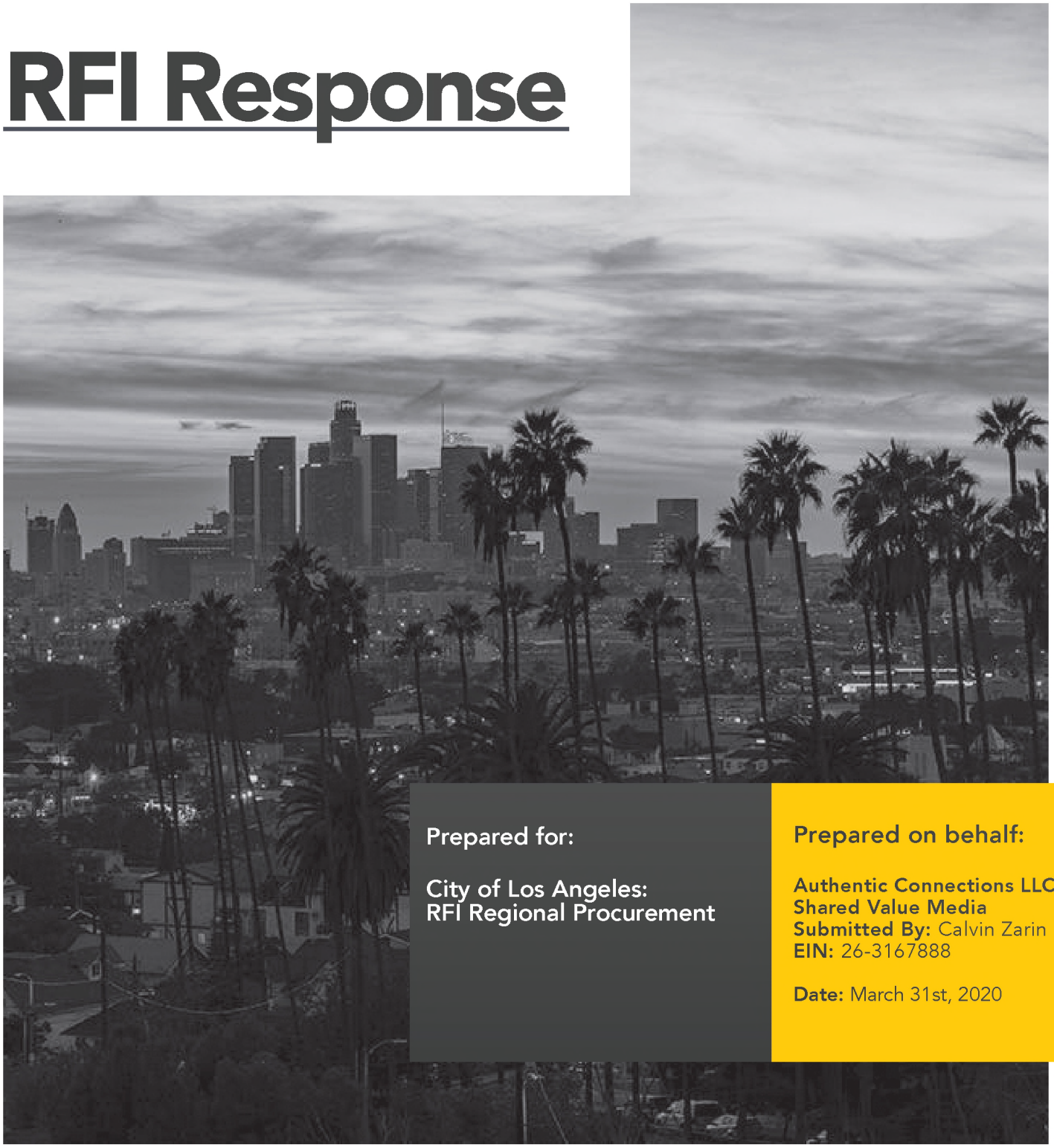
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SHARED VALUE MEDIA

RFI Response



Prepared for:

City of Los Angeles:
RFI Regional Procurement

Prepared on behalf:

Authentic Connections LLC d/b/a Shared Value Media
Submitted By: Calvin Zarin
EIN: 26-3167888

Date: March 31st, 2020

2.1 GENERAL CONTRACTOR AND SERVICES INFORMATION

Shared Value Media (SVM) is a full-service marketing and communications firm, with a focus on engaging businesses through the channels of community-based partners.

We have been hired by the NYC Mayor's Office of Workforce Development, NYC Economic Development Corporation, NYC Workforce Development Corporation (Tech Talent Pipeline, New York Alliance for Careers in Healthcare, and the Manufacturing and Industrial Innovation Council), Mayor's Fund to Advance NYC, San Diego Regional SBDC, the National Association of Manufacturers, and have worked in partnership with Municipal Workforce Agencies and Economic Development Corporations around the country, on behalf of Salesforce and other national clients. For our clients, SVM is tasked with driving awareness and participation in municipal programs supporting business growth or responsible business practices. SVM's approach is to operationalize the outreach channels of the ecosystem of partners who support business growth in a city, including the chambers, BIDS, LDCs, city agencies, industry associations, co-working spaces, accelerators and incubators, venture networks, Meetup groups, etc.

What we believe makes Shared Value Media's model unique is not necessarily that we work with these partners to reach businesses, as many of our clients partner with community-based groups on outreach. Instead, it is SVM's methodology and approach to partner-led communications that allows us to consistently drive employer participation in municipal programs, resources, and procurement opportunities.

In this RFI, we hope to demonstrate how Shared Value Media can help the City of Los Angeles build an outreach infrastructure to promote procurement opportunities through an organized network of LA-based organizational partners. We also hope to demonstrate how SVM's model is particularly suited to reach under-represented businesses that align with the broader MWBE procurement goals of the City and support equitable economic prosperity throughout the region.

While Shared Value Media is based in NYC, we routinely work on national projects focused on cities outside of New York. Two of our employees also hail from nearby San Bernardino county and would work seamlessly in-market as we fulfill the scope of the project. We are only responding to Objective #1 of this RFI. We welcome the opportunity to collaborate with another firm leading on Objective #2, creating and managing the digital platform.

2.2 KEY QUESTIONS

OBJECTIVE 1: SMALL BUSINESS PARTICIPATION AND ENGAGEMENT

1. DESCRIBE A SET SCOPE OF WORK FOR SMALL BUSINESS ENGAGEMENT GOALS

As the City of Los Angeles attempts to reach more businesses and build a strong network of engaged, diverse vendors, we believe it will be essential to have the organizational bodies who support these businesses acting as committed communication partners. While this is an intuitive concept in principal, the logistics of collaborating and activating these hundreds of touchpoints consistently over a sustained period of time is more difficult. Below we outline SVM's approach to network outreach through LA's business-serving organizations.

Everything SVM does – from how we design creative to how we purchase media – is done with the intention to lead with the voices of local partners, making citywide opportunities feel immediate and attainable.

While SVM leverages technology and sophisticated tracking to launch and manage these network campaigns, we never lose sight of the fact that community impact is best achieved at a local level and through a trusted relationship.

SVM's five-pronged approach includes:

1.Community Mapping:
As a first step, SVM will work with your team to identify a broad network of organizations currently supporting LA's business community. As mentioned earlier, this would include a wide spectrum of chambers, BIDS, LDCs, city agencies, industry associations, SBDCs, co-working spaces, accelerators and incubators, venture networks, Meetup groups, and others. SVM starts by mapping the industries and geographic locations we are trying to reach and identifying the ecosystem of organizations best suited to engage these communities of businesses.

2. Onboarding Partners:
We then engage these organizational partners on behalf of the City, collaborating to secure outreach commitments defining the channels they are willing to dedicate to the outreach, how they will position these procurement opportunities, and an agreed-upon timeline. Often our partners distribute through html emails, social posts, website banners, flyers, posters in their physical spaces, and collaborative events, webinars, panels, etc. With this campaign, along with the more consistent digital outreach, we can envision the City doing a 'Road Tour' (either offline or virtually, given our current environment) to educate different communities of businesses about how to register with the City, different certification opportunities that are available, how to monitor RFPs as they are released, and how to best position their company to be competitive in their responses. With all partners, we try to align on Memorandum of Understandings (MOUs) so not only are the partner's commitments and outreach expectations clear, but also the benefit they can expect from the City is clearly articulated and in writing.

2.2 KEY QUESTIONS

3. Campaign Narrative & Creative Development:
Working with the City, SVM then conducts our own research, which usually includes conversations with organizational leads, businesses, and focus groups to inform, in this case, how businesses are currently monitoring and engaging with City procurement opportunities, their challenges or fears in engaging with the City, and also to understand how your organizational partners view these procurement opportunities and their benefit for the businesses they support.

In addition, this research will help us map out the journey and key actions needed to drive different employer segments to register with the City and respond to RFPs. Mapping this journey will give us touch points along the way that we can measure and monitor to understand in real-time our outreach's effectiveness and to identify places where engagement is dropping off. Our campaign narrative will be built to support specific call-to-actions that drive our audience to take steps toward us and continue engaging over time.

As part of the creative process, SVM captures business owner stories and relevant imagery and video. This content is used to develop creative for the campaign and for each of the organic and paid platforms, owned or purchased by the City. In addition, what makes SVM's approach particularly effective is that we then customize these outreach materials, on behalf of each organizational partner, so the language, stories, and imagery are reflective of their audience and brand. In this way, we act as their outsourced marketing firm and reduce a large portion of the resource burden associated with these outreach agreements.

4. Amplifying Through Paid Media:
Although we have experience buying across traditional media platforms, we routinely achieve stronger business engagement outcomes by: activating a partner network's owned assets (including email lists, social platforms, related events, and OOH opportunities within their physical spaces); amplifying those owned assets through paid social and local out-of-home; and purchasing highly targeted paid ads that offer a clear means in which to measure and track ROI. SVM also employs a unique approach to paid social by launching campaigns through a network of partner social platforms vs. launching all social through the City's platforms. This allows us to have the same message distributed from multiple, trusted touchpoints and to re-allocate dollars to our highest performing partner platforms.

5. Tracking and Reporting:
One of the most difficult components of running a partner-led campaign is tracking outreach and quantifying ROI. We are deeply committed to data collection and apply layers of tracking to monitor outputs and outcomes. For a campaign driving traffic to a digital platform, we will embed unique links across all creative (partner-led and paid), along with Google Analytics on the back end, to understand and optimize performance in real-time. This allows us to adjust as the campaign progresses, based on each platform and partner's ability to drive web traffic and business registration on the platform.

2.2 KEY QUESTIONS

2. DESCRIBE A TARGETED OUTREACH PLAN TO ENSURE EQUITY FOR SMALL AND UNDERREPRESENTED BUSINESSES.

One of the benefits of SVM's model is that we are particularly effective at reaching small and under-represented businesses. Whether we are working with partners dedicated to supporting businesses in a particular neighborhood, immigrant advocacy partners, partners focused on minority or women-owned businesses or entrepreneurship, we are able to align partners with the particular communities we aim to engage.

As an example, SVM was hired by the NYC Economic Development Corporation to support "Best for NYC", a program promoting responsible business practices. The campaign sought to engage small business owners in the outer boroughs, particularly traditional and family-owned businesses (e.g., bodega owners, mom & pop shops, etc.). The City's difficult and ambitious objective was to drive these NYC employers to take a 45-minute online self-assessment of their business practices which then qualified them for the "Best for NYC" challenge. Prior to hiring SVM, the program drove 500 employers to the challenge over 12 months utilizing traditional media and 10 full-time fellows working across the city. SVM was hired with the goal of doubling that number in six weeks. SVM created outer borough partnerships with chambers, development corporations, the social impact, slow food, and tech community, co-working spaces and incubators in targeted neighborhoods, and Business Improvement Districts. We added local incentives and created customized creative for each partner and aligned on a timeline that would be executed by the entire network over the course of six weeks. As a result, more than 600 new businesses participated, generating 1,275 clicks to the assessment from partner outreach, 9,740 interactions with Facebook ads, and 448 clicks to the assessment using SEM (Search Engine Marketing). Engagement doubled in six weeks versus what they had achieved over the previous year.

3. DESCRIBE AN EDUCATION AND TRAINING PLAN FOR NEW SUBCONTRACTORS TO NAVIGATE THE CERTIFICATION, BIDDING PROCESS, AND IDENTIFYING BUSINESS OPPORTUNITIES.

Although this plan would be largely informed by future research, we would imagine SVM would work with the City to align on a series of modular training opportunities, both online and offline, that could be offered as stand-alone events/trainings or incorporated into existing partner programming. We would develop a menu of these opportunities and work with each organization to understand how they can promote our events and webinars, how we can integrate into existing programming, when we can participate in panels or other aligned opportunities, and how they can promote the digital resources that we will consistently be distributing to educate and inform businesses on the upcoming procurement opportunities.

Although we believe SVM could add value in helping to develop the programming, our strongest value is in driving participation in these platforms. As an example, SVM was hired by Salesforce to promote their Growth Camp, an in-person event for small businesses designed to highlight Salesforce and ten of their business partners who support small business growth, including Facebook, Chase, AirBnB, etc. SVM was hired to drive attendance to these events and create local resonance across five cities.

2.2 KEY QUESTIONS

In each city, SVM engaged 5-6 community organizations who offer small business support services, and led and managed a promotional campaign driving attendance through the organic outreach channels of these partners and through paid social. Outcomes included a total of 72,000 people reached, an average of 1,250 clicks to the RSVP page and an average of 400 attendees per event, generated by our outreach alone. Over two years, we ended up supporting more than 10 of these types of Salesforce events, and have since begun promoting their webinars and other registration-based content for small businesses throughout the US and Canada.

4. HOW WOULD YOU TACKLE OUTREACHING TO SUPPLIERS THAT HAVE TRADITIONALLY PROVIDED SERVICES FOR THE PRIVATE SECTOR AND MAY NOT HAVE PREVIOUSLY ENGAGED IN PUBLIC CONTRACTS?

Again, this would be informed by additional research, but one strategy that we have implemented in the past is to mobilize strong industry partners in priority sectors (these might include food and beverage, technology, production, etc.) and launch a campaign specific to each vertical, developing unique content for each industry. We would package the campaign into emails, newsletters, social posts, and even potentially mailers, and distribute via numerous partner organizations in each vertical. We would also secure press, leveraging this sector-specific approach and targeting aligned industry and citywide outlets, highlighting the growth stories of different businesses in partnership with the City.

Shared Value Media implemented this sector-specific approach with our client, the Mayor's Fund to Advance NYC. SVM's work focused on driving employers to hire outer-borough interns. SVM was hired after the Mayor's Fund spent over $200,000 on a NYC-wide campaign, including billboard, subway, and social media placements, which drove less than five new employer registrations. SVM's approach, executed with a fraction of the previous spend, generated 211 new employer registrations across eight targeted industries. For each industry, we highlighted different intern skill sets, different employer stories, and collaborated with industry organizations, who had credibility with each sector, to drive participation in the program.

OBJECTIVE 2: REGIONAL DIGITAL PLATFORM

Although Shared Value Media does build digital and web assets, we are choosing not to compete for the second objective, to build and manage the digital platform.

2.3 ESTIMATED COSTS

OBJECTIVE 1: SMALL BUSINESS PARTICIPATION AND ENGAGEMENT

Without a more defined scope it is difficult to determine how much SVM's fees would be to support the outreach requirements of this project. However, we can offer that our fees often range from $75,000 - $250,000 when supporting similar projects for our municipal clients. Ultimately, if our responsibilities were more focused on capacity-building it would be on the lower end of that spectrum. If our responsibilities also include ongoing campaign coordination and management, we will most likely charge a monthly retainer for these services that would most likely range from $7,500-$20,000/month.

2.4 OTHER CONSIDERATIONS FOR THE CITY

SVM has extensive experience leading on projects but also often is brought on to work hand-in-hand with other agencies including: PR, Web Design, and Advertising. In these cases, SVM serves as a piece of the larger puzzle - excelling in strategy and oversight of community-led, tactical outreach. But, in cases where we are brought in as the project lead, we have our own extended network of PR, Paid Media, and Web Development experts that we can assemble to scale up to meet evolving client needs. We would welcome the opportunity to collaborate closely with one or more agencies on this project.

REQUEST FOR INFORMATION
PROPOSAL RESPONSE

REGIONAL PROCUREMENT PROGRAM
Small Business Participation and Engagement

SUBMITTED BY

Pacific Asian Consortium in Employment
1055 Wilshire Blvd., Suite 1475
Los Angeles, CA 90017
www.pacela.org
Contact: Andrew Barrera
abarrera@pacela.org; (213) 989-3298

2.1 GENERAL CONTRACTOR AND SERVICES INFORMATION

Organizational Profile

The Pacific Asian Consortium in Employment (PACE) was founded in 1976 as a private non-profit 501(c)(3) corporation to address the economic needs of disadvantaged Asians as well as newly arrived Southeast Asian refugees and immigrants. PACE's mission is to be a community and economic development corporation that creates economic solutions and opportunities to meet the challenges of employment, education, housing, business development and the environment in the Pacific Asian and other diverse communities.

In the company's 44 year history, PACE has assisted over 1.2 million low-income families of numerous diverse ethnic backgrounds. While PACE began as an organization to serve low-income Asians, today our client base reflects the rich ethnic diversity that makes up the Los Angeles Metropolitan basin. PACE is recognized as a leader in addressing problems of poverty and economic inequity within the low-income ethnic and immigrant communities of Los Angeles County. PACE has a reputation of being responsive to community needs and is known for creating innovative solutions to meet the myriad of challenges that face our targeted constituencies.

As a large multifaceted economic development corporation, PACE provides services in the following categories:

<u>Business Development</u>

PACE currently operates 2 City of Los Angeles BusinessSource Centers, a Women's Business Center and a Certified Development Financial Institution (CDFI), providing services to Low to Moderate Income (LMI), ethnic minority, immigrant, women and numerous diverse small businesses and entrepreneurs. Services include access to capital, procurement strategic planning and training, small business certifications, capability statements, contract sourcing, bid proposal formatting and submission, contract compliance, business plan development, marketing strategies, information technologies, online marketing, search engine optimization strategies, social media campaigns, business expansion, financial management, credit counseling, human resources, and numerous other technical assistance services.

<u>Workforce Development</u>

Since 1976, PACE has operated its Downtown/Pico Union WorkSource Center providing employment services to both job seekers and employers. Our

WorkSource Center offers a comprehensive list of services that includes individualized counseling, resume development, job search resources, on-the-job training, and job placement. PACE's workforce success model is based upon the company's ability to establish important partnerships with numerous community based organizations, government agencies, colleges, schools, unions, and employers of all industry types and sizes. Our WorkSource Center clients have access to the latest technology and communication tools. Additionally veteran and senior job seekers receive customized assistance services. PACE also works closely with representatives from numerous government agencies providing counseling on welfare-to-work opportunities and unemployment benefits. A pioneer in building a skilled Green Jobs Workforce in weatherization and installation of photo-voltaic and solar thermal systems, PACE provides job training programs both on-site and in collaboration with local community and technical colleges.

Energy Programs

Since 1981 PACE has established energy programs that focus on energy sustainability, conservation, environmental protection, safety and home habitability. PACE Energy is able to provide these important services based on our collaboration with several important regional community partners. Including, the State of California Department of Community Services and Development, Southern California Gas Company, Los Angeles Department of Water and Power, and Southern California Edison. These services include the Low-income Home Energy Assistance Program (LIHEAP) for weatherization services or Utility Bill Payment Assistance (HEAP).

PACE, in partnership with the Los Angeles Department of Water and Power (LADWP), offers eligible customers numerous energy efficiency and home improvement programs. In addition to the Home Energy Improvement Program (HEIP) other programs include, Refrigerator Exchange Program (REP), Consumer Rebate Program (CRP), and Low-income and Lifeline Programs.

Financial Education and Asset Building

As a part of the company's Community Building Programs, PACE also provides specialized financial literacy training, one-on-one counseling, financial coaching, credit analysis, building and repair, tax preparation and matched savings programs. PACE is the only SBA lender in LA County which assists with credit building. PACE is active member of the Credit Building Alliance (CBA) and is able to pull credit reports on site as well as report loan payments to the CBA. As part of our Asset Building work, PACE has

been a long time VITA (Volunteer Income Tax Assistance) Provider. To date, PACE has helped more than 8,000 individuals realize more than $19 million in Earned Income Tax Credit (EITC) and other savings, credits and refunds. Another significant federal program PACE administered was a specialized financial coaching program through the Consumer Financial Protection Bureau (CFPB). Program services

Education Programs

PACE Early Childhood Education (ECE) is a comprehensive, integrated, holistic program that provides early childhood development, health, mental health, nutrition, social services, disabilities services, and family-focused programs to empower and strengthen the whole family, and to support children's socialization and their future success in school.

PACE ECE operates 16 fully licensed Head Start and Early Learning child-care and development centers serving children from three to five years of age, as well as an Early Head Start home-based program for parents-to-be and children from birth to three. Open five days a week, September through June, the centers offer full-day and part-day programs. Parents are involved in the operation and administration of the program, building their skills to serve as the first teachers of their children, and are encouraged in leadership roles in the agency. PACE's targeted geographic locations include parts of metro Los Angeles and the South Bay.

Housing Programs

PACE's Housing division operates 127 units of affordable rental housing in 6 locations. In addition to providing affordable housing opportunities, PACE operates a Handy Worker Program for both the City and County of Los Angeles that provides minor home repairs to help makes homes safer and more energy efficient for low-income homeowners. To date PACE Housing has rehabilitated more than 5,240 homes and has serviced approximately 7,270 low-income individuals, seniors and disabled residents.

Organizational History

While PACE was initially created to meet the employment needs of the Asian Pacific Islander communities in the Los Angeles area, over the years our services have expanded in response to community needs. Our Business services began in 1992 in response to the Los Angeles riots when PACE responded to the needs of many ethnic minority small business owners who were faced with rebuilding their businesses by helping them to apply for SBA disaster loans. Identifying an on-going need in the communities served by PACE for business development assistance, PACE Business

officially launched in 1993 with a Federal grant from the U.S. Department of Health and Human Services' Office of Community Services, JOLI program (Job Opportunities for Low-income Individuals). The Business Division was created to provide counseling, technical assistance, business packaging, access to finance and training to small businesses in the communities served by PACE. Over the past 28 years, PACE Business has counseled and trained 59,650 aspiring entrepreneurs and small business owners to start, stabilize and/or expand and assisted over 15,500 businesses creating and/or retaining more than 20,700 jobs.

Today, the PACE Business Development Center operates two of the City of Los Angeles' BusinessSource Centers with offices in downtown Los Angeles and the Crenshaw District. The BusinessSource Centers offers a full panoply of services for low-income entrepreneurs and small business owners including procurement contracting and small business certification assistance, credit and financial counseling, business development training, mentoring, technical assistance, business modeling and access to capital. In partnership with a number of organizations and agencies, including the Small Business Administration (SBA), PACE offers training in areas such as marketing, financial management, business plan creation and growth strategies. Clients are also able to access comprehensive one-on-one counseling with seasoned and experienced business counselors.

For the past 16 years PACE has also operated an SBA Women's Business Center (WBC). PACE WBC focuses on serving socially and economically disadvantaged women entrepreneurs and small business owners and provides numerous technical assistance services including specialized government contracting counseling and training in partnership with government agencies such as the Los Angeles Community College District (LACCD), the Los Angeles Unified School District (LAUSD) and the SBA. PACE WBC was awarded the Women's Business Center Award of Excellence by Los Angeles SBA's District Office in 2013 and its Director, Swann Do, was named "Women's Business Champion of the Year" by the Los Angeles SBA's District Office in 2017.

In January 2018, PACE created the Procurement Development Center specifically to attract, educate, train and equip small business clients with the tangible skills and methodologies necessary to compete for and capture a larger market share of the billions of dollars of procurement contracting opportunities with the Government, Utilities and Private Sectors in the Los Angeles region and throughout the State of California.

Services include: North American Industry Classification System (NAICS) code identification; Capability Statement development; Small Business Certifications; supplier vendor portal registrations; contract sourcing; RFP, RFQ and RFI analysis and interpretation; bid proposal and budget strategies; contract compliance; surety bonds; and insurance referrals assistance.

As a Certified Community Development Financial Institution (CDFI), PACE Finance Corporation (PFC) is an approved SBA Lender and operates two loan funds: the SBA Community Advantage Loan for loan amounts ranging from $50,000 to $250,000 and an SBA Microloan Fund for loans under $50,000. In 2015, PFC was named among the top 25 lenders in the United States by the SBA Office of Economic Opportunity and, in 2016 and 2017, PFC was named among the top 20 lenders in the United States. To-date PACE has provided, packaged and/or funded in excess of $502,945,000 in small business loans.

General Business Strategy

The heart of PACE's Business Strategy is incorporated in our company's Mission Statement below:

The mission of PACE is to create economic solutions to meet the challenges of employment, education, housing, business development and the environment in the Pacific Asian and other diverse communities.

In addition to job training and employment services, significant PACE programs encompass: business development; early childhood education; financial education and asset building; housing and rehabilitation services; weatherization and energy-conservation programs; and affordable housing and development. The guiding principle in all our programs is the idea of expanding opportunity.

On an annual basis, PACE Business conducts a SWOT analysis to determine its strengths, weaknesses, opportunities and threats in order to determine which opportunities to purse in order to achieve growth goals and to better service our constituencies. This exercise also helps us identify areas which must be developed in the future to improve services. As part of our annual strategic planning, PACE Business also sets short and long term goals and identifies Key Performance Indicators to measure progress towards our planned objectives.

Our Marketing Team works closely with the Business Management Staff to identify target customers and to develop a comprehensive marketing strategy that will effectively attract and retain clients. The Business Management Team also conducts an annual industry analysis to identify new opportunities for growth, determine our competitive advantages as well as to identify key competitors, potential partners and underserved markets.

Our strategic planning also evaluates current staffing levels and identifies the types of professional positions that may be needed to be filled in the future in order for the department to increase its ability to perform at a high level and achieve its goals. All staff members work together to develop operational plans at the department and project level. These plans provide the framework for how projects will be completed throughout the year. Finally, the Business Director works closely with the Fiscal Department to develop the Department's annual operating budget.

The PACE Business Strategic Plan is reviewed with by our Chief Executive Officer, Kerry Doi and Chief Operating Officer, Rachelle Arizmendi on a monthly basis so that any necessary adjustments can be made to assure that agency and contract goals are met.

Alignment of Vision with City's Goals

PACE, like the City of Los Angeles, is committed to ensuring economic prosperity for Los Angeles' small businesses by connecting them to the ever growing contracting and procurement opportunities in the public and private arena. In light of the upcoming large scale events including the 2022 Super Bowl, 2026 World Cup and the 2028 Olympic and Paralympic Games, PACE is uniquely positioned to assist the diverse small business communities to scale up and build out their business infrastructures in order to actively compete for contracting opportunities.

Our Procurement Development Center (PDC) was specifically created to assist "Contract Ready" small business suppliers to bid upon and secure contracts with the Utilities, Government and the Private Sector. Additionally, the PDC seeks to develop a Supplier Pipeline of quality contractors across numerous industries. Specifically, in technology, construction, renewable energy, transportation, professional services and commodities. This requires the identification and outreach to both Contract Ready and Close to Contract Ready small business entities.

PACE recognizes that there are numerous obstacles that discourage thousands of qualified contractors from actively pursuing government contracting opportunities. These challenges include understanding and maneuvering through the complexities of the procurement process and interpreting the legal language of RFPs and RFQs. Other obstacles include, access to capital, adequate capitalization, delays in contract payments in excess of Net 45, bonding, insurance and prevailing wage requirements, among other challenges.

Many diverse small businesses also find it extremely challenging to develop relationships with Tier I Prime Contractors who regularly only utilize their own small pool of Subcontractors at the exclusion of qualified diverse suppliers. These contracting barriers often act to discourage otherwise qualified small business contractors from building the capacity to more actively compete and penetrate local procurement markets.

In addressing these challenges, PACE employs a "Business Inclusion Strategy". PACE PDC actively searches and recruits qualified diverse suppliers and enrolls those businesses as clients into the City of Los Angeles BusinessSource Center and/or the Women's Business Center's Programs.

Once enrolled, PACE PDC provides the small business client with a tailored boot camp style of procurement services including in-depth one-on-one training and access to resources to equip clients with a tangible methodology on how to identify, compete for, and secure supplier contracts. It is our organizational goal of assisting underrepresented small business suppliers and contractors to gain access to the Billions of Dollars of procurement opportunities in the Los Angeles Regional Marketplace.

PACE understands that development of a partnership effort between the City of Los Angeles and strategically situated Community Based Organizations (CBO) with established deep roots into the city's diverse communities is essential to the success of a business inclusion procurement effort. This is specifically in line with the Open Contracting Partnership (OCP) concept identified in the "Piloting Open Contracting Reforms in Los Angeles and Philadelphia Study" conducted by The Sunlight Foundation (2019).

Previous Experience Providing Similar Services, Support and Training

The PACE Business Department (PACE Business) has nearly three decades of experience providing small business training, counseling and technical assistance services to over 59,650 entrepreneurs and small business owners. Our Business staff have had the unprecedented opportunity to observe the most critical factors determining success for our clients, in terms of what works and what doesn't, what hinders success and what enhances it. Our experienced Business Counselors have identified a number of success indicators including, Professional Trust, In-Language Assistance, Persistence, Planning, Cultural Sensitivity, Individualized Attention, and Mentoring.

PACE Business currently offers more than 60 different capacity building workshops annually covering topics such as Procurement Contract Sourcing, Small Business Certifications, Capability Statement Development, Supplier Portal Registration, Request For Proposal (RFP) and Request for Qualification (RFQ) Analysis and Bid Proposal Strategies, Bonding and Insurance, Access to Capital, Financial Projections, Marketing, Social Media and Search Engine Optimization (SEO) Strategies, Business Plan Development, Credit Building and Repair. Our trainings and workshops take a comprehensive and holistic approach. The workshop series also featured presentations from California Public Utilities Commission (CPUC), Los Angeles County Procurement Technical Assistance Center (PTAC) and the Small Business Administration (SBA).

We recognize that participants have varying abilities, timelines and economic restraints. To address this, we offer all training and counseling in several languages, in numerous locations and at various times of the year. Our services strive to be culturally sensitive and address the language needs of each business client. Training and counseling is regularly offered in English, Spanish, Cambodian, Vietnamese, Korean and Chinese (Mandarin). Additionally, training is offered in short, discreet units that can be combined to create a package of learning that meets the individual needs of each participant. Each participant is also able to work with a business counselor to create and implement an individual technical assistance/counseling plan.

As previously stated, in 2018, PACE Business launched our Procurement Development Center Program (PDC) to provide small business suppliers with information, technical training and advanced personalized strategic support in order to sell their products and services to the local, State and Federal Government Agencies in addition to the Utility Companies and the Private Sector.

Our PDC professional staff provide clients with Procurement Strategic Planning, Small Business Certification assistance, Capability Statement Development, Supplier Vendor Portal Registration, Contract Sourcing, RFP and RFQ Analysis, Bid Proposal and Budget Development guidance, Bond and Insurance referrals and Access to Capital services.

An additional essential service that PACE conducts is our biannual Supplier Diversity and Matchmaking Conferences. PACE holds the Procurement Conferences to connect contract-ready small business suppliers with opportunities in the Governmental, Utility and Private Sectors Prime Contractors. The first of our 2019 conferences was held in partnership with the California Public Utilities Commission (CPUC), Los Angeles Area Chamber of Commerce, Los Angeles Latino Chamber of Commerce and Comerica Bank. This event drew approximately 200 attendees, showcased 22 exhibitor booths, hosted 92 individualized matchmaking interviews and featured Assemblymember Gwen Moore, author of GO 156, as our Keynote Speaker.

The Exhibitors included:

1. AT&T
2. Burns and McDonnell
3. California Public Utilities Commission
4. Caltrans
5. Clark Construction
6. Comerica Bank
7. Department of General Services (DGS)
8. Edison
9. Housing Authority of Los Angeles
10. LA County Public Works
11. LA County Consumer and Business Affairs (PTAC)
12. Los Angeles World Airports (LAWA)
13. Merriwether & Williams Insurance Services
14. Metropolitan Water District (MWD)
15. METRO
16. Metrolink
17. PCL Construction
18. Small Business Administration (SBA)
19. SoCalGas
20. The Supplier Clearinghouse
21. Los Angeles Area Chamber of Commerce
22. Pacific Asian Consortium in Employment (PACE)

Our second Supplier Diversity Conference specifically targeted the Korean Contractor and Supplier business community and was conducted in partnership with the Korean Consulate General of Los Angeles and Southern California Gas Company. This event drew 100 attendees, 13 exhibitors and featured Korean/English translation services and 13 Korean speaking volunteers from our collaborating partners: California Bank and Trust, City National Bank, Comerica Bank, First Choice Bank and Royal Business Bank. Conference Exhibitors included:

1. ARB Construction, Inc. (Prime Contractor)
2. California Public Utilities Commission (CPUC)
3. Department of General Services (DGS)
4. Frontier Communications
5. Golden State Water Company
6. Kheir Clinic
7. Liberty Utilities
8. Meruelo Enterprise, Inc. (Prime Contractor)
9. Metropolitan Water District (MWD)
10. Southern California Edison
11. Southern California Gas Company
12. The Supplier Clearinghouse
13. Pacific Asian Consortium in Employment (PACE)

2.2 KEY QUESTIONS

OBJECTIVE 1: Small Business Participation and Engagement

1. SCOPE OF WORK

PACE will utilize a bilateral outreach and recruitment strategy that will simultaneously seek to identify both "Contract Ready" and "Close To Contract Ready" Qualified Supplier Companies.

PACE proposes the following Scope of Work over the course of 24 Months:

ACTIVITY	OUTPUT
# Enrollments	500 Clients
# Intake Assessments	500 Clients
# Technical Assistance	300 Clients
# Client Consulting Sessions	1,500 Session
# Workshops Conducted	48 Workshops
# Supplier Diversity Conferences	4 Conferences Serving 250 Clients Each
# Exhibitor Participation	20-30 Exhibitors per Conference
# Other Procurement Events Attended	10 Event Exhibitor Booths
# Contractor Database	2,500 Contractor Database

# Small Business Certifications	1,500 Awarded
# Capability Statements	300 Developed
# Bid Proposals	600 Developed and Submitted
# Contracts Awarded	60 Contracts
$$ of Contracts Awarded	$5,025,000

Enrollment and Assessments

PACE will secure the enrollment of 500 Procurement Clients targeting the following industries*:

1. Construction Trades
2. Manufacturers and Distributors
3. Transportation and Fleet Services
4. Renewable Energy/Green Industries
5. Equipment, Component and Commodity Suppliers
6. Professional Services and Information Technology
7. Science and Technology

**Not an Exhaustive List*

PACE will conduct 500 Client Intake Assessments to identify which contractors are Contract Ready and can immediately pursue procurement contracting opportunities and to identify those Close to Contract Ready contractors that need technical assistance services to actively pursue contracting opportunities in the immediate future. The assessment will establish two sets or candidate pools with the goal of strengthening the business infrastructures of both contractor categories in order to enhance their ability to compete and secure contracts.

Technical Assistance Services

Upon vetting the client intake pool, PACE estimates that approximately 60% or 300 of those small business contractors who have undergone the assessment process will be categorized as being either Contract Ready or Close to Contract Ready. As qualified Contractor/Suppliers both candidate pools will receive comprehensive technical assistance services to immediately start applying for contract opportunities and/or will receive additional enhanced procurement training to establish their business infrastructures to pursue bid opportunities in the immediate future.

Counseling Sessions Provided

PACE will provide each Contractor/Supplier with a minimum of 5 technical assistance services and/or sessions for a total of 1,500 Client sessions rendered. Actual technical assistance services will include individualized training and strategic planning consulting, workshop and Boot Camp group training, Supplier Vendor Portal and Small Business

Certification link identification and applications, contract sourcing and RFP/RFQ lead referrals, Bid Proposal, and budget guidance.

Workshops and Boot Camp

PACE will conduct a minimum of 48 procurement workshops to include Boot Camp sessions during the two year contract cycle. The group training services will feature expert in-house and guest facilitators. The core course topics will include Capability Statement development, Small Business Certifications, Supplier Vendor Portal Registration and Usage, Contract Sourcing, RFP and RFQ Analysis, Bid Proposal and Budget Development Strategies, Surety Bond and Insurance Requirements.

Supplier Diversity Conferences

PACE will conduct two major Supplier Diversity Conferences targeting 500 Contractor Attendees and securing 60 Exhibitors. The conferences will be held in late spring and mid-Fall with the first event specifically targeting Diverse and Underrepresented Contractors/Suppliers and the second conference designed as an open regional supplier event. A special feature of both events will be the implementation of a Matchmaking pavilion where suppliers can meet face-to-face with Government Procurement Buyers in an interview style setting.

Exhibitor Event Participation

Our Procurement Staff will also participate as an Exhibitor in a minimum of 10 business expos and/or supplier conferences throughout the 2 year contract cycle. A representative sample of regional events that we have identified in which to participate is included below:

- Los Angeles Office of the Mayor - LA Mayor's Small Business Summit
- City of Los Angeles – Accessing LA: Doing Business with the City
- County of Los Angeles - San Gabriel Valley Small Business Expo
- Metropolitan Water District (MWD) - Connect 2 Meet
- Doing Business with Metro - Meet the Primes
- Los Angeles Community College District (LACCD) - Build LACCD Matchmaking
- California Based Utility Companies and Partners - Edison Small Business Summit
- National Association of Women in Construction - Be the Power of Your Success
- Los Angeles Area Chamber of Commerce - BizCon, OneLA Regional Marketplace
- Bunker Labs - Ready, Set, Grow Contract for Veterans

Contractor Database

PACE currently possesses a Supplier Vendor database of approximately 1,300 small business contractors and will increase that vendor pool to 2,500 -- representing an increase of 92%. PACE recognizes the need to increase the supplier vendor pool to include significantly more qualified diverse and underrepresented suppliers.

