratively with the other Development Services Departments on the Planning and Designing of these projects but will have the primary responsibility for Development and Implementation. Development Services Departments will be responsible for modifying their existing workflow management systems in order to support these projects.

The projects will use off the shelf systems/applications and functionality where feasible and will minimize custom programming. This is to facilitate ongoing maintenance and support of these systems.

A five-year and two-year project schedule will be developed. Due to the iterative approach as well as complexities of the Development Processes, the schedule becomes less certain the further out the schedule goes. The two-year project schedule will detail work on the specific projects, services and processes that will be worked on. The five-year project will provide a high level perspective of the BuildLA projects.

11.2.   Hosting, Maintenance and Operations

BuildLA will utilize a Hybrid Hosting approach based on the requirements of the Project. Portions of the BuildLA production environment may be hosted by a 3rd party hosting provider. LADBS will be responsible for operations of the 6 systems identified above.

11.3.   Help Desk Strategy

A Help Desk for external customers using BuildLA components will need to be established with policy and procedures for how customer requests are handled.

The Department of LADBS will have primary responsibility for system support and internal help desk services. Development Services Departments will be responsible for supporting their own workflow management systems including use of those systems.

11.4.   Disaster Recovery and Business Continuity

The City will create a system disaster recovery and business continuity plan and procedures that describe how the City will recover BuildLA systems and related business services following a disaster. They will be developed and validated to comply with the BuildLA business needs, the City's standards, and industry best practices.

Disaster Recovery Procedures and Plan

The Disaster Recovery Plan will describe the tasks and responsibilities that must occur during development, testing, and turnover to production phases, and post overall system acceptance to restore the BuildLA systems (System Disaster Recovery) and related business services (Business Continuity) to the level of operation before the disaster.

The Disaster Recovery Procedures and Plan will address, at a minimum:

I.   A set of detailed instructions and checklists to support Disaster Recovery system assessment, restart/restore and application and data validation.
II.   For turnover to production, provide the process details.
III.   Documented Roll-back procedures, processes and plans shall be developed and validated for use in case of System failure.
IV.   Documented procedures, processes and plans shall be put in place for the stand-by of key support resources.
V.   Potential System failures and action points shall be documented and mitigation plans and actions shall be developed and validated.
VI.   Identify key staff roles that must be trained in recovery procedures.

The City will be responsible for conducting a Disaster Recovery Testing/Drill(s) to ensure that the plan meets the necessary requirements, to test the procedures and plan, and that roles and responsibilities are clear and understood.

Business Continuity Procedures and Plan

The City will be responsible for the creation of the overall Business Continuity Procedures and Plan. The Business Continuity Procedures and Plan will address, at a minimum:

A method for providing information to Development Services customers in the event of a disaster.

I. Backup and recovery procedures as well as disconnected operational capability to ensure that City operations can continue to operate in the event of an unexpected destruction of hardware, software, or communications through System failure, disruption of connectivity or natural disasters.

II. Arrangements for backup hardware or processing sites; off-site data storage; schedule for creation of backup media; and detailed recovery procedures for all anticipated types of disasters.

III. A description of each anticipated type of disaster.

IV. Escalation plans that specify the necessary points of contact and decision making authority at the City offices and local provider levels.

11.5. Security Plan

The City will be responsible for the creation of the overall BuildLA security plan. Specific areas of the Security Plan that the City is responsible for include the following areas:

I. Technical security controls and security architecture (communications, hardware, data, physical access, software, operating system, encryption, etc.).

II. Security processes (security assessments, risk assessments, incident response, etc.).

III. The technical approach to satisfy the following:
   a. Network segmentation.
   b. Perimeter security.
   c. Intrusion management.
   d. Monitoring and reporting.
   e. Host hardening.
   f. Remote access.
   g. Encryption.
   h. Detailed diagrams depicting all security-related devices and subsystems and their relationships with other systems for which they provide controls.

