

A G E N D A

BOARD OF LIBRARY COMMISSIONERS CITY OF LOS ANGELES

*** SPECIAL MEETING***

THURSDAY, JULY 26, 2012

CENTRAL LIBRARY
BOARD ROOM, 4th FLOOR
630 W. 5TH STREET
LOS ANGELES, CA 90071

11:30 A.M.
(OR SOON AFTER THE REGULAR MEETING)

AGENDA: In compliance with Government Code Section 54957.5, you may view the agenda and all available documents related to the items at the Central Library's Information Desk or via the Internet at: http://www.lapl.org/about/blc_docs.html.

RULES OF DECORUM: Persons addressing the Commission shall not make impertinent, slanderous or profane remarks to the Commission, any member of the Commission, staff or general public, nor utter loud, threatening, personal or abusive language, nor engage in any other disorderly conduct that disrupts or disturbs the orderly conduct of any Commission Meeting and prevents the Commission from carrying out its public business. At the discretion of the Commission President or upon a majority vote of the Commission, the Commission President may order removed from the Commission meeting place any person who fails to observe the rules of decorum. Any person who has been ordered removed from a meeting may be charged with a violation of Penal Code Section 403, or other appropriate Penal Code or Los Angeles Municipal Code sections.

1. ROLL CALL

2. CITY LIBRARIAN'S REPORT

RECOMMENDED APPROVAL OF REQUEST FOR PROPOSALS (EXHIBIT "A")
(RFP) FOR A STRATEGIC PLAN CONSULTANT TO BE RECEIVED
AND OPENED AT 1:00 P.M. ON MONDAY, SEPTEMBER 24, 2012
IN THE BOARD OFFICE

3. ADJOURNMENT

FINALIZATION OF BOARD ACTIONS - CHARTER SECTION 245: In accordance with Charter Section 245, actions of the Board of Library Commissioners shall become final at the expiration of the next five (5) meeting days of the City Council during which the Council has convened in regular session.

PARKING: Reduced parking rate validation can be obtained by showing your library card at the Information Desk, and is only valid for parking on the Westlawn Garage at 524 S. Flower Street. The Westlawn Garage is not owned or operated by the Library Department. Additional information is available at www.lapl.org.

Title II of the American with Disabilities Act: the City of Los Angeles does not discriminate on the basis of disability and upon request will provide reasonable accommodations to ensure equal access to its programs, services, and activities.

POSTED – 7/25/2012

FOR INFORMATION CONTACT: LIBRARY COMMISSION OFFICE (213) 228-7530

LIBRARY DEPARTMENT

BOARD REPORT

July 26, 2012

TO: Board of Library Commissioners
FROM: Susan Kent, Interim City Librarian *SKent*
SUBJECT: REQUEST FOR PROPOSALS FOR STRATEGIC PLAN CONSULTANT

RECOMMENDATION:

THAT The Board of Library Commissioners adopt the following resolutions:

RESOLVED, That the Request for Proposals (RFP) for a Strategic Plan Consultant be approved, advertised and distributed to potential proposers; and

FURTHER RESOLVED, That the Board of Library Commissioners determine, in accordance with Charter Section 1022, that the services described in the RFP can be performed more feasibly by an independent contractor; and

FURTHER RESOLVED, That a non-mandatory Proposer's Conference be held on Thursday, August 16, 2012 at the Central Library; and

FURTHER RESOLVED, That proposal submittals will be opened at 1:00 p.m. on Monday, September 24, 2012.

FINDINGS:

1. The last strategic plan for the Los Angeles Public Library was completed in 2010.
2. The Library has received funding in the FY 2012-13 budget to employ a consultant to work with staff and stakeholders to produce a new strategic plan for LAPL. The strategic plan will identify service priorities, goals, objectives, performance measures and activities to be achieved over the next 3 to 5 years. The plan will identify needs for service with respect to future trends and technologies. The strategic plan is to be completed by June 2013.
3. The deputy city attorney is currently reviewing the RFP as to form & legality.

Prepared by: Kris Morita, Assistant General Manager

**REQUEST FOR PROPOSAL FOR
Strategic Plan Consultant
CITY OF LOS ANGELES
LOS ANGELES PUBLIC LIBRARY**

DATE ISSUED: August 6, 2012

TITLE: Strategic Plan Consultant for the
Los Angeles Public Library

DESCRIPTION: The Los Angeles Public Library is seeking a
qualified consultant to develop a three to five year
comprehensive strategic plan.

INITIAL TERM: One year

**PROPOSAL
OPENING DATE/TIME:** September 24, 2012 at 1:00 p.m.

**PROPOSAL
DELIVERY ADDRESS:** Central Library
630 W. 5th St., Los Angeles, CA 90071

**NON-MANDATORY
PRE-PROPOSAL CONFERENCE:** Thursday, August 16, 2012 at 10:00 a.m. at the
Central Library Board Room, 630 W. 5th Street,
Los Angeles, CA 90071

CONTRACT ADMINISTRATOR: Kris Morita

PHONE NUMBER: (213) 228-7461

FAX: (213) 228-7519

EMAIL: kmorita@lapl.org

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REQUEST FOR PROPOSAL

Strategic Plan Consultant for Los Angeles Public Library

1. INTRODUCTION

The Los Angeles Public Library (LAPL), a department of the City of Los Angeles, seeks a consultant to develop a comprehensive strategic plan for the library. The plan will provide vision and direction to the LAPL during a period of internal transition as well as external societal and technological shifts.