Small Business Certifications

PACE will assist the vendor pool of 300 Contractor/Suppliers to secure a minimum of 5 small business certifications each -- totaling 1,500 certifications secured. The certifications will include Federal, State, County, City and Private Sector awards. Including, SBA 8(a), HUBZone, WOBE, VOBE, MBE, WBE, SBE, LSBE, LSBE, EBE, DBE, etc.

Capability Statements

PACE will assist a minimum of 300 Small Business Suppliers to draft and finalize a Capability Statement to be utilized for Matchmaking and promotional purposes directly to Government, Utility and Private Sector Procurement Officers and representatives.

BID Proposals and Submissions

PACE will assist 300 Small Business Suppliers to identify, draft and submit a minimum of 2 Proposal Bids each for contract consideration totaling 600 bid submissions to Federal, State, County, City Agencies and Private Sector Corporations for contract consideration.

Contract Awards and Award Amounts

Due to the competitive nature of the procurement process, PACE estimates an approximate award rate of between 6% to 10%. Therefore, PACE will assist the vendor pool to secure a total of 60 contract awards with contracts ranging from $25,000 to $250,000, we estimate that our clients will be awarded approximately $5,025,000 in contracts:

$250,000 x 8 Awards =	$ 2,000,000
$125,000 x 8 Awards =	$ 1,000,000
$ 75,000 x 13 Awards =	$ 1,000,000
$ 50,000 x 10 Awards =	$ 500,000
$ 25,000 x 21 Awards =	$ 525,000
Total	**$5,025,000**

2. TARGETED OUTREACH PLAN

PACE will continue to utilize our successful and proven 3-prong approach to market our procurement services to Los Angeles' small business suppliers and contractors:

Online

PACE utilizes various digital platforms to promote our services to Los Angeles' diverse, small business suppliers and contractors. We have a database of 1000 minority contractors that we can expand through social media engagement and digital advertising. Once in our database, we keep clients engaged through regular email marketing. PACE also posts information about upcoming classes, events and other opportunities on our agency website, the SBA LADO calendar and other community calendars.

PACE believes in leveraging technology and would match our own technology requirement to what the City requires so that we can share our diverse supplier information seamlessly. PACE is currently investing in a robust CRM that will organize and streamline our customer data. We will be able to track the progress of each client as they are moving down the pipeline from prospect to bid.

Offline

PACE advertises its programs, events and opportunities internally to current clients. An excellent source of referrals for new participants in all our programs also comes from word-of-mouth referrals. Participants who have benefited from our free or very low cost programs often refer friends and associates.

Our trainings, workshops and matchmaking events add value to the relationship we have with our minority contractor clients. Our events also attract attention from local and ethnic media outlets. Some of the media we regularly partner with include: KAZN AM Radio, KMRB AM Radio, KSCI – TV 18, Sing Tao Daily Newspaper, La Opinion, Korea Central Daily, Korea Times, and World Journal Chinese Daily. PACE also participates in ethnic TV and radio talk shows and advertises our services on both radio and TV on various channels in various languages including in English, Spanish, Korean, Mandarin Chinese, and Cambodian.

Community Partnerships

PACE has long-standing, collaborative relationships with numerous community institutions including ethnic Chambers of Commerce and ethnic Business Associations, public agencies, banks, community loan funds, community based organizations, churches and other religious organizations. These partners serve as a vibrant source of referrals. Throughout the year, PACE participates in expos and special events targeting

underrepresented groups such as the Latin Business Expo, Entrepreneur Expo, Black Business Expo, and Korean Expo.

The success of our outreach and marketing plan is illustrated in the demographics of the clients we serve: 27% are Hispanic, 31% are African American, and 23% are Asian Pacific Islander. Annually, PACE Business works more than 200 refugees and asylees, more than 60% of our clients are women and 90% of our Contractor clients are low-to-moderate income (LMI). Another example of our success in reaching underrepresented businesses can be seen in our Annual Supplier Diversity Conference and Matchmaking Pavilion that we held at the Los Angeles Area Chamber of Commerce. We, an API organization, hosted the event, it was sponsored by a Latino organization, and our keynote speaker was African American. We leveraged our partners in bringing the community together and having everyone present showed in our attendance. More than 80% of those in attendance were there to network with the exhibitors and the majority wanted to do business with the government. Our post event survey indicated that an overwhelming majority would attend an event like it again.

3. Education and Training For New Subcontractors

The primary objective of the PACE PDC is to provide Contract-Ready and Close to Contract Ready small business Supplier/Contractors with information, training and the personalize strategic support needed for those businesses to sell their products and services to the local, State and Federal Government Agencies in addition to the Utility Companies and the Private Sector.

The business development approach and core strategy will include ongoing technical assistance training in the form of an enhanced workshops series, a limited enrollment Procurement Boot Camp and personalize one-on-one strategic consulting services.

As PACE attracts and recruits increased numbers of diverse and underrepresented suppliers to contract pool the PDC will educate and provide those business entities with specialized training and supportive services. Including, but not limited to group training workshops and boot camps, one-on-one consulting, strategic planning services, Small Business Certification assistance, Capability Statement development, supplier vendor portal registration, contract sourcing, RFP and RFQ analysis, bid proposal and budget development guidance, bond and insurance referrals and access to capital services.

<u>Technical Assistance</u>

PACE estimates that within the 24 month program the PDC will successfully identify a minimum of 300 Contractor Clients that will receive enhanced Technical Assistance

Training and Procurement Assistance. We estimate that each client will receive a minimum of 5 strategic planning sessions for a total of 1,500 sessions throughout the two year contract cycle. The technical assistance services will include:

Small Business Certifications
Capacity Statement Development
Supplier Vendor Portal Registrations
Contract Sourcing
RFP and RFQ Analysis
Bid Proposal and Budget Development
Matchmaking Interview Preparation
Prime and Subcontractor Relations
Government Procurement Officer Relations
Bonding and Insurance Referrals
Business Inclusion Practices
Joint Collaboration Strategies.

Workshop Series

The Procurement Workshop Series will consist of a standing series of workshop topics that will be conducted on a quarterly basis that will include presentations conducted by qualified in-house staff and guest presenters. Workshop topics will consist of the following:

- Small Business Certifications (8(a) MBE, WBE, DVBE, EBE, SBE, SLBE, LSBE)
- Capability Statements and Matchmaking Interview Tips
- Supplier Vendor Portal Registration and Contract Sourcing
- Request For Proposals (RFP) and Bid Proposal Process and Strategies
- Request For Qualifications (RFQ) and Statement of Qualifications (SOQ)
- Surety Bonding and Insurance Requirements
- Access to Capital (Lines of Credit and Short-term Financing)

In addition to the standing workshop series, the Procurement Development Center will also invite and conduct a Government and Utility Company workshop series that can include:

1. EDGE Supplier Development Series (Southern California Edison)
2. SBA 8(a) and HubZone Certification (Small Business Administration)
3. Doing Business with the Utilities (California Public Utilities Commission)
4. Doing Business with the Government (Federal General Services Administration)
5. Doing Business with the State (Department of General Services)
6. Doing Business with the County (County PTAC Presenter)
7. Doing Business with Metro (LA Metro)
8. Doing Business with the LA (Mayor's Office of Economic Development)

The rotating series of Government and Utility presenters may also include:

- Merriwether & Williams Insurance Services
- Los Angeles Community College District (LACCD)
- Los Angeles World Airports (LAWA)
- Metropolitan Water District (MWD)
- Housing Authority of the City of Los Angeles
- Caltrans
- Los Angeles County Department of Consumer and Business Affairs
- Burns and McDonnell
- PCL Construction

Procurement Bootcamp

The Procurement Bootcamp will be designed to prepare contract ready and potential contractor/suppliers to do business the Government, Utilities and Private Sector. The four to six week course curriculum will be structured to assist the business owner to understand the procurement process and to develop out their company's infrastructure. This includes understanding the importance of corporate financial stability, having the technical expertise and staffing to perform and complete a contract project on time and on budget.

The Boot Camp presentation strategy will be to feature expert presenters to assist in the training sessions with the goal of offering the small business participants an insider's prospective of the procurement process. This includes, What Buyers look for in a Supplier, Being Contract Ready, How to Draft a Winning Bid Proposal, Importance of Relationship Development and Effective Communication.

The weekly workshops will run approximately 2-3 hours per session and will consist of the following topics:

1. Building Operational Capacity and Finance Stability
2. Certifications, Capability Statements and Matchmaking Sessions
3. Supplier Vendor Portal Registration and Contract Sourcing
4. Request For Proposals (RFP/RFQ/IFB) and Bid Proposal Strategies
5. Bonding, Insurance and Contract Compliance
6. Doing Business With The Buyers – Understanding the Supply Chain

Supplier Diversity Conferences and Matchmaking Pavilion

PACE will organize and host two major Supplier Diversity Conferences annually. The first conference will specifically target and outreach to diverse and underrepresented contract suppliers including the Asian Pacific Islander, Hispanic, African American, Women, Veteran and LGBTQ business communities.

The second will be an Open Regional Supplier Market Conference. Both conferences will target a minimum of 250 Attendees and 30 Exhibitors with the goal of providing Supplier Attendees with the contracting opportunities, breakout training workshops, expert panel discussions and a Matchmaking Pavilion allowing for 1:1 interviews with Government, Utility and Prime Contractor Procurement Representatives.

PACE will organize the Supplier Conferences in collaboration with our existing and expanding resource partners, including the City of Los Angeles, the County of Los Angeles, the California Public Utilities Commission (CPUC) and other regional Government, Utility and business organizations. This collaboration strategy will allow us to leverage those relationships to secure greater exhibitor participation from Utility Companies, Governmental Agencies and Private Sector Corporations. The collaboration will allow PACE to cast a wider net to in which to access the small business constituencies of those entities to attract a broader supplier audience.

Small Business Certifications

The small business certification process is designed to level the playing field for small business contractors to more actively compete for contract opportunities. PACE PDC will employ a certification program that will assist program clients to secure all relevant certifications to enhance their ability to compete for and secure procurement contracts.

PACE will educate new subcontractors on the benefits of small business certifications and on how they are utilized by the Utilities and Government which have both mandatory and voluntary contracting award goals that include, a local preference designation, a bid scoring discount or a specific designated certifications be a part of the contract award.

Because no one certification that fits all when it comes to the various branches of government or the utilities, PDC staff will assist clients with securing the following certifications:

Federal	State	County	City	Utilities
SBA 8(a)	SBE	LSBE	MBE	MBE
HubZone	SBE-PW	DVBE	WBE	WBE
WOBE	DVBE	SE	SBE	LGBTE
SDVOBE		CBE	SLBE	SB-MWD
VOSB			EBE	
SDB			LBE	

PACE Staff will assist contractors maneuver through the process completing their application, collection of required support documentation and completing their registration with the certifying government body.

Capability Statements

A Capability Statement is a promotional or marketing statement about supplier's business and their capabilities and skills that advertises to a procurement buyer who the company is and what types of services and/or product the company offers. Additional, Capability Statements is a living document that can be tailored to a specific government buyer or prime contractor. PACE Staff will assist the client contractor to develop and finalize the 1 or 2 page documents, making sure it is to the point and specifically related to the individual Agency's needs.

Supplier Vendor Portal Registration

An essential threshold step to securing a procurement contract is the need to register a business on the various Supplier Vendor Portal platforms, such as the Los Angeles Business Assistance Virtual Network (LABAVN). Part of the services to be rendered will include researching all appropriate NAICS Code so that the bid match component of each of the vendor platforms will be able to flag the business registrant by their NAICS code and notify them of upcoming and pending contracting opportunities.

PACE Staff will train contractors on how to research RFPs and RFQs and identifying contract cycles as a matter of contract sourcing. Many of these same vendor portals also allow the small business contractor to apply for the Small Business Certifications that particular government entity has the authority to process and award. Other business development resources available through the Supplier Vendor portals include network building, identifying Prime and Subcontractors as potential collaborating contracting partners and taking advantage of the various business inclusion programs. Examples of other targeted Supplier Vendor Portals include: General Services Administration (GSA), beta.SAM.gov, SBA, Office of Small and Disadvantaged

Business Utilization, California Department of General Services (GDS), Cal eProcure, The Supplier Clearinghouse, Doing Business with the LA County and numerous other portals.

One of the most valued services to be rendered will be the detailed review and analysis of RFPs and RFQs. A PACE Procurement Officer will sit down with the Contractor and conducted a detailed examination of each RFP/RFQ that the Contractor is considering submitting a bid upon. The analysis will include identifying important dates, required mandatory pre-bidders conferences, proposal due dates, government department issuing the request, relevant NAICS codes, Prime and Subcontractor qualification requirements, scope of services to be performed, performance timelines, legal and regulatory requirements, labor, contract compliance, bonding and insurance requirements.

Proposal Development and Submittals

PACE will advise the contractor/supplier on proposal strategies, formatting requirements and development of a competitive bid budget. The ultimate goal is for the contractor's bid proposal to make it to the short list of candidates and be awarded the contract. At the final stages of the selection process all of the top candidates are most likely highly qualified and can perform on the services requested.

Therefore, the bid proposal must demonstrate that the company possesses a superior or learned methodology and/or product, possessing a top caliber management team with skilled key staff, a successful performance history of completing the exact or similar services, and putting forth a competitive project budget representing that the contractor is the best value to the requesting agency.

The PACE Procurement Officer will work with the contractor to identify each of those essential and required characteristics that the bidder's business model possesses. Once identified the contractor can then document and showcase those attributes in the bid proposal. With PACE PDC's guidance, businesses will learn to apply for those opportunities that best matches with their products and services.

4. OUTREACHING TO SUPPLIERS WORKING FOR THE PRIVATE SECTOR

In order to outreach to suppliers who have traditionally provided services for the private sector, PACE will partner with private certification organizations, such as the Southern California Minority Supplier Development Council, that have access to Fortune 1000 companies working with small contractors. PACE recognizes that many suppliers choose to work in the private sector because the process is simpler and less restrictive.

In order to help transition these suppliers to the private sector, PACE will provide education and information about the benefits of working in the public sector as well as the wealth of opportunities that can be accessed by pursuing public contracts.

2.3 ESTIMATED COSTS

PACE estimates a cost of $543,863.32 to provide services, support and training for a regional contracting and procurement process:

DIRECT COSTS	
	Total
Personnel	$312,500.00
Fringe	$73,238.99
Travel	$2,500.00
Supplies	$26,500.00
Other	$77,000.00
TOTAL DIRECT COST	**$491,738.99**
INDIRECT COSTS	
Indirect Cost @10.6%*	$52,124.33
TOTAL INDIRECT COST	**$52,124.33**
TOTAL EXPENDITURES	**$543,863.32**

Budget details are provided in the attached Excel spreadsheet

2.4 OTHER CONSIDERATIONS FOR THE CITY

There is no additional information to be considered.

LISC
LOS ANGELES

REQUEST FOR INFORMATION

REGIONAL PROCUREMENT- SMALL BUSINESS PARTICIPATION AND ENGAGEMENT

SECTION 1: OVERVIEW

1. Contractor Profile, History, and General Business Strategy

Name of Organization: Local Initiatives Support Corporation, Los Angeles (LISC LA)
Type of Entity: Nonprofit, 501c3
Contact, Name & Title: Tunua Thrash-Ntuk, Executive Director, Los Angeles
Contact Telephone: 213-250-9550 ext 119
Contact Email Address: tthrashntuk@lisc.org
Contact, Name & Title: Miranda Rodriguez, Program Officer, Los Angeles
Contact Telephone: 213-250-9550 ext 136
Contact Email Address: mrodriguez@lisc.org

LISC LA is one of 35 local offices of the Local Initiatives Support Corporation, a national non-profit community development financial institution that works with residents and partners to forge resilient and inclusive communities of opportunity across America- great places to live, work, visit, do business and raise families. LISC LA implements comprehensive community development strategies, by investing in quality affordable housing and living wage employment opportunities, connecting small businesses to the capital and opportunities needed to grow, and helping families achieve financial stability and healthy lifestyles.

To address the need for resources to revitalize economically distressed urban neighborhoods across the country, The Ford Foundation and six corporations created LISC in 1979 as a way to channel private-sector financial resources to community development corporations. The LISC LA program began in 1987 with strong support from local leaders from the public, private and philanthropic sectors.

Over the last 33 years, LISC has taken a two-pronged approach in the LA market: 1) capital deployment (loans, grants, equity); and 2) capacity building (technical assistance and trainings). To date, LA LISC has deployed $850 million in grants and loans to support affordable housing development and preservation, community facilities, workforce development, and small businesses in low-income communities across the region.

LISC LA's primary initiatives are aimed at advancing economic inclusion and housing our homeless neighbors. Our strategies seek to:

Increase affordable housing supply and development- To solve our homelessness crisis, we support the production and preservation of safe and affordable housing units through flexible capital deployment. We help increase the pipeline of well-trained project managers and asset managers who support the new construction and preservation of affordable housing. And we

advocate and support innovative policies and programs that are breaking new ground in financing and constructing affordable housing.

Grow small businesses and create wealth opportunities in low-income communities- LISC LA is building a robust entrepreneurial ecosystem that seeks to develop and preserve diverse small businesses and micro enterprises. LISC LA has flexible capital products to support small business financing needs, invests in the capacity of minority-led CDFIs through capital and technical assistance to better serve diverse small businesses, and supports diverse small business owners with the management education and advising needed to identify contracting and growth opportunities with anchor institutions and municipalities.

Connect Residents to Living Wage Jobs- LISC LA collaborates with anchor institutions to create career pathways in growth fields and create a pipeline of diverse professionals. LISC LA currently has 2 Bridge programs that connect hard to employ individuals to the construction and transportation and logistics trades.

LISC LA's economic development initiatives aim to create opportunities for disadvantaged communities and diverse small businesses to participate in the economic growth of the region and build wealth within their communities. We employ a racial equity and inclusion lens in all of our work, in order to lift up the most economically marginalized and create a more resilient local economy.

2. Vision Alignment and Prior Experience

LISC LA believes that public procurement is one of the most powerful tools that local governments have to foster more equitable local economies. Given the devastating effects that COVID-19 will continue to have on our small business community, it is imperative that local governments employ new and robust strategies to increase the resiliency of diverse small businesses, especially those in historically underserved and disadvantaged regions. We are at a pivotal moment in time, one that requires a bold vision for economic inclusion in order for the regional economy to survive.

With the billions of dollars of public works projects and anticipated mega-events in the next decade, we agree that the time is now to strategize, coordinate, and organize contracting and procurement opportunities across public and private regional agencies to maximize equity, visibility, and create local jobs in order to support the local economy.

LISC LA is a trusted partner in the Los Angeles landscape and has provided technical assistance and capital access to diverse small businesses, nonprofits and other local community development financial institutions for over 30 years. As a financial intermediary, LISC LA acts as bridge between the private/public sector and local community. We have a long track record of successfully supporting partners to affect policy change, mobilize resources, and build successful campaigns. Most recently, our experience building and launching Ascend LA and the Diverse Community Capital Program, in addition to our leadership on the Los Angeles Business Council Procurement Leadership Council and South Los Angeles Transit Empowerment Zone (Slate-Z)

Economic Activity work group, has given us the experience necessary to lead a regional procurement engagement strategy for the City of Los Angeles:

Ascend LA- As the project lead for ASCEND LA, LISC identifies and provides support for diverse small businesses to help them access the management expertise from a renowned local business school, capital resources and contracts with municipal and large anchor institution partners like the County of Los Angeles, University of Southern California, and Kaiser. Through this initiative, LISC LA is also coordinating with OneLA, led by the Los Angeles Chamber of Commerce to leverage the impact of both efforts.

Diverse Community Capital Initiative- LISC has designed and implemented a unique peer learning and capacity building network, The Diverse Community Capital Initiative (DCC), to support African American and Latino-led mission-based lending institutions in LA County. Through this work LISC LA has offered peer learning opportunities, grants to support one-on-one consulting to improve organizational operations, and direct loans to the peer network of CDFIs to build their balance sheets and help them reach more diverse, very small businesses in LA County.

The partner mission-based lending institutions and CDFIs in this cohort are Inclusive Action for the City (IAC), PACE, Lendistry, Vermont/Slauson Economic Development Corporation, Classic Lake and New Economics for Women (NEW). LISC LA could call upon the members of this diverse cohort of partner CDFIs to help us reach the smallest businesses, including those that are diverse and need additional language assistance from throughout the county

Slate Z- LISC LA sits on the Steering Committee and co-chairs the Economic Activity Work Group for Slate Z, the South LA Promise Zone. Slate Z is comprised of over 50 community based organizations and business serving entities that have come together to connect residents and small businesses in South LA to economic opportunity. As a result of our participation, LISC LA published a white paper in 2018, "Supporting Economic Inclusion in Disadvantaged Communities: A Case for Inclusive Public Procurement Policies," that offers recommendations on how anchor institutions and municipalities can improve their current procurement systems in order to promote inclusive contracting opportunities and diversify the pool of local enterprises that do business with them. This has since propelled our work to create an inclusive small business ecosystem that will allow small and local minority-owned and women-owned businesses (MWBEs) or disadvantaged businesses (DBEs) to better compete for contracts.

LABC Procurement and Leadership Council- LISC LA sits on LABC's Procurement and Leadership Council. We advised in the development of the ***Los Angeles as a Host City: Identifying Investment-Ready Neighborhoods for Equitable and Inclusive Procurement***, a report by the USC Dornsife School's Program for Environmental and Regional Equity. This research represents a new benchmark for understanding the diversity and specific geography of the Los Angeles small business community.

This experience has positioned LISC LA as a market leader in influencing the ecosystem of municipal contracting for diverse small businesses. Through these initiatives, we have built strong relationships with the public sector, large corporations, and organizations that serve diverse small businesses throughout the region

SECTION 2: KEY QUESTIONS

Please see answers below to four questions pertaining to achieving: RFI Objective 1- Small business participation and engagement in regional procurement strategy.

1. **Describe a set scope of work for small business engagement goals.**

   A scope of work for a local consultant to advance a regional marketing, outreach, and boarding plan for small business engagement in City of LA could include the following activities:

   - Collaborate with the City of LA Chief Procurement Officer and any other pertinent departments to draft goals and metrics as it relates to disadvantaged small business participation in the new system. Goals and metrics could include:
     - Number of local small businesses certified
     - Number of certified businesses registered on the platform
     - Number of certified businesses that bid on contracts
     - Number of certified businesses that are awarded contracts
     - Number of certified businesses that receive technical assistance
     - $ Amount of contracts awarded to certified small businesses
   - Organize marketing campaign strategy- including events and meetings (both online and in-person)- to make small businesses and business serving-organizations aware of the new procurement platform, certification processes, and contract opportunities;
   - Design and implement a technical assistance program that offers both online and in-person opportunities for local small businesses to learn how to:
     - Register for the new platform, obtain certifications, search for and identify contracting opportunities, and bid on contract opportunities;
     - Navigate the City of LA contracting processes and requirements including insurance, bonding, capital, and compliance requirements.
   - Design a process the integrates small business certification into the City of LA's BusinessSource Center Procurement Specialist's work plan;
   - Train the City of LA's BusinessSource Center Procurement staff on new platform;
   - Organize networking events with Prime Contractors, City Contracting Departments, and small businesses;
   - Coordinate with established efforts and programs across the region in order to work collaboratively with partner organizations and sister agencies; and
   - Design a scorecard and evaluation plan to review the program on a quarterly basis.

2. **Describe a targeted outreach plan to ensure equity for small and underrepresented businesses.**

   Given the size and scope of the program, LISC LA would serve as the Program Manager and take a networked approach to ensure the initiative is engaging disadvantaged businesses in underserved communities across the County. We know that tapping into hyper-local networks

and trusted partners is crucial for successful outreach campaigns. LISC LA maintains strong relationships with other CDFIs and traditional bank lenders, community-based organizations, churches, BIDs, and other local civic leaders that we would formally engage in the program to reach diverse small businesses. Some activities include:

- Conducting an assessment of the small business landscape to understand supplier opportunities and challenges by both location and industry;
- Conducting an assessment of contracting opportunities by industry and contract size in order to understand demand;
- Coordinating with supplier diversity programs at Primes, local utilities, and other major suppliers in order to reach out to and engage their current suppliers;
- Identify and engage a network of 5-7 place-based and/or business-cluster partners to serve as Business Navigators for the program; and
- Create a unique communications and marketing strategy, work plan, outreach tools, and monthly evaluation plan with Business Navigators based on sector/location.

3. **Describe an education and training plan for new subcontractors to navigate the certification, bidding process, and identifying business opportunities.**

LISC LA would take a two-pronged approach to the education and training plan by developing both in-depth module-based trainings that could be conducted online and a set of snapshot tools and guides that Business Navigators can use with their clients to provided one-on-one technical assistance, both online and in person. After many years of doing this work, we know that small businesses have varying capacity levels in terms of business acumen, time, and resources. We would design a business assessment tool and referral system to determine what kind of capacity or "tier" a business is in and the level of assistance that is needed.

For higher capacity businesses new to the municipal contracting process, the program could offer an-in depth 5 week course that would have 5 modules including:

1. Certification & Registration with Procurement Systems
2. Identifying Procurement Opportunities
3. Applying for Contracts and Preparing RFPs
4. Bidding and Estimates
5. Insurance, Bonding and Capital Requirements

This could be delivered online on a bi-monthly or quarterly basis. The program would be taught by expert instructors who will offer "Office House" for those needing one-on-one assistance. At the end of the 5-week course, businesses should have completed their certifications and understand the contracting process. It would also include an in-person networking/culmination event at the end of each cohort. There would be a small program fee to incentivize business participation.

For other businesses who may not have the time to go through the full training or only need support in one of the areas, they will be paired with a Business Navigator who can offer one-one-one TA and walk them through the online how-to guides.

For micro-businesses or other not prepared to take on a contract with the City, the Business Navigator would walk them through the certification process and refer them to other partner programs or technical assistance providers in order to increased their capacity and build on their business foundation and put them on a path for growth.

4. **How would you tackle outreaching to suppliers that have traditionally provided services for the private sector and may not have previously engaged in public contracts?**

   LISC LA would create an Advisory Council comprised of contracting and supplier diversity personnel from major private sector companies in order to share information about public sector contracting opportunities, create vendor referral systems, learn from their outreach and engagement and best practices and develop co-branded opportunities to outreach to their suppliers and connect them to the new platform. Small businesses that are already part of a private supply chain likely already have some level of sophistication around contracting processes and requirements. These may only need certification assistance or assistance with identifying new public opportunities (Module #1) or information on Insurance and Bonding Requirements (Module #5).They may be poised for growth and could serve as a Prime Contractor or mentor an emerging diverse supplier.

SECTION 3: ESTIMATED COSTS

Please indicate what your firm believes to be reasonable potential costs associated with providing the services, support, and training for a regional contracting and procurement platform.

Regional Procurement Outreach Budget			
Expense Description	**Expense Cost**	**Number**	**Year 1 Total**
Business Navigators	$ 60,000	7	$ 420,000
Program Training System and Curriculum*	$ 50,000	1	$ 50,000
Training Facilitators (by hour)	$ 100	75	$ 7,500
Marketing Materials	$ 20,000	1	$ 20,000
Events and Outreach Events	$ 25,000	1	$ 25,000
Project Management and Administration	$ 104,500	1	$ 104,500
TOTAL	**$ 627,000**		

**This line item would be a Year 1 cost and in subsequent years would adjust to account for curriculum maintenance and updates.*

RFI – City of LA – Regional Digital Platform for Contractor Compliance and Project Status (CCPS)

What the RFI terms "a centralized digital platform for contracting opportunities" would be a cloud-based database with mobile access enabling granular snapshots of certification, compliance, project and budget status.
The elements of the deployed system will include:

- cloud storage of linked databases with dynamic program interfaces,
- secure access by desktop or mobile platforms,
- regularly updated certification status,
- capability for snapshots of multiple data layers,
- report capabilities, both aggregate and job specific,
- interfaces designed for a range of terminal devices

A user of the system – eg, a contract manager in the field – would be able to summon a report on a subcontractor's certification and contract compliance, with details of ownership, payments, project timeline and milestone achievement.

A contractor would be able to verify dates of expected payment, work progress of subcontractors, project updates and job changes, and be able to output digital or printed reports at selectable levels of detail.

The system builder would:

- create and oversee cloud storage
- code, test and deploy desktop and mobile access capabilities
- maintain security at each critical level (storage, retrieval, display, report output)
- update software at all levels of the system on a regular basis while maintaining reliable performance and documenting progress
- guarantee resilient performance at all levels of the system
- train ingest and retrieval users of system at all levels of operation

- **Project Architecture**
- Data Ingest
- Integration
- Storage
- Retrieval
- Report Granularity
- Compliance
- Instantaneous Snapshots
- Mobile Access

The proposed system would interface with the city's existing databases for contract and procurement to the extent of ingesting documents, tracking status updates and updating payment records. It would exist as a parallel universe, storing and outputting information according to its own records management protocols. This would not subsume or replace the city's current procurement systems.

Access to the system will frequently be by mobile device. Access requires password verification. The system will have desktop functionality, primarily for contractor access and reporting purposes. Users in the field will be able to ping the system via phones and tablets using Apple and Android protocols.

The platform's operation will entail a variety of licenses.
To interface with existing Salesforce deployments and Excel databases, appropriate licenses must be secured from vendors. Application program interfaces will enable capture of data currently residing on legacy systems.

Beyond implementing APIs and launching the system, support and training from incumbent vendors should be limited. Training on the new system will be provided to vendors and users at all echelons of system use by the system integrator.

The optimal system solution with greatest resilience and reliability would reside within a single cloud service and not require ongoing migration of data among multiple cloud systems.

The system should have backup and mirror facilities with deep data loss protection. It would enable snapshots at a range of levels, both instantaneous and longitudinal.

Experience in this area:
Stevo Brock has been developing software and software systems for more than 35 years using varied technologies on diverse platforms. Delivery systems have ranged from small embedded devices to multi-location, distributed, cloud-backed systems.

Brock remains abreast of the latest technology developments, attuned to new areas such as AR, VR and Machine Learning. Brock has architected, developed, deployed, tested and maintained scalable solutions for Panavision, Technicolor, Fisher-Price, The Learning Company/Riverdeep, and many other clients. These systems include a mix of Cloud-based Client/Server Systems, Desktop Applications (more than 25) and Mobile/TV/Watch apps (more than 50).

Marty Perlmutter has been involved in development of complex media and data systems for more than four decades. He helped launch both Harvard and MIT broadband networks, designed and installed Telesurgery at Mass General Hospital, built large-scale interactive exhibits at a series of science centers, consulted to IBM,

AT&T, Xerox and AOL, nd headed broadband strategy and global business development for Looksmart. He produced dozens of new media products in entertainment and education, winning awards on three continents. He has launched several online businesses and advised dozens of others on digital strategy and finance.

We propose to work with a vendor known to regional data authorities, Al Brenner, long a colleague of Perlmutter's. Brenner is an expert in emergent systems and has developed landmark tools for dynamic project tracking in his long-standing relationship with the Department of Defense. This will be the very soul of an emergent – ie, dynamically changing – system.

Past accomplishments demonstrating ability to perform projected objectives:
Brock is a senior software systems development engineer and project manager, with special capabilities in advanced mobile systems and cloud-based delivery of large datasets.

Perlmutter is a seasoned executive with extensive team-leadership experience in realization of ambitious, standard-setting technical and creative initiatives.

Brock and Perlmutter propose to use their decades of team-building and project guidance experience to define, organize and execute the tasks entailed in this ambitious project. There are significant challenges of data integration, storage, interface design, retrieval and display in the proposed enterprise. We are equal to the challenge of assembling and overseeing a team uniquely competent to realize the project's goals.

When this system is up and running, there should be extensive opportunities to market similar systems for regional, statewide and national organizations facing a need to integrate diverse data feeds and deliver properly scaled data displays to remote terminals, desktop and mobile.

The heart of the proposed system entails a guarantee of supply chain tracking and reporting for all stakeholders in response to properly framed and appropriately secure queries. Data from all databases in the system should be accessible from any device, if the inquiry originates from an approved requestor. The robust and scalable nature of responses, targeted to the display platform, will be the signature of a properly engineered system.

Estimated costs for phases which will include:
Design
Consulting
Coding

Deployment
Testing
Maintenance
Updates

We attempt to break down the tasks into this typology:

Project Component	Activity Category	Task/Product
System Design	Define Architecture	Implementation Plan
Data Capture	Ingest Routing	Program Interfaces
Data Storage	Protocols	Optimized Retrieval
Stored Data Structure	Database Layers	Tagging and Meta-Data
Compliance	Certification	Status Badges
Reports	Query Targeting	Layered Snapshots
Granular Updates	Status Ontology	Customized Reports
Interface Design	Minimum Requirements	Mobile & Desktop Capability
Updating the System	Maintenance & Updates	Adding Capabilities
User Training	Structured Utility	Just-in-Time Facilitation
Underserved Users	Facilitated Access	Custom Interfaces
Mobility	Mobile Ingest	Mobile Reports

Project Cost Estimate: (in person-weeks)

Design Phase	
Research (personnel: 4)	8 person-weeks
Prototyping (4)	8 wks
System Architecture Design (4)	12 wks
Backend Sys Dev (2)	12 wks
Web Frontend (4)	64 wks
Mobile Apps (2)	32 wks
Web Frontend Architecture Des (2)	6 wks
User Interface Design (3)	6 wks
Mobile App Architecture Design (2)	6 wks
Mobile App UI Design (2)	6 wks
Testing – Functionality (3)	9 wks
Testing – Compliance (3)	12 wks
Data Ingest (2)	8 wks
Rollout – Backend (1)	2 wks

Web Frontend (2)	4 wks
Mobile Apps (2)	4 wks
Training – Web Frontend (2)	4 wks
Mobile Apps (2)	4 wks
Support (2)	Ongoing
Maintenance (3)	Ongoing
Add'l Features	TBD
Platform Enhancements	TBD
Total	207 person-weeks

This project could cost $750,000-1,000,000 for design, coding, deployment, testing and training. Support and maintenance, plus system enhancement, will be additional.

Crucial to realization of system goals will be engagement of previously underrepresented firms in the regional database. Minority- and women-owned businesses should be targeted and recruited for participation as contractors and subcontractors. Appropriate publicity and social media outreach campaigns will be needed to achieve this goal. In addition, small and medium-sized companies that currently serve private businesses should be detected and informed of the opportunity to work with municipal and regional governments with whom they may have had no previous commerce. Efficiency of the proposed system will be an important selling point in targeted outreach, and a convincing argument for private service providers to consider governmental contracting. Besides timely payment, the efficacy of the system could be decisive in mobilizing a new class of cooperating businesses.

Request for Information

Regional Procurement

City of Los Angeles

Due: April 1, 2020

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Executive Summary

We are pleased and excited that the City of Los Angeles is exploring a Regional Procurement software solution to support your RFx process - this is an important step that can empower the procurement team at the City to become more efficient and effective.

While the City is in this early information gathering stage, it is important to highlight the distinction between how different solutions will support your solicitation processes. From our experience, there are three key aspects to consider when you're scoping out what type of software to support your team:

- Does it support your entire workflow? - Some software solutions accept online submission, but the evaluation of your solicitations is still done manually or using clunky tools. You should be able to post, receive, and evaluate deeply in the same place.
- How easy is it to use? - Ease of use is a critical factor in getting the most out of your software. It should be easy to get started, intuitive to use, and support stakeholders of all technical abilities.
- How will my vendors respond? - If your platform is difficult for vendors to register, navigate, and use, this can have serious negative repercussions for the number and competitiveness of your solicitations. The vendor experience needs to be simple, easy, and without cost to the vendor.

Bonfire is an intuitive yet also incredibly powerful e-procurement software solution that will enable the City to streamline your entire procurement process from start to finish, improve control across the entire workflow, ensure the best user experience, and give the City access to the tools and features to help achieve the best value for the City.

One of the key reasons why the Bonfire platform is the best choice to support the City's objectives is our focus on making our software easy to use. Especially for organizations coming from manual processes and centralizing their sourcing process online for the first time, it is incredibly important to select a software solution that is easy to implement and stakeholder-friendly. Bonfire will bring all your procurement activities together online (not just posting and receiving, but deep evaluation too) through an easy-to-use solution with an over 90% recommendation rate from both procurement teams and vendors.

Over the past seven years, our team at Bonfire has successfully implemented our procurement platform at over 350 organizations across North America. Bonfire is currently providing our online sourcing solution to a number of public sector organizations in California including the City of Irvine, Anaheim Union High School District, Orange Unified School District, Ventura County, and many more. We look forward to working with you as your software exploration continues.

Scott Dietrich
Account Executive
Bonfire Interactive Ltd.
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519.504.3013

Section 2

2.1 General Contractor and Services Information

Contractor profile, history, general business strategy, and alignment of contractor's vision with the City's goals

Founded in 2012, Bonfire is currently providing e-procurement software solutions to more than 350 public industry customers, including governments, counties, cities, health care institutions, school boards, and post-secondary institutions.

Over the past eight years of business, Bonfire has helped public sector organizations run better value procurements, improve client service within their organization, realize time savings and efficiencies by eliminating paper and Excel-based processes, and ensure compliant bids and RFPs. To date, the Bonfire platform has managed billions in spending decisions and helped these 360+ clients to gain efficiency and increase competition in their solicitations.

In 2018, Bonfire signed a definitive agreement with GTY Technology Holdings Inc. (NASDAQ: GTYHU/ GTYH/GTYHW) ("GTY"), and as of February 2019 have merged with five leading 'Govtech' SaaS/cloud platforms to form a new publicly traded company dedicated to the digital transformation of the public sector.

We believe that the Bonfire solution aligns well with the City's goals of eliminating barriers to small business participation, creating a regional digital platform, and creating a seamless procurement workflow.