IV. Logical security controls (privacy, user access and authentication, user permissions, etc.).

V. The technical approach to satisfy the following:
   a. Application security and data sensitivity classification.
   b. City-wide active directory services for authentication.

    c.   Interface security.

    d.   Security test procedures.

    e.   Security patch management.

    f.   Secure communications over the Internet.

    g.   Approach for compliance with Payment Card Industry Data Security Standard (PCI DSS).

12.   Project Related Memorandum of Agreement / Memorandum of Understanding

Memoranda of Agreement / Memorandum of Understanding may be needed to ensure project success and to memorialize resource commitments and responsibilities. Any such agreements created in support of the BuildLA Project will be subsequently attached to this Project Charter.

13.   Project Risks

This Project Charter is the first step in mitigating many of this risk by formalizing the project governance structure including the role of the Executive Sponsor and Steering Committee and by establishing the BuildLA Project Management Office (PMO).

The following barriers to implementing the BuildLA Project have been identified, along with a mitigation strategy:

1. Deep rooted lack of confidence across departments to work collaboratively to deliver a complex IT project
2. Lack of standard business processes across departments
3. Enterprise wide approach to education and training
4. Enterprise wide communication
5. Unique permit identification and consolidation / cleansing of current permit records
6. Ensuring that the selected solution addresses key City permit and licensing issues (i.e. application integration, access by internal and external stakeholders, data conversion, etc.)

The BuildLA Project Manager will administer, manage and update the overall BuildLA risk management plan and the consolidated risks and issues register on an ongoing basis. The BuildLA Project Manager will lead the development of mitigation strategies and contingencies and report a summary of critical risks and issues to BuildLA Management Committee as part of the governance process.

The BuildLA PMO will be staffed with resources in order for the project to take an enterprise wide approach. PMO resources will own key areas including; business analysis and requirements management, organizational change management, communication, training, data conversion, and system architecture. The BuildLA PMO resources will work closely with Development Services Departments and work stream leads to manage project risks on a day to day basis.

14.   Project Assumptions

Leadership Assumptions

1. The City and departmental leadership will prioritize the BuildLA Project and maintain complete support.
2. The City and departmental leadership will assure that the necessary funds and staff resources are provided.
3. The City and departmental leadership will step in when needed to address escalated issues, roadblocks, and other threats to the Project.
4. Necessary changes to City policy are approved in a timely manner.
5. Departmental leadership will ensure that SMEs with the necessary knowledge for each phase of the Project are made available for sufficient amounts of time.

Staffing Resource Assumptions

1. The City and departmental leadership will assign the appropriate staff to fulfill the project responsibilities of their respective Department
2. The City and departmental leadership will hire the staff resources necessary to complete the Project.
3. The pool of potential resources will have sufficient skills and interest to fill staffing positions.
4. Once hired, resources will remain largely consistent, avoiding loss of institutional knowledge and/or the need for hiring/training more staff.

Organizational Change Assumptions

1. Staff will work in Inter-Department groups to define standards, high quality administrative and business processes.
2. All Development Services departments will participate during the BuildLA design and build activities.
3. Department staff will be willing to compromise and accept a single, standardized build.
4. Department staff will accept the changes to their workflows and processes required to implement BuildLA.

Technology Assumptions

1. Department systems will be modified to meet the objectives of the BuildLA project including all business, support, and administrative domains, and that all additional needed functionality will be successfully implemented.
2. BuildLA Project dependencies, such as necessary IT infrastructure upgrades, will take place in time for implementation.
3. Off the shelf applications / systems will be utilized when feasible

4. The department infrastructure, once upgraded, will meet all requirements for the successful implementation of various technology solutions.
5. All essential third-party products can be successfully interfaced with City processes.

Funding Assumptions

1. Departments will submit requests as part of the annual budget process to maintain funding at the levels specified.
2. The City's activities required for BuildLA will not require significant funding beyond the amount budgeted. Extra funds may be obtainable based on the approval of individual requests.
3. Negotiation of separate agreements with third party hosting providers for BuildLA projects will be done in a timely manner so as to not negatively impact the overall BuildLA initiative.
4. The negotiation of the separate agreements will occur in a timeframe as to not to negatively impact the project.