LAPL expects the strategic plan to include goals, measurable objectives, performance metrics and proposed activities to meet community needs for the next three to five years. The plan should address the implications of the proposed goals for library staffing, collections, services and technology. The plan will identify trends and technological impacts that will affect library service in the coming years.

1.1. Library Background

The Los Angeles Public Library provides free and easy access to information, ideas, books and technology that enriches and empowers every individual in the City's diverse communities. LAPL serves the largest and most diverse population (four million residents) in the United States through its Central Library, 72 branches, electronic resources and programs. LAPL is governed by the Board of Library Commissioners that sets policies and is a strong library advocate with the public and elected officials. The City Librarian reports directly to the Mayor.

In FY 2011-12, approximately 14 million people visited the 73 LAPL libraries and a global audience logged onto the Library's website 115 million times. LAPL currently has an operating budget of \$107 million and a staff of approximately 900 employees. The library's fiscal year begins July 1. Additional information about LAPL is on its website at www.lapl.org.

The last strategic plan was completed in 2010 for the period 2007 – 2010. That strategic plan is available on the library's website:
http://www.lapl.org/about/Strategic_Plan.pdf

LAPL completed the largest library building program in the nation by constructing 64 library facility projects over an 18 year period ending in 2009 on time and under budget.

In response to severe budget reductions sustained by LAPL in 2010 that resulted in a 28% reduction of staff and significant service hour reductions, Los Angeles residents approved Measure L, the Public Library Funding

Charter Amendment in 2011. The amendment to the City Charter provides funding to LAPL to restore staff and service hours.

1.2. Strategic Plan Scope of Work

The library seeks a qualified consultant to develop and write a comprehensive three to five year strategic plan for LAPL. The plan should be highly readable; compelling and flexible.

1.2.1. Community Engagement Process

To help develop the plan, the consultant should gather input from key stakeholders through a community engagement process. Stakeholders include elected officials, Board of Library Commissioners, LAPL staff, LAPL friends of the library groups, support groups such as the Library Foundation and the public. A combination of in-person and phone interviews, meetings and/or electronic surveys can be utilized to collect the information.

1.2.2. Service Priorities, Goals, Objectives and Activities

The strategic plan will include identification of service priorities, goals, objectives and activities to be achieved over the next three to five years. For all key operations, the consultant will work with LAPL staff to develop outcome indicators and performance measures to assess progress in achieving desired outcomes. Additionally, a tracking/monitoring system to assess progress in the achievement of the outcomes should also be developed.

1.2.3. Trends and Strategies

The plan should consider current library use and project future demand as affected by trends in technology, trends affecting public libraries and the major issues and needs of the residents of Los Angeles during the plan's life. The strategic plan should also include an in depth consideration of the LAPL's digital strategy for the next 3 -5 years. The consultant is to provide an analysis of trends and strategies for the public library in the 21st century.

1.2.4. Timeline

It is anticipated that the LAPL will select the strategic planning consultant in mid-October and that work will begin on this project in November 2012 with the completed strategic plan to be presented to the Board of Library Commissioners in late May or early June 2013.

2. PROPOSAL SUBMITTAL – GENERAL INFORMATION

It is the Library's intent to award a contract, in a form approved by the City Attorney, to the selected proposer. This Request for Proposal (RFP) and the proposal submitted or any part thereof may be incorporated into and made part of the contract. Proposals accepted by the City in writing constitute a legally binding contract offer. It is requested that proposals be prepared simply and economically avoiding the use of unnecessary promotional material.

2.1. Proposal Format and Submission Requirements

Proposals shall be based only on the material contained in the RFP, pre-proposal conference responses, amendments, addenda and other material published by the City relating to the RFP. The proposer shall disregard any previous draft material and oral representations that may have been obtained by the proposer. Proposals shall be submitted in accordance with the requirements of this RFP.

2.1.1. In Writing

All proposals must be submitted in writing and proposers shall complete and return all applicable documents including forms, appendices, specifications, drawings and any technical and/or illustrative literature. The City may deem a proposer non-responsive if the proposer fails to provide all required documentation and copies.

2.1.2. Cover Letter

Each proposal must include a cover letter limited to one page. The cover letter must include the title, address and telephone number of the person or persons who will be authorized to represent the proposer.

2.1.3. Authorized Signatures

Proposals must be signed by a duly authorized officer eligible to sign contract documents and authorized to bind the company to all commitments made in the proposal. Consortiums, joint ventures, or teams submitting proposals will not be considered responsive unless it is established that all contractual responsibility rests solely with one proposer or one legal entity. The proposal must identify the responsible entity.