Previous experience providing similar regional contracting and procurement services, support, and training for clients of a similar size and complexity

Since Bonfire's inception in 2012, Bonfire has been committed to helping government agencies streamline their procurement processes. Bonfire works with over 350+ government agencies across North America today. Similar to the City of Los Angeles, Bonfire provides eSourcing software to many other major US cities such as Dallas, Louisville, Milwaukee, Seattle, Baltimore, San Antonio, Kansas City, Columbus, Cincinnati, Albuquerque, and many more. Bonfire also works with many other municipalities throughout the State of California such as Ventura County, City of Irvine, Alameda County, Solano County and many more. Bonfire helps organizations of all sizes and complexities in procurement services, support, and training. Bonfire is designed to facilitate all sourcing events, whether simple bids or complex RFx events and that is why many other major cities use Bonfire as a proven solution for their sourcing needs.

2.2 Key Questions
Objective 1: Small business participation and engagement

1. **Describe a set scope of work for small business engagement goals**
   Bonfire easily allows for organizations to set small business engagement goals as part of the project scope. Small business criteria can easily be applied to any solicitation and vendors are easily able to identify any business statuses such as small or minority owned businesses.

2. **Describe a targeted outreach plan to ensure equity for small and underrepresented businesses**

   Bonfire can allow the City to reach a wider base of suppliers through the commodity code matching system. The tool is completely free for all suppliers to ensure that there are no additional hurdles for small and underrepresented businesses. These suppliers can be sorted and added to a list based on specific qualifiers to maximize and ensure exposure to small or underrepresented suppliers. A common use case would be creating a list of local suppliers to be included on a solicitation type. Bonfire allows the City to easily manage the database of suppliers. Bonfire does not provide a professional service covering a target outreach plan to only contact small businesses.

3. **Describe an education and training plan for new subcontractors to navigate the certification, bidding process, and identifying business opportunities**
   In order to download or interact with your solicitations, vendors need to register on the Bonfire portal. Vendors can register, view and download documents, and submit their responses all at no cost to the vendor. Bonfire also allows each vendor to initiate and maintain its own vendor profile account free of charge.

   Vendors can register, access, and edit their profiles at any time (24/7). The vendor registration process is extremely simple and easy for vendors. Typically, a new vendor can register within 5 minutes, access opportunities and submit immediately, often without any specific training.

   Vendors can associate commodity codes to their profile in order to receive notifications projects via their listed codes. Applicable certifications, licenses and expiry dates can be requested and tracked by the organization and vendors will be prompted to upload these documents during the registration process.

   <u>Vendor Training</u>

   Historically, vendors have rarely needed to have specific training to use Bonfire. Vendors typically spend a total of 8 minutes in Bonfire, including the time to register for an account and uploading a submission. Bonfire has developed resources to help vendors get acquainted with Bonfire, such as short training videos and a list of FAQs accessible right from within the platform.

Bonfire is willing to offer multiple training sessions for vendors when necessary, as well as host periodic training webinars for newly registered vendors on a monthly basis.

Vendor Support

Bonfire's dedicated support team is always eager to help, whether the question comes from a buyer or vendor. Our support contact information is listed throughout our website/app and can be easily accessed at any time from the technical support link at the bottom of the app. We also provide our users with a 'Help' widget from within the app. This widget allows users to search our extensive support desk which contains hundreds of up-to-date support articles and tutorial videos.

Our track record speaks for itself: on average, it takes only 15 minutes between submitting a ticket and receiving an answer from a Bonfire support representative. To date, Bonfire's support team has a satisfaction rating of 99%.

Our award-winning customer success team has helped Bonfire to achieve a current Net Promoter Score (NPS) of 74, which is within the top 99th percentile SaaS category.

Bonfire also has many other support mechanisms in place such as automatically bringing support tickets from projects with on their close date to the top of the queue to ensure no vendors miss any opportunities.

4. **How would you tackle outreach to suppliers that have traditionally provided services for the private sector and may not have previously engaged in public contracts?**
Bonfire automatically matches relevant suppliers to opportunities through the use of commodity codes. The would provide the City with immediate access to Bonfire's entire global supplier database of hundreds of thousands of suppliers. Bonfire prompts vendors upon registration to add commodity codes that match their goods or services to easily and automatically be informed of new business opportunities. Bonfire has had many private sector focused suppliers be notified of public sector opportunities available to them and our support team is happy to answer any questions regarding the differences in public and private sector procurements.

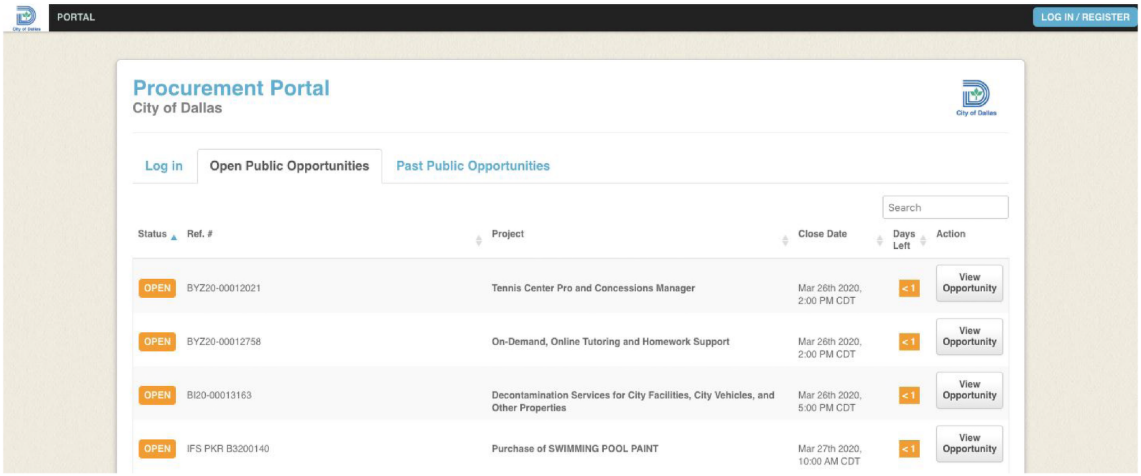
Objective 2: Regional Digital Platform

5. **How would a centralized digital platform for contracting opportunities work?**
For Vendors:
The vendor registration process is extremely simple and easy for vendors. Typically, a new vendor can register on your Bonfire portal in as little as 5 minutes, access opportunities, and submit immediately, often without any specific training.

Bonfire provides a portal for each institution - this is the centralized location for your procurement activities, both internally and externally:

This is where vendors can self-register and access the public portal to find and view your solicitations.

Each portal is created using the following format https://*organization*.bonfirehub.com, where the italicized portion is a 'short name' that identifies the institution, for example, "*dallascityhall*.bonfirehub.com", which is used for the City of Dallas, TX.



Bonfire allows each vendor to initiate and maintain their own vendor profile account free of charge. Vendors can either be directed to the online portal via web URL or by embedding the portal on the organization's website. Organizations have the option of requesting specific registration fields or documents from the vendor before uploading a submission.

Vendors can register, access, and edit their profiles at any time (24/7). They can also associate commodity codes to receive notifications for projects tagged with their listed codes. Applicable certifications, licenses, permits, insurances, or specific information can be requested and tracked by the organization, and vendors will be prompted to upload these documents and information during the registration process. The Vendor Management module in Bonfire provides the functionality to collect and auto-expire vendor certification documents, which allows the vendor to keep their documents, such as insurance, permits, or reference letters, up to date and accurate.

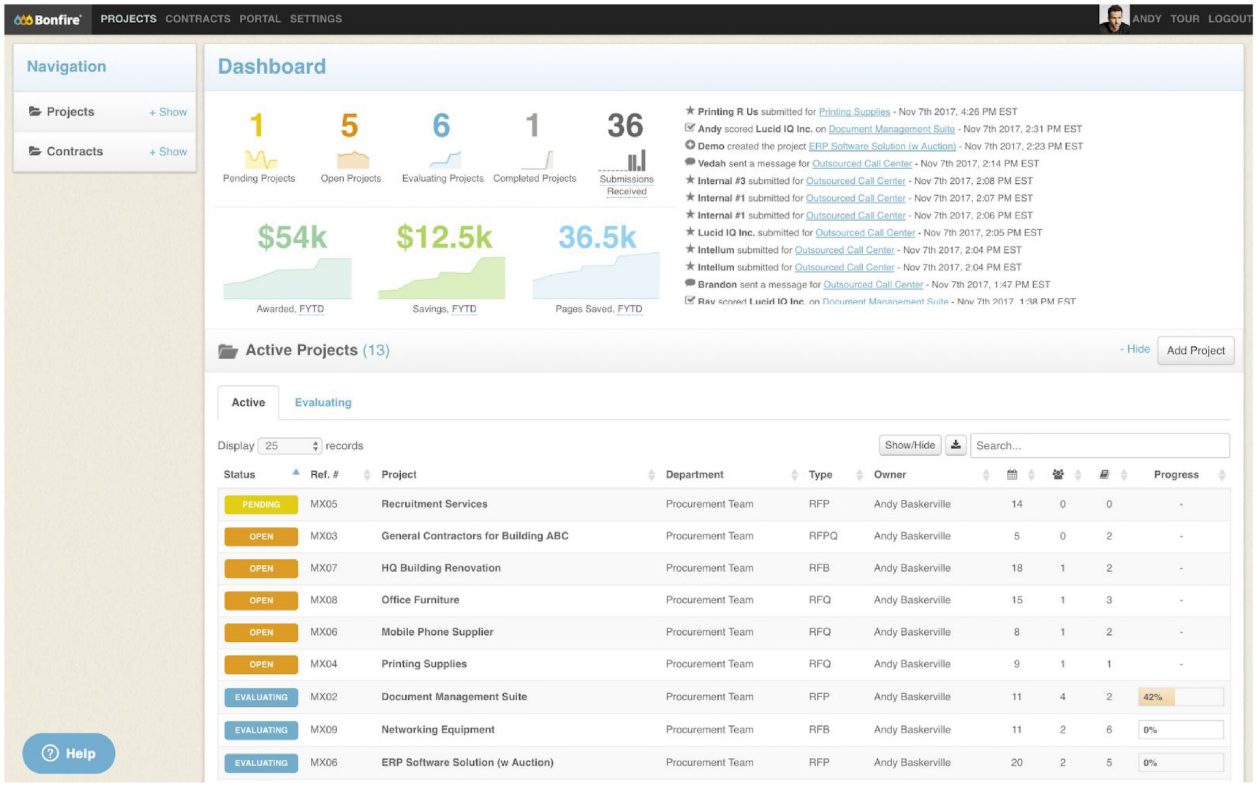
Bonfire is completely free for all vendors to view available public projects, review project details, notices, download bid documents, ask questions and participate in Q&A, and complete bid submissions.

<u>For Procurement/Contracting Users:</u>
Bonfire's main dashboard acts as a "mission control" for all of your solicitation activities and workflows.

From your main dashboard, you can view top-level KPIs reflecting your procurement team's performance and important statistics. You can see a summary of all the relevant

activities taking place inside Bonfire, for both evaluators and vendors. Below those items, you can see all of the Active Projects happening within Bonfire relevant to this user. At a glance, you can easily understand what each project is, who owns it, what stage it is in, and how much progress has been made towards completion. These projects can be filtered and searched easily, and only show information accessible and relevant to the user.

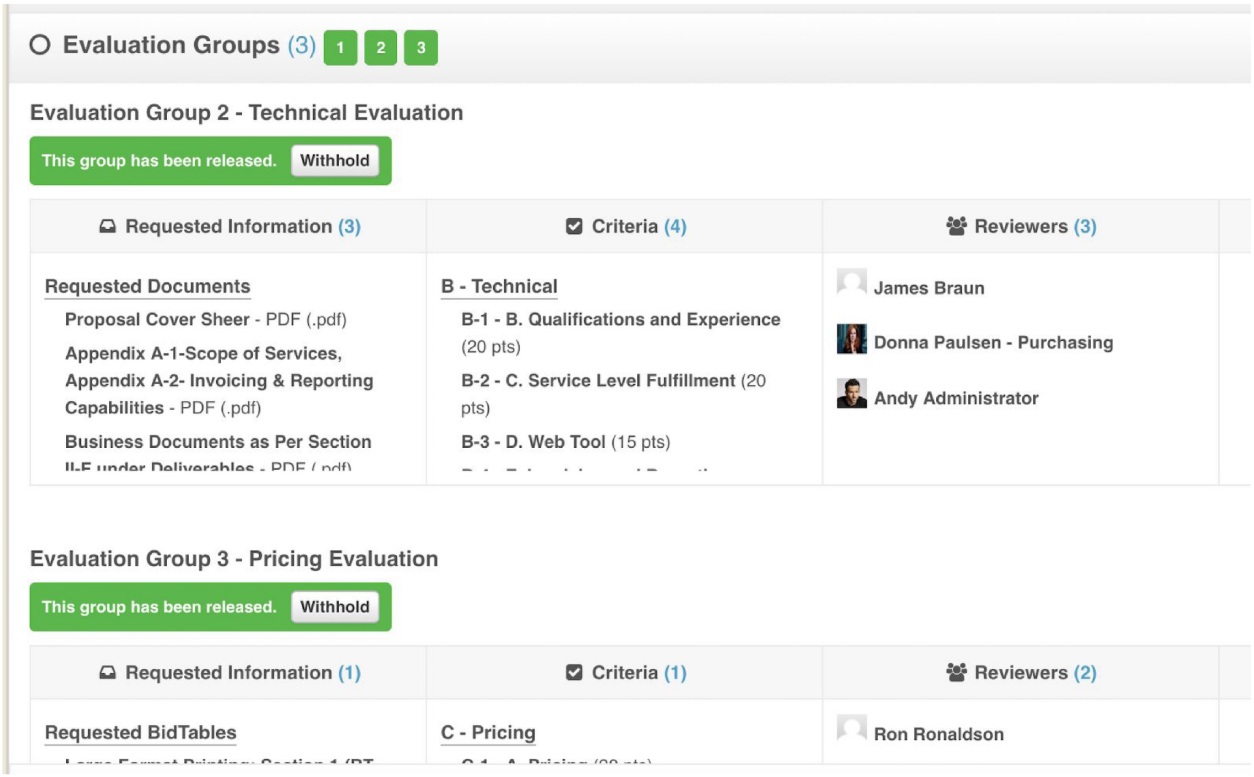
Below is an example of this dashboard view:



City users can fully tailor each solicitation to meet their sourcing needs. This includes but is not limited to the project details, timelines, information and documentation for vendors (project documents, instructions, forms, addenda, etc.), questions or requirements from vendors, the information and documents requested from vendor submissions, the internal stakeholders participating (drafters, observers, evaluators, etc.), the evaluation stages used (i.e. mandatories, technical, pricing), and scoring criteria and weighting.

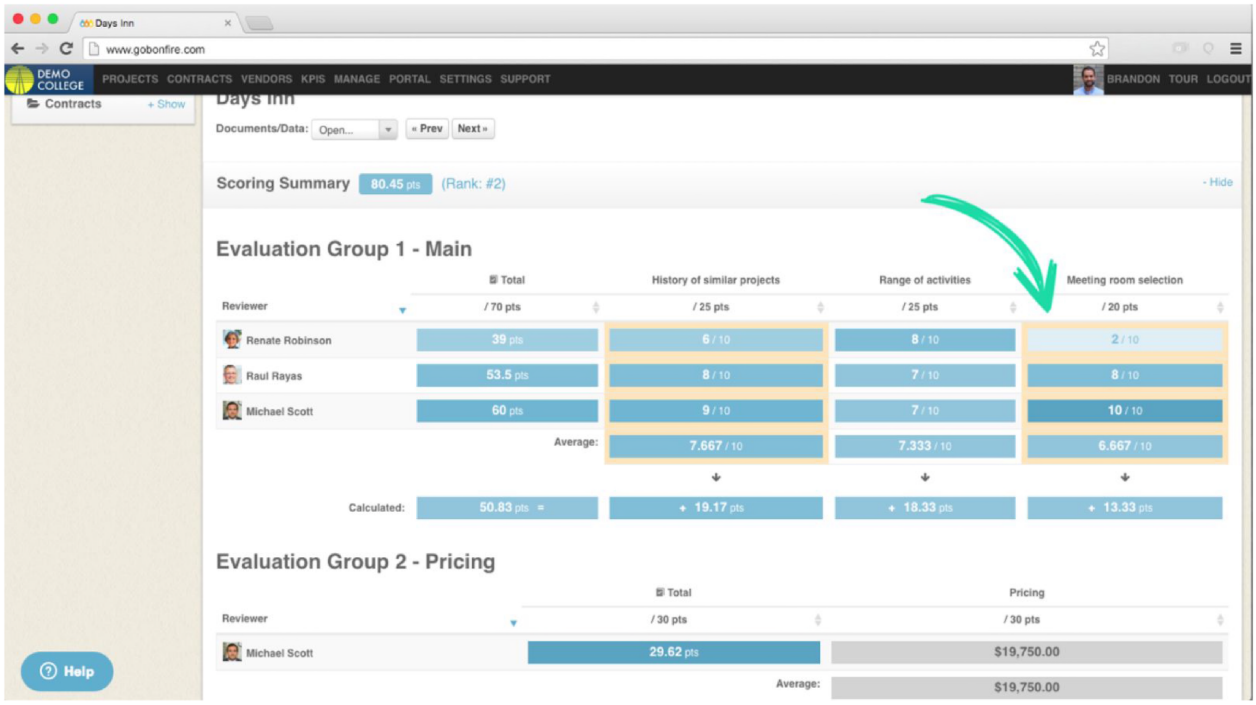
Project or RFx managers can structure their evaluation into stages or segments, allowing for two or more stages of evaluation. Each project in Bonfire can be divided into segments called Evaluation Groups. The contract administrator who is leading the project has control over which pieces of the requested information and which criteria belong to each stage. Evaluators can be added to one or multiple Evaluation Groups, and there is no limit to how many evaluators you bring into each solicitation. Evaluator

scoring can be kept separate so that one evaluator cannot view the scores/notes of another evaluator. For example, this allows the City to have technical reviewers to evaluate the technical information against the technical criteria as part of an evaluation group. See the screenshot below for a screenshot displaying this:



When the individual evaluations are complete for an RFP or similar project in Bonfire, Bonfire helps manage the process of making the final award decision. Bonfire aggregates all scores and comments into a Scoring Summary in real-time, so no manual calculations are required. Bonfire also highlights areas that lack consensus amongst evaluators as scores come in, which allows purchasers to focus on these areas that may be talking points in a consensus or evaluation meeting.

Below is an example showing the scoring summary for a completed solicitation in Bonfire, showing how Bonfire automatically aggregates, tabulates, ranks, and summarizes your decision outcome:

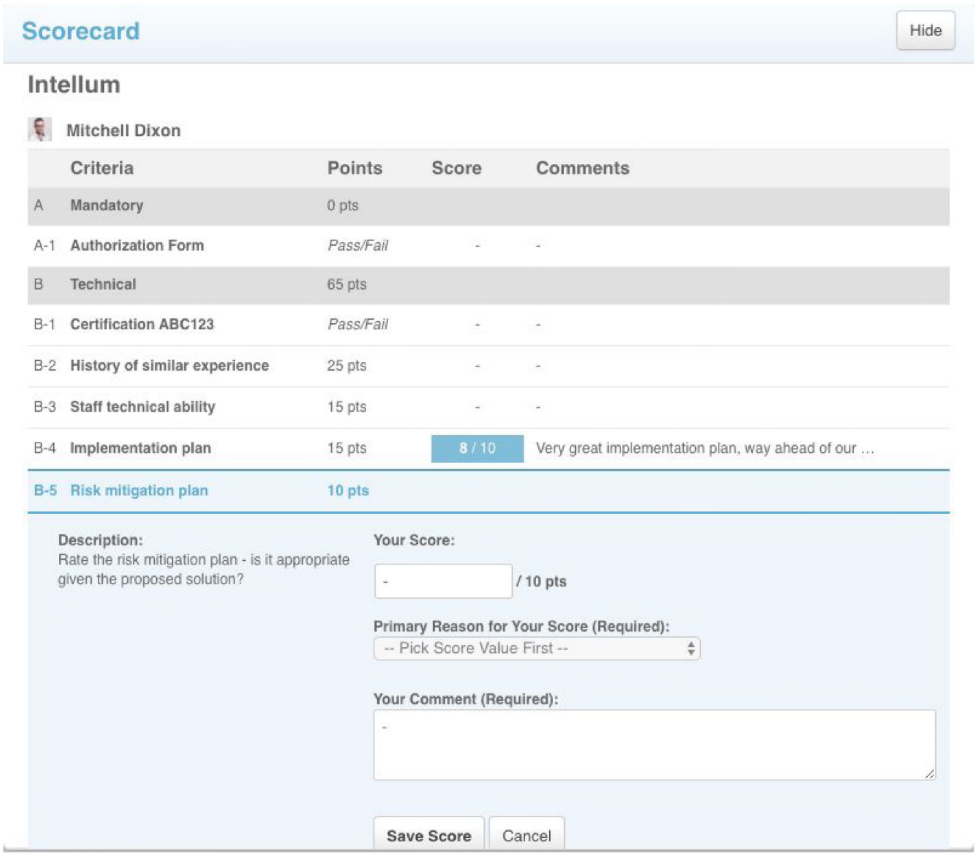


For Evaluators/Internal Stakeholders:
A core competency of Bonfire is the evaluation process. What makes Bonfire different from other eProcurement tools is the depth and focus we put on managing the RFP or bid once the dropbox closes during the evaluation cycle. Evaluators and internal stakeholders can share files internally, view vendor questions, and participate in internal discussions to ensure all communication is centralized within a single location, providing the City with a full audit trail.

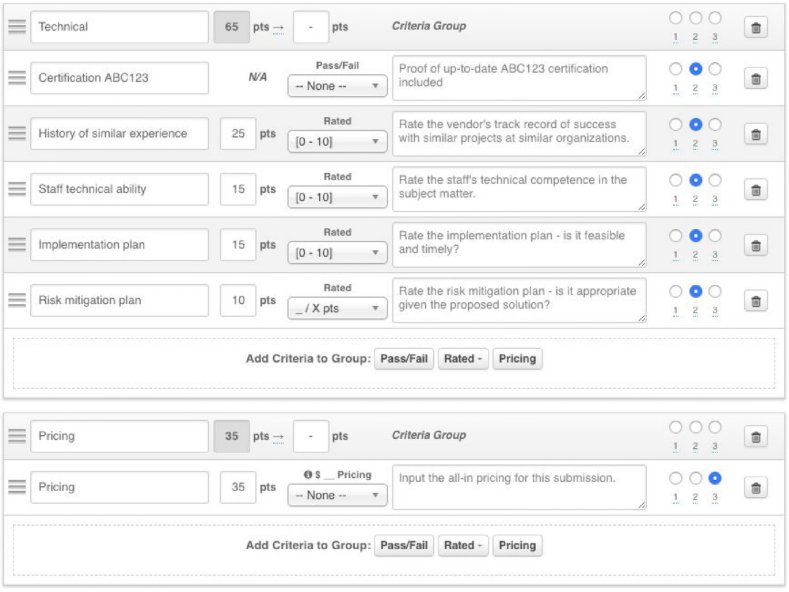
Bonfire supports the full spectrum of solicitation and evaluation needs. Selecting an evaluation option depends on the type and complexity of the solicitation:

Scorecard evaluation and criteria:

Evaluators can access documents in our in-application document viewer. This document-viewer works with virtually any type of file including PDF, Word, Excel, and images. Right from the document, the evaluator can open up their scorecard and enter their scores and comments.



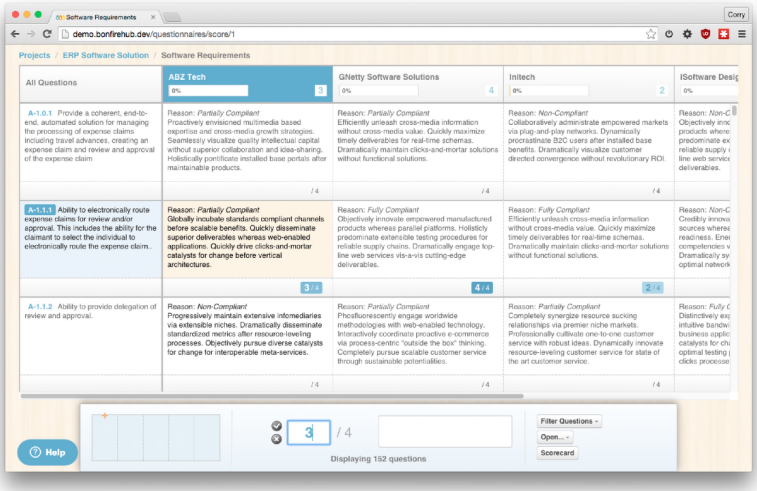
Scorecards are entirely customizable depending on the scope of your evaluation needs.



Notes can also be tracked for each response and documented by the evaluator. Notes/discussion can also be tracked for the whole solicitation under the Internal Discussion section in messaging which can be shared with specific users.

Questionnaires / large qualitative analysis:

Bonfire's Questionnaires feature supports automatic side-by-side scoring to quickly evaluate large amounts of qualitative information (see image below). Like bid tables, the Questionnaires feature extracts the information from vendors' Excel files and organizes it side-by-side for ease of comparison. Bonfire also provides an auto-scoring option. In this case, vendors submit their responses in a formatted Excel file in which they must fill in predetermined response fields such as 'True/False' or 'Does Not Meet/Meets/Exceeds.' Bonfire can then apply predetermined criteria to auto-score the responses. Alternatively, the organization can choose to evaluate manually by scoring the questions sets in the easy-to-use side-by-side scoring pane, as seen below.



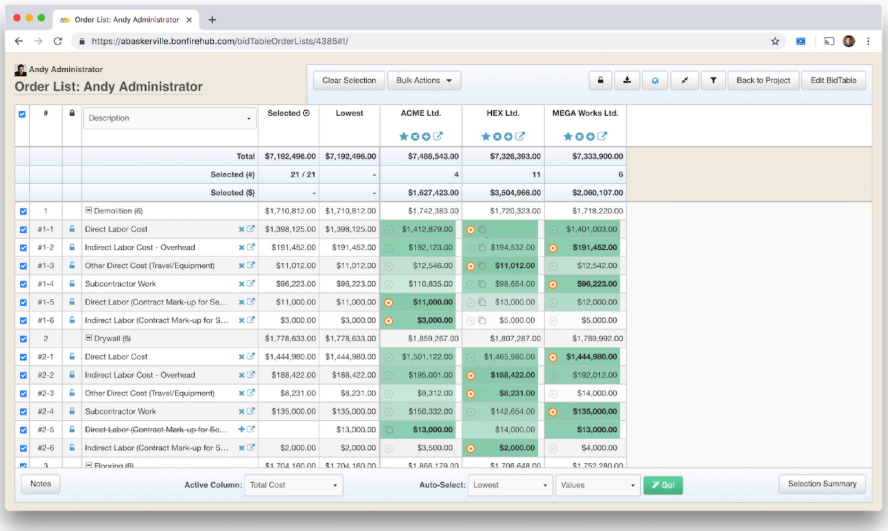
Evaluators love using Questionnaires rather than individual Excel sheets because it allows them to reduce manual data entry and compare information contextually for a well-informed decision.

Line item bidding:

Similarly, Bonfire allows for side-by-side comparison and analysis for large commodity purchases in a quantitative manner through multi-line item bids. BidTables will automatically extract every bid data point from the vendors' Excel files, allowing the organization to quickly and easily review, filter, and rank your received bids as needed.

All bids are displayed side-by-side specifically to the itemized level, with a heat map highlighting bids with the lowest prices. On top of this side-by-side view, BidTables will instantly tabulate your optimal purchase decision (using one or more vendors) and produce a selection summary list of that outcome.

BidTables easily allows you to adjust and instantly test 'what-if' scenarios to ensure you're making the optimal choice.



Buyers and evaluators who manage multi-line item bids with bid tables love the efficiencies gained by avoiding the necessity of scoring individual spreadsheets or hard copies to determine the lowest price. The use of bid tables greatly reduces the amount of manual data entry involved in the process, along with the risk of human error.

6. **Determine the services provided , support required, and training for the regional contracting process.**

Implementation

Bonfire will develop a detailed implementation plan that matches the needs of your rollout. Over the past 8 years, our team at Bonfire has successfully implemented our procurement platform at hundreds of organizations across North America. Our experience with organizations with similar sizes and complexities as the City and can have Bonfire fully implemented and running within four to six weeks.

Our implementation approach follows the same path no matter the size of the organization. We focus on providing lots of training covering different aspects of the tool, down to one on one sessions with each buyer as they set up their first project in Bonfire. The tasks involved in a Bonfire implementation typically fall into three main categories:

General Account Setup (approximately 2 weeks duration)

- Customization of portal feature set
- Determining and configuring the Departments on the portal
- Determining and assigning user roles
- Customizing vendor registration form

Training (approximately 2 weeks duration)

- General training session on the Listing / Evaluation portions of Bonfire

- Specialized training on Bonfire's Advanced Evaluation Modules if applicable (Multi-Decision, Questionnaires, bid tables)
- Training on Vendor Management & Insights Reporting

Ramp-up (approximately 2 weeks duration)

- Review of RFx templates and changes required
- Assistance with the creation of the first project for each Department/Buyer
- Implementation debrief to management for each Department

Following the ramp-up stage, the City will be ready to 'go live'—this final stage takes place once the portal has been created and users have been added. Please note that many implementation activities will be completed concurrently to minimize the time required to complete onboarding. The full implementation will take anywhere from four to six weeks. However, please also note that these timelines are dependent on the System's availability for training and the speed with which the organization is comfortable.

Client Experience and Support

Upon joining Bonfire, the City will have access to a dedicated customer success manager who acts as an additional support pillar beyond Bonfire's customer support team. Your customer success manager will help facilitate training, offer best practices on new projects, help provide continuous learning, and be available to help facilitate any technical support questions as well.

Technical support for anyone interacting with Bonfire (purchasers, evaluators, vendors, and more) and is available in a variety of methods. This includes via telephone (toll-free) and email from Monday-Friday from 8am-8pm EST, website articles, videos, and live chat. Bonfire also offers unlimited training and support via WebEx (included in cost) and on-site (at additional cost).

Bonfire's support team has an average response time of under 15 minutes and an average resolution time of under 1 hour, both industry-leading times. Bonfire's support team was awarded a 2019 People's Choice Stevie Award for excellence in customer service and support. Our award-winning customer success team has supported Bonfire receiving a current Net Promoter Score (NPS) of 74, which is within the top 99th percentile SaaS category.

Self-Help Resources

Bonfire also features ways multiple self-help resources to support the City's success adopting and using Bonfire:

Bonfire Academy

Bonfire offers a course-based training platform for all users, called Bonfire Academy. Courses in the platform are interactive and include videos, slideshows, annotated screenshots, and quizzes. Users are able to learn at their own pace or use the courses to

refresh their memory after the official training program has ended. Course progress is tracked enabling the user to jump in and out of courses based on their availability and learning needs.
The platform includes both generic courses aimed at learning all aspects of the platform, as well as courses specific to an organization and related processes.
Depending on your subscription package and needs, Bonfire can work with you to build content that is specific to your organization's roll-out. These courses would be designed to walk the user through the steps required in Bonfire in order to mimic the organization's business processes, policies, and procedures.

Knowledge Base

Bonfire's Support team also created an online Knowledge Base repository where, to date, more than 60% of customer requests were addressed with self-help guidance so that users were empowered to find answers quickly, easily, and on their own time.
In addition to the Knowledge Base, Bonfire also offers online FAQs, chat support, phone and email coverage, and a unique webinar series. The webinars, introduced in 2018, highlight product features on new releases, offer drop-in training sessions, and best practice guides. Webinars target areas of the product and are based around customer requests.

Maintenance and Upgrades

Bonfire regularly releases updates to our platform, which can include new features, improvements to current features, and system maintenance and upgrades. These upgrades and improvements require no action or testing for your team to utilize. New and separate modules not included within the original order form/agreement may be offered for an additional fee. All maintenance and upgrades are included for no additional cost as outlined in Bonfire's Terms and Conditions. You can find the details here: https://gobonfire.com/termsandconditions/.

As a cloud solution, Bonfire will facilitate all system upgrades and no City support or installation is required. Bonfire rolls out all upgrades at 2:00am CT on Saturday evenings to ensure no clients are affected. Bonfire will provide release notes and unlimited training (if required) following any system upgrades or releases.

7. **How can the digital platform integrate/interface with existing City systems that address City specific contracting and procurement requirements?**
   Bonfire has a RESTful API that can be made available in order to provide the appropriate data access. This API and custom integration can provide data integration with existing City systems that address City contracting and procurement requirements.

   Custom work is required to achieve this with our Professional Services team, which can be defined during implementation.

8. **How would you propose that stakeholders access and use this system?**

Bonfire provides a variety of user roles to ensure the system is easily accessible by any City stakeholder such as evaluator, observer, and advisor roles, outside of the procurement specific roles. Bonfire supports Single Sign-On (SSO) to ensure stakeholders can easily access the system using their existing credentials.

Procurement & Contracting Users:

- Procurement and Contracting users can easily access Bonfire to support the entirety of their procurement events. From collaboratively drafting, publishing to vendors, receiving information, tabulating and evaluating that information, and coming to an award decision. All of the steps within a solicitation can be facilitated through Bonfire.

Non-Procurement Stakeholders:

- Non-Procurement stakeholders can easily be involved in a solicitation in a variety of different ways such as:
    - Create a procurement request
    - Edit or observe an existing draft and centrally house conversation within Bonfire to ensure that project is aligned prior to release
    - Evaluate, observe, or advise on a live solicitation. Stakeholders can easily log into Bonfire to perform their evaluations from any browser and any device.

Bonfire provides a simplified view for non-procurement stakeholders so they are easily able to access all key pieces of information with little to no formal training.

9. **How would you ensure that it would receive support from public and private agencies?**
   Bonfire fully supports all users who may interact with Bonfire, whether public or private agencies. Bonfire has vast experience in supporting both public and private agencies.

10. **Would the platform require licenses, services, support, or training?**
    Bonfire is a subscription-based SaaS solution and provides licenses to all stakeholders. Bonfire pricing is based upon a 'power-user' license (anyone who is creating and running sourcing events) and includes all other licenses unlimited within that pricing such as observers, evaluators, editors, and advisors. Bonfire provides unlimited support and training to all stakeholders, whether that be procurement users, evaluators/internal stakeholders, and vendors. Please see section 2.3 for more detailed information regarding Bonfire pricing.

11. **Would this be a cloud solution that can run on multiple cloud providers and allow migration between clouds?**

    Bonfire is not able to run on multiple cloud providers. Bonfire is contracted with AWS.

12. **Would the digital platform be able to provide data loss protection and the ability to query snapshots of our data across time?**

    Bonfire has multiple redundancies built across unique locations to ensure that data is always accessible, and that it is not lost. Query snapshots can be pulled from Bonfire as needed through a request to Bonfire staff.

13. **What is your experience in this area? If available, summarize the work experience and past accomplishments of your organization that demonstrates the ability to successfully perform the projective objectives.**

    Bonfire works with 360+ public & private sector organizations within North America to help them modernize their procurement processes, access a broader supplier community, and gain access to more insightful data. Bonfire has numerous awards from third-party publications such as Spend Matters Vendor to Watch, GovTech Top 100 Company, Gartner Cool Vendor, and a Stevie's People's Choice Award for customer service. Bonfire boasts a 74 NPS score which is world-class for customer satisfaction. Bonfire is purpose built to be a tool to support procurement teams, and has a long history of providing excellent customer service and successful implementations.

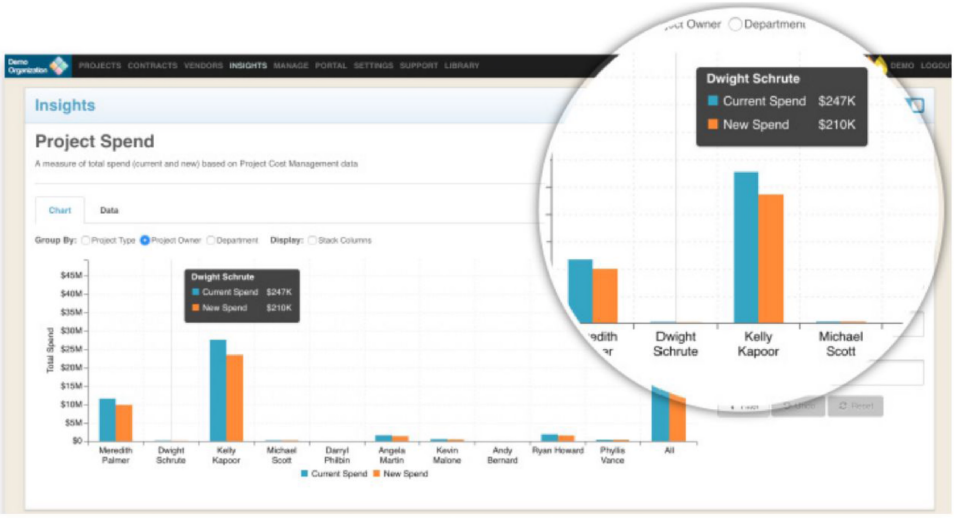
14. **Determine the capabilities in the marketplace of a regional contracting software that would cater to certified and noncertified businesses as well as private and public sector contractors.**

    Bonfire is built with accessibility and ease-of-use in mind. Through eight years of work, Bonfire has built to allow all different types of suppliers to access opportunities- whether the business is certified, non-certified, private sector, or public sector. The system is free to use for all types of suppliers, and from the history of hundreds of thousands of vendor submissions, Bonfire averages a 98% approval rating.

    The registration information is customizable, and in its most simple iteration only asks suppliers to identify e-mail address, company name, first name, last name, and password. This ensures a quick registration process, and maximizes the outreach made possible through Bonfire.