15. Project Charter Approvals

While the BuildLA Project was approved through formal City and departmental governance processes, this Project Charter, endorsed by the Project Sponsor, gives the BuildLA Project Management Team authority to apply approved departmental resources to project activities and tasks.

_____   _____
Executive Sponsor, Mayor's Office   Date

_____   _____
City Administrative Officer   Date

_____   10/31/2019
Department of Building and Safety (LADBS)   Date

_____   11-7-19
Department of City Planning (DCP)   Date

Sary Lee Moore   12-9-19
Bureau of Engineering (BOE)   Date

Ralph M. Terrece   12/3/19
Los Angeles Fire Department (LAFD)   Date

For S.R.   11/14/19
Los Angeles Department of Transportation (LADOT)   Date

SharePoint

Electronic Drop-off Instructions

for Consultants

ENGINEERING
CITY OF LOS ANGELES

How to access SharePoint site to submit proposals

1. An email similar to the one below will be sent to each Consultant's email on record. Please click 'Open' to proceed. NOTE: This is an individual link unique to each recipient. Only one link will be provided to each recipient for the solicitation. As such, you must log in using this unique link anytime you want to upload, delete or replace any documents before the deadline. After the deadline, access rights will be revoked.
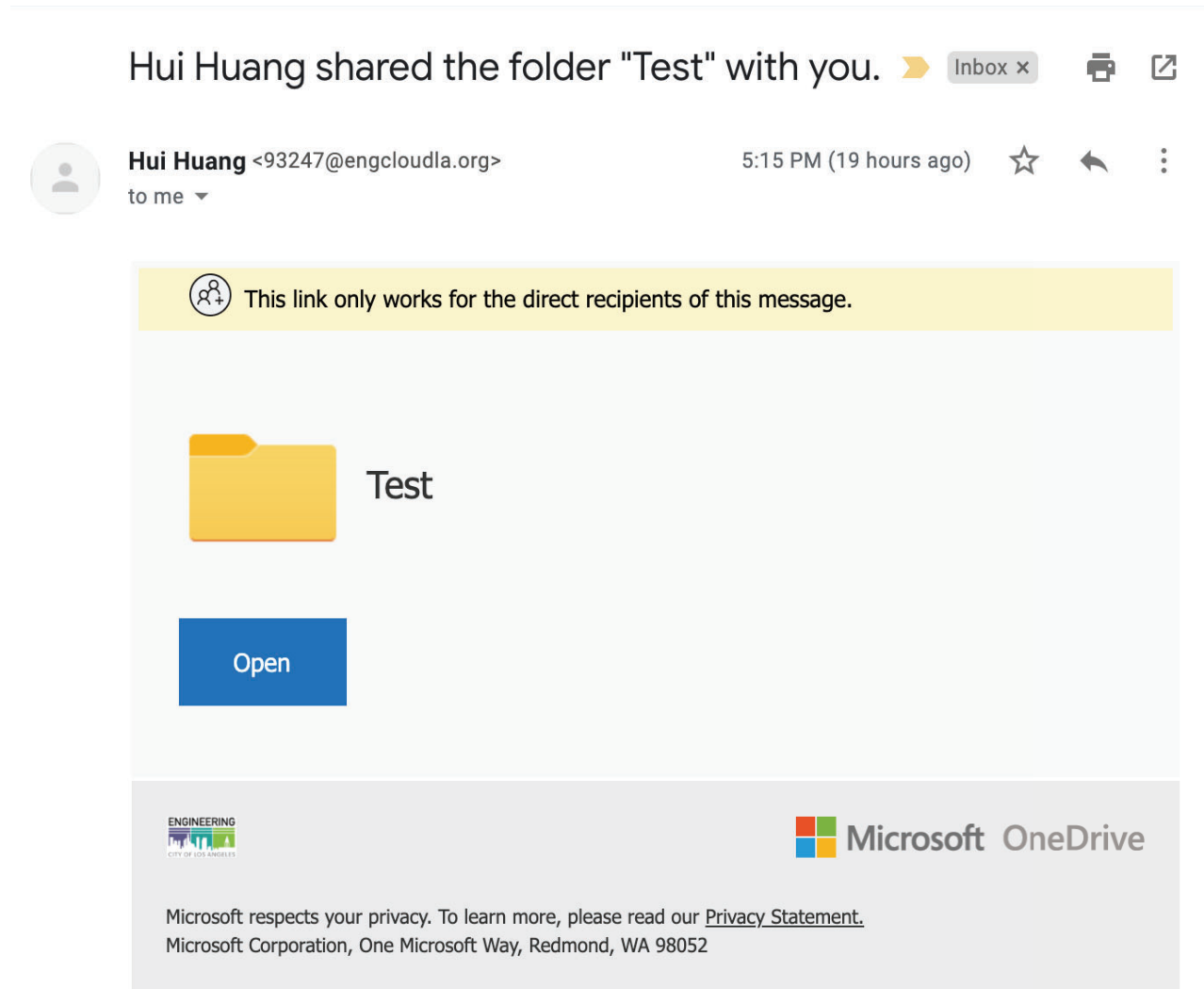
2. Next, you will be prompted to verify your identity. Please read the message for accuracy, and click 'Send Code.'
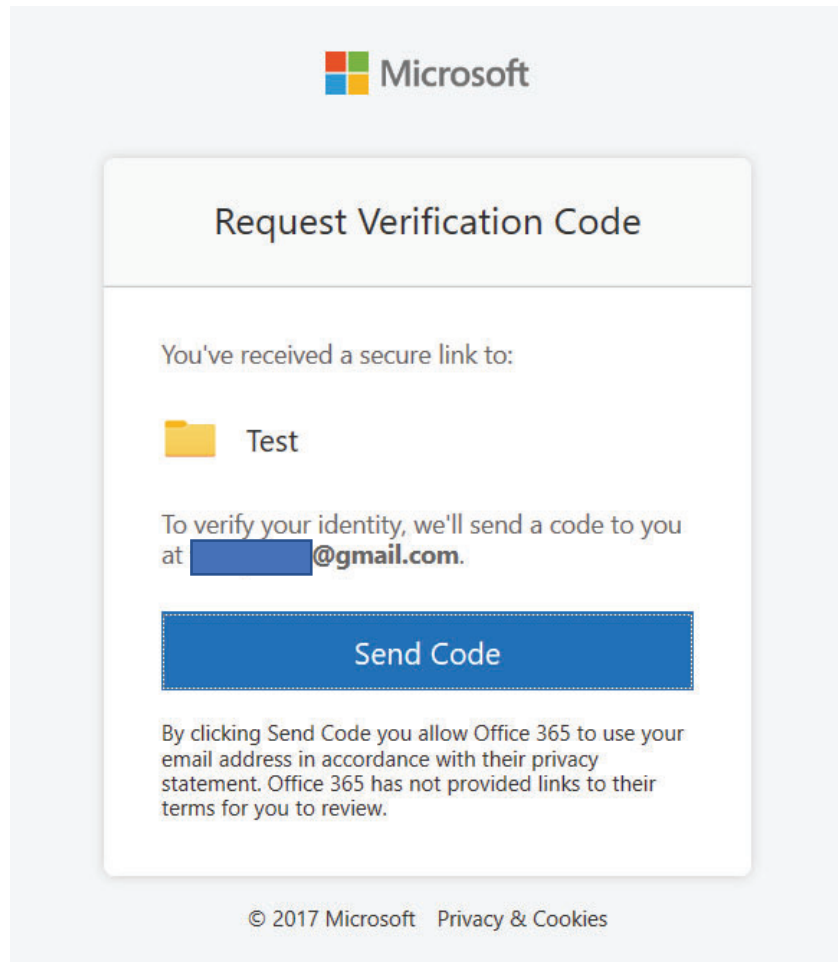
3. You will receive a code in your email inbox/spam folder. Please check your spam folder if you do not see it in your inbox.

4. You must type in the code within the allotted time in the next window as shown below, then click 'Verify.'

5. Lastly, once verified, you will see your individual folder where you can upload your proposal documents.