2.1.4. Number of Copies Required

Proposers are required to submit **one original RFP signed in ink and four hard copies of the RFP response along with an electronic version on a flash drive**. Originals and copies should be identified as such. Written proposals must be presented in a sealed envelope (the flash drive must be inside the sealed envelope). Proposer must enter the proposal, title and proposer's name on the outside of the envelope.

Sealed proposals are to be delivered to the address listed on this RFP no later than the stated proposal opening date and time.

2.1.5. Information Requested and Not Furnished

The information requested and, the manner of submission, are essential to permit prompt evaluation of all proposals. Accordingly, the City reserves the right to declare as non-responsive and reject any proposals in which information is requested and is not furnished or when a direct or complete answer is not provided.

2.1.6. Alternatives

The proposer shall not change any wording in the RFP or associated documents. Any explanation or alternatives offered shall be submitted in a letter attached to the front of the proposal's documents. Alternatives that do not substantially meet the City's requirements cannot be considered. Proposals offered subject to conditions and/or limitations may be rejected as non-responsive.

2.1.7. Proposal Errors

Proposer is liable for all errors or omissions incurred by proposer in preparing the proposal. Proposers will not be allowed to alter proposal documents after the due date for submission.

The City reserves the right to make corrections or amendments due to errors identified in proposal by the City or the proposer. This type of correction or amendment will only be allowed for errors and typing, transposition or any other obvious error. All changes must be coordinated in writing with authorization by and made by the Contract Administrator.

2.1.8. Waiver of Minor Administrative Irregularities

The City reserves the right, at its sole discretion, to waive minor administrative irregularities contained in any proposal.

2.1.9. Interpretation and Clarifications

The City will consider prospective recommendations or suggestions regarding any requirements before the pre-proposal conference. All recommendations or suggestions must be in writing and submitted to the Contract Administrator. The City reserves the right to modify requirements on any RFP if it is in the best interest of the City.

2.2. Cost of RFP

The City is not responsible for any costs incurred by proposer while submitting proposals.

2.3. Pre-proposal Conference

A non-mandatory pre-proposal conference will be held to receive questions from prospective proposers regarding this RFP. The conference has been scheduled for August 16, 2012, at 10:00 a.m. at the Central Library, 630 W. 5th St., Los Angeles, CA 90071.

2.3.1. Purpose of Pre-Proposal Conference

The purpose of the conference is to clarify the contents of this RFP and to discuss the Library's needs.

2.4. Proposal Opening

Sealed proposals are to be delivered by proposers to: Raquel Borden, Commission Executive Assistant, Board of Library Commissioners, at Los Angeles Public Library, 630 W. 5th St., 4th Floor, Los Angeles, CA 90071. Proposals will be opened on **September 24, 2012 at 1:00 p.m.** and the names of the proposers will be read as a matter of public information.

2.5. Late Proposals

Late proposals will not be accepted and shall be returned to the proposer unopened.

2.6. Withdrawal of Proposals

Proposer may withdraw submitted proposal in writing at any time prior to the specified due date and time. Faxed withdrawals will be accepted. A written request, signed by an authorized representative of the company must be submitted to the Contract Administrator. After withdrawing a previously submitted proposal, the proposer may submit another proposal at any time up to the specified due date and time.

2.7. Americans with Disabilities Act

As covered under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its proposal, programs, services and activities. If an individual with a disability requires accommodations to attend a pre-proposal conference or proposal opening, please contact the Contract Administrator at least five working days prior to the scheduled event.

2.8. Award of Contract

Award of Contract is made to the consultant with the best combination of price, experience and quality of service delivery. Awards are not restricted to the lowest offer or bid.

2.9. Rejection of Proposals

The City reserves the right to reject any or all proposals; to waive any minor informality in proposals received; to reject any unapproved alternate

proposal(s); and reserves the right to reject the proposal of any proposer who has previously failed to perform competently in any prior business relationship with the City. The rejection of any or all proposals shall not render the City liable for costs or damages.

3. GENERAL TERMS AND CONDITIONS

3.1. Definition of Terms

The following terms used in the RFP documents shall be construed as follows:

- a. "City" shall mean the City of Los Angeles.
- b. "Library" shall be considered synonymous with the Los Angeles Public Library and may be used interchangeably with "City".
- c. "Agreement" shall be considered synonymous with the term "Contract".
- d. "Contractor and/or Consultant" shall mean the individual, partnership, corporation or other entity to which this agreement is awarded and shall be synonymous with the term "vendor".

3.2. Property of City/Proprietary Material

All proposals submitted in response to this RFP shall become the property of the City of Los Angeles and subject to the State of California Public Records Act. Proposers must identify all copyrighted material, trade secrets or other proprietary information that the proposers claim are exempt from the California Public Records Act (California Government Code Section 6520 et seq.).

In the event a proposer claims such an exemption, the proposer is required to state in the proposal the following: "The proposer will indemnify the City and its officers, employees and agents, and hold them harmless from any claim or liability and defend any action brought against them for their refusal to disclose copyrighted material, trade secrets or other proprietary information to any person making a request therefore."

Failure to include such a statement shall constitute a waiver of a proposer's right to exemptions from this disclosure.