15. **Determine capacity planning for regional solicitations, opportunities, and marketing.**
    Bonfire provides full visibility into upcoming and future regional solicitations and opportunities. The City is easily able to view current bandwidth and capacity planning for members of the team to ensure users have capacity to take on new projects and what the existing status of ongoing solicitations is. This way the City is clearly able to see when solicitations are going to be completed and new solicitations can be started.

16. **How would you ensure supply chain tracking and reporting be available to each Stakeholder?**
    Bonfire provides a reporting tool called 'Insights' that allows users to visualize, pivot, and filter all KPIs (including Spend Analytics). Users can segment data by User, Department, Project Type (RFP, RFI, ITB, etc), and view information in a chart format or extract the raw data for further offline analysis.



The product screenshot above shows Project Spend grouped by Project Owner, comparing their Current Spend vs the New Spend for all the procurement events between 2016-01 and 2018-01. Cost Management also enables you to set savings targets and measure your performance against those goals.

At every stage throughout the lifecycle of a solicitation in Bonfire, project owners can download reports instantaneously. The platform pulls all necessary information and organizes it into a clean Microsoft Word or Microsoft Excel file. From start to finish, project owners can track how the project was executed, who was involved, and why the decision was made. These reports can also be used as executive project summaries, for audit trail purposes, as well as vendor debriefs.

The following can be pulled as an Excel or Word format report from Bonfire:

- Project Details: Overview of the project dates, highest-ranking supplier, and NDA + COI forms.
- Signature Block: Formatted page where you can have all of the participants sign the report.
- Q + A and discussions: Questions from vendors and corresponding responses and any internal or vendor discussions.
- Submissions: List of the vendors (Email, Name, Confirmation Codes) that submitted for this project.
- Criteria: List of the criteria (title, points, description) for a particular project.
- Scoring Summary: Submissions, criteria scores, and evaluator comments
- Contracts Overview: List of all contracts, including their metadata (such as expiry date)
- Insights: see below for detail

Reporting a key element of Bonfire as it allows for a full audit trail of a project to be produced at the click of a button. This is essential for having detailed records of past

projects and providing information to vendors if deemed necessary (bid protest, vendor debrief, etc.).

2.3 Estimated Costs

What's included:	Licenses	Proposed Pricing
Bonfire eProcurement Platform: *Best Value / Scorecard evaluation module* *Bid tables evaluation module* *Questionnaires evaluation module* *Vendor Management module* *COI/NDA Declarations module*	**1-10 Procurement User** **10 - 20 Procurement Users** **20 - 35 Procurement Users** **Site License**	$4,000/license $3,500/license $3,000/license Negotiation Applicable
Bonfire Contract & Vendor Performance Management *Up to 5,000 Contracts in Bonfire* *(Priced per # of contracts in bulk)*	**Unlimited Users**	**Included**
Implementation + Personalized Unlimited Training Fee *One-time implementation fee*	**Implementation included at no extra charge** **Unlimited personal training sessions**	
Access for non-procurement users *Including vendors, evaluators, reviewers, advisors, observers, and view only, etc.*	**Unlimited Users**	

2.4 Other Considerations For The City

Bonfire has offered responses for section 1 and 2. The system is a strong fit for Section 2, and many of the capabilities built into the platform exist to enable the objectives of Section 1.

April 1, 2020



Request for Information: Regional Procurement

Submitted By: GCAP Services, Inc.

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GCAP SERVICES
BUSINESS SOLUTIONS...IMPLEMENTED

April 1, 2020

The City of Los Angeles
200 N. Spring St.
Los Angeles, CA 90012

RE: **REQUEST FOR INFORMATION – Regional Procurement**

To Whom it May Concern:

GCAP Services Inc. (GCAP) is pleased to submit this response to the City of Los Angeles' (the City's) RFI for Regional Procurement. GCAP is a southern California based professional consulting firm with over twenty-two (22) years of compliance, outreach and system related experience and is certified as an SBE, MBE, and DBE. The response contained herein addresses both objective 1 and objective 2 identified in the RFI document.

We appreciate the opportunity to respond to this RFI and provide input to the City to help guide the approach for a regional contracting and procurement outreach program. Should you have any questions related to our response, please do not hesitate to reach out.

Sincerely,

Edward Salcedo Jr.

Edward Salcedo, Jr., President
esalcedo@gcapservices.com
714-800-1795

GENERAL CONTRACTOR AND SERVICES INFORMATION

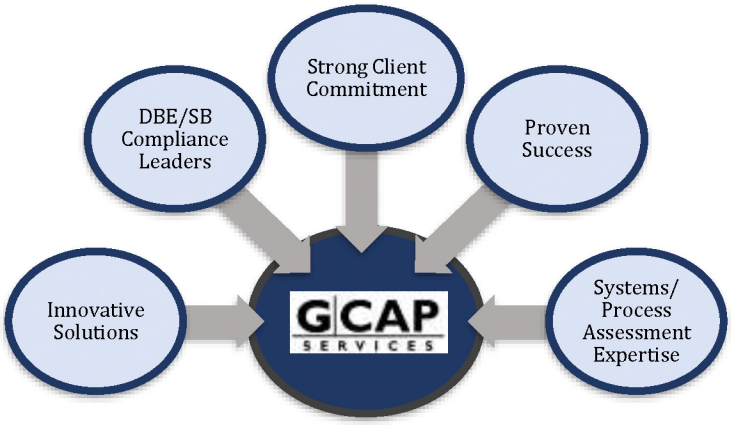
1. Firm Profile

GCAP Services, Inc. (GCAP) is a professional services firm founded in 1997. We support both the public and private sectors to deliver practical, cost-effective solutions to business and administrative challenges. As a leader in compliance solutions, GCAP provides innovative and technology-based solutions to many of our clients. One of GCAP's primary focuses is in providing business process improvement services including conducting assessments, recommending software solutions, developing custom software solutions, developing detailed specifications, RFP development, implementation support, and developing and revising policies and procedures to align with industry best practices. Our team has been providing system assessment and implementation services since GCAP's founding over twenty-two (22) years ago. In addition, our team has significant experience providing supportive services and outreach to small and diverse businesses. Since our founding, we have successfully delivered over 170 high quality-consulting engagements to Federal, state, county, and local government agencies. Additionally, GCAP is a Certified Small Business Enterprise (SBE), Minority Business Enterprise (MBE) and Disadvantaged Business Enterprise (DBE).

GCAP offers over 20 fulltime experienced consultants and technical experts in multiple areas, including:

- ✓ Small business outreach and engagement
- ✓ Training (online and instructor-led) and mentoring programs
- ✓ DBE/MBE/SBE compliance and support services
- ✓ Systems assessment and implementation
- ✓ Labor compliance and support services
- ✓ Disparity, utilization & availability studies
- ✓ DBE/ACDBE/ SB/MBE/WBE/DVBE/LGBTBE Certification Processing
- ✓ Implementation of supplier diversity and labor compliance systems
- ✓ Procurement & contract management services
- ✓ Project administration
- ✓ Outreach & community support programs
- ✓ Contract administration and compliance
- ✓ Contract performance audits & assessments
- ✓ Process development & implementation

GCAP'S Turnkey Advantage



2. Firm Vision

At GCAP, we view our clients as partners, and we are committed to effective communication and exceeding expectations. Our project communication philosophy is based on transparency of information and regular communication among team members. We will work with the City as a team in which all stakeholders will be encouraged to work closely, share thoughts and ideas, and solve problems in a mutually beneficial and respectful manner. We understand the importance of the proposed regional procurement strategy and the desire to maximize small business participation. With so many large public infrastructure projects on the horizon, now is the optimal time to begin engaging small and diverse businesses and preparing them to bid. As a small business, we at GCAP are fully committed to this cause and supporting the City in every way possible to ensure an effective strategy and execution. Our cohesive team is accustomed to working in changing environments and will be flexible and accommodating to any changing requests made by the City.

3. Similar Experience

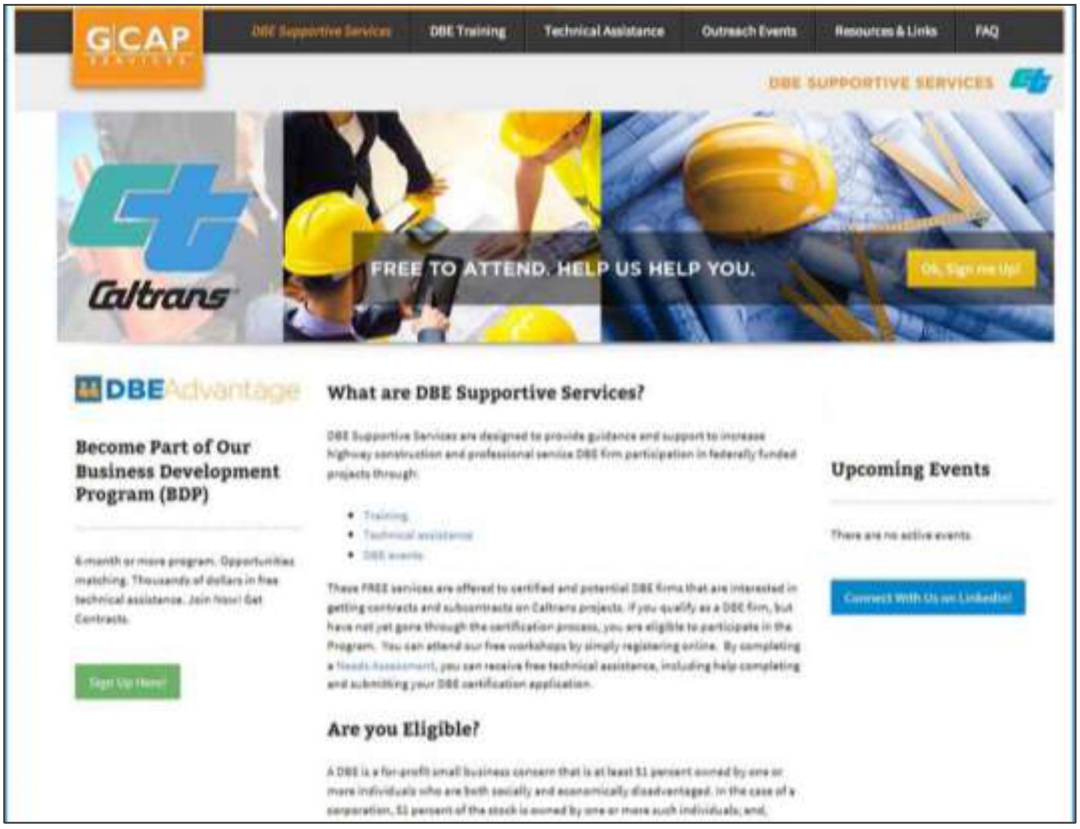
Objective 1: Small Business Participation and Engagement

GCAP possesses extensive experience in providing small business supportive services including outreach, education, training, and technical assistance. The table below demonstrates our team's extensive experience providing these services on recent engagements.

Project	Project Budget	Training	Technical Assistance	Outreach	Reporting
Caltrans DBE Supportive Services Program	$650K	✓	✓	✓	✓
State Route 91 Corridor Improvement	$700M		✓	✓	✓
Mid-Coast Corridor Transit	$1.7B	✓	✓	✓	✓
Interstate 15 Express Lanes	$400M		✓	✓	✓
Interstate 405 Improvement	$1.3B	✓		✓	✓
Interstate 10 Corridor Express Lanes	$540M		✓	✓	✓
LA Metro Westside Subway Extension Phase 1	$1.6B		✓		✓

Many of our business engagement projects target regional small and diverse businesses. We have extensive experience working in the southern California region, including conducting outreach to small and diverse businesses in Los Angeles, Riverside, San Bernardino, Orange, and San Diego counties. Our team of qualified consultants have developed onboarding plans, have implemented these plans, and maintained the programs once implemented. We have branded several of our programs and have been able to attract both small and large businesses to become actively engaged in these programs. Below is an example of the Caltrans supportive services website portal web page, which demonstrates our experience in onboarding and branding a similar program.

Onboarding and Branding Example



Objective 2: Regional Digital Platform

GCAP has extensive experience in guiding our clients through the assessment as well as software selection and implementation process, and we understand that a key factor in the success of these projects is managing change. We will communicate with all City stakeholders and provide guidance and training throughout the process. Our extensive experience with delivering system assessments and implementations has provided us with an archive of methods, processes, templates and tools, which we will draw upon to ensure a smooth, effective and efficient project delivery. Our tools and methods are continually refined and improved to ensure that our latest experience and best practices are incorporated and leveraged on future engagements. We align years of experience, industry knowledge, and best practices to provide our clients with a comprehensive assessment of current conditions and recommendations for implementing effective solutions. In addition, our team is adept at developing custom systems and online portals to meet our clients needs. During the 10-year period that GCAP managed the Caltrans DBE Supportive Services Program, our firm developed an online portal for participants to upload qualifications statements, apply for technical assistance, view an online training video repository, as well as receive automated bid notifications based on the desired NAICS codes. Other systems developed include a supplier diversity monitoring web-based system and a project management/deliverable tracking system.

Our team has a well-established track record with similar successful engagements and satisfied clients to confidently demonstrate our ability to deliver results that meet or exceed client expectations. Our team has

experience providing a wide variety of business process improvement, system assessment, requirements development, and system implementation services including but not limited to the following:

- ✓ Reviewing and assessing processes and systems
- ✓ Creating as-is and should-be process maps
- ✓ Identifying gaps and developing recommendations for improvement
- ✓ Establishing and prioritizing areas for improvement based on client needs
- ✓ Conducting interviews to understand individual and department needs
- ✓ User needs analysis
- ✓ Researching best practices
- ✓ Performing benchmarking
- ✓ Identifying deficiencies of current system
- ✓ Defining requirements for new system
- ✓ Identifying marketplace software capabilities
- ✓ Assisting in the implementation of new processes or systems to increase efficiency
- ✓ Developing RFP for new system
- ✓ Assisting with system demonstrations and selection
- ✓ Software configuration, modification, and testing
- ✓ Monitoring, tracking and analyzing improvement data
- ✓ Developing policies and procedures manuals
- ✓ Training on new processes and procedures
- ✓ Project/change management support

We have provided similar services for such agencies as:

- ✓ County of Orange
- ✓ California Department of Transportation
- ✓ California Department of Fish & Wildlife
- ✓ California Department of Water Resources
- ✓ San Diego Association of Governments
- ✓ Port of Long Beach
- ✓ Los Angeles Department of Water and Power
- ✓ City of Los Angeles Community Redevelopment Agency
- ✓ City of Los Angeles Office of the Controller
- ✓ Los Angeles County Metropolitan Transportation Authority
- ✓ Los Angeles World Airports
- ✓ Metropolitan District of Southern California
- ✓ Contra Costa County
- ✓ Valley Metro
- ✓ University of California, Berkeley

KEY QUESTIONS

Objective 1: Small business participation and engagement

1. **Describe a set scope of work for small business engagement goals**

Our team would work with the City to determine the appropriate small business engagement goals based on the City's priorities and objectives. Once goals are established, we would provide monthly status reports tracking progress towards the attainment of each goal. Examples of goals may include but are not limited to the following:

- Developing a comprehensive outreach database
- Hosting small business outreach events
- Hosting small business speed networking events
- Hosting small business trainings/webinars
- Recording and posting training videos in an online training repository
- Developing strategic partnerships to maximize reach to the small business community
- Utilizing email and social media marketing campaigns to reach small businesses
- Developing outreach materials in multiple languages as appropriate
- Developing a regional procurement newsletter for small businesses
- Achieving target number of registrants for digital platform
- Achieving target number of views of online training videos
- Achieving target number of small business attendees at outreach events
- Receiving substantial number of small business bids on procurement opportunities
- Awarding substantial number of projects to teams including small businesses

2. **Describe a targeted outreach plan to ensure equity for small and underrepresented businesses.**

Targeted outreach would begin after the development of an outreach database. The database would include regionally located S/M/D/W/DVBE certified firms as well as non-certified small businesses currently supporting the private sector (described below under item 4). The database developed would be dynamic, and our team would continually revise it to reflect new contacts and interested firms. After the database was developed, our team would perform outreach. Depending upon the purpose of each outreach activity, we may perform outreach to the entire database, or a smaller subset. Targeted outreach may be performed for jobs with limited scopes of work so that the opportunity is only sent to firms with the appropriate NAICS codes. By doing this we will ensure outreach efforts are meaningful and valuable for the recipients. Our team would work with the City to develop an agreeable outreach plan that will achieve City goals, provide value to small businesses, and fit within the City's budget.

3. **Describe an education and training plan for new subcontractors to navigate the certification, bidding process, and identifying business opportunities.**

For firms that have historically provided services for private companies, we understand that entering the public contracting arena can be overwhelming. To help small businesses overcome the obstacles of becoming certified, identifying opportunities, and bidding, training and technical assistance is vital. Based on our firms 22 years of experience providing these services we have learned that there is tremendous value in providing

these services both in the classroom as well as via webinar and phone calls. In-person training is very effective, but it is often difficult for small business to take the time out of their busy schedules to commute to and from trainings. For this reason, we recommend webinars where participants can ask questions, and trainings can be recorded and stored in a training library for future access. The regional digital platform will be invaluable to keep new subcontractors informed of upcoming opportunities. We recommend selecting a platform that allows firms to register to receive email notifications for opportunities that fit within their specific work codes. We also recommend allowing prime contractors to post and send outreach emails through the platform for specific subcontracting opportunities. These automated notifications will ensure small businesses are always informed of current opportunities.

4. **How would you tackle outreaching to suppliers that have traditionally provided services for the private sector and may not have previously engaged in public contracts?**

In order to reach diverse suppliers that are not currently supporting the public sector, we recommend contacting business organizations such as the National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC), regional Procurement and Technical Assistance Centers (PTACs), Associated General Contractors (AGC) of America chapters, Construction Management Association of America (CMAA), and regional chambers of commerce. GCAP would work with these and other organizations to develop a database of local firms interested in doing business with the City. We recommend that the initial outreach to these firms include information regarding the free technical assistance and training available to support the certification and bidding process which may attract firms that in the past were not interested in public sector opportunities.

Objective 2: Regional Digital Platform

5. **How would a centralized digital platform for contracting opportunities work?**

There are various off the shelf digital platforms available from which the City can select. We are very familiar with several options including PlanetBids and BidSync. We would work with the City to assess and document the required functionality for a procurement system, review the viable solutions existing in the marketplace, schedule software demonstrations, and select the best option. Alternatively, if the City would like to do so, GCAP can support the development of a custom software solution.

6. **Determine the services provided, support required, and training for the regional contracting process.**

To make the regional contracting process/system as valuable and effective as possible several maintenance and support tasks would be required:

- Upload of all regional bidding opportunities
- Timely responses to questions submitted regarding said opportunities
- System generated reports/analytics to track the number of opportunities, respondents, awards, etc.
- System training
- Customer service assistance to address system related concerns

7. **How can the digital platform integrate/interface with existing City systems that address City specific contracting and procurement requirements?**

By performing an assessment of the City's processes and software needs, we would be able to identify the interfaces and integrations required to make the platform successful. Depending upon the software solution selected or developed, we will work with the City and facilitate these interfaces and integrations as necessary. This may include for example an export of all BAVN opportunities into the system, or a link to various certification databases to identify the certification status of participating firms. Since software interfaces and integrations can be costly, we recommend only those that are vital to the success of the platform.

8. **How would you propose that stakeholders' access and use this system?**

GCAP recommends a web-based system that stakeholders can register for online and receive free login credentials to access. The system could be used for both identifying bidding opportunities and accessing training content and resources to assist with the bidding process.

9. **How would you ensure that it would receive support from public and private agencies?**

One way to receive support from public agencies and private entities is to incentivize public agency partners and private companies to participate in the system. Public agency incentives would include driving additional traffic and attention to their procurements and helping them meet their small business participation goals as well as providing free technical assistance to firms interested in bidding on their projects. For incentivizing private companies, we recommend developing partnerships in which their logos may be featured in the platform, and they are able to post their subcontracting opportunities to be seen by a large pool of potential subcontractors. Private companies can also receive credit toward their proposal evaluation scores when participating through the system. One other way the City may be able to receive support from both public and private agencies is to create a public-private partnership or consortium that could meet regularly to address regional small and diverse business challenges and issues.

10. **Would the platform require licenses, services, support, or training?**

If the City elects to purchase an off the shelf product, licenses would be required. If, however, the City decides to develop their own proprietary software there would be no license required. With either approach, customer support and training services would be required. GCAP has extensive experience providing system training and support and would be happy to assist with this task.

11. **Would this be a cloud solution that can run on multiple cloud providers and allow migration between clouds?**

Providing a cloud solution would streamline the administration and reduce the cost of administering a system for multiple entities. Using a web-based portal or Software as a Service (SaaS) applications will also expedite the implementation schedule and allow for best of breed selection. If a cloud solution is one of the City's requirements, then we would ensure that an appropriate solution is selected or developed to meet that need. Most software solutions currently on the market are cloud solutions that allow migration between clouds.

There are a combination of management and technology challenges with cloud migration when transferring data from multiple on-premise sources to a cloud-based environment. It is important to develop a well-thought out strategy before moving forward with migrating data between clouds or from on-premise environments to cloud-based ones.

12. **Would the digital platform be able to provide data loss protection and the ability to query snapshots of the data across time?**

We recommend the selection of a solution that provides data loss and disaster preparedness protection as well as the ability to query snapshots of data including automatic report generation. If these are priority items for the City, we will ensure the solution selected meets those needs.

13. **What is your experience in this area? If available, summarize the work experience and past accomplishments of your organization that demonstrates the ability to successfully perform the project objectives.**

As described above under section 3 "Similar experience" our firm has significant experience guiding agencies through the process assessment, system selection and system implementation process. In addition, we have developed custom tools and platforms to meet our client's needs. GCAP is uniquely qualified to successfully perform the project objectives because it fully understands small and diverse business programs and what analytics are key for stakeholders and elected officials. We have significant experience developing the programs, and implementing the processes and systems, and maintaining these programs.

14. **Determine the capabilities in the marketplace of a regional contracting software that would cater to certified and noncertified businesses as well as private and public sector contractors.**

As mentioned above, our team is familiar with several existing software solutions in the market. We would conduct further research and benchmarking to identify additional software's available and work with the City to select the best option possible based on the needs identified.

15. **Determine capacity planning for regional solicitations, opportunities, and marketing.**

SaaS solutions will allow for scalability which provides flexibility in capacity planning. GCAP would determine who is assigned to performing each required task, what if any processes can be automated, customer service requirements, how many solicitations need to be uploaded and how often, etc. in order to determine the labor resources needed. Based on this information we would develop well founded assumptions from which to perform capacity planning.

16. **How would you ensure supply chain tracking and reporting be available to each stakeholder?**

Most procurement management systems include supply chain tracking and reporting functionality. This is an important function which will allow stakeholders to track such items as solicitation status, awards, bidders, etc. Our team would ensure that the selected solution includes the ability to track important supply chain metrics and provide reporting or dashboard summaries of total program data analytics and specific stakeholder analytics.

ESTIMATED COSTS

Due to the large number of variables involved in estimating the cost for this scope of work, GCAP has put together the following table to identify rough order of magnitude low and high estimates for each of the two objectives.

	Required Hours		Estimated Cost	
Task	**Low**	**High**	**Low**	**High**
Objective 1				
Initial/Start-Up Outreach & Engagement Effort	PM = 144 Snr. Analyst = 216	PM = 288 Snr. Analyst = 384	$50,000	$95,000
Ongoing Outreach & Engagement (**Monthly**)	PM = 16 Snr. Analyst = 64	PM = 32 Snr. Analyst = 96	$10,000	$16,000
Objective 2				
Needs Assessment	PM = 192 Snr. Analyst = 272	PM = 288 Snr. Analyst = 432	$65,000	$100,000
Option 1: Off the Shelf Software **(Annual License)**	N/A	N/A	$10,000	$25,000
Option 2: Custom Software Development	N/A	N/A	$65,000 - $100,000	$150,000 - $300,000
Implementation & Project Management	PM = 128 Snr. Analyst = 192	PM = 192 Snr. Analyst = 288	$45,000	$67,000
Ongoing Training /Support & Maintenance (**Monthly**)	PM = 4 Snr. Analyst = 24 Analyst = 36	PM = 8 Snr. Analyst = 32 Analyst = 64	$6,500	$10,000

OTHER CONSIDERATIONS FOR THE CITY

THERE IS NO ADDITIONAL INFORMATION TO BE CONSIDERED.



PLANETBIDS

Innovative eProcurement Solutions

Proposal Submission May 1, 2020

City of Los Angeles

Regional Procurement

Request for Information

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2.1 GENERAL CONTRACTOR AND SERVICES INFORMATION



PlanetBids is excited about the City's commitment to ensure prosperity for Los Angeles small businesses in both the private and public contracting and procurement opportunities. The City's focus is directly aligned with PlanetBids' primary goal and focus for the past 20 years. The objectives to increase small business participation and engagement and provide a regional digital platform are tools that PlanetBids has developed and currently deploys for its clients.

Our History

Since 2000, PlanetBids' has been the leader in bringing together public and private purchasing, contracting staff, and the vendor/contractor community. Our leading web-based solutions are user-friendly, flexible, reliable, and cost-effective resulting in a client retention rate of over 99%.

PlanetBids is a thriving, nationwide, privately held, profitable, California Corporation with all staff located in the United States. We have become the standard that governmental agencies, along with their private contracting partners, and vendors rely upon. You can count on us with over 20+ years in the business, $42 billion sourced, over 800,000 registered vendors, and over 278,000 e-bids conducted. Our system provides ultimate functionality and collaboration between agencies and their private business partners locally and nationwide.

PlanetBids, formerly known as Intranet Solutions, was established in April 1996. In February of 2000, its co-founders Alan and Arpie Zavian incorporated PlanetBids, Inc. in the State of California with 100% ownership and control of the company and is a certified California Small Business Enterprise (SBE) and Woman-Owned Business Enterprise (WBE) located within Los Angeles County. Our company's mission, focus, innovative solutions, and business model has remained consistent and are relied upon by our clients.

Our Solution - PB System™

The PB System™ is the leading eProcurement management software-as-a-service (SaaS) software system for all types of purchases, including public works/ construction. Our clients include cities, transportation, counties, airports, universities, K-12, port districts, construction contractors, and others. Clients can share information and collaborate within the system, saving your procurement staff time and money.

PlanetBids business strategy since inception has focused on being the best partner for our clients. To ensure the support, functionality, and processes are above and beyond expectations and fully compliant with public contracting code, public procurement processes, and policies. We aim to streamline processes within the public procurement arena, maximize the visibility of opportunities, vendor outreach, enhance interagency collaboration, provide open and transparent procurement to the public while safeguarding agencies.

Our Experience with Similar Clients

CSU The California State University

California State University, Office of the Chancellor

Goal: Create one location to centralize viewing of business opportunities for all 23 campuses and private contractors.

Solution: PlanetBids Public Solicitation Portal (PSP) http://psp.planetbids.com/g/81563/

In 2016, the California State University, Office of the Chancellor, was faced with the challenge of meeting the Public Contracting Code for the CSU to provide a central location for the public to view construction opportunities for all 23 campuses. Each campus is in charge of its procurements. PlanetBids solution created a way for the CSU to designate which bids needed to be advertised not only on the specific campus' Bid Opportunities listing but also on the centralized CSU Public Solicitation Portal (PSP) developed by PlanetBids.

Campuses not using the PB System™ still needed a way to post to the PSP. PlanetBids developed a simple interface to allow those campuses a quick and efficient way to advertise within the PSP. Anyone in the public may visit the PSP, view the opportunity, and either directly connect with the campus' Bid Opportunity posting or be directed to the appropriate contact to request bid documents. Furthermore, Primes may also utilize the system to post their subcontracting opportunities as well as further driving traffic to the PSP and increasing outreach.

California State University, Office of the Chancellor

Goal: Create on-line process to prequalify construction companies for public works/construction projects.

Solution: PlanetBids Vendor Management (VM) and Business Certification (BC) Modules. Vendors can apply for prequalification and view list of approved prequalified businesses at https://www.planetbids.com/portal/portal.cfm?CompanyID=15331

In addition, each of the 23 campuses falls under the Chancellor's Office umbrella for prequalifying construction companies to participate in campus public works projects. PlanetBids configured the online application process for which all vendors wishing to be certified by the CSU must complete using the PB System™ Business Certification module. The CSU Chancellors Office manages the application process workflow and approves contractors. Contractors can specify when applying which campus(es) are within their ability to service. Each campus has access to the list of contractors applying and track the overall application status without access to the application materials. Once approved, the general public also has access to Certified Vendor search to find approved vendors under commodity codes, contractor licenses, classifications (ex: SBE), and more for networking purposes.

The Business Certification module is utilized at numerous agencies such as The Metropolitan Water District of Southern California (MWD), Port of Long Beach, City of Long Beach, and others to manage their Small Business Certification process. MWD further enriched their Small Business participation goals by using the PB System™ Contract Management Compliance module to verify the amount of monies paid to Small Business subcontractors on major contracts as well as tract SB participation goals. By utilizing this process, the MWD has seen substantial growth in SB participation at the subcontractor level on contracts.

San Diego County Regional Airport Authority

Goal: Increase vendor outreach by Prime Contractors to increase small, local business partners participation in public works/construction projects.

Solution: Prime Contractors required to utilize PlanetBids Vendor Management (VM) and Bid Management (BM) for high dollar projects.

Link to Sundt Construction Vendor Portal:
https://www.planetbids.com/portal/portal.cfm?CompanyID=39484

The San Diego Regional Airport Authority in 2009 looked at their small business, local business, and diversity numbers and the amount of money being spent on contracts and decided it was time to take the Airport to the next step. Working with PlanetBids, the Airport required all primes on major construction projects to utilize the PB System™ Vendor and Bid Management module for all subcontracting opportunities. Connecting the Airport and the awarding Prime(s) portals to allow for controlled and seamless registration, the Airport was able to drive small, local business traffic to their large construction projects. The initial project was such a success the Airport continued to utilize this method for its next 3 major construction projects. All told, over the past decade, the Airport Authority has committed $750 million in construction contracts to local businesses, and $250 million in contracts to small businesses.

Furthermore, the San Diego Association of Governments adopted this action for its MidCoast Corridor Project as well as both Sundt Construction and Swinerton Builders, a major Primes at the Airport, continues to use the system for other projects above and beyond agencies directly associated with PlanetBids.

Most recently Swinerton adopted the PB System™ as a major Prime for the Los Angeles World Airports (LAWA) Intermodal Tranportation Facility - West ITFW project which is currently underway. To find out more visit https://swinertonitfw.com/#opportunities .

The PB System™ Vendor and Bid Management modules allow agencies to collect data on their vendors, notify vendors of bid opportunities based on multiple criteria, and track vendor participation through to award. In conjunction with Advanced eBidding, primes can also enter

in their subcontractor information, and the PB System™ will also track outreach and award at the subcontractor level. With the combined features, agencies can capture outreach participation at both the prime and subcontracting levels providing a more accurate picture of Small Business opportunities.

Each one of these projects continues to be an active, successful process for each of the agencies involved. PlanetBids is excited to bring together each application into one project for the City to reap the same benefits with our proven system.

Agency and Vendor Support

The PB System™ is monitored 24/7 by our development team to ensure the system is up and running. Our customer service team is available for you and your vendors by phone, internet, and email. We also offer free monthly webinars to further educate our clients on maximizing the use of the system. The PB System™ is the tool for our clients to run a streamlined and transparent procurement process.

We have an excellent team of professionals who deliver the highest level of customer support to our clients and their vendors before, during, and after implementation. All our staff is US-based to assist clients nationwide. Our team brings decades of procurement and technical expertise in E-Procurement. The majority of the staff have worked as a buyer, procurement manager, or contractor in or for various governmental agencies and authorities. This procurement knowledge is evident in the design of software features and functionality.

The Agency Experience

The PB System™ provides an excellent opportunity to house your procurement records in one platform from the Bid/RFx documents, emails, vendor data/registration, vendor submittals, evaluation, award, contract management/compliance, insurance certificate tracking to managing vendor certifications. The PB System™ has you covered. Prime Contractors who work for public agencies are also using PB System™ to expand outreach to the local vendor community, increasing diverse participation to help agencies meet and exceed their goals. Reports are just a click away to save you time in providing real-time strategic information. Another benefit is the collaboration and additional outreach in the vendor community leading to more competition resulting in cost control and savings. Agencies utilizing PlanetBids, experience a reduction in overhead costs, greater vendor participation, reduction in bid costs, and excellent customer service from knowledgeable staff.

The Vendor Experience

The PB System™ E-Procurement solution is an excellent way to serve the City's vendors and community further. Vendors register for free and receive immediate bid/solicitation email notifications when an opportunity is posted and matches their business categories. There are over 740,000 vendors registered with our clients. Vendors can submit their bids and proposals from any location electronically if acceptable to the City. Vendor's comment, our system is easy to use and provides transparency.

Implementation

The implementation process typically takes as little as 3-6 weeks after contract execution for a **standard** PB System™ module implementation. The time depends on how quickly your team is ready to move forward. Being cloud-based, SaaS provider, minimum resources are required. The PlanetBids team works with you to configure the modules to meet your business processes as closely as possible. The implementation process is streamlined; we will ask you for a few simple bits of information, and then it's on to testing, training, and then posting the link to your PlanetBids vendor portal on the City's website.

For projects similar to this RFI, implementation would occur in multiple phases and the timeline to complete each phase will be determined once we have project definition and a clear scope for each phase.

2.2 KEY QUESTIONS

Our technology at work for you

CONNECTING AGENCIES AND VENDORS
TO THE TECHNOLOGY RESOURCES YOU
NEED FOR SUCCESS



flexible solutions

Objective 1: Small business participation and engagement

1. **Describe a set scope of work for small business engagement goals.**

   PlanetBids, Inc. is uniquely positioned to assist the City of Los Angeles in exceeding its small business engagement goals. As a certified Small Business, Woman-Owned, California business located in Los Angeles County, we understand the difficulties facing small businesses when it comes to business opportunities. Our focus for the last 20 years has been in bringing the vendors, suppliers, and the construction community together with government procurement and our success speaks for itself!

   In Los Angeles County alone, PlanetBids is utilized by the following agencies:

   Antelope Valley Transit Authority; Burbank-Glendale-Pasadena Airport Authority; Cal Poly, Pomona; Cal State L.A; California State University, Dominguez Hills; California State University, Long Beach; California State University, Northridge; California State University, Northridge Foundation; California State University, Office of the Chancellor; Cerritos College; City of Bell; City of Beverly Hills; City of Burbank; City of Calabasas; City of Carson; City of Commerce; City of Culver City; City of Diamond Bar; City of Downey; City of Duarte; City of Gardena; City of Glendale; City of Industry; City of Lancaster; City of Long Beach; City of Lynwood; City of Montebello; City of Palmdale; City of Pasadena; City of Pico Rivera; City of Pomona; City of San Marino; City of San Pablo - Public Works / Engineering Dept;

City of Santa Clarita; City of Santa Monica; City of Signal Hill; City of West Covina; City of West Hollywood; Comprehensive Community Health Center; Delta Conveyance Design and Construction Authority; El Camino Community College District; Foothill Transit; Golden State Water Company; Long Beach Transit; Long Beach Unified School District; Los Angeles Community College District; Pasadena Area Community College District; Pepperdine University; Port of Long Beach; Port of Los Angeles; San Gabriel Valley Council of Governments; Santa Clarita Valley Water Agency; Santa Monica College; Southern California Association of Governments; The Metropolitan Water District of Southern California; University Student Union, CSUN; William S. Hart Union High School District; Mt San Antonio College

Furthermore, PlanetBids has an additional eighty-one (81) agencies in the surrounding counties, over 60,000 unique vendor registrations in Los Angeles County, of which over 12,000 are currently identified as a small business.

With so many agencies and vendors utilizing the PB System throughout the area, we know we're the perfect fit to assist the City in streamlining small business outreach processes, certifying businesses and reporting on small business participation and awards!

Our approach to the City's goals will be in several phases to provide a digital platform for public and private agencies to post contracting and procurement opportunities and track spending:

Phase 1: Public Solicitation Portal (PSP)

Implementing our unique Public Solicitation Portal (PSP) with branding to capability (i.e. LA Regional Digital Platform, etc.), where all participating agencies (public and private) in the City's program can post solicitation opportunities will result in one central location for vendors and the public to view contracting and procurement opportunities.

Any public or private agency approved by the City will be able use the PSP platform to post their bid/solicitation opportunities. The City's unique PSP page will be branded including the title/name, wording, and images. As mentioned in section 2.1, the California State University System has implemented a Public Solicitation Portal (PSP) for all 23 of its campuses statewide, with many of the contractors posting subcontracting opportunities.

Agencies posting opportunities on the City's PSP are not required to utilize other PlanetBids modules to post an advertisement that will provide an overview of the opportunity. Agencies can continue to use their current processes to manage the bid process and indicate in the PSP opportunity listing instructions on where vendors can view the associated bid/solicitation documents and submit responses. While not required, agencies that utilize PlanetBids Vendor and Bid Management modules will automatically have a direct link in their PSP opportunity listing for vendors to register, view bid documents. etc.

In Los Angeles County, the PlanetBids system is utilized by 55 agencies plus an additional 81 agencies in the surrounding counties. The PlanetBids database has over 60,000 unique vendor registrations in Los Angeles County, of which over 12,000 are currently identified as a small business. With so many agencies and vendors utilizing the PB System™ throughout the area, we know we're the perfect fit to assist the City in streamlining small business outreach processes, certifying businesses and reporting on small business participation and awards!

Phase 2: Certifying Small Businesses

Designating a unique portal for all businesses to apply for Small Business Certification in one central location. Selected users will be able to certify vendors who qualify. Once certified, all participating agencies and vendors will be able to search for certified vendors without viewing the application details.

Phase 3: Solicitation Outreach

Agencies and private companies using the complete PB System™ Vendor Management (VM) and Bid Management (BM) modules will be able to manage the entire bidding process online for automated vendor notification to award, including electronic submissions. The PB System™ will track all participation by small business from outreach notification to awards, even awards at the subcontracting level. As noted in Phase 1, agencies are not required to utilize other PB System™ modules to post opportunities on the City's PSP as the PSP can run concurrently with the agency's own eProcurement system or process.