3.3. Addendum(a)

The Library reserves the right to submit addendum(a) to this RFP which may add additional requirements to be considered responsive. All proposers must acknowledge any addendum(a) issued as a result of any change in this RFP on the proposer's signature declaration page. Failure to indicate receipt of addendum(a) may result in a proposal being rejected as non-responsive.

3.4. Multiple Proposals

Proposers interested in submitting more than one proposal may do so, providing that each proposal stands alone and independently complies with the instructions, conditions and specification of the RFP.

3.5. Pre-Award Negotiations

Prior to award of the contract, the successful proposer may be required to attend negotiation meetings that will be scheduled at a later date. The intent of the meeting(s) will be to discuss and negotiate contract requirements, service level agreements, detailed scope of work specifications, ordering, invoicing, delivery, receiving and payment procedures, etc. in order to insure successful administration of the contract.

3.6. Execution of Contract

Unless otherwise stated, proposals submitted shall be irrevocable for a period of 180 days following the proposal opening date. A response to this RFP is an offer to contract with the City based upon the terms, conditions, service level agreements and specifications contained in the proposal submitted. A contract will be formed when the Library awards the contract to the selected proposer.

Any contract made pursuant to this RFP must be accepted in writing by the proposer. If for any reason proposer should fail to accept the contract in writing, and conduct by the proposer which recognizes the existence of a contract pertaining to the subject matter hereof shall constitute acceptance by the proposer of the contract and all its conditions.

3.7. Amendments/Modifications/Change Orders

Any amendments, adjustments, alterations, additions, deletions, or modifications in the terms and/or conditions of resultant agreement must be made by written change order approved by the Library's Contract Administrator and the contractor. If contractor performs any modification without a written change order, the City shall neither pay for nor be obligated to accept said modification.

3.8. Prime Contractor

The proposer awarded the contract must be the prime contractor performing the primary functions of the contract. If any portion of the contract is to be subcontracted, it must be clearly set forth in the proposal document as to what part(s) are to be subcontracted, the reasons for the subcontracting and a listing of subcontractors. The City reserves the right to reject any proposal wherein the use of subcontractors significantly affects the ability of the proposer to function as the prime contractor on the awarded contract. The prime contractor shall at all times be responsible for the acts and errors or omissions of its subcontractors or joint participants and persons directly or indirectly employed by them.

3.8.1. Copies of Subcontractor Agreements

Upon written request from the City, the contractor shall supply the City with all subcontractor agreements.

3.9. Contractor Performance Feedback Meetings

The proposer awarded the resulting agreement is required to attend periodic performance feedback meetings facilitated by the Contract Administrator. The meetings will focus on the contractor's and the City's performance in fulfilling the service level agreements contained in the contract. The meetings will provide a forum to informally discuss opportunities for improving contract terms and conditions, service level agreements and cost reductions for both parties.

3.10. Replacement of Contractor's Staff

The City reserves the right to have the contractor replace any contract personnel with equally or better qualified staff upon submitting written notice to the contractor. In addition, the City reserves the right to approve in advance any changes in project personnel or levels of commitment by the consultant to the project.

3.11. Contractor's Address

The address given in the proposal response shall be considered the legal address of the contractor and shall be changed only by written notice to the City. The contractor shall supply an address to which certified mail can be delivered. The delivery of any communication to the contractor personally, or to such address, or depositing in the United States Mail, registered or certified with postage prepaid, addressed to the contractor at such address shall constitute a legal service thereof. Also, telephone numbers, fax numbers and email addresses must be provided.

4. STATEMENT OF WORK SPECIFICATION – PROPOSAL SUBMITTAL REQUIREMENTS

Proposals should include a detailed discussion of the firm's approach to the successful implementation of this project; including a thorough explanation of methodologies believed to be essential to accomplishing this project. All deliverables will be in both printed form and electronic format.

4.1. Proposal Submittal Requirements

4.1.1. Cover Letter (see Section 2.1.2.)

4.1.2. Table of Contents

4.1.3. Work Plan

A work plan that represents the proposer's detailed approach to complete the project as stated in section 1.2 Scope of Work must be provided. The work plan should contain a clear description of all elements and deliverables of the project. It should also contain the proposed methodology to be used.

4.1.4. Assigned Personnel

A list and/or organization chart specifically identifying the key individuals assigned to the project is to be provided. Any subcontractors proposed must also be included. For each person listed, the following information is to be provided:

- a. Description of the work he or she will perform
- b. Amount of time (percentage and estimated hours) he or she will be assigned to work on the project
- c. Relevant work experience in years and level of responsibility
- d. A resume for each assigned staff/subcontractor that includes education, work experience and project descriptions and other evidence that shows the special skills and ability to successfully perform the required services.

4.1.5. Schedule/ Timetable

The proposal should include a schedule starting from November 5, 2012 to June, 2013 detailing the proposer's process with key milestones. The timetable should include meetings/interviews/surveys with stakeholders. Additionally, there should be periodic meetings/ correspondence with LAPL staff regarding the progress of the project. The elements and deliverables described in the work plan should be reflected in the schedule including target dates. The consultant may make a presentation to the Library Commission midway through the project to report on progress.

The consultant will make a presentation to the Library Commission in late May or early June to present the final product.

4.1.6. Relevant Experience

The experience of the proposer should be also be described in detail, particularly the proposer's experience with completing strategic plans for large urban library systems in the last five years. Proposers must have a minimum of five years' experience producing strategic plans for libraries. As part of the response to the proposal, the proposer should provide samples of up to 3 strategic plans (hard copy if possible) the proposer has completed for other library systems.

4.1.7. References

Proposer must include five references: For each reference, please list the name, his/her position, organization, address, phone, email address.

4.1.8. Project Cost

The proposer must delineate the costs of the proposal. The costs may be submitted on a spreadsheet attached to the proposal. The costs must include a breakdown of salaries and expenses in hours and the total dollar amount by deliverable task. The costs must include salary or wage billing rate for each employee and/or subcontractor. Related expenses must also be detailed.

Proposals that do not clearly indicate the maximum total cost to complete the project may be rejected by LAPL.

5. SPECIFIC TERMS AND CONDITIONS

The following are the terms and conditions required to be met in order to be considered responsive to this RFP.

5.1. Terms

Any Agreement resulting from the issuance of this RFP shall commence upon execution by the Board of Library Commissioners for a period of one year with two one-year renewable options.

5.2. Payment Terms/Payment Schedules

In the RFP response, proposer is to specify the payment terms as follows:

- a. Payment based on an hourly rate for the number of hours worked;
- b. Specify a certain percentage each month;
- c. Recommend a certain dollar amount or percentage for each deliverable (draft report, status report, final report, etc.);
- d. Any other types of payment terms which may apply to this RFP.

The Library reserves the right of withholding 10-15% of the payment until final work product is completed and approved.

5.3. Resources Supplied by City

The City will provide the successful proposer office space in the Central Library Facility along with related furniture, computer and office supplies while working at the facility. The City will also provide parking while working and attending meetings at the Central Library Facility.

The successful proposer shall supply resource items that are not specifically listed in this section.

6. GENERAL REQUIREMENTS

6.1. Original Documents and Signatures

All proposals are to include one original proposal with required signatures and four copies of the signed original.

6.2. Proposers Contact for Information

For answers to questions relating to the content of this Request for Qualifications, the Proposers shall submit requests in writing to:

Kris Morita
Asst. General Manager
Los Angeles Public Library
630 West 5th Street
Los Angeles, CA 90071
E-mail: kmorita@lapl.org

All questions submitted in writing by a Proposer and answers provided by LAPL will be supplied to all Proposers receiving the Proposal from LAPL. LAPL shall be the sole judge of whether or not an answer is required.

Any oral communication between a Proposer and a City employee is not binding on LAPL or the City of Los Angeles.

6.3. Declaration of Non-Collusion

Each proposal must have attached thereto the affidavit of the Proposer that such proposal is genuine, and not a sham or collusion, or made in the interest or on behalf of any person, firm, or corporation not herein named; and that the Proposer has not directly or indirectly induced or solicited any other Proposer to submit a sham proposal, or any other person, firm, or corporation to refrain from submitting a proposal.

Proposers shall submit a signed Declaration of Non-Collusion (Appendix E.1). No other form will be accepted.

6.4. NonDiscrimination, Equal Employment Practices and Affirmative Action

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

Non-construction services to or for the City for which the consideration is \$1,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.3., Equal Employment Practices Provisions. All Bidders/Proposers shall complete and upload, the Non-Discrimination/Equal Employment Practices Certification (two (2) pages)

available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at www.labavn.org at the time it registers on BAVN but no later than the time when an individual Bid/Proposal is submitted. However, Bidders/Proposers with Certifications previously uploaded to BAVN and verified by the Office of Contract Compliance (OCC) do not need to resubmit.

Non-construction services to or for the City for which the consideration is \$100,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.4., Affirmative Action Program Provisions. All Bidders/Proposers shall complete and upload, the City of Los Angeles Affirmative Action Plan (four (4) pages) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at www.labavn.org at the time it registers on BAVN, but no later than the time when an individual Bid/Proposal is submitted. Bidders/Proposers opting to submit their own Affirmative Action Plan may do so by uploading their Affirmative Action Plan onto the City's BAVN. Bidders/Proposers with current OCC approval for their Affirmative Action Plan do not need to re-submit unless the approval is 30 days or less from expiration.

Furthermore, subject subcontractors shall be required to submit the Non-Discrimination/Equal Employment Practices Certification and Affirmative Action Plan to the successful Bidder/Proposer prior to commencing work on the contract. The subcontractors' Non-Discrimination/Equal Employment Practices Certification(s) and Affirmative Action Plan(s) shall be retained by the successful Bidder/Proposer and shall be made available to the Office of Contract Compliance upon request.

Both the Non-Discrimination/Equal Employment Practices Certification and the City of Los Angeles Affirmative Action Plan Affidavit shall be effective for a period of twelve (12) months from the date it is first uploaded onto the City's BAVN.