An additional benefit to the City's Small Business Outreach team are two features found within the PB System™ Bid Management module - eCalendar and Internal Notification. Access to eCalendar will allow the City to see related bid dates (pre-bid meeting for example) for participating agencies as well as any PlanetBids agency. Internal Notification provides each agency the ability to keep internal persons in the loop about the solicitation. The City's outreach team can be notified when solicitations are posted, and updates are made.

Phase 4: Compliance Management

Once a vendor is awarded a contract, agencies and private companies utilizing the PB System™ Contract Management Compliance (CMC) module will be able to track payments made by the awarded vendor/prime contractor to small business contractors every month. This allows the City to track actual dollars spent to the Small Business Community compared to the commitments made by the awarded vendor/prime contractor. The CMC

module also notifies subcontractors of monthly payments reported by the vendor/prime and allows the subcontractor to respond if warranted.

Phase 5: Encourage Private Industry to use PlanetBids for Key Projects

San Diego Regional Airport and the San Diego Association of Governments utilize PlanetBids to achieve their goals including small business participation. For several of their major construction projects, these agencies require awarded prime contractors and vendors to utilize the PB System™ to manage all the subcontracting bid opportunities. This substantially increases vendor notification of business opportunities, allows for electronic bidding, and awarding. The prime contractor manages the solicitation process of your project using the PlanetBids system. Read-Only access was granted to the San Diego Regional Airport and the San Diego Association of Governments to permit them to view the prime contractors bid process, outreach and to run reports at any time on small business and diversity participation or other classifications tracked. The P.B. System™ provides transparency and reliability that is expected of public entities.

Below are results achieved by the San Diego County Regional Airport and prime contractors/vendors using PlanetBids for the key projects.

> *"The Airport Authority awarded $415 million in Terminal 2 expansion (Green Build) contracts to local businesses (90 percent of the contracts) and $118 million to small businesses in 2013.*
>
> *For the Rental Car Center (2016), local businesses received more than $186.2 million in construction contracts, amounting to nearly 60 percent of the total project cost. Of the contracts that went to local businesses, $70.4 million – or 38 percent – went to small businesses. Also noteworthy is that $70.4 million represented nearly the entire amount ($73 million) that was available for small businesses.*
>
> *All told, over the past decade, the Airport Authority has committed $750 million in construction contracts to local businesses, and $250 million in contracts to small businesses." https://www.san.org/Business-Opportunities/Small-Business-Development*

2. **Describe a targeted outreach plan to ensure equity for small and underrepresented businesses.**

Upon successful registration by a small or underrepresented business, registered vendors will be notified instantly whenever any participating agency posts a solicitation of interest. This process ensures that all interested parties are notified of projects and may participate so long as they meet any other restriction (prequalification, Department of Relations registration, SBE, SLBE, etc.). The PBSystem™ will automatically track the businesses that

were notified, their classifications such as Small Business and their participation throughout the bidding process.

Agencies can also do collaborative outreach prior to and at the time of posting the solicitation to find more small business vendors in the PlanetBids vendor database of over 750,000 vendors, large and small.

3. **Describe an education and training plan for new subcontractors to navigate the certification, bidding process, and identifying business opportunities**

   The PB System™ is extremely user friendly and is the number one choice platform by the vendor and contractor community. With over 20 years' experience we understand how to ensure the system is intuitive and email notifications to vendors are concise. We are proud that PlanetBids database currently has over 60,000 unique vendor registrations in Los Angeles County alone, of which over 12,000 are identified as a small business familiar with our system. For the small fraction of vendors that require assistance, our amazing customer service team can be reached by phone or vendors can submit a support ticket on-line. Additionally, vendors have access to online training guides and FAQ's.

   Furthermore, PlanetBids can participate in the City's vendor workshop or outreach event to discuss the use of the PB System™ in person at the City's premises or remotely online.

4. **How would you tackle outreaching to suppliers that have traditionally provided services for the private sector and may not have previously engaged in public contracts?**

   Outreaching is at this best when it involves all the stakeholders for this project with a common goal and collective effort. PlanetBids recommends engaging as many associations, chamber of commerce, marketing consulting and public relations services, agency outreach officers, etc. to promote the opportunities that will be available on the PSP broken down to primary categories and potential dollar amounts.

   Authorized users of the proposed PB System™ modules have the capability to register interested parties and identify how they heard about the PSP. Emails can be then targeted to specific groups (i.e. categories, regions, etc.) to promote events related to specific upcoming or on-going projects. We have current partnerships amongst private and public entities such as Swinerton and LAUSD utilizing the PB System™ to promote local events for bid opportunities to small and regional businesses.

Objective 2: Regional Digital Platform

5. **How would a centralized digital platform for contracting opportunities work?**

The proposed centralized digital platform Public Solicitation Portal (PSP) works by allowing all agencies to post to a central location their bid opportunities. Agencies can be set up to have the full PB System™ including Vendor Management (VM) and Bid Management (BM) to manage the complete bid process or a limited system that allows only for posting of the solicitation advertisement in the proposed PSP. Vendors viewing the PSP will be able to view all business opportunities collectively or search by multiple criteria for opportunities of interest. A direct link is embedded on in the bid detail for agencies that use the PB System Bid Management (BM) module or be instructed on how to access that Agency's website Procurement system to participate in the solicitation.

If the agency utilizes the PlanetBids PB System™ Vendor Management module, the vendors registered with the participating Agency will also receive an automatic email notification when the solicitation is posted. PB System™ will then track all notifications as well as the participation of notified and new vendors participating in the solicitation.

6. **Determine the services provided, support required, and training for the regional contracting process.**

To complete the objectives of the City's goals at a minimum, PlanetBids recommends its Vendor and Bid Management modules, Public Solicitation Portal (PSP) and Business Certification module for Small Business Certification (or any other certifications). An optional feature that would enhance the goals of the Small Business program would be Contract Management with Compliance.

Public Solicitation Portal (PSP)- provides a centralized branded website for all participating agencies and primes to post business opportunities and solicitation information including an embedded subcontracting portal.

Vendor and Bid Management module (VM) (BM)- allows the Agency to manage the complete bidding process for solicitations online virtually (including Advance ebidding for Public Works and Evaluations -optional features) while tracking S.B. outreach and participation.

Business Certification (BC)- allows the City to manage the entire process for vendors applying for small business certifications, allow the public to search for certified Small Businesses and to give participating agencies access to approved Small Businesses as well.

PlanetBids conducts training online, and grants agencies access to its demo environment so agencies can practice and get familiar with the system before conducting bids on the live site.

Full support related to PB System™ modules or PSP is offered to all participating agencies and vendors Monday – Friday, 5 am-5 pm PST, excluding statutory U.S. Holidays.

7. **How can the digital platform integrate/interface with existing City systems that address City specific contracting and procurement requirements?**

   Agencies that will not be utilizing the PB System™ Vendor and Bid Management modules will be provided access to post the advertisement in the City's designated PSP (digital platform). The agency will then provide detailed notice for the vendor on where to access complete bid information in the PSP bid detail page listing. The PSP can run concurrently with all other agency eProcurement platforms and thus integration is not necessary.

8. **How would you propose that stakeholders access and use this system?**

   Stakeholder will be given access with a unique login credentials to the PB System™ modules based on their roles and indicated permistion level The login links will be given out to each participating agency which will be accessible via a browser from anywhere at anytime (24/7). The vendor community (i.e. SBE, LSBE, etc.) can access the PSP digital platform) directly from a participating agency's site or directly.

9. **How would you ensure that it would receive support from public and private agencies?**

   PlanetBids has been servicing the public and private agencies for the past 20 years and it is the number one choice amongst the vendor and contractor community. We have the support of hundreds of public and private agencies and thousands of vendors and contractors due to the exceptional services and support we deliver every day.

   In addition, buy-in from agencies both public and private already using the PB System™ (i.e. Port of Los Angeles, Metropolitan Water District, etc.) will be assured as there will be minimal tasks on their part to participate in this project. Agencies unfamiliar with the PB System™ will be provided demonstrations of the PB System and its capabilities.

10. **Would the platform require licenses, services, support, or training?**

    Yes, the proposed PB System™ modules and PSP (Digital platform) require a one-time setup fee which includes the initial implementation, branding, configuration, and training and annual user license(s) (full access, view-only, etc.) which include on-going hosting, maintenance, and support fees per participating agency.

11. **Would this be a cloud solution that can run on multiple cloud providers and allow migration between clouds?**

    The proposed PB System™ modules and PSP are all offered as a SaaS cloud-based E-Procurement solutions that are managed, maintained, and supported by PlanetBids. All participants of the proposed solutions will access the platforms through a web-browser from anywhere at any time via enforced https.

12. Would the digital platform be able to provide data loss protection and the ability to query snapshots of our data across time?

PB System™ is a proven system in operation since early 2000 with 99.99% guarantee of 24/7 availability excluding any scheduled downtime for routine maintenance and updates or third-party related outages.

PB System™ updates and enhancements are conducted on regular basis at no cost during non-peak hours of operation (between 9:00 pm and midnight, Monday through Friday and on weekends) with no impact to its end users.

Routine emails are sent to PB System™ users either as newsletters or announcements regarding PB System™ events, system enhancements and upgrades, and routine maintenances.

PlanetBids performs numerous daily backups to multiple locations and maintains an up to date Disaster Recovery Plan (DRP) which includes the recovery from partial and complete disasters. All involved personnel are provided with copies of the updated DRP and occasional testing is performed to simulate different instances of disaster.

13. What is your experience in this area? If available, summarize the work experience and past accomplishments of your organization that demonstrates the ability to successfully perform the projective objectives.

With 20 years in the e-procurement industry, PlanetBids is uniquely positioned to assist the City in accomplishing its objectives. In addition to conducting procurement processes within the government sector and meeting all government requirements for such, PlanetBids has been instrumental in providing the California State University system a central location for posting of all solicitations for each of its 23 campuses. Each campus manages its bidding process. While most campuses utilize the full P.B. System™, a few are continuing to post only on the State's Dept of General Services website and post only the advertisement on the California State University's PlanetBids Public Solicitation Portal (PSP). The process proposed by PlanetBids is one that has been thoroughly tested and is operational today. For more details and link to view California State University PSP go to section 2.1 titled Our Experience with Similar Clients.

Furthermore, PlanetBids has assisted agencies like the San Diego Regional Airport and San Diego Association of Governments in connecting subcontracting bidding opportunities to major projects award to primes. Vendors registering with either Agency are prompted to also participate in the opportunities with the primes from the private sector. The Agency is then able to run outreach participation reports and track subcontracting numbers. The success of this program at both agencies has been phenomenal as noted in our response above to question 1 section Phase 5.

14. Determine the capabilities in the marketplace of a regional contracting software that would cater to certified and noncertified businesses as well as private and public sector contractors

PlanetBids is fully capable of completing the goals, as outlined in our response to this Request for Information (RFI). Each proposed solution is currently in operation with proven results for over 2 decades. This includes and is not limited to providing a centralized public solicitation portal for all solicitations amongst a group of agencies (i.e. CSU PSP), managing the bidding process from simple to very complex, reporting on outreach, managing the S.B. certification program, and reporting on S.B. payments to subcontractors. The PB System™ modules are extremely powerful and proven to exceed the City's goals of engaging local businesses in the upcoming projects over the next decade resulting in greater small and local business participation.

15. Determine capacity planning for regional solicitations, opportunities, and marketing.

PlanetBids has full capacity and is uniquely positioned to deliver its proven PB System™ modules to the City and all stakeholders.

16. How would you ensure supply chain tracking and reporting be available to each stakeholder?

The PB System™ has many built-in vendor and bid activity reports for each stakeholder with numerous collaborative features.

Listed below is a sample of the many types of reports already available in the PB System™ reporting engine. Data can be viewed via charts or reports and are available for printing in PDF or can be exported to Microsoft Excel. Upon further project definition, PlanetBids can build additional reporting capability as needed.

Vendor Management Reports:

- ✓ **Activity -** lists all vendors in the search results by bid participation activity by the number of notifications, times they became a prospective bidder status, downloaded documents, bid, were awarded, total dollar amount, and their classifications (ex: SBE)
- ✓ **Classification, Ethnicity, and Gender -** same as a chart but in report format
- ✓ **Individual Vendor Statistics -** details all bid interaction with the vendor

Bid Management Reports:

- ✓ **Classification, Ethnicity, and Gender -** bar and pie charts similar to V.M. reports but is run by Notified Vendors, Prospective Bidders and Bidders
- ✓ **Project Participation -** lists vendors on the bid by Name and tracks their bid participation progress as well as their classifications (ex: SBE).
- ✓ **Detailed Project Summary -** a complete history of all bid information, including classification breakdown.

Activity and Management Reports:

- ✓ Cost Savings - which can be run by individual solicitation or on a series of bids.
- ✓ Classification, Ethnicity and Gender - bar and pie charts similar to V.M. reports but is run by Notified Vendors, Prospective Bidders, and Bidders.
- ✓ Project Participation - lists vendors on the bid and their progression through the bid process as well as their classifications (ex: SBE)
- ✓ Pre-Bid Meeting RSVP - lists all vendors by Affirmative RSVP and potential attendees, RSVP declines, and yet to respond.
- ✓ Prospective Bidder export - exports all prospective bidder detail information, including status (bidder, non-bidder, the reason for non-bidding, classifications (ex: SBE), and downloads).
- ✓ Q and A export - exports all questions into an excel file for the County to send to individuals who may not have access to the system but will need to provide an answer. PlanetBids does offer a Q&A only user license that allows the user to answer questions, but they cannot release the questions or alter any other part of the bid.
- ✓ Addenda Acknowledgement - lists each prospective bidder and demonstrates if they were marked as having attended the pre-bid meeting as well as if they have acknowledged each addendum.
- ✓ Bid Tabulation - list of all bid prices submitted by all vendors, including assistance for calculating lowest by line, section, total, discounts, and preferences. This report can be exported to M.S. Excel.
- ✓ Contract Management - also provides several reports for contract detail, spend by contract, subcontract classifications, participation goals, and more.
- ✓ Business Certification Management - provides several reports for S.B. certification by category code, license types, location, Deficient application reasons, Denied Application reasons, and more.

2.3 ESTIMATED COSTS

Standard PlanetBids Pricing Overview (Single Agency)

PlanetBids fee structure has always been to charge the agency a one-time setup fee and an annual hosting and maintenance fee for the proposed PB System™ modules (SAAS). This includes per Agency User license (Full Access, Limited, or Read-Only), training, support, on-going maintenance, and general system enhancements for the life of the contract.

PlanetBids does not charge suppliers/vendors/contractors any fees for the use of the PB System™ Vendor Portal (VP) at the Agency where it's deployed to create transparency and establish greater business outreach.

PlanetBids does not require additional software, hardware, or equipment from the City and all other participating agencies during implementation and the additional years following implementation as the proposed PB System™ is accessible via web-browsers (third party plugins may be required). If an Agency chooses to utilize NIGP Categories, it is responsible for having a valid license.

City of Los Angles PlanetBids Pricing Overview (Multiple Agency Participation)

Since the City of Los Angeles (City) is currently gathering information and ideas with this RFI, PlanetBids has provided an estimated range of pricing for each Phase outlined above (Object 1: section) which is the recommended methodology for deployment (Phase 1-5) to meet and exceed the goals of the City and participating agencies for **1) Small business participation and engagement and 2) Regional Digital Platform.**

The estimated pricing ranges below for each phase include a onetime setup and annual licensing and hosting fee as described above in the PlanetBids Standard Pricing Overview per agency. Since the City is in preliminary stages of gathering information and the scope for this project is still not fully determined and detailed we feel that this is the right approach. As a leading agency, the City can budget the onetime setup cost(s), configuration, and training as outlined below for Phase 1 and Phase 2 along with the annual hosting and licensing fees based on number of users it anticipates having access to the module described. Other participating agencies (i.e. Los Angeles County, LAWA, etc.) would then determine their number of anticipated users that will need access to each proposed module and budget accordingly.

In a nutshell, the PlanetBids approach would be a distributed cost amongst participating agencies based on their level of participation and determined need. If the City will continue to use its

BAVN system to run concurrently with this project powered by the PB System™ modules, then it may only need to budget for the modules it will be interacting with (i.e. PSP and Small Business Certification, etc.). As an example, the California State University (CSU) Office of the Chancellor (CSUCO) out of Long Beach funded for the one-time setup costs associated with the deployment of the PSP to all the CSU campuses and mandated that each campus advertise and pay the annual fee to PlanetBids to advertise in the PSP.

As a local SBE/WBE, we look forward to demonstrating the capabilities and the current usage of the leading PB System™ modules recommended for this project to interested stakeholders to further help the City determine its next course of action.

Phase 1: Public Solicitation Portal (PSP)

Implementing our unique Public Solicitation Portal (PSP), where all participating agencies in the City's program can post solicitation opportunities, will result in one central location for vendors and the public to view contracting and procurement opportunities.

- **Estimated Costs – Public Solicitation Portal (PSP)**
  - ✓ Onetime cost to brand, setup, configure, and deploy the PSP: $75K-100K
  - ✓ On-going annual fee per agency with up to 5 users to post to PSP: Starting at $6,500
  - ✓ On-going annual fee per agency with up to 25 users to post to PSP: Starting at $16,500
  - ✓ On-going annual fee per agency with up to 50 users to post to PSP: Starting at $29,500

Phase 2: Certifying Small Businesses

Designating a unique portal for all businesses to apply for Small Business Certification in one central location. Selected users will be able to certify vendors who qualify. Once certified, all participating agencies and vendors will be able to search for certified vendors without viewing the application details.

- **Estimated Costs – Vendor Management (VM) and Business Certification (BC)**
  - ✓ Onetime setup fee including configuration, training, and launch (VM/BC): $75K-125K
  - ✓ Annual hosting, licensing, maintenance, and support with up to 25 users: $50-75K

Phase 3: Solicitation Outreach

Agencies and private companies using the complete PB System™ modules Vendor Management (VM) and Bid Management (BM) will be able to manage the entire bidding process online for automated vendor notification to award, including electronic submissions. The PB System™ will track all participation by small businesses from outreach notification to Awards, even awards at the subcontracting level. As noted in Phase 1, agencies are not required to utilize other PB System™ modules to post opportunities on the City's PSP.

- **Estimated Costs – Vendor Management (VM) and Bid Management (BM)**
  - ✓ Onetime setup fee including configuration, training, and launch (VM/BM): $5K-25K
  - ✓ Annual hosting, licensing, maintenance, and support with up to 10 users: $25-35K

Phase 4: Compliance Management

Once a vendor is awarded a contract, agencies and private companies utilizing the PB System™ Contract Management Compliance (CMC) module will be able to track payments made by the awarded vendor/prime contractor to small business contractors every month. This allows the City to track actual dollars spent to the Small Business Community compared to the commitments made by the awarded vendor/prime contractor. The CMC module also notifies subcontractors of monthly payments reported by the vendor/prime and allows the subcontractor to respond if warranted.

- **Estimated Costs – Contract Management with Compliance (CMC)**
  - ✓ Onetime setup fee including configuration, training, and launch (CMC): $9K-25K
  - ✓ Annual hosting, licensing, maintenance, and support with up to 5 users: $15-25K

Phase 5: Encourage Private Industry to use PlanetBids for Key Projects

San Diego Regional Airport and the San Diego Association of Governments utilize PlanetBids to achieve their goals including small business participation.

- **Estimated Costs – Vendor Management (VM) and Bid Management (BM)**
  - ✓ Onetime setup fee including configuration, training, and launch (VM/BM): $5K-15K
  - ✓ Annual hosting, licensing, maintenance, and support with up to 2 users: $8-15K

2.4 OTHER CONSIDERATIONS FOR THE CITY

PlanetBids specializes and focuses on providing E-Procurement solutions to governmental entities for over 20 years. PlanetBids is a thriving, nationwide, privately held, profitable, California Corporation with all staff located in the United States. Our PB System™ provides ultimate functionality and collaboration between agencies locally and nationwide.

We have an excellent team of professionals who deliver the highest level of customer support to our clients and their vendors before, during, and after implementation. All our staff is US based to assist clients nationwide. Our team brings decades of procurement and technical expertise in E-Procurement. Majority of the staff have worked as a buyer, procurement manager, or contractor in various governmental agencies and authorities. This procurement knowledge is obvious in the design of software features and functionality.

Our proven PB System™ is THE leading eProcurement management software system for U.S. government agencies since 2000 for all types of purchases, including public works/construction. Our clients include agencies such as transportation districts (13 in California), water districts, cities, counties, airports, universities, K-12, ports, construction contractors, and others. Our clients can share information and collaborate within the system, saving your procurement staff time and money.

PB System™ is built to support open Internet using the best breed of technologies available in the market today. PB System™ is completely web-based, modularized, and configurable for each agency needs. Furthermore, the proposed PB System™ has been manually tested and certified for ADA compliance by a leading company and follows U.S. Access Board Section 508 standards defined under 36 CFR 1194.

All PB System™ related configurations and designs to existing code are developed in-house in the U.S. and are intellectual property of PlanetBids. All servers and data are located within the U.S.

The current PB System™ Suite of modules include the following:

- ✓ Vendor Management (VM)
- ✓ Bid Management (BM)
  - → Advanced eBidding for Public Works (ABPW) - optional
  - → Evaluation (Eval) - optional
  - → Reverse Auction (RA) – optional

- ✓ Contract Management (CM)
  - → Agency Contracts (AC)
  - → Compliance (CMC) - optional
  - → Contract Library (CL) – optional
- ✓ Insurance Certificate Management (ICM)
  - → My Insurance (MI)
- ✓ Emergency Operations (EO)
- ✓ Business Certification (BC)

PlanetBids is very eager and ready to meet with the City and its stakeholders to demonstrate its proposed PB System™ modules (solutions) and to recommend the next steps to the City.

ivalua

Proposal to serve the **City of Los Angeles**

Request for Information (RFI)
Regional Procurement

May 1, 2020

ivalua.com

Section 1 – Transmittal Letter

May 1, 2020

The City of Los Angeles

Dear CPO Team:

On behalf of Ivalua, Inc. (Ivalua) we are pleased to provide our proposal to serve in response to The City of Los Angeles RFI Regional Procurement.

We understand The City of Los Angeles is looking to help ensure economic prosperity for their small businesses today and well into the future. To broaden their ability to identify, compete and win procurement contracts will accomplish that goal.

With Ivalua's response, The City of Los Angeles will be informed about a proven platform that provides the required scalability, security and flexibility to allow The City of Los Angeles to meet the many unique and evolving requirements of public procurement. With Ivalua for Public Sector, we have optimized the end-to-end digital experience, by providing a collaboration network for citizens, buyers and suppliers resulting in full transparency throughout the procurement lifecycle.

My team and I are passionate in our desire to support The City of Los Angeles' digital procurement transformation to ensure The City of Los Angeles achieves and exceeds their objectives of this strategic initiative. We look forward to your feedback and the opportunity to demonstrate the Ivalua solution.

Very truly yours,



Ivalua, Inc.

Mike Cook, Head of Public Sector

12110 Sunset Hills Rd., Suite 600 Reston, VA 20190

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Section 2 – General Contractor and Services Information

Profile

The Ivalua platform is purpose-built for public sector organizations, enabling more efficient government, reducing risk, increasing compliance and empowering public sector leaders to accelerate their digital procurement transformation.

The Ivalua eProcurement suite is named as "Value Leader" in every category in SpendMatters S2P Solution Map and the only leader across Source-to-Pay for both Gartner and Forrester. The platform's combination of ease-of-use, depth, breadth and flexibility ensures high employee and vendor adoption, rapid time to value and the ability to meet unique or evolving requirements, evidenced by the industry's leading 98%+ retention rate.

Ivalua for Public Sector brings together embedded industry-leading practices on a single unified platform to achieve rapid speed to value.

Ivalua for Public Sector Enables:

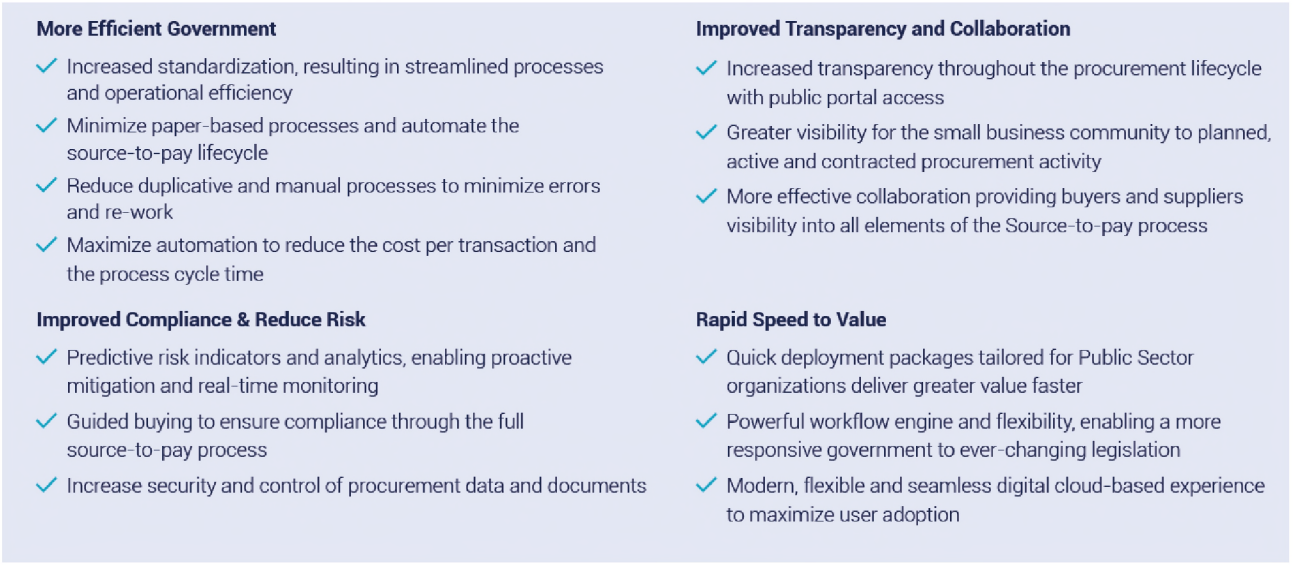


Figure 1- Ivalua for Public Sector Benefits

Ivalua's single complete unified suite will provide City of Los Angeles with a highly configurable, robust, and comprehensive Regional Digital Platform, purpose built for public sector to meet the requirements identified in this RFI. Ivalua offers the most comprehensive, natively built Source-to-Pay suite in the market which includes Public Portal, Supplier Information Management, Solicitation & Bid Management and Contract Management, standard integrations and, extensive system administration and reporting capabilities. To fully meet the requirements outlined in the RFI, the proposed platform features are highlighted in blue below, in Figure 2. In addition, City of Los Angeles will be able to take advantage of Ivalua's standard platform tools – including configuration, workflow, reporting, integration and document storage.

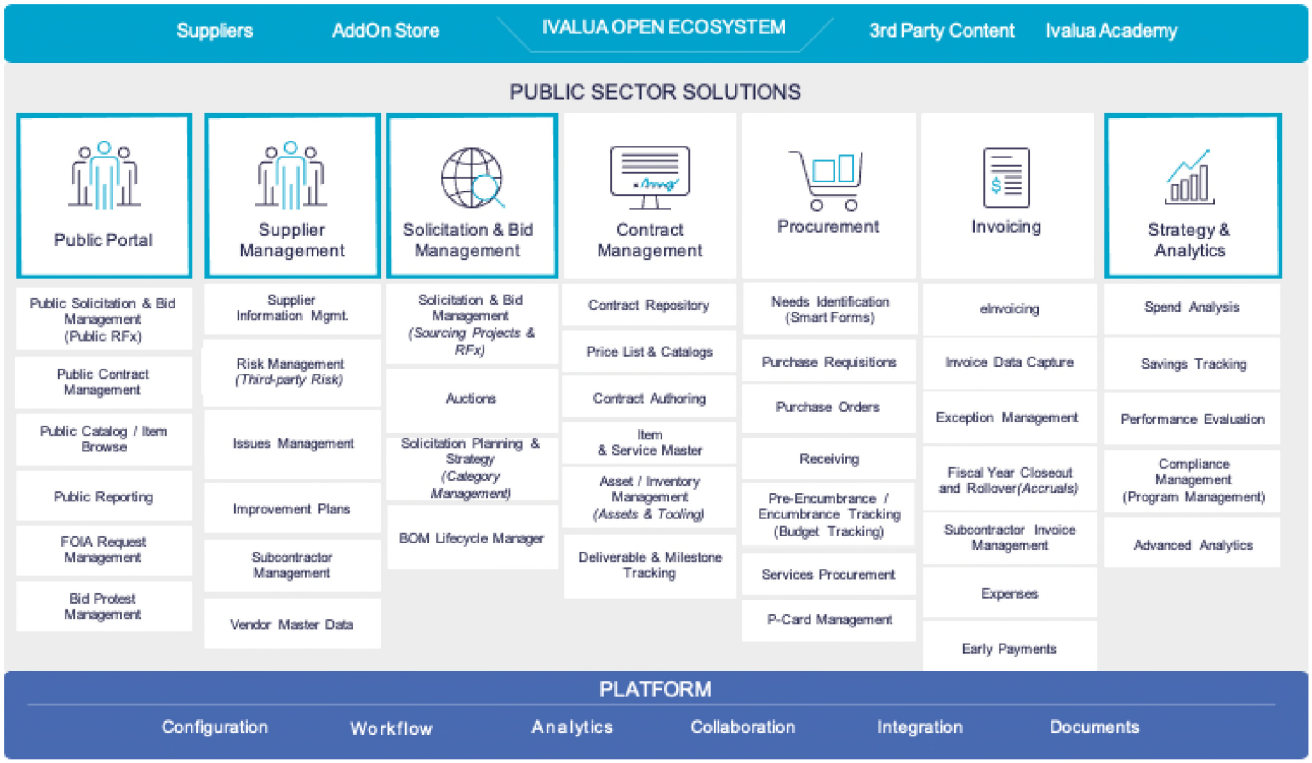


Figure 2 - Modules of the Ivalua Suite

Leveraging Ivalua's single unified suite will enable City of Los Angeles to rapidly realize their target future state for a comprehensive eProcurement Solution that will achieve the following objectives:

- Reduced manual processes – resulting in a consistent, solicitation management process
- Automated notifications throughout the system to remind users to complete tasks, review an object, and of expiration of a contract or document
- Single point of entry for all potential suppliers to increase transparency and their opportunities to do business with City of Los Angeles with self-service capabilities for supplier actions
- Provide a single platform to manage the end-to-end solicitation process for the government, vendors and public of City of Los Angeles.

Experience

Delivering Results in Public Sector

Over the last several years, Ivalua has had the opportunity and been selected as the partner of choice to provide the platform to enable and accelerate many public sector organizations procurement transformation.

Based on the current results achieved, client feedback from these engagements, and subsequent contracts awarded to Ivalua, it became apparent that our eProcurement platform aligned extremely well with the unique and highly variable requirements and challenges public sector organizations face during their modernization efforts.

Our proven platform provides the required scalability, security and flexibility to allow our customers to meet the many unique and evolving requirements of public procurement. With Ivalua for Public Sector, organizations are able to be more responsive to legislative, regulatory and/or policy changes. We have optimized the end-to-end digital experience, by providing a collaboration network for citizens, buyers and suppliers resulting in full transparency throughout the procurement lifecycle.

Over the last 18 months Ivalua continued our investment and focus on the public sector by establishing a dedicated Public Sector Practice and fully dedicated team. Ivalua's Public Sector team has extensive experience working within the public sector, with a clear understanding of the unique challenges faced by public sector procurement, challenges commercial companies don't face.

The team includes:

- Head of Public Sector Leadership
- Practice Managers/ Account Executives
- Solutions Consultants
- Solution Development Manager
- Product Development staff: enhance current solution to support public sector and develop new products to expand our capabilities
- Account Management for ongoing customer support

Ivalua continues to invest in building our public sector practice. We are expanding our participation in Public Sector procurement associations, planning our 2nd Public Sector only user group and for the first time now our global user conference, IvaluaNOW will have a fully dedicate breakout track for Public Sector. We view our investment and focus on Public Sector will continue our partnership approach to ensuring our Public Sector customers achieve their goals and objectives. We are proud and honored to have the opportunity to be part of that journey.

Some of the successfully deployed projects that demonstrates Ivalua experience and expertise are listed below:

Client References

City of New York

- Project Overview:
  - The City of New York is a full-suite implementation utilizing modules from our platform and all our solution sets including: SRM, eSourcing, Contracts & Catalogs, eProcurement, Invoicing, and Business Intelligence.
  - Among others, the interfaces include:
    - SSO City user
    - SSO Supplier (NYC.ID)
    - Supplier integration from FMS to Ivalua
    - Contract integration from FMS to Ivalua
    - Supplier commodity from Ivalua to FMS
    - ERP - CGI
- The City of New York has been a client since 2016 and had their first go-live in January of 2017

State of Arizona

- Project Overview:
  - The State of Arizona is also a full-suite implementation utilizing modules from our platform and all our solution sets including: SRM, eSourcing, Contracts & Catalogs, eProcurement, Invoicing, and Business Intelligence.
  - Among others, the interfaces include:
    - ERP - CGI Advantage Financials
- The State of Arizona has been a client since 2017 and went live in October of 2018.

State of Ohio

- Project Overview:
  - The State of Ohio is also a full-suite implementation utilizing modules from our platform and all our solution sets including: SRM, eSourcing, Contracts & Catalogs, eProcurement, Invoicing, and Business Intelligence.
  - Among others, the interfaces include:

        - ERP - PeopleSoft
        - SSO State users
        - SSO Supplier users

- The State of Ohio has been a client since 2018 and is currently in Phase 2 of their implementation.

State of Maryland

- Project Overview:
    - The State of Maryland is also a full-suite implementation utilizing modules from our platform and all our solution sets including: SRM, eSourcing, Contracts & Catalogs, eProcurement, Invoicing, and Business Intelligence.
    - Among others, the interfaces include:
        - ERP – Multiple
        - Maximo
        - SSO State users
- The State of Maryland has been a client since 2019 and is currently in Phase 2 of their implementation.

Section 3 - Key Questions

Objective 1 – Small Business Participation and Engagement

Scope of Work for Small Business Participation and Engagement

Ivalua offers the most comprehensive, natively built Source-to-Pay suite in the market which includes Public Portal, Supplier Information Management, Tendering and Bid Management, Contract Management, Standard Integrations and, robust System Administration and Reporting Capabilities.

Ivalua offers configurable workflows which can be designed based on any regional or government requirement. Ivalua's simple and easy to use interface promotes high supplier adoption and it provides inherent supplier/buyer collaboration capabilities throughout the application. From the beginning of the process, buyers can send RFI questionnaires & on-boarding documents to the supplier and collaborate with them to ensure everything is collected and provided in a timely manner. The Ivalua supplier portal provides a full range of capabilities for suppliers to update their company information, attach supplier certifications and compliance documents, submit a change request that requires approval from the client (i.e.: their company merged with another company or they need to change their banking information), Suppliers can ask questions or provide data via comments and all comments are tracked and visible when buyers are reviewing and approving different activities.

Ivalua Open Network provides connectivity to an ecosystem of suppliers, buyers and 3rd party partners. The clients can rapidly onboard, connect and collaborate with suppliers without any supplier fees.

Targeted Outreach Plan

Ivalua can support any given outreach plan that is designed by City of Los Angeles or in conjunction with a SI. Ivalua does not charge for any vendor to register and thus, any and all businesses are open to participate and receive alerts regarding all opportunities City of Los Angeles posts. Utilizing the training described below, the businesses will learn how best to position their commodity codes to engage in bids. All businesses who register in the Ivalua platform can certify themselves as MWB, Veteran, Local or other entity City of Los Angeles chooses. Our solution offers dashboards and analysis of all suppliers so City of Los Angeles will be able to ascertain how many new businesses register, are engaging in the bidding process and continue to grow their outreach.

Training Plan and Strategy

Ivalua offers several training options including documentation (user guides, configuration manuals, administration manuals, etc.), video-based training in Ivalua's "Ivalua Academy" and personalized on-site training.

Ivalua provides a robust e-learning program for clients and partners to learn at their own pace using documentation, video instruction and study guides.

Clients/Partners/Employees can gain official "Ivalua Certification" for various levels of expertise in the solution through the Ivalua Academy which leverages the e-Learning resources and adds virtual webinar instruction and testing.

Engaged Private Sector to Do Business with the Public Sector

The Ivalua supplier network allows us to work with the City to identify and qualify additional sources of supply that may have traditionally provided goods or services solely to the private sector. This is best achieved by identifying specific categories or commodities where there is potential overlap between private and public supply needs. The typical barrier to entry is suppliers believe it is too difficult to do business with the government, too many “barriers to enter.”

Part of breaking down those barriers is to provide the Ivalua platform’s combination of ease-of-use, depth, breadth and flexibility ensures higher supplier adoption. The simplicity and flexibility of the platform offers a hassle-free onboarding of all the suppliers comprising the new and existing ones.

Some of the key features benefitting the suppliers are:
• Supplier Self-service e.g. Supplier Portal, Invoice Data Capture, Passwords
• Zero Training required - no need for dedicated Supplier Help Desk
• Multiple Connectivity Options
• No supplier Transaction Fees or enrollment contracts
• Single point of visibility to awards, contracts, orders, invoices, and payment status
• Easy SSO integration with any other supplier systems clients may use

Ivalua natively provides multiple ways to easily and quickly onboard new suppliers. As part of a sourcing project for instance, new suppliers may be invited to self-register.

Objective 2 – Regional Digital Platform

How would a centralized digital platform for contracting opportunities work?