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

6.5. Business Inclusion Program (BIP) Requirements

It is the policy of the City to provide Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Small Business Enterprise (SBE), Emerging Business Enterprise (EBE), Disabled Veteran Business Enterprise (DVBE), and all Other Business Enterprise (OBE) concerns an equal opportunity to participate in the performance of all City contracts. Proposers will assist the City in implementing this policy by taking all

reasonable steps to ensure that all available business enterprises; including MBEs, WBEs, SBEs, EBEs, DVBES, and OBEs, have an equal opportunity to compete for, and participate in, City contracts. Equal opportunity will be determined by the Proposer's BIP outreach documentation, as described in Appendix E.7a the Business Inclusion Program, of this RFP. Participation by MBEs, WBEs, SBEs, EBEs, DVBES, and OBEs may be in the form of subcontracting. Proposers must refer to Appendix E.7a, Business Inclusion Program of this RFP for additional information and instructions. BIP outreach must be performed using the Business Assistance Virtual Network (www.labavn.org). A proposer's failure to utilize and complete their BIP Outreach as described in Appendix E.7a may result in their proposal being deemed non-responsive

6.6. Business Tax Registration Certificate (BTRC)

In accordance with the City of Los Angeles Municipal Code, a Business Tax Registration Certificate (BTRC) is required of persons engaged in business activity within the City. The Office of Finance's Tax and Permits Division, (213) 473-5901, has sole authority in determining a firm's tax requirements and in issuing Business Tax Registration Certificates or Business Tax Exemption numbers.

Accordingly, a firm's current Business Tax Registration Certificate or Business Tax Exemption Number must be clearly shown on all invoices submitted for payment.

The Proposer, in submitting this proposal, acknowledges and accepts the above requirements and recognizes that no invoice will be processed for payment without inclusion of the Business Tax Registration Certificate or Business Tax Exemption Number.

6.7. Living Wage Ordinance and Service Contractor Worker Retention Ordinance

Unless approved for an exemption, Contractors under contracts primarily for the furnishing of services to or for the City that involve an expenditure or receipt in excess of \$25,000 and a contract term of at least three (3) months, lessees and licensees of City property, and certain recipients of City financial assistance, shall comply with the provisions of Los Angeles Administrative Code Sections 10.37 et seq., Living Wage Ordinance (LWO) and 10.36 et seq., Service Contractor Worker Retention Ordinance (SCWRO). Proposers shall refer to "Living Wage Ordinance" (Appendix E.10) and "Service Contractor Worker Retention Ordinance" (Appendix E.11) for further information regarding the requirements of the Ordinances.

Proposers who intend to subcontract any of their services must submit the Subcontractor Information Form (Appendix E.12) and the Subcontractor Declaration of Compliance to Living Wage (Appendix E.13).

The LWO Employee Information Form (Appendix E.14) will be required of any successful Proposer. Proposers who believe that they meet the qualifications for one of the exemptions described in the LWO or SCWRO Lists of Statutory Exemptions shall apply for exemption from the Ordinance(s) by submitting with their proposal the Proposer Application for Non-Coverage or Exemption. The List of Statutory Exemptions and the Applications for Non-Coverage or Exemption are included in Appendix E.15 for LWO and Appendix E.11a for SCWRO.

As of July 1, 2012, Contractor Employers shall pay employees a wage of no less than \$10.70 per hour with health benefits of \$1.25 per hour or \$11.95 per hour without health benefits. Such rates shall continue to be adjusted annually to correspond with adjustments to retirement benefits paid to members of the City Employment Retirement System (CERS).

6.8. Transfers, Joint Ventures and Use of Subcontractors

Contractor(s) shall not, without written consent of the Library assign, hypothecate, or mortgage this Agreement or sublease or license any portion of the work. Any attempted assignment, hypothecation, mortgage, sublease, or license without consent of the Library shall render this Agreement null and void. Each and all conditions herein contained to be performed by Proposer shall be binding on any consented transferee thereof.

6.9. Equal Benefits Ordinance

Bidders/Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2.1, Equal Benefits Ordinance (EBO). All Bidders/Proposers shall complete and upload, the Equal Benefits Ordinance Affidavit (two (2) pages) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at www.labavn.org prior to award of a City contract valued at \$5,000. The Equal Benefits Ordinance Affidavit shall be effective for a period of twelve months from the date it is first uploaded onto the City's BAVN. Bidders/Proposers do not need to submit supporting documentation with their bids or proposals. However, the City may request supporting documentation to verify that the benefits are provided equally as specified on the Equal Benefits Ordinance Affidavit.

6.10. Contractor Responsibility Ordinance

Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the provisions of Los Angeles

Administrative Code Section 10.40 et seq., Contractor Responsibility Ordinance (CRO). Proposers shall refer to Appendix E.20 and E.20A, "Contractor Responsibility Ordinance," for further information regarding the requirements of the Ordinance.

All Proposers shall complete and return, with their proposal, the Pledge of Compliance with Contractor Responsibility Ordinance (see Appendix E.22) and the CRO Questionnaire (see Appendix E.21). Failure to return these forms may result in a Proposer being deemed non-responsive

6.11. Slavery Disclosure Ordinance

Unless otherwise exempt, in accordance with the provisions of the Slavery Disclosure Ordinance, any contract awarded pursuant to this RFB/RFP/RFQ will be subject to the Slavery Disclosure Ordinance, Section 10.41 of the Los Angeles Administrative Code. All Bidders/Proposers shall complete and upload, the Slavery Disclosure Ordinance Affidavit (one (1) page) available on the City of Los Angeles' Business Assistance Virtual Network (BAVN) residing at www.labavn.org prior to award of a City contract.