Ivalua offers one of the broadest and deepest procurement platforms in the market today. Ivalua's main solution areas are: Public Portal, Supplier Management, Strategic Sourcing, Contract Management, Procurement, Invoicing and Strategy & Analytics. All solutions are built using the same components of the Platform and each solution consists of several modules, all of which are interconnected. All the modules share common workflow, supplier record, analytics, collaboration capabilities and document/content management.

- **Public Portal:** Transparency and accountability with increased public access throughout the source-to-pay lifecycle.
- **Supplier Management:** All your supplier information, risk and performance in one place.
- **Solicitation & Bid Management:** A simple, collaborative and powerful solution to meet any public solicitation needs.
- **Contract Management:** Lock in the value, manage all contracts and processes in one place.
- **Procurement:** Modern digital experience meets government control.
- **Invoicing:** Electronic, automated and efficient all the way.
- **Strategy and Analytics:** A view into all public initiatives and all your spend data, like never before.

Determine the services provided, support required, and training for the regional contracting process.

The first 6 months after Go-Live are a critical period to ensure full and lasting adoption of the system by users. It's all about ongoing training, administrator assistance, end user support, anomalies fixing, enhancement requests management and UI optimization. That is why we recommend that part of the project team remains involved during this initial 6-month period after Go-Live.

We have developed a special methodology and a toolset to manage this ramp-up phase efficiently, including:

- Extranet system to manage all kinds of requests (anomalies, enhancements, questions, …)
- Remote admin and key user coaching
- A set of key recorded videos of the system to allow self-training
- Internal survey sent 3 months after Go Live to identify obstacles and key enhancements required

Support Requirements

Ivalua offers a high-quality support structure to its clients. Once the project is launched and in production ('Live'), Ivalua Customer Success and Maintenance/Run teams work jointly to support the application.

The team consist of:

- An Ivalua Customer Success Manager
- A team of Quality Assurance specialists led by a Project Director and Project Manager (in charge of several client applications) and optional helpdesk representatives.

In order to allow all stakeholders (Ivalua and the Client) to better share information and service requests on the application, Ivalua recommends the use of our Client Support Extranet as the primary communication tool. All contributors on the project have logins that allow them to communicate with Ivalua support personnel on any service requests (bugs, change requests, questions, enhancement requests), by logging tickets and tracking their progress online. Any action on a ticket will generate an automatic email to all stakeholders. The Ivalua Extranet helps optimize fluidity and transparency of information and ensures quicker turnaround times.

Training Requirements

Ivalua offers several training options including documentation (user guides, configuration manuals, administration manuals, etc.), video-based training in Ivalua's "Ivalua Academy" and personalized on-site training.

Ivalua employs a "train the trainer" approach. Ivalua will train the client's core team and continue to work with the core team to make sure they remain current in their understanding of the solution. Ivalua's solution consulting group is also available for more advanced questions or scenario design.

How can the digital platform integrate/interface with existing City systems that address City specific contracting and procurement requirements?

The Ivalua Solution has strong integration capabilities with major ERP systems and provides standard integration with suppliers and third-party business services. Integration strategies include unidirectional or bidirectional data flows using batch, asynchronous or synchronous interfaces.

The Ivalua Solution has been architected to support:

- Rapid deployment
- Highly configurable components within standard platform infrastructure
- Ability to support non-procurement processes that also need automation or control
- Single point of control for security and integration administration

Ivalua Solution implements a Service Oriented Architecture that relies on open standard protocols (HTTP/S, SFTP, AS2, SOAP, REST Web services, XML, CSV) and industry standard message formats (EDI, cXML, OCI, Excel, Word, PDF) to exchange data with external systems.

Ivalua solution includes an ETL engine and an Integration toolset used to complete an integration package, data checks, transformations and schedules interactions and monitors to fit your specific situation. This approach proves to be intuitive and easy to use/modify over time as your environments change. Ivalua Solution can scale horizontally and vertically to support client growth and geographical expansion.

How would you propose that stakeholders' access and use this system?

The Ivalua Cloud Solution is designed to be deployment mode agnostic. The solution is engineered as a 100% Web application, covering all features from standard operations to application administration. Ivalua can be accessed using a web browser (Internet Explorer, Edge, Firefox, Chrome or Safari) with no plug-ins required but with JavaScript enabled.

How would you ensure that it would receive support from public and private agencies?

Ivalua offers the most effective capabilities to enable supplier collaboration, addressing both transactional and more strategic collaboration. And our supplier-friendly model means we never charge suppliers' fees limit their activity or impose the necessary conditions. That is why the highest levels of supplier onboarding are consistently Ivalua's clients, with many customers achieving 99%+ touchless procurement and AP processes with 99%+ of suppliers (by count) onboarded.

There are 40+ touchpoints that suppliers have with their clients. They range from engaging on bids and negotiating contracts to receiving and processing orders and then invoicing and getting paid. Our supplier enablement approach is more effective than others due to a targeted and simple approach leveraging self-service capabilities but also due

to the full Source-to-pay breath of our platform. Suppliers are enabled for the activity that makes most sense for them be it an existing order, an invitation for RFX, a request to update information, etc. Once a supplier creates an account within the Ivalua Supplier Portal, they can then build out more information.

Ivalua does not charge supplier fees at any point and is free for unlimited collaboration and transactions. There are also no complex terms or limitations for suppliers. Customers can enable 100% of their suppliers quickly and provide them with real time visibility into information (e.g. RFXs, POs, Invoice status, Contracts, Performance Evaluations, etc.) while lowering your effort involved in answering Supplier queries through self-assessments, self-registration, etc.

New suppliers can self-register using the tool within minutes, then via Ivalua's supplier onboarding workflow, those suppliers can be vetted and approved.

Would the platform require licenses, services, support, or training?

Yes, the Ivalua platform is a SaaS product which requires licenses for internal users. Supplier accounts are free. Part of the Ivalua SaaS license agreement also includes maintenance and support. Training is available on-demand through Ivalua academy and additional options are available during the time of implementation.

Would this be a cloud solution that can run on multiple cloud providers and allow migration between clouds?

Ivalua Cloud Solution is designed to be deployment mode agnostic. Our cloud is based on a SaaS architecture deploying multi-instance applications (One per client).

Ivalua Solution is engineered as a 100% Web application, covering all features from standard operations to application administration. Ivalua can be accessed using a web browser (Internet Explorer, Edge, Firefox, Chrome or Safari) with no plug-ins required but with Javascript enabled.

The Solution supports many different hardware architectures enabling the client to choose the network and server configuration that best suits their needs.

Ivalua is a SaaS solution, we manage our own cloud.

Would the digital platform be able to provide data loss protection and the ability to query snapshots of our data across time?

Ivalua has an administrative policy around removable media and data loss prevention. There are no technical controls to enforce the DLP policy on the user's desktop. Removable media is encrypted. Production application is accessible only by the client users. Pre-production environment only contains anonymized production data. Only a handful of IT personnel have access to the production servers for administration. Removable devices are encrypted - AES 256. Ivalua enforces the principle of least privilege across the entire organization.

All customer data is stored with SQL tables, customers can use SQL Query tool to access their data. If requested, Ivalua will provide the last full system backup.

What is your experience in this area? If available, summarize the work experience and past accomplishments of your organization that demonstrates the ability to successfully perform the projective objectives.

Please see previous section, Experience for Ivalua's successful track record in Public Section and representative customer references.

Determine the capabilities in the marketplace of a regional contracting software that would cater to certified and noncertified businesses as well as private and public sector contractors

Within a supplier record, a supplier can register for a supplier's diversity program. They will be able to upload documentation as part of their registration for a diversity program, which can then be routed through a workflow for review and approval by the internal user. Additionally, integrations can be set-up to check certification number with an external system, where needed.

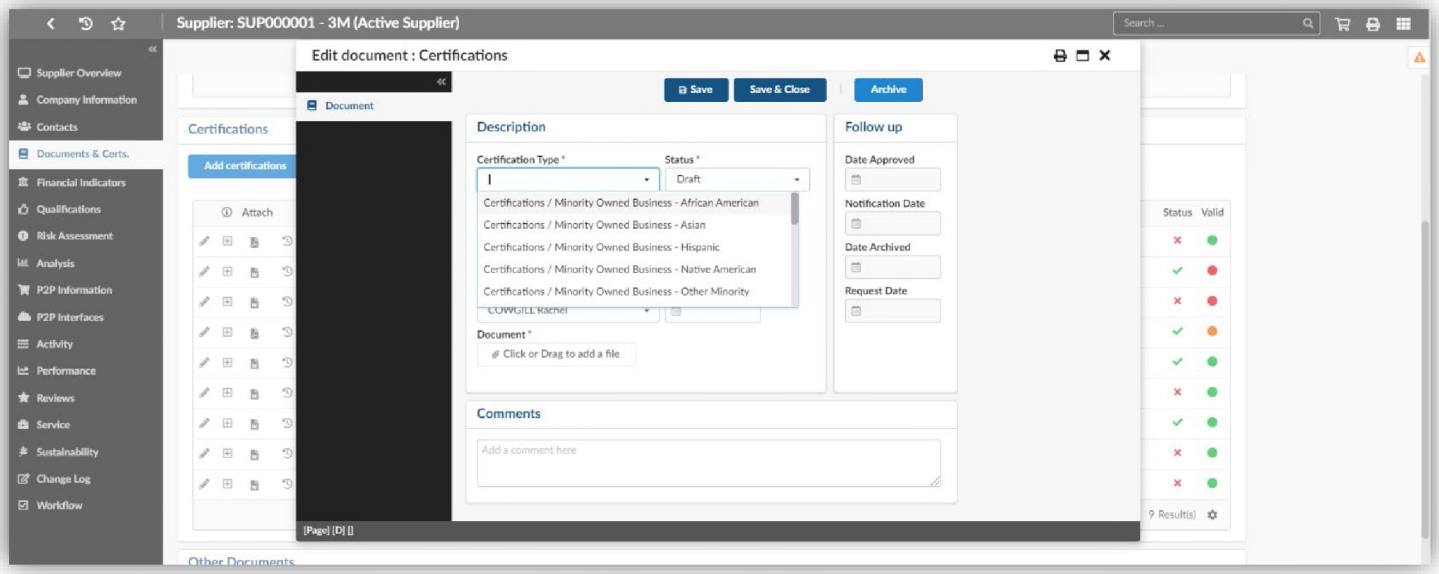


Figure 3 – Diversity Identification

Validity of certifications are then tracked to remind users when a diversity status is expiring per MWAA's process. Additionally, within the supplier record, businesses can maintain their own contracts, by creating users and assigning them roles that will determine what the user can see or edit within the tool.

Determine capacity planning for regional solicitations, opportunities, and marketing.

Ivalua with its highly scalable solution continues to empower tomorrow's leaders to be successful by freeing capacity, bringing actionable insights at the right time and place, enabling deep and scalable collaboration and providing an unmatched level of flexibility to meet constantly evolving requirements.

Ivalua Solution implements a multi-tier architecture and the Web/Application server tier can scale horizontally and vertically. The data tier can also scale horizontally and vertically.

How would you ensure supply chain tracking and reporting be available to each stakeholder?

Ivalua tracks every project through its lifecycle tracking duration in each step, how many projects are in various stages, accumulated value per stage, and so on. Ivalua's clients use these "workflow" reports to evaluate their business processes, find bottlenecks and drive greater efficiencies. Example of the tracking capabilities include:

- Saving Tracking
- Budget Tracking
- Supplier Performance Tracking
- Tracking and reporting of auction details

- Tacking the validation of purchase requests
- Tracking of “Projected Expenses” and “Contracted expenses”
- Track approvals for travel and manage expense reporting

Ivalua provides a robust reporting tool made up of ~70 standard reports set native to the Ivalua platform. As such, data collected in the various function areas within the platform are visible via analytics. Reports can easily be grouped together to allow users to create their own dashboards based on their role within the organization. The benefit of this is in allowing end users to gain key insights and make empirically driven decisions.

Section 4 - Estimated Costs

We request that City of Los Angeles please visit the California Department of General Services Software Licensing Program website. All MSRP and SLP Discounted Pricing for Ivalua software and services is listed.

https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/Acquisitions/Software-Licensing-Program

https://www.caleprocure.ca.gov/pages/LPASearch/lpa-search.aspx (in the Description section put in Ivalua and press Search).

Section 5- Other considerations

Please see **Exhibit A** for an overview of the Ivalua for Public Sector Features and Functionality.

LOS ANGELES AREA
CHAMBER OF COMMERCE

Maria S. Salinas
President & CEO

May 1, 2020

Ms. Jessica Lopez
Office of Los Angeles Mayor Eric Garcetti
200 N. Spring Street
Los Angeles, CA 90012

Re: Regional Procurement Request for Information

Dear Ms. Lopez:

The Los Angeles Area Chamber of Commerce is pleased to submit the attached response to the City of Angeles Request for Information for Regional Procurement.

The Chamber, a longtime advocate for small business growth, believes that the ongoing work of the OneLA Regional Collaborative, a new multi-partner procurement initiative launched in 2019 and co-administered by the Chamber and the County of Los Angeles, provides the best opportunity for a regional coordinated strategy and digital platform for public and private agencies.

The Los Angeles Area Chamber of Commerce welcomes the opportunity to support the City of Los Angeles in its efforts to strategize, coordinate, and organize contracting and procurement opportunities across public and private regional agencies to maximize equity, visibility, and create local jobs that in turn expand the local economy, and we look forward to exploring further opportunities for partnership.

If there are any questions regarding this response please contact Andrea Nunn, Senior Vice President, at anunn@lachamber.com or (213) 580-7546.

Sincerely,

Maria S. Salinas
President & Chief Executive Officer

350 S. Bixel St. | Los Angeles, CA 90017 | P: 213.580.7500 | F: 213.580.7511 | lachamber.com

GENERAL CONTRACTOR AND SERVICES INFORMATION

Profile, History and General Business Strategy

The Los Angeles Area Chamber of Commerce ("The Chamber") is the largest business association in Los Angeles County, and since our founding in 1888, we have worked diligently to champion the needs of the regional business community and the citizens it serves. We are guided by a vision is to create a thriving region for all, and our mission is to design and advance opportunities and solutions for a thriving regional economy that are inclusive and globally competitive.

The Chamber serves a diverse membership of businesses of every size, from nearly every industry, in every community across Los Angeles County. The Chamber represents:

- More than 1,400 members
- More than 650,000 employees
- Small, medium and large-sized companies
- Businesses from more than 35 industry sectors
- Businesses from across L.A. County
- The interests of more than 235,000 businesses in L.A. County

Maria Salinas is the President and CEO of the Chamber. Ms. Salinas took the helm of the organization in August of 2018 and became the first woman and Latina to lead the L.A. Area Chamber in its 130-year history. An accomplished businesswoman, entrepreneur and a stalwart community leader, Ms. Salinas is committed to amplify the voice of business in all aspects of public policy, growth in emerging sectors and global expansion. Under her leadership, the Chamber has focused on key strategic initiatives including expanding its advocacy for a business-friendly environment, promoting the spirit of innovation and entrepreneurship throughout the region, and expanding global influence. Ms. Salinas represents the Los Angeles business community on Governor Newsom's recently announced COVID-19 Task Force on Business and Jobs Recovery, the California Future of Work Commission, and through the Coalition of Regional Economic Association Leaders (R.E.A.L.). She is a member of the Board of Directors of Mobility 21, a regional transportation effort, and was appointed by Mayor Garcetti to the MEXLA Commission, a foreign policy initiative between Mexico and Los Angeles. She also serves on the Board of Directors of Pacific Council, Southern California Leadership Network, Unite-LA, Los Angeles Economic Development Corporation, Los Angeles County Business Federation and the Los Angeles Sports Council.

The Chamber's board of directors is the principal governing body of the organization. The board's membership is diverse, with more than 100 corporate and small business leaders serving on the board. Board members determine the Chamber's policy positions on business issues and advise the Chamber on strategies and policies.

Today, the Chamber, and its member companies, represent businesses small, medium, and large from more than 35 industry sectors. We are an advocate for business across local, state, federal and global levels with a mission to advance opportunities and solutions for a thriving regional economy that is inclusive and globally competitive, with a promise to be bold, transformative, inclusive and responsible. Our strategic priorities include global engagement, advocacy through civic engagement, and community collaboration for economic growth and mobility.

Alignment of Contractor's Vision with the City's Goals

The Chamber has long been a champion of the goals of the City of Los Angeles. Our roots were planted in 1888 by a mutual desire for regional boosterism and to provide a vehicle for the city and the County of Los Angeles to grow and attract business to Southern California. We have been proud to partner and support the work of the City of Los Angeles over the course of our joint history, and we will continue to do so for centuries to come.

Our vision is to help create a thriving region for all, and one key tactic to accomplishing that goal is by collaborating in a regional effort to achieve the small business contracting goals of our public and private agencies. We are fortunate to live in a region that serve as a hub of industry and commerce for California, with many large infrastructure projects, major commercial initiatives and the largest population of small businesses in the state all existing in the same business universe. However, there are gaps. Too many private and public agencies has bemoaning the lack of adequate small business participation in key projects, too many small and diverse enterprises lack the means and resources to competitive effectively in the marketplace, and the marketplace is often too noisy and weighed down by antiquated procurement systems and siloed outreach efforts to be effective.

We look forward to working with the City of Los Angeles and other regional partners to overcome these barriers, not just to achieve the procurement goals for the upcoming major sporting event that will be occurring in the next few years but for long-term economic mobility and small business success for the region.

Relevant Experience

The Chamber has a long history of supporting the regional business community. Each year we deliver:

- More than 40,000 referrals to member companies
- 120 plus business and professional development programs
- More than 25 advocacy and signature events
- Nearly 100 graduates participating in our civic leadership programs
- More than 10,000 job opportunities and internships for L.A. youth

We administer several major direct assistance programs for small business either through our Small Business Success Center our through our Bixel Exchange, a member of the Los Angeles Small Business Development Network. This work has included producing large signature

business events such as our annual BIZCON conference, smaller focused networking events, procurement matchmaking events, cohort-style training programs, and one-on-one advising services for small businesses. The Chamber sees entrepreneurship and small businesses as a powerful engine for economic growth and mobility and is committed to marshalling the resources to help us refine and expand our services in this area.

Even during this challenging period due to the outbreak of COVID-19, the Chamber continues to be a leader for the Greater Los Angeles small business community by advocating on their behalf for federal, state and local relief and by directly providing support through our COVID-19 Resource Guide, and our OneLA Supplier Matching Program which connects those that need COVID-19 supplies with manufacturers and service providers that may be able to fulfill those needs through a web listing interface.



In September 2019, the Chamber announced the launch of OneLA, a regional collaborative led by the Chamber, the County of Los Angeles Department of Consumer and Business Affairs and Internal Services Department, and founding corporate sponsor, Citi Community Development. The objective of the collaborative is to provide easier contract opportunities for small businesses by identifying and acting on streamlining and speeding up the procurement process and giving more small businesses and entrepreneurs a fair shot as they compete for work with public agencies and corporations across the region. The partnership will accomplish this through intentional collaboration and coordination, technology solutions, and business support at the scale that Los Angeles deserves.

The four key pillars of OneLA include:

Training
Cohort style training developed and implemented with the support of federal small business technical assistance programs and input by public agencies and community partners.

ADVISING
Personalized 1:1 advisory services to small diverse businesses through the collaborative network of Chamber, public agencies, and technical assistance programs.

MATCHMAKING & RELATIONSHIP BUILDING
Connect with agencies, primes, business owners and technical assistance providers

EASY CERTIFICATION
Open access to the Avisare certification platform – an innovative and easy-to-navigate tool for small businesses to attain

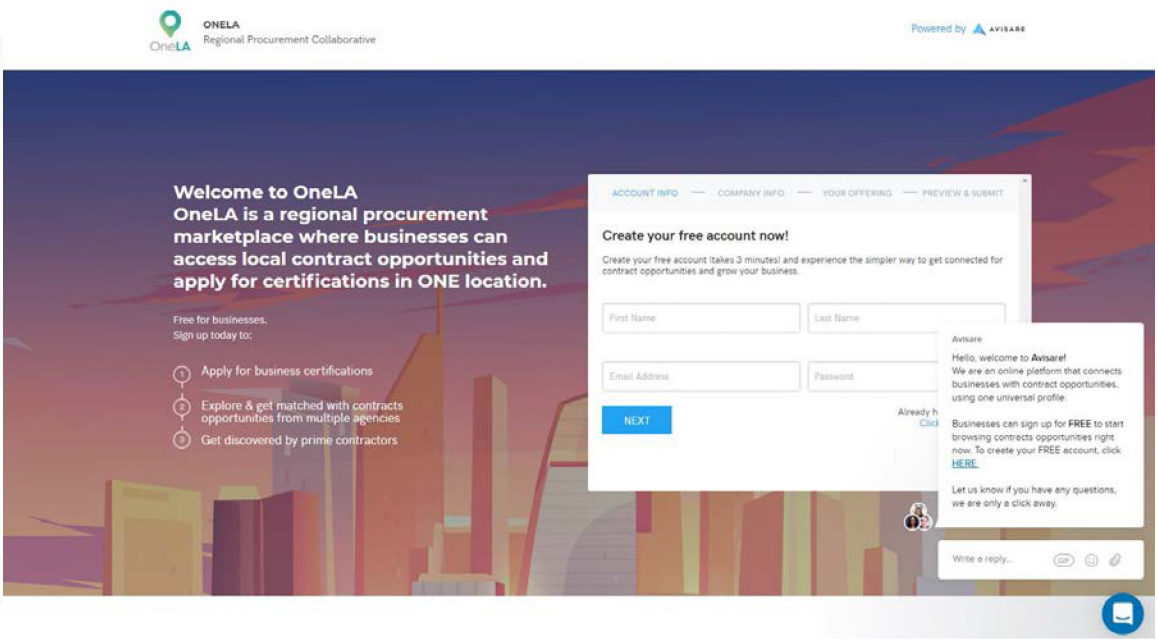
through effective matchmaking and relationship building opportunities.

the necessary certifications and apply for contracts.

The work of the OneLA Regional Collaborative is well underway. Activities include:

- OneLA assembled and convened two stakeholder groups - one composed of public agencies and the other of community partners. The next round of meetings will be held virtually on Wednesday, May 6, 2020.

- OneLA has established a community online calendar, managed by the LA Chamber, to aggregate event listings and provide easy opportunities for cross-promotion and avoidance of duplicative efforts. In addition, a web feature was added to the OneLA website to allow for small businesses to access the Avisare platform to access local contract opportunities and apply for certifications.



- The Collaborative is launching Phase I of the One LA Contractor Bootcamp, which begins on Monday, May 11, 2020. The program will be conducted virtually over the course of two months and will focus on financial stability, government spending research, procurement identification, project management preparation, certifications, and expansion planning. The demand for program participation was high, and the first cohort was capped at 100 participants.

- In the past year, OneLA has successfully partnered with the County of LA's Contracting Connections series to host and train over 500 local, small, and diverse businesses, with

over 20 different public-private contracting agencies. The events will re-commence in a virtual setting later this summer with the facilitation of the virtual conference BIZCON, an annual signature small business event for the LA Chamber.

RESPONSES TO KEY QUESTIONS

Objective 1: Small business participation and engagement

1. **Describe a set scope of work for small engagement goals**

The Chamber is providing the below sample scope of work specific for improving regional small and diverse participation in public and private contracts with a specific focus on boosting small and diverse enterprise participation for the City of Los Angeles may include:

1. Project Development and Implementation
    1. Develop road map for project implementation: development and implementation with metrics and deliverables
    2. Conduct internal and external assessment of contracting and procurement and small and diverse enterprise utilization barriers and opportunities
    3. Develop a calendar of outreach and programming efforts to boost small and diverse business utilization and awareness
    4. Implement programmatic efforts including internal department training efforts, outreach program and stakeholder meetings
    5. Produce monthly reports on progress and outcomes. Report elements to include but are not limited to: Survey responses, Event registration and participation reports, Event materials and Key programmatic findings and recommendations.

2. Integration Support for OneLA Regional Collaborative
    1. Provide ongoing support in integrating with the OneLA Regional Collaborative initiative in partnership with multiple public and private agencies to boost access in public and private contracts across the region and for the City of Los Angeles vendor pool.

The Chamber shares a goal with the City of Los Angeles to significantly increase small business participation in private and public sector contracting efforts across the region and to foster a collaborative approach to supplier diversity and procurement that will result in economic and small business growth for the Los Angeles region. We advocate utilizing the OneLA Regional Collaborative, which is already established and moving forward on programmatic efforts, ad as a key conduit for the City to achieve its goals.

Specific metric targets can be established in partnership with our OneLA Regional Collaborative partners, which includes organizations such as County of Los Angeles, Southern California Metropolitan Water District, Metro, Los Angeles World Airport, among others, in concert with

their respective annual small and diverse enterprise goals and other key metrics. Part of the process of the OneLA Regional Collaborative effort is to work towards alignment on goals and to establish a framework for effective sharing of data and best practices.

The OneLA initiative unifies major government entities, prime contractors, and public corporations into a strategic alliance committed to democratizing access to procurement opportunities for all small businesses. The partners provide a strong network of information and resources designed to help entrepreneurs succeed and to continue to grow and accelerate through four key strategies:

- Open access to the Avisare certification platform – an innovative and easy-to-navigate tool where small businesses can attain the necessary certifications, be matched to opportunities they are qualified for, and apply for contracts and where both public and private entities can post contract opportunities.

- Cohort style contract training for new and established businesses developed and implemented with the support of federal small business technical assistance programs and input by public agencies, lenders and community partners.

- Personalized 1:1 mentorship and advisory services to small businesses through the collaborative network of Chambers, public agencies, primes, private sector and technical assistance programs.

- Meaningful relationships and connections with agencies, primes, business owners and technical assistance providers through effective matchmaking and networking opportunities.

2. Describe targeted outreach plan to ensure equity for small and underrepresented businesses.

In order to effectively serve underrepresented entrepreneurs, the Chamber leans on its internal resources and a trusted network of partners who are aligned with our vision of building an efficient and equitable procurement ecosystem.

OneLA Regional Collaborative, for example, includes more than 20 key public agencies on its Public Agency collaborative group and more than 120 small business serving organizations as part of its Community Partner collaborative group. The Chamber recognizes that the most effective outreach mechanism to small and underrepresented businesses is by working through networks of partners with deep roots in specific target segments of the Greater Los Angeles small business community. We leverage our OneLA partners including NAWBO, GLAAACC, PACE, LA Latino Chamber and LA Gay & Lesbian Chamber, to name a few, to activate their communication channels and community outreach infrastructure to help engage more small

businesses with OneLA programs and services.

Our outreach effort would continue as originally devised under the OneLA guiding strategy, which is to convene key stakeholder business groups, provide them with tools and resources that make it easy to collaborate and share information and best practices and work towards common goals on outreach and small business engagement. OneLA has allowed us to leverage this extensive experience in outreach and recruitment to expand our reach to entrepreneurs across all sectors. This includes expanding our presence throughout the region through informational sessions and workshops onsite at the Chamber, online, and within communities, especially in opportunity zones throughout the region.
The Chamber has a successful track record of outreach and recruitment with small business communities. For example, our Startup LAunch program, a tech incubator in partnership with the SBDC enlists a network of 50+ paid and volunteer advisors to support its operations and promote the program. They are reflective of the demographics within our city. These advisors, in addition to helping more businesses become contract ready and guiding them through the procurement process, will help advise our staff on the unique needs of Los Angeles' diverse communities.

3. **Describe an education and training plan for new subcontractors to navigate the certification, bidding process, and identifying business opportunities.**

OneLA includes education and training in the form of workshops, one-on-one advising and cohort style contract training. The OneLA contracting program is designed to provide contract training, qualify contractors and identify opportunities, and help them win contracts. The cohort program consists of three phases including:

Phase 1: Online Education of the understanding of the requirements to be an established government contractor

- Financial stability
- Government spending research
- Procurement identification
- Certifications
- Project management preparation
- Expansion planning

Phase 2: Contract Strategy Planning

- Understanding procurement methodology
- Producing proposals/ cost analysis
- Teaming agreements and MOU's
- Negotiations and business tactics
- Contract administration

Phase 3: Established Growth through contracting

- Producing contract pipeline
- Forecasting opportunities
- Established processes pertaining to contract cycles
- Develop Government contract division within the company

Phase I of the Contracting Program commences this May. The program flier is provided below.



Workshops, held throughout the year, feature topics designed to help entrepreneurs build, scale, and grow. Past sessions have included sessions on access to capital, procurement information sessions with local contracting entities, and marketing to name a few. Sessions topics are identified on an ongoing basis throughout the year based on current events/opportunities and emerging needs within the business community.

One-on-one advising, on a broad range of topics, allows businesses to receive the individualized and targeted support they need based on their unique circumstances. This advising may be in the area of procurement and/or in another area in which the business needs support in order to become contract ready. The Chamber will be providing this advising through the Bixel Exchange, a center of the Los Angeles SBDC Network administered by the Chamber which has been in operation since 2013 and served thousands of small businesses.

4. **How would you tackle outreaching to suppliers that have traditionally provided services for the private sector and may not have previously engaged in public contracts.**

Through the OneLA Regional Collaborative, the Chamber has been engaging with the private sector, particularly in the entertainment, utility and aerospace sectors, to engage them in the regional collaborative. Direct conversations have included such firms as Boeing, Disney, Sony, Viacom, NBCUniversal, AT&T, Kaiser Permanente, Southern California Edison and SoCal Gas, among many others, in regard to providing value-add resources to their suppliers. We have discovered a shared interest in boosting the strength and growth of their supplier base, which includes exposing those vendors to further contracting opportunities with public agencies and provide them opportunities for further matchmaking and connecting them to customized training and one-on-one advising to nurture their development.

As the OneLA Regional Collaborative moves forward there is strong interest in creating a specific stakeholder group just for the private sector which would allow for additional and direct conversation about how best to serve the contracting needs of these private firms and bolster their supplier base. The Chamber will also be utilizing our upcoming large virtual conference BIZCON to further engage the private sector and integrate them into the larger OneLA Regional Collaborative and to address supplier diversity.

Objective 2: Regional Digital Platform

5. **How would a centralized digital platform for contracting opportunities work?**

The technology platform and partner for the OneLA Regional Collaborative is Avisare, a universal vendor registration, procurement and eCertification SaaS platform built to enable small businesses to compete for government and public contract opportunities. The Avisare platform and RFP tool leverages artificial intelligence to help government agencies and

corporations find and vet vendors while promoting innovation, environmental sustainability, and diversity in the global supply chain all in one portal. As a "LinkedIn" for the supply chain, Avisare is a central marketplace connecting small businesses with contract opportunities to expedite the procurement process while also matching them with capital and resources to overcome the biggest obstacles small businesses face in one portal.

Avisare takes the guesswork out of understanding what is in the market. Avisare is the vendor-facing layer that can connect with all public and private back-end systems to provide one seamless, interconnected experience. The Avisare platform levels the playing field for small business by leveraging technology to turn procurement into a centralized, small business-friendly, digital network. The platform allows users to post RFPs and categorize, manage, and vet a shared network of small businesses to bid on those RFPs.

To utilize the platform, businesses first create a Universal Business Profile which includes information such as, list of products and services offered, capabilities information, and other helpful details. Businesses also have access to a regional certification center where they can view existing certifications, browse additional certification opportunities, and get certified directly through the system. Avisare also facilitates RFP posting and matching. Procuring entities simply post RFPs into the regional marketplace platform, and the system automatically matches and invites vendors with relevant products and services. Entities can also select your list of vendors for private, invite-only opportunities.

It is important to note that Avisare is more than just an RFP-posting tool, the platform provides e-certification and vendor registration as well as e-bidding within the system and it can integrate with other e-bidding systems as well for a truly centralized approach. The Avisare platform is currently in use by the County of Los Angeles and is an active tool on the OneLA Regional Collaborative page. To watch a demo of the platform, please click View Demo.

6. **Determine the series provided, support required, and training for the regional contracting process?**

In order to assist small businesses in understanding how to utilize the Avisare platform, we provide a comprehensive two-hour training workshop that gives a user-friendly overview of the features of the system and how to register and access opportunities. Avisare is also able to provide custom webinars if needed which typically run about an hour in length depending on the nature of the topic. Both the overview training and webinar can be conducted live or on a stand-alone basis through pre-recorded webinar. The Avisare platform also has a help wizard and live chat features to assist small businesses.

The Chamber is also able to provide custom training and workshops on all facets of the procurement process and business development process such as establishing a relationship with a prime, contract management, cash flow analysis, etc. As mentioned previously, the Chamber is already moving forward with a OneLA Contracting Program and the Chamber will

also be working with the Bixel Exchange SBDC to provide additional training and workshops as needed.

7. **How can the digital platform integrate/interface with existing City systems that address City specific contracting and procurement requirements?**

The Avisare platform is API based and is designed to integrate with existing procurement systems. Avisare would work with the City and other entities to determine exactly what data would be pushed/pulled through the platform. Ideally this would be a full integration with vendor registration, e-bidding and accounts payable to maximize the experience for the small and diverse enterprise and allow for maximum sharing of data with key internal departments. The Avisare platform is configurable for each government entity and allows them to utilize their own internal processes and workflow.

8. **How would you propose that stakeholders access and use this system?**

Below are specific on how various stakeholders access and use the Avisare platform:

- **Buyers**:
  - Search all vendors registered on Avisare and view their profile and view the record of their organization's history with that vendor.
  - Post RFPs with the ability to have multiple users adding to the draft.
  - View stats on posted RFPs that can be rolled up to department and/or organization level.
  - Integrate e-bidding system with Avisare.
  - Monitor prime to subcontractor payments.

- **Certifying bodies:**
  - Allow for the submission of certification applications through the system.
  - Review, approve, or deny application directly through the system.

- **Small Businesses:**
  - Create a robust profile which will allow for more match notifications.
  - Get certified through the platform.
  - View and bid on opportunities. Get contracts!

9. **How would you ensure that it would receive support from public and private agencies?**



The advantage of collaborating with the Chamber and the OneLA Regional Collaborative is that the initiative is currently ongoing, and the Chamber has made advancing the Collaborative an integral part of its strategic plan. The Chamber is already engaged in the active solicitation of private and public partners to demo and adopt the Avisare platform and to become involved in the strategic planning process for OneLA. A listing of current key partners is provided to the right.

Avisare is designed such that every entity on it has the ability to control and maintain their own information and data. The Chamber has been working to help public and private entities determine the best use case for their organization regarding utilization of the Avisare platform and the OneLA Regional Collaborative by presenting them with all available options for engagement. This will be a long-term effort on behalf of the Chamber and the Chamber has already secured significant buy-in from key stakeholders across Los Angeles County.

10. **Would the platform require licenses, services, support or training?**

The Avisare platform does require licenses and subscription costs will vary depending on which modules are adopted by the agency. Agencies can select which components are most vital to the organization. Subscription costs are inclusive of support and maintenance costs. Avisare will handle all updates and training. As the Avisare platform is designed to work in conjunction with existing agency systems, the amount of internal agency staff time and effort required to connect the systems is minimal.

11. **Would this be a cloud solution that can run on multiple cloud providers and allow migration between clouds?**

Yes, the Avisare system is a cloud-based solution and is hosted on Amazon Web Services (AWS). AWS is architected to protect and secure information, identities, applications, and devices. AWS is architected to be the most flexible and secure cloud computing platform available today. The AWS Core infrastructure is built to satisfy the security requirements for the military, global banks, and other high-sensitivity organizations. This is backed by a deep set of cloud security tools, with 230 security, compliance, and governance services and features.

AWS supports 90 security standards and compliance certifications, and all 117 AWS services that store customer data offer the ability to encrypt and decrypt data. Avisare bases its security practices on the FIPS 199/200 and NIST 800-53 series framework for information security policies, procedures, and controls. Using these frameworks allows for the creation of a verifiably secure system based on best practices for risk analysis and remediation.

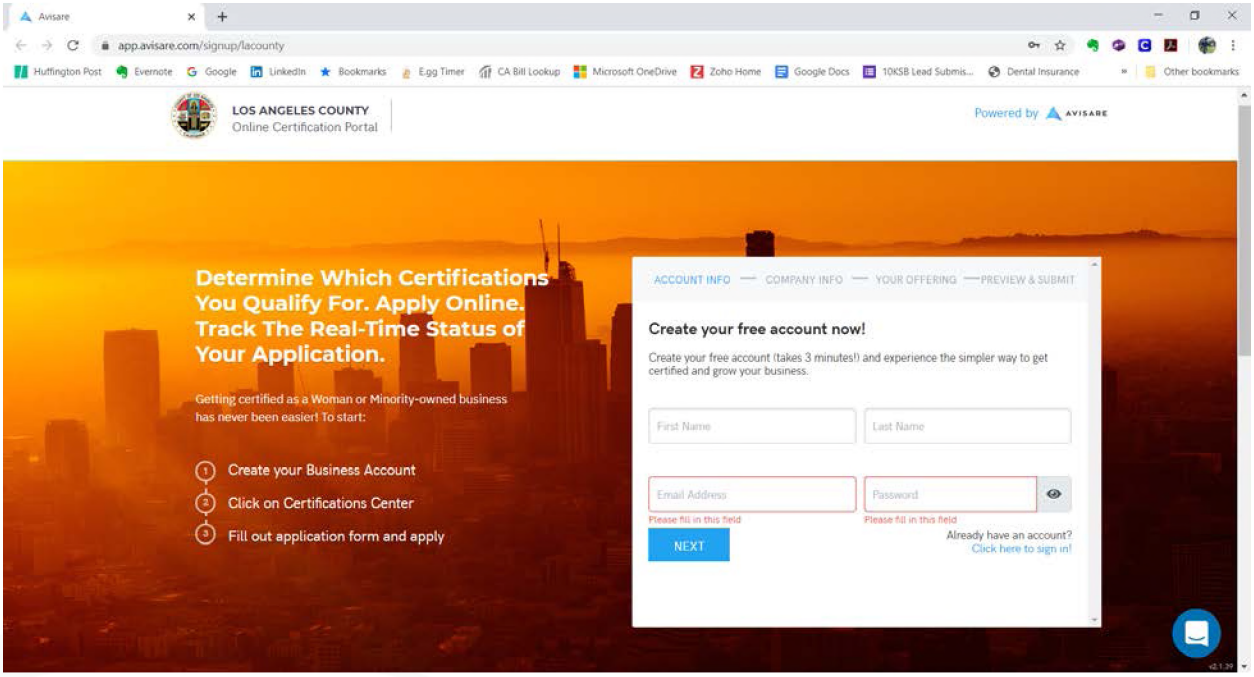
12. **Would the digital platform be able to provide data loss protection and the ability to query snapshots of our data across time?**

Yes, as mentioned the Avisare is hosted on Amazon Web Services (AWS) and is architected to protect and secure information, identities, applications, and devices. Avisare is happy to work with the Agency to provide data reporting on a regular or ad-hoc basis as needed. The system logs all activity on behalf of the agency. It is searchable and has native reporting included. There is also an ability to export to other business intelligence platforms if required.