Proposers shall refer to Appendix E.23, "Slavery Disclosure Ordinance," for further information regarding the requirements of the Ordinance.

6.12. Hold Harmless and Indemnification

Except for the active negligence or willful misconduct of the City, or any of its Board Officers, Agents, Employees, Assigns and Successors in Interest, Contractor undertakes and agrees to defend, indemnify and hold harmless the City and any of Its Boards, Officers, Agents, Employees, Assigns, and Successors in Interest from and against all suits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all litigation costs incurred by the City, including but not limited to, costs of experts and consultants), damages or liability of any nature whatsoever, for death or injury to any person, including the Contractor's employees and agents, or damage or destruction of any property of either party hereto or of third parties, arising in any manner by reason of the negligent acts, errors, omissions, or willful misconduct incident to the performance of this Contract by the Contractor or its subcontractors of any tier. Rights and remedies are available to the City under this provision are cumulative of those provided for elsewhere in this Contract and those allowed under the laws of the United States, the State of California, and the City. The provisions of PSC-20 of the Standard Provision for City Personal Services Contracts (see Attachment 1).

6.13. Governing Law

All matters relating to the validity, construction, interpretation, and enforcement of the proposal, contract, and bonds shall be determined in accordance with the laws of the State of California.

6.14. Contractor Evaluation Program

At the end of the contract, the City will conduct an evaluation of the Contractor's performance. The City may also conduct evaluations of the Contractor's performance during the term of the contract. As required by Section 10.39.2 of the Los Angeles Administrative Code, evaluations will be based on a number of criteria, including the quality of the work product or service performed, the timeliness of performance, financial issues, and the expertise of personnel that the Contractor assigns to the contract. A Contractor who receives a "marginal" or "unsatisfactory" rating will be provided with a copy of the final City evaluation and allowed 14 calendar days to respond. The City will use the final City evaluation, and any response from the Contractor, to evaluate proposals and to conduct reference checks when awarding other personal services contracts.

6.15. City of Los Angeles Contract History

The Los Angeles City Council passed a resolution on July 21, 1998 requiring that all proposed vendors supply in their proposal a list of all City of Los Angeles contracts held by the Proposer or any affiliated entity during the preceding 10 years. The City of Los Angeles Contract History is attached as Appendix E.26. If the Proposer has held no City of Los Angeles contracts during the preceding 10 years, this must be stated on the form.

6.16. Child Support Obligations Ordinance

The Child Support Obligations Ordinance requires, among other things, that all current and future contractors and subcontractors performing work for the City comply with all applicable state and federal reporting requirements relative to legally mandated child support. The text of the ordinance is attached as Appendix E.27. The Certification is attached as Appendix E.28.

6.17. Insurance

The Vendor shall not commence work under the contract until all insurance required under this section of this RFQ has been obtained and approved by the City.

The insurance requirements for this contract are described in the City Standard Provision for Personal Services Contracts, Rev. 10-03 (Attachment 1, Exhibit 1). Contractor shall purchase policies of general liability and worker's compensation from companies authorized to transact business in the State of California by the Insurance Commissioner thereof

and shall file with LAPL prior to the execution of this Agreement, two copies of the City's completed endorsement forms for each of these required policies (Appendices E.29 and E.30). No work may be done pursuant to this Agreement until the specified documents have been approved by the City Administrative Officer, Risk Management Section.

6.18. Headquarters Address and Workforce Residency Information

To comply with the requirements of a City Council motion, Proposers shall include with their proposal a statement indicating their headquarters address as well as the percentage of their workforce residing in the City of Los Angeles (See Appendix E.31).

6.19. Changes or Alternatives

The Proposer shall not change any wording in the documents. Any explanation or alternatives offered shall be submitted in a letter attached to the front of the proposal documents. Language of negotiation or limitation of any rights, remedies, or warranties provided by law will not be considered part of the proposal. Proposals offered subject to conditions or limitations may be rejected.

6.20. Standard Provisions for Personal Services Contracts

All contracts entered into as a result of this RFQ are subject to the Standard Provisions for Personal Services Contracts (see Attachment 1). Please review Attachment 1, Exhibit 1, for details of the insurance required by this RFQ and resulting contract.

6.21. Independent Contractor Reporting Requirements

Upon execution of the contract with an independent contractor, the Library Department must file Form DE 542 (Appendix E.25) immediately to the State of California Equal Employment Development (EDD).

6.22. Municipal Lobbying Ordinance (MLO)

The City's Municipal Lobbying Ordinance (Appendix E. 34) requires certain individuals and entities to register with the City Ethics Commission and requires public disclosure of certain lobbying activities, including money received and spent. Additionally, for all construction contracts, public leases, or licenses of any value and duration; goods or service contracts with a value greater than \$25,000 and a term of at least three (3) months, each bidder/proposer must submit with its bid a certification, on a form (CEC Form 50) proscribed by the City Ethics Commission, that the bidder acknowledges and agrees to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance, if the bidder qualifies as a lobbying entity.

All proposers must complete the enclosed Bidder Certification form (CEC Form 50, Appendix E.36) and submit with the proposal

6.23. Bidder Campaign Contributions and Fundraising

Bidders may not make campaign contributions to and or engage in fundraising for certain elected City officials or candidates for elected City office from the time they submit the response until either the contract is approved or, for successful bidders, twelve (12) months after the contract is signed. The bidder's principals and subcontractors performing \$100,000 or more in work on the contract, as well as the principals of those subcontractors, are also subject to the same limitations on campaign contributions and fundraising.

CEC Form 55 (Appendix E38a) requires bidders to identify their principals, their subcontractors performing \$100,000 or more in work on the contract, and the principals of those subcontractors. Bidders must also notify their principals and subcontractors in writing of the restrictions and include the notice in contracts with subcontractors. Responses submitted without a completed CEC Form 55 shall be deemed nonresponsive. Bidders who fail to comply with City law may be subject to penalties, termination of contract, and debarment. Additional information regarding these restrictions and requirements may be obtained from the City Ethics Commission a (213) 978-1960 or ethics.lacity.org.

6.24. Local Business Preference Program

This program is subject to the policies and requirements established by the City Council and the City of Los Angeles (City) Mayor's Office, Ordinance No. 181910, Article 21, Sections 10.47, et esq. of the Los Angeles Administrative Code. The City is committed to maximizing opportunities for local businesses, as well as encouraging local businesses to locate and operate in Los Angeles County (County). It is the policy of the City to prevent unemployment, encourage an increase in local jobs, and create high road economic development. The Local Business Preference Program (LBPP) aims to benefit the City by increasing local jobs and expenditures within the private sector. The LBPP is set forth herein. Bidders should be fully informed of this program. (see Appendix E.39).

7. EVALUATION CRITERIA

The following criteria will be used in evaluating proposals and selecting the successful proposer. Evaluation of submitted proposals will be based on the following factors and the points available for each factor.

7.1. Evaluation Factors

	Maximum Points
Experience of the proposer, past performance of the proposer on contracts of similar size and scope, experience and qualifications of key personnel assigned	45
Work Plan and responsiveness of proposal	35
Proposed fees—best overall value to the City	20
	100

The City shall reserve the right to use such other criteria as may be deemed appropriate in evaluating proposals, even if such criteria is not mentioned in the RFP. Proposers submitting the highest-rated written responses may be called for an oral interview to further assess their qualifications.

8. TENTATIVE TIMELINE OF RFP SCHEDULE

Proposals Issued	8/6/12
Proposal Conference	8/16/12
Proposals Due	9/24/12
Proposals Reviewed and Interviews of Finalists	9/24/12 – 10/5/12
Selection/Contract Negotiation	10/9 – 10/15/12
Commission/City Attorney/ CAO and Mayoral Approval	10/15 – 11/2/12
Consultant Starts	11/5/12 (Tentative)
Periodic Updates between LAPL and Consultant	11/5/12 – 5/30/13
Preliminary Draft	March 2013
Final Draft	April 30, 2013
Final Plan Completed	May 23, 2013
Presentation of Strategic Plan to Library/ The Commission	June 2013

9. PROPOSER CHECK LIST

[This list is created by the Contract Administration. It lists all of the documents that must be completed and returned for the RFP to be deemed responsive. Format should be standard for all RFPs but the list of documents/forms will be specific to each RFP.]

Forms Completed and included with RFP (Please Initial)	FORM/DOCUMENT DESCRIPTION
NA	Proposal Bond
	One Original and four of Copies of the Original Proposal and Related Documents along with an electronic version on a flash drive.
	Signature Declaration Page <i>[Identify RFP Page #]</i>
	Proposer Background Information—Including References <i>[Identify RFP Page #]</i>
	List of all City Contracts held in the Past 10 years
	Subcontractor Information Sheets, if any, e.g., MBE/WBE/OBE information, % of workload, Good Faith Effort Documentation
	RFP Proposal/Quotation Section
	Worksheet(s) <i>[Identify each with Appendix #]</i>
	Insurance Forms <i>[Identify each with Appendix #]</i>
	Child Care Declaration Statement <i>[Identify with Appendix #]</i>
	Copies of Affirmative Action Plan <i>[Identify with Appendix #]</i>
NA	JTPA Program Declaration (over \$500,000) <i>[Identify with Appendix #]</i>
	Living Wage Ordinance – Declaration of Compliance <i>[Identify with Appendix #]</i>
	BTRC#
	Arab Boycott of Israel – Signed Statement <i>[Identify with Appendix #]</i>

10. PROPOSER BACKGROUND INFORMATION

Proposer's Contact Name:
Contact Title:
Mailing Address:
Location of Business (if different from mailing address):
Telephone Number:
24-Hour Tel. Number:
Fax Number:
E-mail Address:
Remittance Address (if different from mailing address):