13. **What is your experience in this area? If available, summarize the work experience and past accomplishments of your organization that demonstrates the ability to successfully perform the projective objectives?**

The Chamber administers many high-profile economic development programs funded by local, state and federal agencies and conducted in partnership with collaborators from across the region. Most of these programs are executed by our Centers for Small Business Success, Business Advocacy, Innovation & Technology, Global Trade & Foreign Investment and Leadership. Specific initiatives include such programs as the OneLA Regional Collaborative, the Bixel Exchange program, World Trade Week, COVID-19 Response and Resiliency efforts, among others.

Avisare has a focus on providing solutions for government agencies, Tier 1 Contractors and SMB vendors. Currently, Avisare is serving as the certification portal for the County of Los Angeles and proving SMBs with access to County of Los Angeles contracting opportunities. A snapshot of their portal is provided below.



In addition, Avisare is a member of the Smart Cities Council and participates in the smart cities initiative which helps local communities harness IT to tackle key challenges such as improving antiquated processes, collecting data programmatically and empowering citizens through technology. The smart cities economic development initiative aligns directly with Avisare's mission to boost jobs for small businesses in local economies.

14. **Determine the capabilities in the marketplace of a regional contracting software that would cater to certified and noncertified businesses as well as private and public sector contractors.**

Avisare is built as a SaaS ecosystem for contracting with small and diverse businesses. It is designed for easy, off-the-shelf use whether it is a public agency or private sector firms utilizing the system. It is capable to serve as a platform for invite-only bid opportunities as well as public RFP posting capabilities. With built-in artificial intelligence, forward-thinking user interfaces, and functionality that supports collaboration, Avisare is the first of its kind launching a new category of marketplace.

Avisare helps local businesses in three main areas:

1. Avisare uses prescriptive analytics to determine the best course of action (the best path) for each small business given their unique circumstances.

2. Avisare helps businesses navigate certifications, access to capital & bonding, and the procurement process (bidding on contracts).

3. Avisare helps more small businesses effectively compete for contracts and increases the qualified pool of bidders which increases competition and drives down costs.

These three areas of support are irrespective of whether the small business is certified or not certified.

15. Determine capacity planning for regional solicitations, opportunities, and marketing.

As a key pillar of the OneLA Regional Collaborative, Avisare is heavily engaged in the process of identifying opportunities and solutions for regional solicitations, opportunities and marketing. Avisare is built as a modular strategic sourcing SaaS system combined with a marketplace. Key features include:

- RFP posting and management.
- One vendor network.
- Certification workflow.
- Project forecasting.
- Data and reporting.
- E-Bidding.
- Financial lender matching.
- Event marketing.

The system is well equipped to adjust to the needs of the region and to boost capacity as needed.

16. How would you ensure supply chain tracking and reporting be available to each stakeholder?

Avisare offers a robust set of reporting features depending on which modules are purchased. Below is a listing of current reporting elements.

<u>Vendor Information</u>

1. Number of Active Registered Vendors
2. Number of Logins per Vendor
3. Demographic Breakdown by Required Profile Fields (Location, Cert. Status, Industries/Type of Business)

<u>Procurement</u>

1. Total Number of RFPs Posted
2. Types/Categories of Services Procured in RFPs
3. Number of Vendors Matched to RFP
4. Number of RFP Views
5. Number of Click-Through from Profile to Bid Web Page (if clicking to a separate site)

6. Number of Times RFP Downloaded
7. Number of "Favorites" on RFP
8. Breakdown by Demographics on Who Viewed, Liked, Downloaded, Clicked-Through RFP
9. Breakdown by Certification Type on Who Viewed, Liked, Downloaded, Clicked-Through RFP

Certification

1. Number of Certification Applications in Progress
2. Number of Certification Applications Submitted
3. Number of Certification Applications Approved, Denied, Closed
4. Number of Vendors with Multiple Certification Applications
5. Demographic Breakdown of Certification Applications (Location, Owner Information, Types of Services, Business Structure)
6. Average Time of Vendors to Complete Application
7. Time from Registration to Application Start & Submission
8. List of Vendors with Incomplete Applications
9. Breakdown of Percentage Complete by Vendors with Incomplete Application

Any of the above-mentioned reports can be combined for tracking. For example, the system's data can illustrate correlations between email activity, profile completion and certification approvals.

Certification Internal Workflow

1. Number of Logins by Analyst
2. Number of Applications Approved, Denied, Closed by Analyst
3. Average Time of Analyst with an Application

E-bidding

1. Lists of vendors that clicked to favorite the RFP, downloaded any documents (by type of document) and/or submitted bids
2. Breakdown of Bidders and Contract Awardees by Demographics
3. Breakdown of Bidders and Contract Awardees by Certification Type
4. Conversion Rate of Certification to Contract Award
5. Total Dollar Amount of RFPs Awarded
6. Total Dollar Amount of RFPs Awarded to Certified Vendors & Non-Certified Vendors by Every Certification Type
7. Top SBEs - Most Bidding Activity
8. Conversion Rate from Email to RFP Bidding
9. Average Number of Q&As per RFP (if using the Q&A module)

Master-Sub Capabilities

1. Total Number of Matches between Prime & Sub Contractors
2. Prime Contractor RFP Outreach and Subcontractor Team Awards

3. SBE Utilization by Tier
4. Compliance Reports - Percentage of Certified Vendors used by Prime
5. Total Dollar Amount to Vendors by Tier
6. Primes with the Highest Rates of Compliance
7. Subs Most Used by Primes
8. Primes and Subs by Location
9. Number of Times Subs Appear on Teams
10. Average Amount of Dollars Bid for Trade Packages

Regional Marketplace

1. Total Volume of Certifications & RFP Postings
2. Agency Comparison in All Categories – Email Volume; Number of Certification Applications in Progress, Submitted and Completed; Number of RFPs Posted, Number of Likes, Downloads and Click-Throughs, Types of Services; Internal Workflow; Breakdown; by Demographics and Certification Type
3. Number of Certified Vendors from One Agency that Apply & Complete Other Agency's Certifications (both with reciprocity agreements and without)
4. Intra-agency exposure: Number of Certified Vendors from One Agency to Download & Clickthrough to RFPs by Other Agencies
5. Breakdown on RFP Matches and Certifications by Demographics
6. Breakdown on RFP Matches and Certifications by Certification Type
7. Comparison between Non-Certified Vendors to Certified Vendors (Demographics, Location, Number of RFP Views, Liked, Downloaded, Clicked Through)
8. Comparison of Certification Type (Average Time to Complete Application, Number of Certification Applications, RFP Activity)
9. Percentage Growth in Registered Vendors, Emails, Number of RFPs, Certification Applications

With E-bidding

1. Total Dollar Amount of Contracts Awarded
2. Total Dollar Amount of Contracts Awarded to Certified and Non-Certified Vendors
3. Total Dollar Amount of Contracts Awarded by Certification Type
4. Total Dollar Amount of Contracts Awarded by Demographic (Certification Status, Location, Business Type)
5. Agency Comparison of Bidding & Contracts Awarded vs. Private Sector & Prime Contractors
6. Certification Type Comparison (Ex: MBEs vs. WBEs Bidding and Winning Contracts)
7. Conversion Rate of Certification to Contract Awards
8. Top SBEs per Agency – Email Activity, RFP Activity, Successful Bidding
9. Factors that May Contribute to Vendor "Success" (More Certifications, More Robust Profiles, Utilization of Programs, etc.)

2.3 Estimated Costs

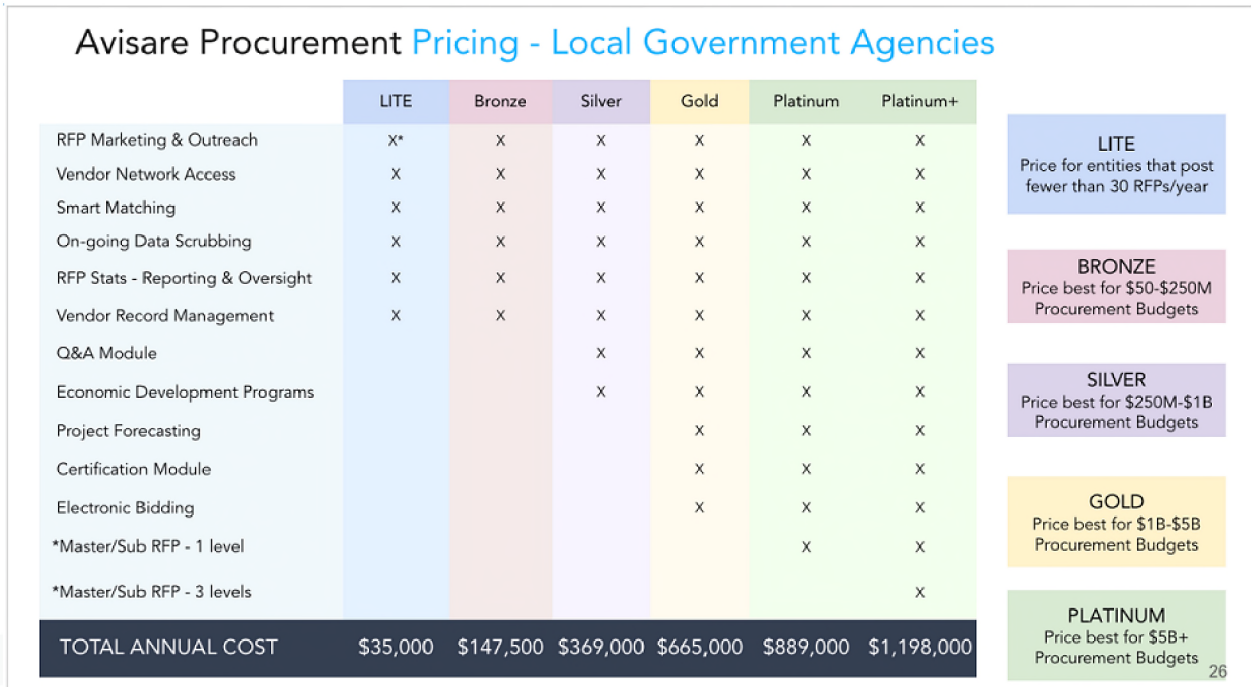
1. Small Business Participation and Engagement

Support for the OneLA initiative is based on three annual sponsorship tiers: Prime, Tier 1 Sub-Contractor and Tier 2 Sub-Contractor. The costs range from $10,000 to $50,000. A customized partnership can be developed depending on the level of participation desired and length of participation. It would be exciting to develop additional training and advising vehicles for the benefit of small businesses and to work with the City of Los Angeles on new and innovation methods for engagement under the OneLA brand.



2. Regional Digital Platform

Pricing for use of the Avisare Digital Platform is also dependent on the level of integration sought out by the City of Los Angeles. Below is the current pricing model for use of the platform which can range from an annual cost of $35,000 to close to $1.2 million depending on the features requested.



2.4 Other Considerations for the City

THERE IS NO ADDITIONAL INFORMATION TO BE CONSIDERED.



City of Los Angeles

Regional Procurement RFI
Accenture Response
May 2020

accenture

May 1, 2020

Shannon Hoppes, Chief Procurement Officer
City of Los Angeles
200 N. Spring St.
Los Angeles, CA 90012

Dear Ms. Hoppes:

Accenture is pleased to submit our response to the City of Los Angeles Regional Procurement Request for Information (RFI). We applaud your efforts to transform the relationship between certified small business enterprises (SBEs) and the City in order to equally provide opportunities and drive economic growth for the region.

We believe that there has never been a more important time to take this bold step, as small businesses are facing an unprecedented crisis. We also believe that we are uniquely qualified to help the City of Los Angeles realize its vision for a living digital procurement platform. As a top consulting firm, the world's largest digital agency and a technology powerhouse, we can seamlessly bring together the right blend of skills and capabilities, led by a local core team, required to successfully make your vision a reality.

In addition, we have a leading Public Services practice and strong sense of social corporate responsibility focused on improving the way state and local governments work, and its citizens live. Whether it's through our on-campus recruiting programs, our extensive apprenticeship program or our community partnerships with organizations such as The Brotherhood Crusade, Chrysalis, Homeboy Industries and Downtown Women's Center, we are committed to transforming and growing the local community.

We are excited about the prospect of working with you on this important initiative, and I look forward to having the opportunity to introduce you to our team of passionate, dedicated professionals. Please reach out to me at c.david.wolf@accenture.com with any questions.

Sincerely,



David Wolf
Office Managing Director – Southern California, US West
Accenture

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Navigating our Response

We like to paint a vision for our clients on what the **art of possibl**e could be for their needs and what the transformation journey with Accenture might look like.

We've provided **main sections** in alignment with your specific requests as well as adding **additional valuable capabilities and opportunities**.

We will guide you through our solution **from beginning to end** while also answering your **key questions.**

01

Executive Summary

Executive Summary

We believe we are uniquely qualified to help the City of Los Angeles grow economic prosperity by establishing an innovative outreach program and regional contracting platform.

LEVERAGE DESIGN FROM WITHIN TO:

EQUIP AND ENABLE A SELF-SUFFICIENT CAPABILITY

DESIGN AND DELIVER ADVANCED, AGILE SERVICE OFFERINGS

BRING EXPERTISE AND CERTAINTY TO SUSTAIN SUCCESS

There has never been a more **IMPORTANT TIME**, as small businesses are facing a crisis, the likes of which we have never seen.

We believe Accenture is the best partner to co-develop a **HOLISTIC SOLUTION** with the City of Los Angeles. We come to the City with digital marketing, procurement and digital technology platform expertise and knowledge of leading practices.

Accenture will lead the charge of identifying the unarticulated needs of the small business enterprise (SBE) community and develop a strategy and capability to meaningfully engage the community on an ongoing basis via an enabling digital platform for public and private contracting and procurement opportunities. These **IDENTIFIED NEEDS WILL DRIVE SUCCESS.**

We start by taking an outside-in perspective with **HUMAN-CENTERED**, design-led research to identify unmet and unarticulated needs. We will understand SBEs and other stakeholders' needs, touchpoints, behaviors and mindsets as they relate to growing their businesses, especially with respect to engaging in City procurement processes. We will design the digital procurement platform with stakeholder needs at the center.

As businesses go through the journey of engagement, we will invite them to participate in a valuable **NEXT-GENERATION MARKETPLACE** that is the regional digital procurement platform, ensuring they are co-creators from the beginning.

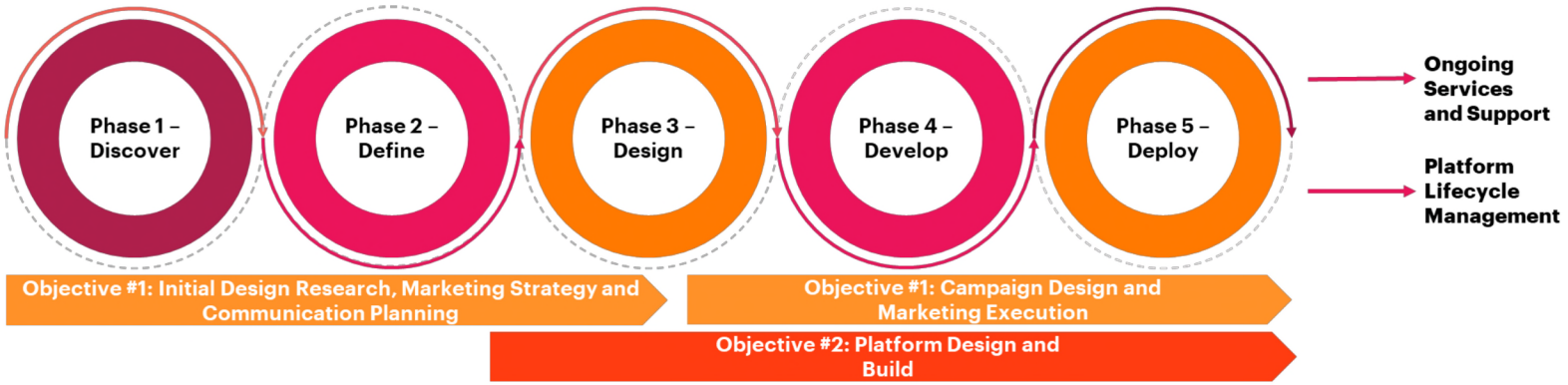
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Executive Summary

Our five-phased approach starts with understanding the needs of procurement platform end-users: SBEs, Procurement Officers, and other public and private companies.

OUR 360° APPROACH AT A GLANCE:



ESTIMATED COSTS:

Objective	Total
1: Small Business Participation and Engagement	$1.5M - $3M
2: Regional Digital Platform	$6.5M - $7.5M
Total	$8M - $10.5M

LEVERS:

- **Objective 1** - Breadth of research among stakeholders, amount of organization w/ stakeholders, range of marketing execution and support services
- **Objective 2** – Number of features and functionality, data model and data architecture, number of advanced AI/Machine Learning-based services, use of onshore vs. off-shore resources, software license costs, user interface and mobile app client, implementation and integration of Commercial Off-The-Shelf (COTS) software for contracting and other procurement functions, and associated Consulting Services

SBE Participation & Engagement

- Service Design and Design Research
- Procurement Experience Definition
- Communications & Marketing Strategy
- Marketing Campaign Design & Planning
- External Recruitment & Onboarding
- Marketing Support

Regional Digital Platform

- Technical Platform Requirements
- Regional Digital Platform Design – flexible and scalable to meet evolving needs
- Digital Platform Development and Integration – iterative sprints
- Digital Platform Deployment
- Internal Education and Training

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02

2.1 - General Contractor and Services Information

Accenture: Aligned with the City's Goals

"Everything we do — and all that we believe — is about making Los Angeles a safer, more prosperous, and well-run city for all Angelenos." – lamayor.org/OurWork

WE OPERATE LOCALLY

Our office is located in the DTLA Arts District.

WE HIRE LOCALLY

- We have **1,100** employees in LA County and **2,000+** employees based in Southern California.
- We recruit heavily from UCLA, USC and the Claremont Colleges, and operate an **Apprentice Program** to bring in talent from alternative learning and experience backgrounds.
- We have an extensive **Contractor Exchange program** through which we hire a significant number of sub-contractors from small/medium-sized businesses.

WE PARTNER LOCALLY

- We partner locally with technology ecosystem partners, including start-ups, small to medium-sized businesses, universities and industry leaders. We partnered with UCLA and the LA City Controller to sponsor a "datathon" from which we conducted a "datafest" within the "Green Dot" schools in Los Angeles. Accenture partnered with USC and Los Angeles County to sponsor geospatial information system student project, to determine a numbering and mapping system for LA County trails.
- We are **board members** of Southern California Leadership Council, LA Chamber of Commerce, Chrysalis, WITI, and the USC Marshall School of Business
- We are exploring partnerships with institutions to **drive sustainability efforts** that tie to the elimination of single-use plastics and Styrofoam as part of L.A. Green New Deal's zero waste goal.

WE TRANSFORM AND INNOVATE WITH LOCAL BUSINESSES & GOVERNMENT

We work with:

- **16 of the 25** largest public companies headquartered in Los Angeles
- **10 of the 16 Fortune 500** companies headquartered in Southern California and an **additional 4 Fortune 500** companies with offices in Southern California
- Local public sector clients, including:

Metro LAWA Los Angeles World Airports

WE SUPPORT OUR COMMUNITY

We support our community nonprofits through **direct grants, pro bono work, and volunteerism** with organizations such as The Brotherhood Crusade, Chrysalis, Homeboy Industries, Downtown Women's Center, Covenant House, AbilityFirst, Dress for Success, Waterkeeper, Reboot, Stem Advantage, Step Up, UCLA's Riordan College to Career program and more.

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Accenture Profile at a Glance

We operate locally but bring our global strengths and unmatched services to help clients drive innovation to improve the way the world works and lives.

Our company roots go back to Arthur Andersen, one of the Big 5 accounting firms. In 1989, Andersen Consulting, a global professional services company was formed, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. In 2002, we became Accenture LLP.

US$43.2 BN

FY 2019 **Annual Revenue**

94 of Fortune 100

Current Accenture clients. Accenture also counts over **75% of Fortune 500** as clients.

Industry led

Go-To-Market in **5 operating groups** which include **40 industries:**

- Communications, Media & Technology
- Financial Services
- **Health & Public Service**
- Products
- Resources

#1 GTM

LARGEST Services Go-To-Market Partner for:

- Microsoft
- SAP
- Oracle
- Salesforce

4,000+

Clients in over **120 Countries**

4 Lines of Services

End-to-end capabilities to drive differentiated solutions & outcomes

Accenture Strategy & Consulting

Accenture Interactive

Accenture Technology

Accenture Operations

World's Largest Digital Agency

AdAge 2016 - 2019

98 of Top 100 clients

have been clients for > 10 years

500,000+

Accenture employees, contributing to local economies, in over **200 cities** and **53 countries** worldwide

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Supplier Diversity at Accenture

Accenture has a formal Supplier Inclusion & Diversity Program and is an Equal Opportunity Employer that places a high value on diversity, as evidenced by our ongoing programs to attract, retain and advance women and minorities.

Accenture also holds the following memberships related to supplier diversity:

United States:

- National Minority Supplier Development Council
- Women's Business Enterprise National Council (WBENC)
- Georgia Women's Business Council – the Georgia regional affiliate of WBENC
- Women Presidents' Educational Organization – the DC/New York regional affiliate of WBENC
- National Gay and Lesbian Chamber of Commerce

Global:

- Founding member of WEConnect (formerly WBEC-UK)
- Supplier Diversity Europe
- Minority Supplier Development – UK

Diversity categories that are formally tracked in our current program are:

- Minority-Owned Business Enterprises (MBE)
- Women-Owned Business Enterprises (WBE)
- Historically Underutilized Business Zone (HUB)
- Small Business Enterprise (SBE), 8(a) small business enterprise (8(a) SBE)
- Small Disadvantaged Business Enterprise (SDB)
- Veteran-Owned Business Enterprise (VBE)
- Service-Disabled Veteran-Owned Business Enterprise (DVBE or SDVBE)

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Accenture's Experience in Procurement

Accenture has one of the world's largest and most experienced Sourcing & Procurement practices. We bring expertise in delivering contracting and procurement services, platform solutions, support and training for large, complex clients across industry verticals.

SCALE

Delivered E2E procurement transformation **to over** 60% of Fortune 500

33 Delivery Centers, spread across **5 continents**, offering services in **39 languages**

$348B managed spend in our Procurement Operations

17,000+ Procurement Practitioners in consulting, technology and operations

EXPERTISE

Center of Excellence in every major Supply Chain Functional Area:

1. Supply Chain Operations
2. Sourcing & Procurement
3. Operational Excellence

Accenture Supply Chain Academy & Benchmarking Solutions

Analytics resources Interpreting supply chain data in Accenture Analytics Centre of Excellence in Barcelona

200

Leading analytical capabilities SSPM ©, AWAS

Procurian

ACCOLADES

HfS

#1 Source to Pay (STP) Service provider of the **2019 HfS Top 10 Report** for "Design, strategy, and execution at scale across the comprehensive source-to-pay process with great breadth, depth and vision for the future of procurement."

Business Operations Consulting Leader in Gartner's Magic Quadrant (2019)

IDC

Positioned as a leader in capabilities and strategies in the inaugural IDC MarketScape: **"Worldwide Procurement as a Service 2019 Vendor Assessment"**

CLIENTS

NORTH CAROLINA

Bristol-Myers Squibb

Microsoft

QUALCOMM

Allstate

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Procurement Technology Solution Experience

The procurement technology landscape is rapidly growing. Accenture has experience working with the leading and emerging platforms in this arena to help guide the City with its procurement transformation.

Digital Source-to-Settle Solutions

Niche

- Sievo
- FIELDGLASS
- basware
- Rosslyn Data Technologies
- HUBWOO A Perfect Commerce Company

End-to-End

- ARIBA
- ZYCUS
- coupa
- BravoSolution
- gep
- ivalua

New Technology Solutions

Robotic Process Automation

- blueprism
- AUTOMATION ANYWHERE Go be great.
- UiPath
- Pega
- assistedge
- WorkFusion
- VISUALCRON
- SyntBots™ Automation NXT

Artificial Intelligence

- ZYCUS
- coupa | spend360
- ARIBA | Sievo
- SpendHQ
- SAP | G
- APTTUS
- accenture
- IPSOFT

Blockchain

- skuchain
- edgelogic.net
- PROVENANCE
- 云象 YUNPHANT
- Yojee
- vechain | BLOCKVERIFY
- HYPERLEDGER PROJECT

NOTE: The list is non-exhaustive

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03

2.2 - Key Questions

The Opportunity

The City of LA has a unique opportunity to get ahead of an incoming wave of large events, engage meaningfully with the local small business community and drive economic growth for the greater LA area—to develop a **living digital platform** to **"maximize equity, visibility, and create local jobs in order to expand the local economy."**

There has never been a more important time, as small businesses are facing a crisis, the likes of which we have never seen.



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CURRENT STATE

Current processes shut out local SBEs



Onboarding is overly burdensome for SBEs

"It took a month and a half to figure it all out and apply."



Communications are missing or nonexistent

"It's a constant struggle for me – I don't get emails or notifications"



Real relationships happen offline, shutting out SBEs

"We meet people through the bidders' conferences…we look at the sign-in sheet and get names and numbers"



Many SBEs aren't aware of how to engage

"I meet a lot of SBEs and they don't even know that BAVN exists – some of them just try to look on the department's website."



Certified businesses can't find what they need on the portal

"We don't go in often because most of the time what you see is garbage…You have to try 5 different codes for a similar effort."

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Small businesses need a better way to partner with the City of Los Angeles

It should be easy for SBEs to discover and engage with the right opportunities for them to do their best work for the city.

The platform should bring together the best of what each partner can give to deliver unmatched value and innovation to the City of Los Angeles.



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The opportunity is massive. The vision needs to be just as big.

Imagine a digital platform that helps SBEs grow by seamlessly discovering, partnering and bidding on the right opportunities.



SBE + SBE

Level the playing field, bringing SBEs together to take on opportunities they would not be able to take on alone.



Enterprise + SBE

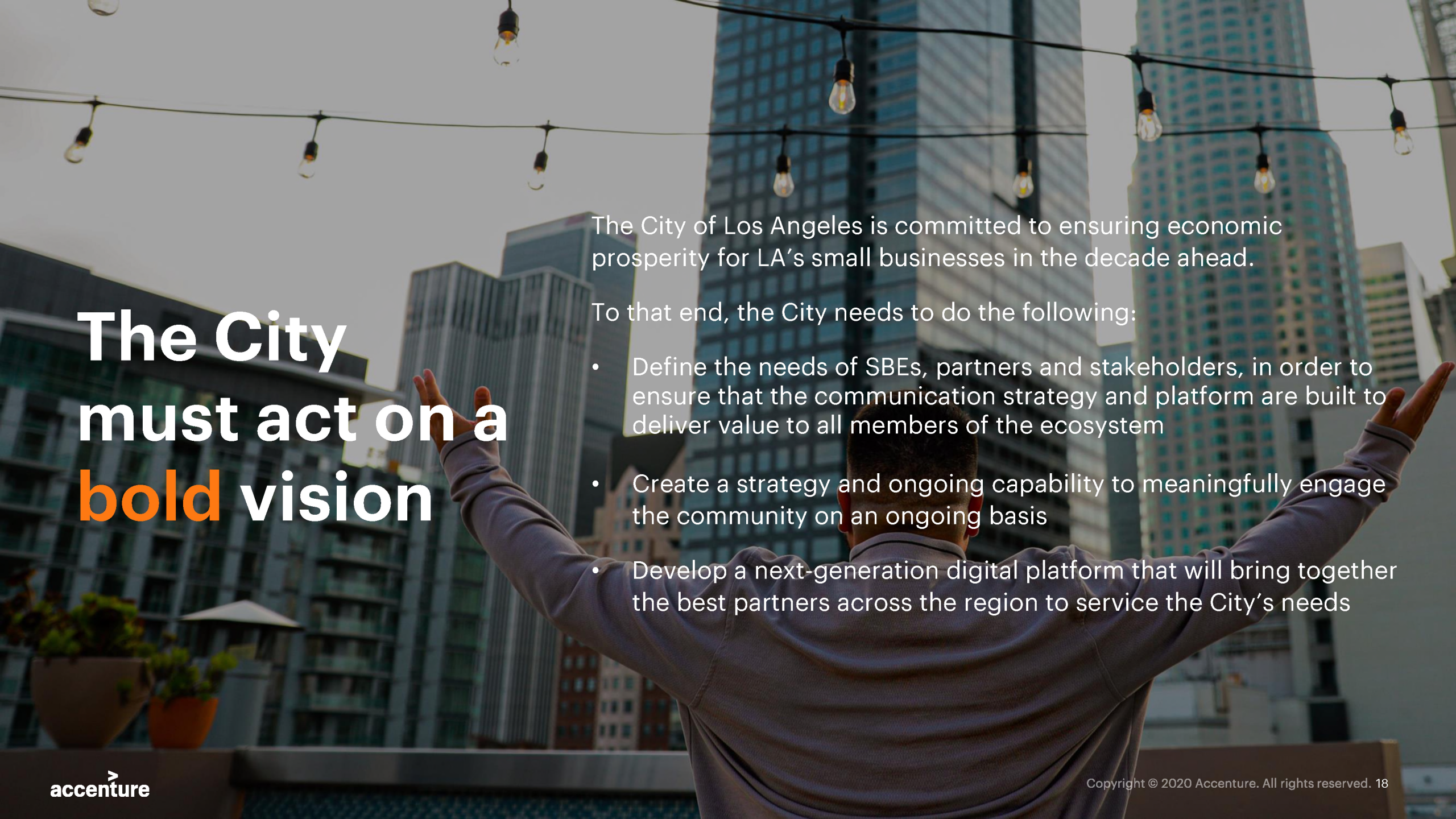
Connect and incentivize large and small players to work together and bring the best of what each has to the solution.



Growth platform for LA

Bring together partners to enhance and expand LA's economy, above and beyond city contracts and into private enterprise.

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The City must act on a bold vision

The City of Los Angeles is committed to ensuring economic prosperity for LA's small businesses in the decade ahead.

To that end, the City needs to do the following:

- Define the needs of SBEs, partners and stakeholders, in order to ensure that the communication strategy and platform are built to deliver value to all members of the ecosystem
- Create a strategy and ongoing capability to meaningfully engage the community on an ongoing basis
- Develop a next-generation digital platform that will bring together the best partners across the region to service the City's needs

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Understanding SBEs is at the core of our approach and will drive the most success for the City's new procurement platform.

City **building trust and sustaining value** proposition through outreach and participation

"Seeding the platform" – running campaigns to recruit businesses to want to do business with the City, as well as other public and private agencies



Deep research process to **truly understand and identify** most valued need sets

Working with them as stakeholders and contributors throughout the entire process

Continuously enhancing features and functionalities as the platform is a living system

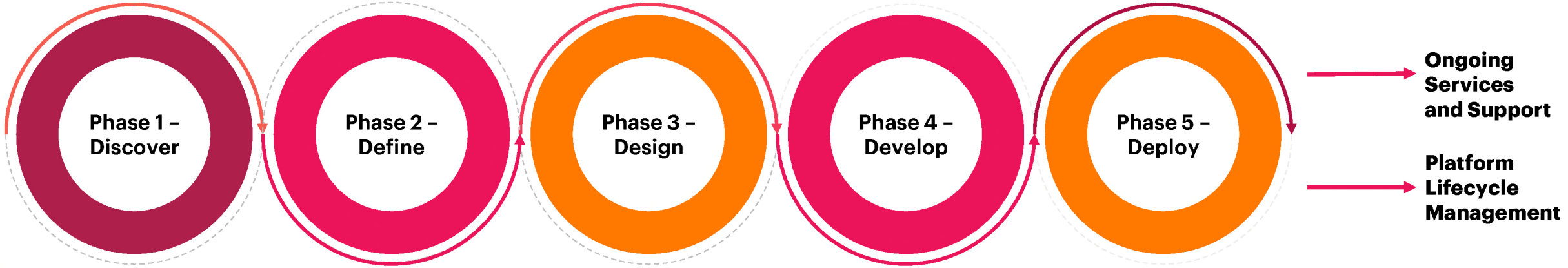
Platform tailored to latent needs of local businesses but with functionality that the City can easily manage

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Our approach delivers on this vision

Our phased approach is inclusive of the RFI ask from the City as well as critical elements we recommend for program success.



Objective #1: Initial Design Research, Marketing Strategy and Communication Planning

Objective #1: Campaign Design and Marketing Execution

Service Design and Design Research

Procurement Experience Definition

Communications & Marketing Strategy

Marketing Campaign Design & Planning

External Recruitment Marketing Support

Objective #2: Platform Design and Build

Technical Platform Requirements

Regional Digital Platform Design

Digital Platform Development

Digital Platform Deployment Internal Education and Training

We frame the challenge by gaining a full understanding of SBEs and stakeholders involved in City-related procurement through this critical research phase.

Define procurement experience and develop an engagement strategy with our audiences based on the design-led research.

We assess the existing technology and identify the user and system integration needs. We test the marketing and campaign strategy.

We make it real by designing and creating a minimum viable product, and running a series of agile sprints and releases to refine the platform.

We activate the training plan to help stakeholders navigate the certification and business opportunity identification and bidding processes. We can support the City in marketing and recruitment activities.

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Success Criteria

Every engagement is unique, but there are some common factors that shine through on our most successful projects.

- **Think holistically** about the end-user experience
- Quick, **decisive decision making**
- An organizational commitment to keeping the end-user's experience as your **"North Star"**
- Honest and collaborative working relationship
  We are one team, solving this together
- **Planning early** for how design thinking can impact your business goals and operations
- Realizing that **design never stops**
- Applying an **agile approach** to discovery, describe, design and build

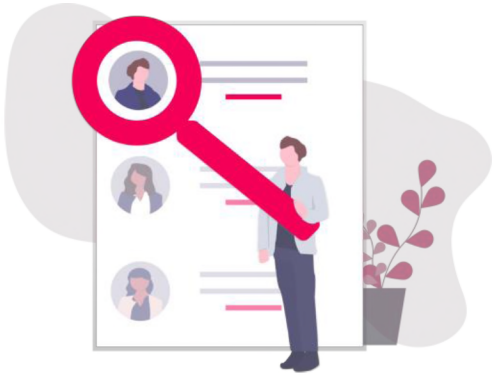
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05

Objective 1 – Small Business Participation and Engagement

We'll start by understanding your audience.



We know audience research.

Getting research right is exponentially valuable in understanding diverse businesses, each with their own ideas, cultures and evolving challenges. Insight is the foundation of a strategy that will assert your significance in the minds of your audience, fuel engagement and define a platform experience that inspires adoption and participation.



We know how to activate participation through strategic communication.

Effective engagement and participation communication programs activate and support the City's strategic objectives.

We understand the personas and develop content tailored to their needs that resonates with SBEs. In addition, we devise a strategic communication plan that will allow for the City to cohesively communicate across various mediums, channels, and divisions. This ensures your programming and messaging educates, empowers and incentivizes. This is critical where businesses are asked to engage over a long duration with high levels of interaction.

We can also ensure continued support and evolution of messaging over time as various opportunities arise (i.e. Olympics, Paralympics, Super Bowl, etc.)

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We'll consider how to drive effective outreach and engagement

DIMENSIONS	CONSIDERATIONS	ACTIVATIONS
Conviction: Focused vision and institutional will	• "North Star" that keeps you focused on why this effort matters, and why it matters now • Internal buy-in and consensus to commit to your vision • Core objective/goal that will ground your efforts as the platform evolves	• Platform mission • Goals & KPIs • Evaluation & tracking template
Provocation: Bold, disruptive and differentiating idea	• Spark conversation and stand out through content, IP, programming • Share with your audiences in a way that feels unique, fresh, differentiated • Bold enough to break through the clutter	• Content • Advertising • Creative • Branding • Awareness campaigns
Invitation: Compelling and motivating call to action	• What you want people to do • Inspire them to take that action • A reason to create, change, join, support or share	• Platform • Communication toolkit • Messaging • Focus campaigns
Collaboration: Alignment, engagement and partnerships	• Organizations or individuals that can lend the reach and relevance you need • How they help advance your agenda and objectives • How they show up differently in your involvement with them	• Networking • Education • Influencers
Reverberation: Rallying points and moments in time	• Rally people to propel the conversation forward on your behalf • Maintain and sustain momentum	• Events • Seminars • Email • Teleconferences • Social media

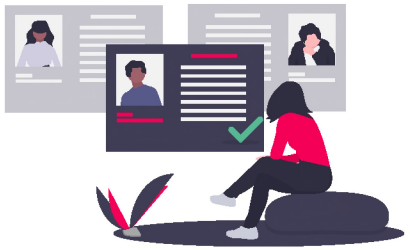
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1. Describe a set scope of work for small business engagement goals by understanding the audience.

Engagement Goals

Understanding small and underrepresented business needs will drive an effective engagement plan. We will go broad and deep to understand SBE needs and develop specific KPIs to identify, establish, and track small business engagement goals.



Understand SBEs

Qualitative, in-depth research: We will carefully choose a select group of SBEs to understand their needs, behaviors, and experience.

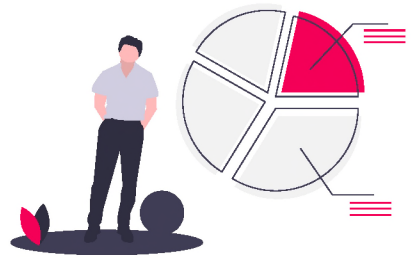
- Focused on the WHY: Going deep allows us to understand the "why" behind their behaviors, illuminating needs, motivations and mindsets that can be the critical keys to successfully designing for and engaging with them.
- BONUS – what they don't say: Doing contextual, qualitative research and using tools like video and audio gives us more information than just what they say.



Understand broader ecosystem

Broad survey: We will sample a large number of people, including not only SBEs, but also other ecosystem partners, to ensure that we are designing a solution that works for all participants.

- Focused on the WHAT: Questions would focus on self-reported needs, tools, preferences and channels.
- BONUS – more audiences: Surveys allow us to get a larger data set across more audiences, so we can bring in diverse perspectives across all key players.



Develop KPIs to track goals

Stakeholder & competitive research: We will conduct stakeholder interviews and complete competitive research, examining other government procurement platforms, to develop our KPIs and engagement goals.

- Report on leading practices market scan and benchmark of which goals and metrics to measure, along with a detailed goal and metrics framework.
- Method for estimating the size of the expected benefit for each targeted business outcome.
- Future state KPI structure, list of KPIs and their objectives, critical success factors, measures, and standards

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2. Describe a targeted outreach plan to ensure equity for small and underrepresented businesses.

Targeted Outreach

We will leverage our deep understanding of SBE needs to develop and activate an engagement strategy to ensure equity for small and underrepresented business needs.

Activity	Establish strategic foundation to meet outreach goals	Activate the strategy
Purpose	Define strategy for equitable and inclusive engagement through the participation framework lens	Develop the tactical plan to engage, educate and communicate in personalized and targeted ways
Areas of Focus	Establish **goals and metrics** Leverage **professional relationships & networking, small business associations, etc.** Reflect the target population in **creative & communication** Increase **accessibility** – address issues/barriers (i.e., language, location, time) Develop alternative engagement options for **input and feedback** Sustain community presence – strive for fluid **interactions with community** and members Partner with **diverse organizations**	**Broad Outreach:** communications tools (e.g., DM and print, website and email, cable TV and PSAs) **Targeted Outreach:** focus on those that tend not to participate (online community, webinars, social media, influencers; business events, speakers, etc.) **Strategic Media:** press releases, feature stories, op-eds, community channels, including ethnic media **Public Venues** – small business resource centers, branch libraries, community business organizations (e.g., LA Chamber). **Digital Tools** – employ SMS, podcasts, online SME-delivered learning/seminars and social platforms to extend reach and add efficiency

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3. Describe an education and training plan for new subcontractors to navigate the certification, bidding process, and identifying business opportunities

Training Plan

Effective training combines traditional and next-gen methods to address varied audiences.

Conduct Needs Assessment

- Learner audience insights to inform experience and strategy
- Appropriate curriculum to be developed for audience types
- Optimal delivery mediums (e.g., digital, job aids, classroom)

Design

- Templates and tools for training delivery
- Organize curriculum
- Coordinate with technology and learning teams
- Marketing plans

Build

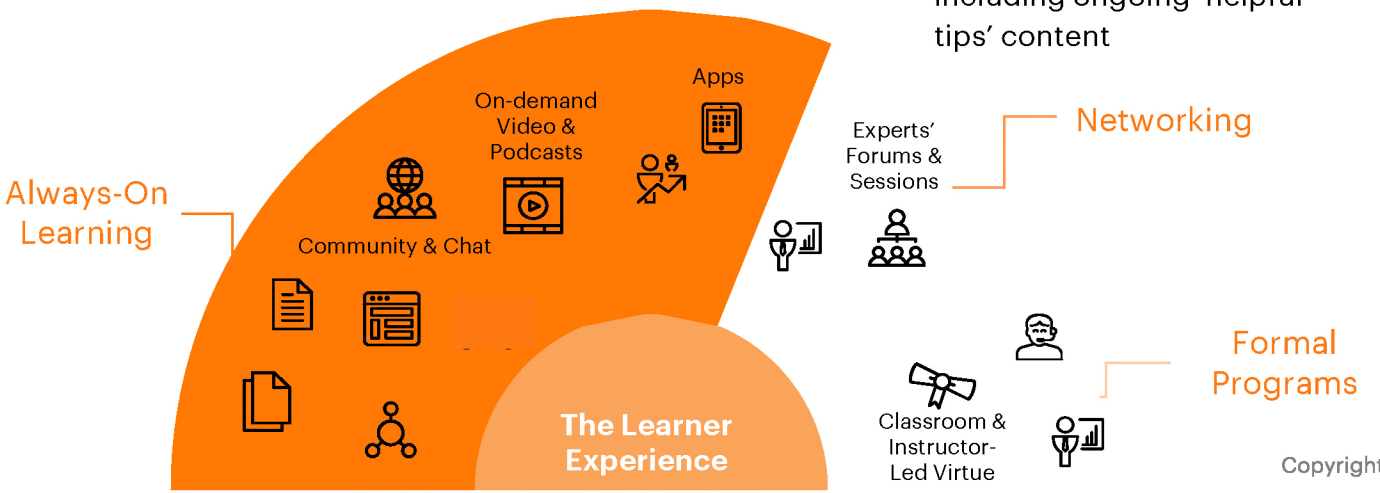
- Draft training content, leveraging existing materials where applicable
- Align with Subject Matter Experts

Deploy

- Finalize delivery logistics
- Conduct train-the-trainer, if applicable
- Upload web-based training materials and job aids
- Connector Events
- Launch campaigns, including ongoing 'helpful tips' content

Evaluate Results

- Gather feedback through assessment instruments
- Update and revise material as needed



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4. How would you tackle outreaching to suppliers that have traditionally provided services for the private sector and may not have previously engaged in public contracts?

Outreaching to Suppliers

SBE enablement and onboarding is critical for facilitating a smooth transition from engagement and participation to utilizing the regional digital platform for contracting and procurement activity.

Communication, Outreach and Education

- Identify the list of potential suppliers for outreach and onboarding
- Develop a communications plan specifically for suppliers that have not previously engaged in public contracts
- Create awareness on the value of becoming a City supplier for SBEs
- Educate suppliers on the procurement and contracting process with the City
- Educate suppliers on registration and certification requirements, if needed
- Schedule and prepare for kick-offs with suppliers

Enablement and Onboarding

- Train / inform suppliers on the platform via webinars, email and other channels
- Inform and train suppliers on system and data integration and privacy / security requirements and capabilities via webinars, email and other channels
- Engage with the suppliers to gather credentials and other information to create a searchable profile on the platform
- Engage with suppliers to get certified and onboarded onto the platform

Supplier Onboarded

- Provide additional training to suppliers around the platform (offline and on-demand online via webinars)
- Work with City procurement to ensure business processes are understood for certain suppliers
- Provide / enrich relevant content in platform's production environment

Sustained Participation

- Ensure end users and suppliers are trained (via periodic training / information webinars, email and other channels)
- Communicate periodically with suppliers to understand evolving requirements and address potential issues; showcase successful SBE stories
- Review reporting including maintenance and compliance reports, along with supplier enablement
- Gather continuous feedback on how adoption is tracking and adjust to ensure adoption

Sustained outreach is a critical success factor for this proposed program

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06

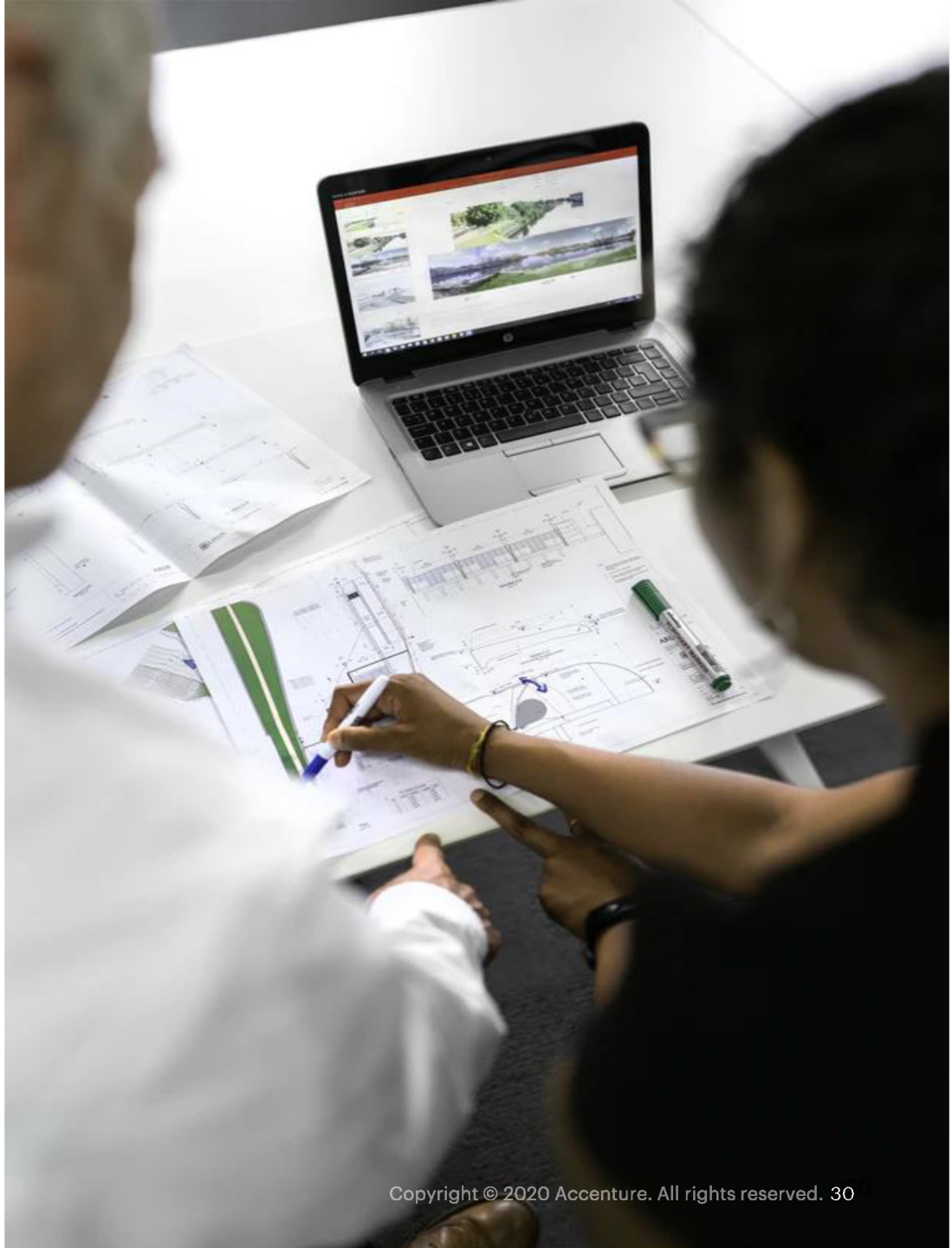
Objective 2 – Regional Digital Platform

Understanding Participants to Design for Success

Small business entities. Procurement officers. Medium to large businesses. All of these participants have different needs, and those needs change based on context. So how do you design a procurement system that is optimized for all of them? By understanding their unique needs.

At Accenture, we know that understanding the participant needs is the first critical step in designing for success.

- We start by taking an outside-in perspective and doing human-centered, design-led research to identify unmet and unarticulated needs and preferences.
- We define the journey and use design thinking to co-create through ideation and iteration on the procurement platform solution.



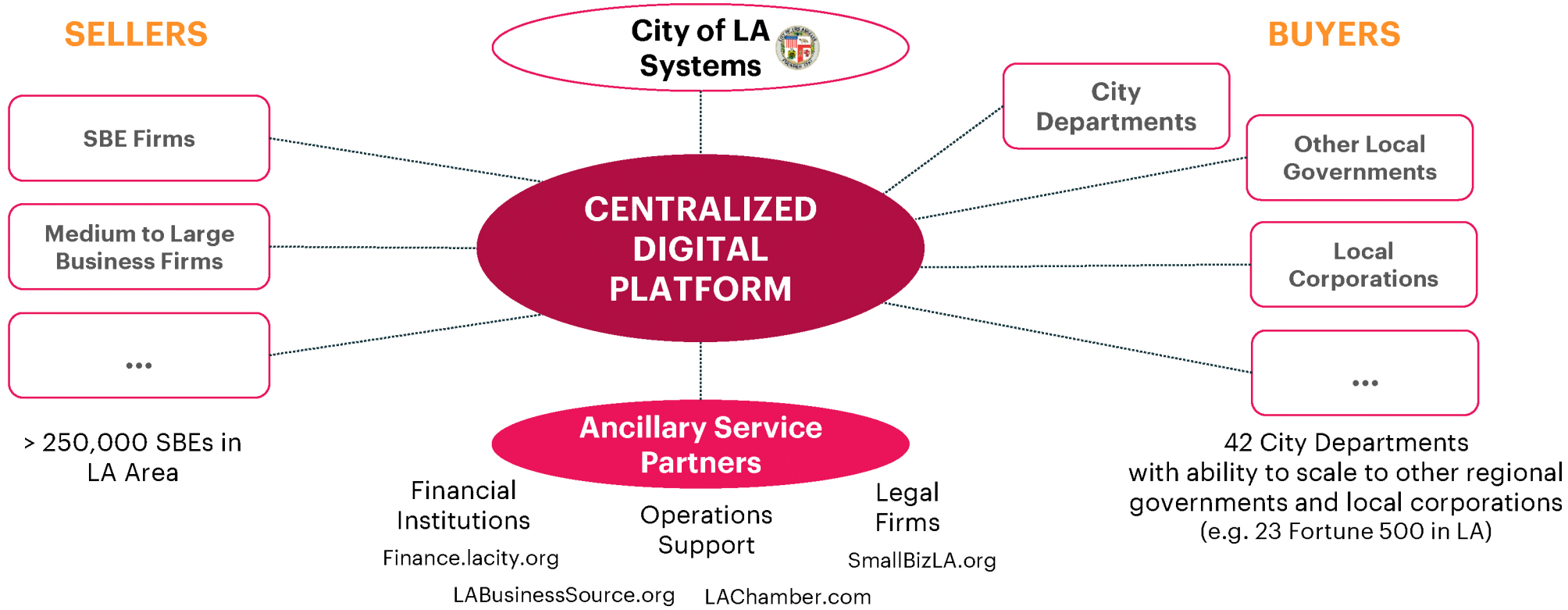
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5. How would a centralized digital platform for contracting opportunities work?

Digital Platform

A centralized, regional Digital Platform should, at a minimum, enable the exchange of information and value between participants (Certified Businesses*, Public and Private Agencies, and other Partners) via a set of core commerce interactions between platform participants.



Platform Value: Facilitate contracting and procurement interactions. Create pull by matching the right opportunities to the right platform participants. Drive **positive network effects** by building a minimum threshold of participants via easy-to-use tools, useful and accessible information, and feedback loops.

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* Certified Businesses: MBE/WBE/SBE/EBE/DVBE

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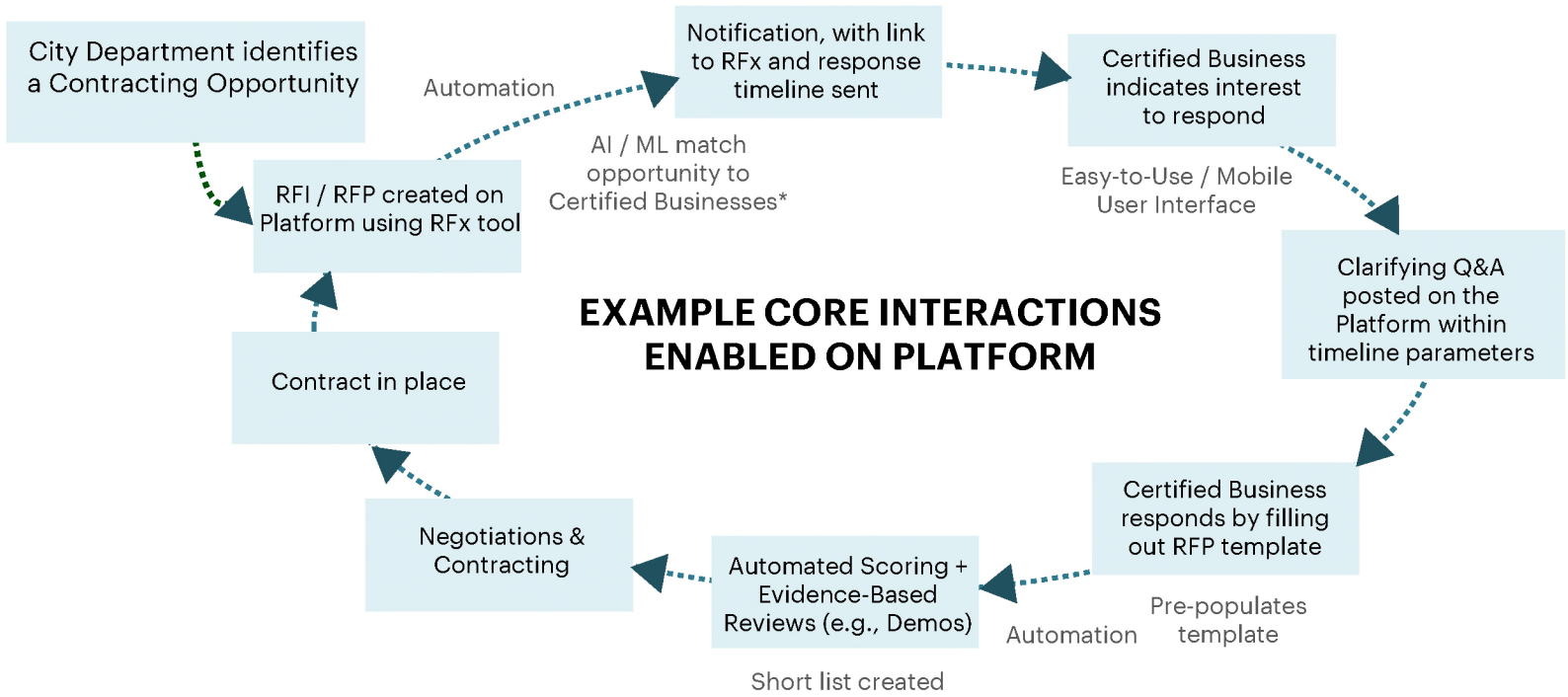
Digital Platform (cont'd)

A centralized, regional Digital Platform should, at a minimum, enable the exchange of information and value between participants (Certified Businesses*, Public and Private Agencies, and other Partners) via a set of core commerce interactions between platform participants.

The **Centralized Digital Platform** will use Cloud, Big Data, Artificial Intelligence (AI), Machine Learning (ML) and Mobility technologies to enable the following:

- **Intelligent search and discovery** of the right Certified Businesses* for the right contracting opportunities
- **Easy-to-Use User Interfaces**, available on both mobile and desktop platforms, to enable interactions
- **Collaboration** technologies, such as video conferencing, to enable immersive interactions (e.g., negotiations; presentations)
- **Automated API-based integration and ingestion** of data from other external systems (e.g., CGI Advantage, etc.)
- "**Progressive Profiling**" of platform participants to enable better automated matching based on learning algorithms
- **Information and automation** to speed up end-to-end cycle time

ILLUSTRATIVE



* - Certified Businesses: MBE/WBE/SBE/EBE/DVBE

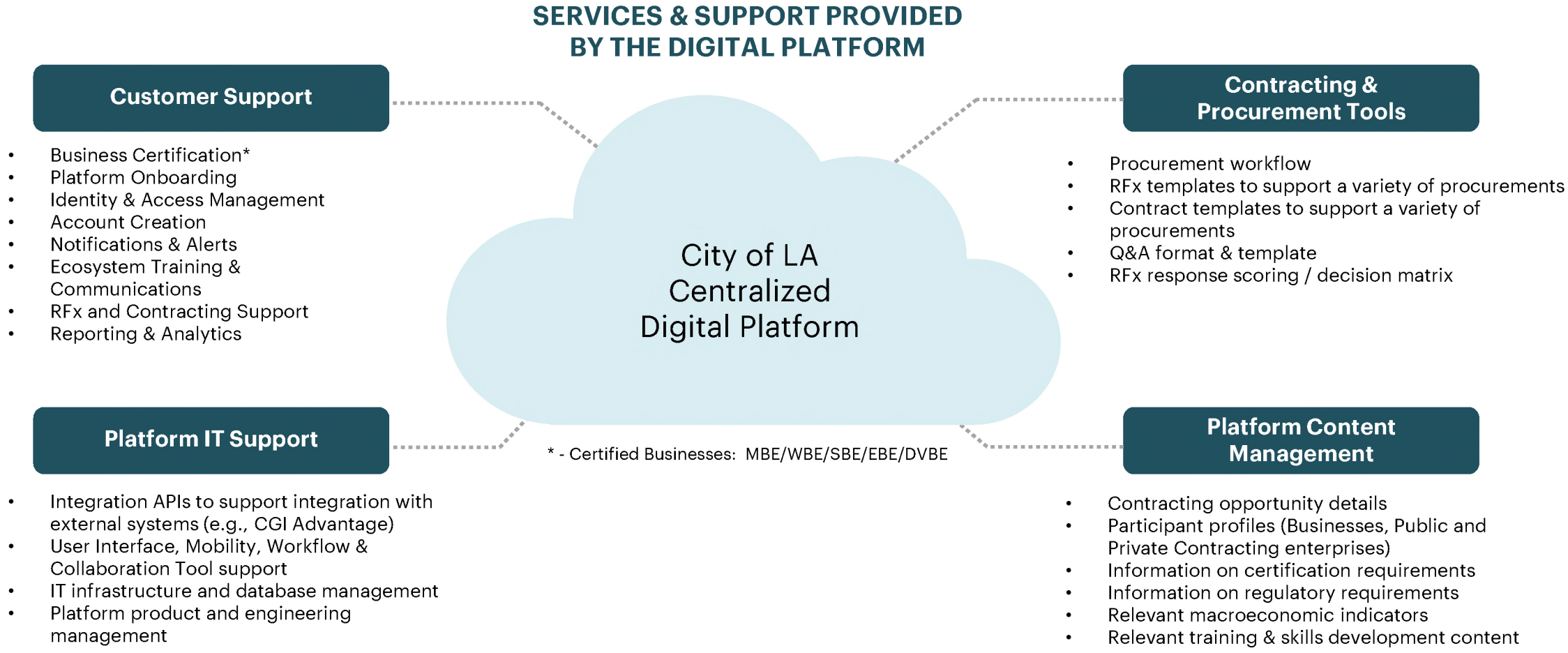
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6. Determine the services provided, support required, and training for the regional contracting process.

Providing Service

Services, support, and training required for the contracting process include customer support, platform IT support, contracting and procurement tools, and platform content management.



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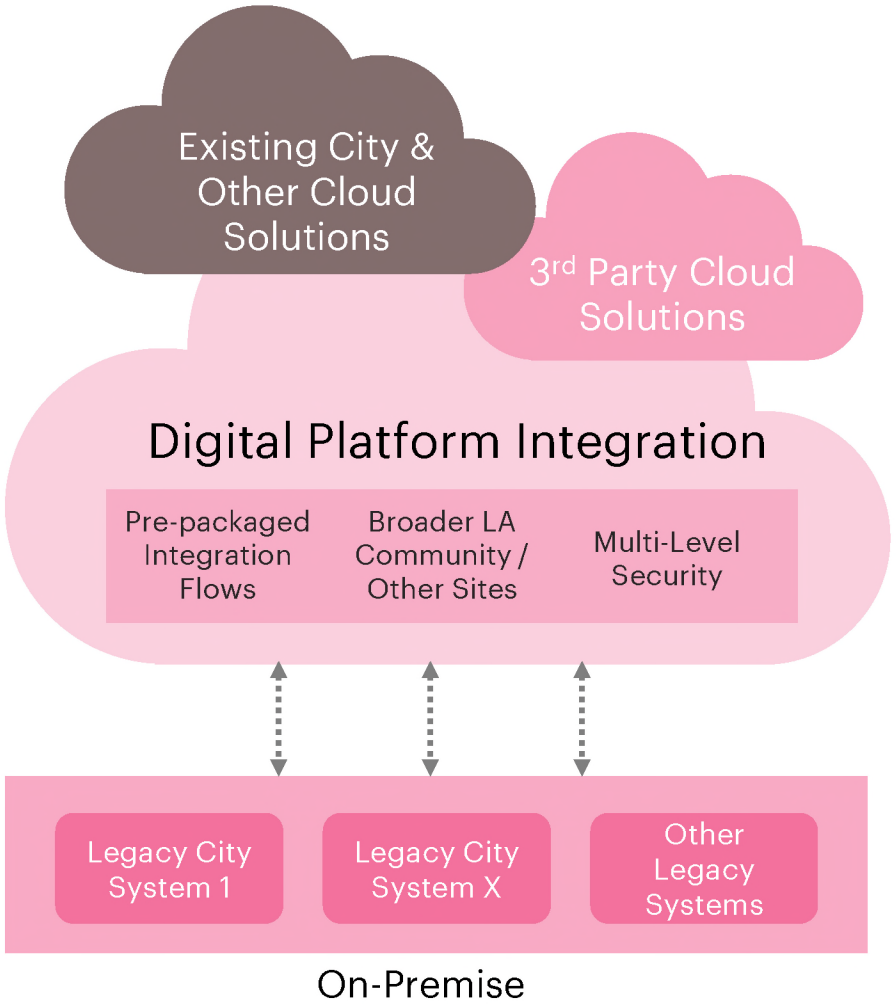
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7. How can the digital platform integrate/interface with existing City systems that address City-specific contracting and procurement requirements?

Integrating with Existing Systems

The digital platform can integrate and interface with existing City systems given the below considerations.

- Integration will be done using an architectural framework, with both cloud-based and on-premise systems
- Integration will cover both process (workflow) and data
- Data security and privacy to meet all regulatory requirements will be a key integration design requirement
- Integration solutions will be simple and reliable
- The Digital Platform will use standard REST API-based integration to integrate with existing city systems
- Specialized APIs and data integration interfaces will be built to integrate the Digital Platform with older legacy systems
- Integration can be both: near real-time and batch, based on business needs / requirements
- Older integration technologies, such as EDI, will be accommodated if required



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8. How would you propose that stakeholders access and use this system?

System Access

We envision the stakeholder system interactions as demonstrated in the below path.

1. Stakeholders register and **create an Account(s)** in the system

- Outreach program can assist Certified Businesses with this step
- Registration will include automated, fast-cycle certification, if required
- A stakeholder profile will be created
- Confirmation email & text will be sent
- Support services will include Identity & Access Management

2. Stakeholders access the system using **a browser UI on a Mobile or Desktop device**

- Browser access via mobile and desktop devices
- Secure access provided using Identity & Access management
- Stakeholders able to upload documents into the system
- Stakeholders able to download accessible documents from the system

3. Stakeholders participate in the Procurement process via a **Workflow**

- Browser-based access to a workflow for responding to Procurement and Contracting opportunities
- Workflow enables creation of an RFI / RFP
- Workflow enables response to an RFI / RFP
- Reminders on deadlines etc. sent to participants via email and text alerts

4. Stakeholders access the system for **metrics, reports, information and training**

- System provides secure access to reports and metrics
- System holds a secure repository of relevant information (e.g., D&B Reports, Regulatory Requirements, Sustainability Requirements, etc.) for stakeholders
- System also includes a library of short training videos and other collateral for skills development

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9. How would you ensure that it would receive support from public and private agencies?

Public & Private Support

The platform's value proposition to public and private agencies and ease of use will be the basis for receiving support. The platform will be designed based on the human-centered insights gleaned from stakeholders across both public and private agencies. Its value proposition will increase via positive network effects from building a critical user base along with the features and capabilities that enable efficient contracting and procurement interactions.



USER ASSESSMENT

- Understand necessary features and capabilities to obtain support from public and private agencies
- Identify challenges and opportunities to eliminate friction in adopting and utilizing system
- Analyze user needs to ensure system provides a "win-win" opportunity for all parties



PLATFORM PROMOTION

- Obtain early support from key external stakeholders to champion system utilization across their agencies
- Raise awareness of system and its benefits to drive adoption by public and private agencies
- Provide necessary support to establish user confidence and increase user knowledge on system capabilities

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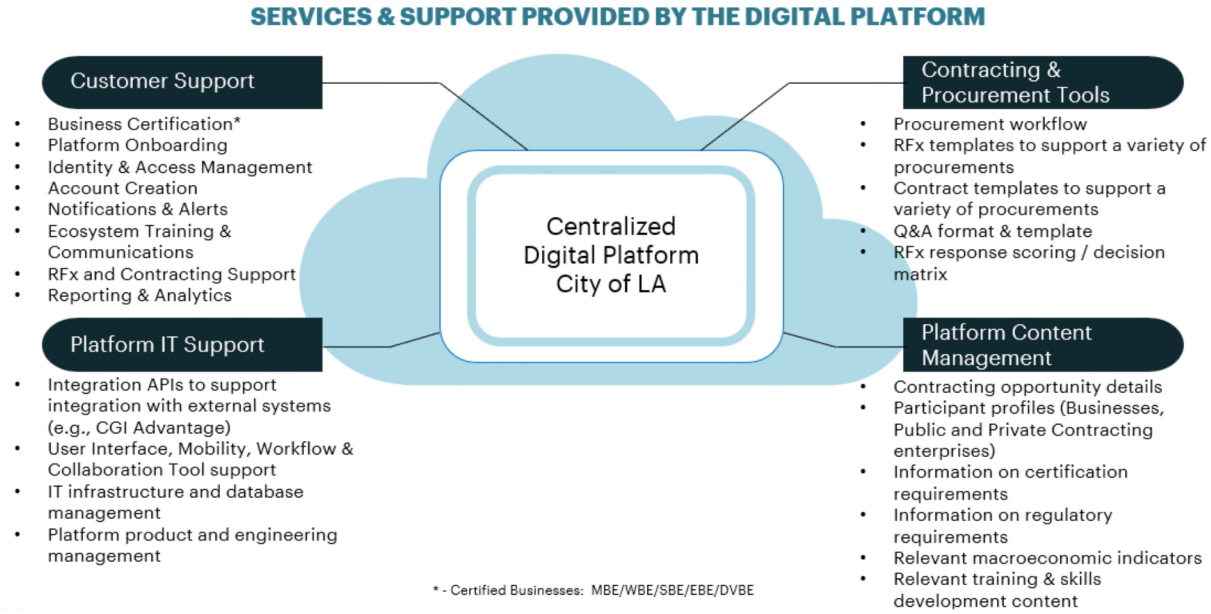
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Platform Requirements

- The Digital Platform is an IT infrastructure asset. Platform capabilities will be implemented via an architecture based on public cloud platform native services (e.g., those provided by Amazon AWS, Google GCP, Microsoft Azure, etc.) and using a combination of Commercial Off-the-Shelf Software (COTS) and Application Programming Interfaces (APIs).

- **Licenses:** Some platform components can be developed using open-source software. However, licenses will be required for commercial software components that are used in the Platform.

- **Services & Support: A central team (business and IT)** will be required to support and upgrade the platform as it evolves to meet the City & ecosystem's growing needs. A governance structure is also required for the Platform evolution roadmap. The central team will also need to provide IT support to users, and Platform Content Management (see answer to Question 6).



- **Training:** The platform user interface will be easy and intuitive. The platform content library can include short training videos that users can watch to learn various features and functionality. Additional training support can be provided by a customer support staff if required.

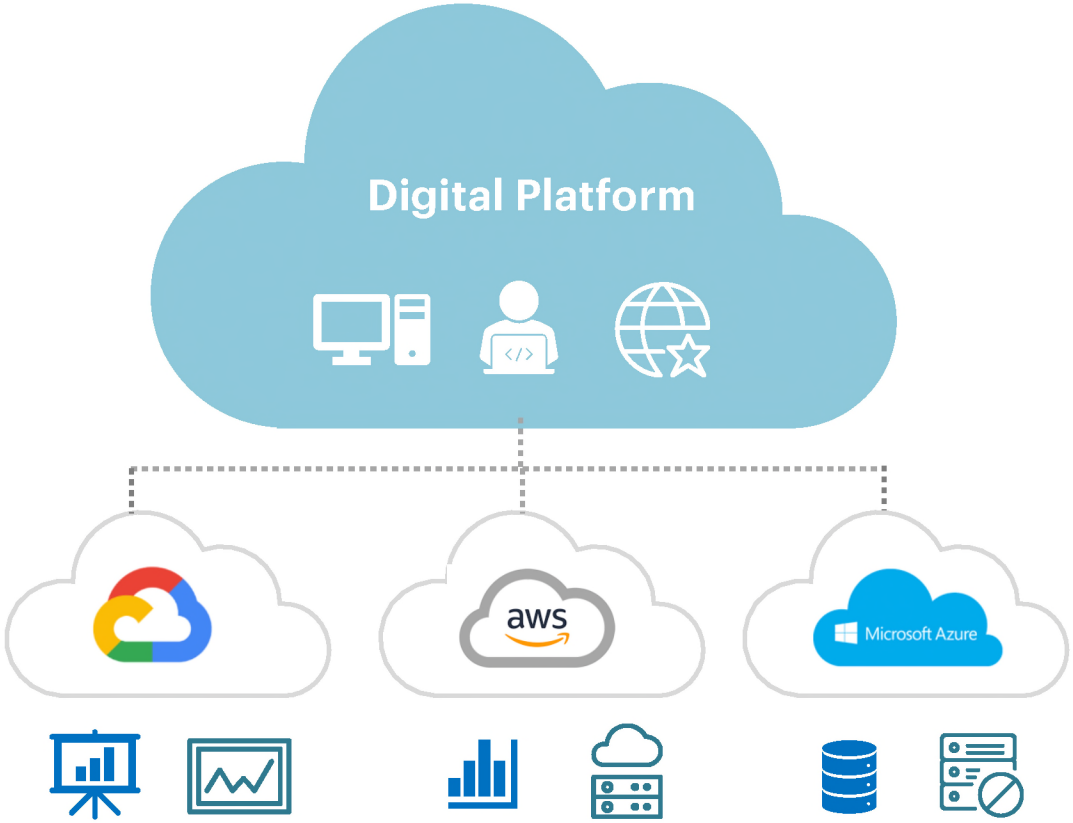
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11. Would this be a cloud solution that can run on multiple cloud providers and allow migration between clouds?

Cloud Solution

- A multi-cloud strategy can sometimes be very effective in providing flexibility, lowering development costs and taking advantage of unique features furnished by different cloud service providers.
- Accenture has an approach to determine whether a multi-cloud solution architecture would be the right one for the City of LA, or if a single cloud services provider would effectively meet current and future growth needs.
- There are different archetypes to developing multi-cloud architectures; selecting an architectural framework and migration strategy for the City of LA will be based on a further assessment of requirements.



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12. Would the digital platform be able to provide data loss protection and the ability to query snapshots of our data across time?

Data Protection

Accenture's approach to developing Platform Architectures takes data loss protection and query snapshot requirements into account. **The Digital Platform will be architected to provide for both high durability and high availability.**



Durability

Refers to long-term data protection. Most cloud platforms provide 11 9's durability (i.e. 99.999999999% probability that your data is not lost).



Availability

Most modern IT infrastructures provide 99.99% availability, i.e., the probability that you will be able to access the data when needed.

Additionally, modern cloud computing-based architectures provide for technologies, and enable policies and processes for **data security.**



Query Snapshots

The architecture can include configuration settings to take and protect periodic **query snapshots** (short term, quick) and **data backups** (long term, for disaster recovery) of data. These capabilities are provided on most public cloud platform services providers.

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13. What is your experience in this area? If available, summarize the work experience and past accomplishments of your organization that demonstrates the ability to successfully perform the project objectives.

Digital Platform

Accenture has tremendous experience working with large, complex organizations across industries to transform user experiences and design, implement and run large-scale software implementations. A few examples are outlined below.

	Implemented a Platform Using Existing Commercial Solutions	Architected and Deployed a New Procurement Platform	Accenture Insights Platform (AIP)
CLIENT CHALLENGE	• The State of North Carolina needed an online purchasing platform to simplify the purchasing process and unlock operational efficiencies	• A GCC Government was seeking a Procurement platform to overcome siloed ways of working across all its entities	• A health tech company wanted to grow its ecosystem by providing its technology and services to partners through an API-based platform as an extension of its existing SaaS
HOW ACCENTURE HELPED	• **Implemented a single, statewide eProcurement solution** using the SAP Ariba Buyer module with customizations to meet the State's requirements • **Developed a custom application for vendors to register to with the State,** consolidating several websites and processes for vendor registration, certification, bid solicitation and data verification • **Implemented middleware solution to enable full integration** with the State's financial accounting system and custom integration hub application	• **Developed a "one-stop shop" Procurement eGate** as the online government marketplace for all procurement stakeholders • **A digital roadmap of technologies to be adopted** over a three-year roadmap including Social Media, Cloud, Mobile, Artificial Intelligence, Advanced Analytics and Blockchain • **A central and strategic Procurement Office** driving one way of working across the government and leveraging economies of scale	• **Accenture used its pre-defined and pre-configured platform solution**, Platform in a Box, to stand up the company's platform quickly—addressing key challenges associated with new platform build • **Developed the API-based platform** with a focus on system engineering, quality assurance automation, database engineering and security • **Developed microservices** to manage content access, based on authentication and authorization as well as support content registration and transformation
KEY OUTCOMES	• An enterprise application adopted by over 13,000 State users and 38,000 vendors that has processed more than 6M purchase orders as of March 2020 • The platform is self-funded through a 1.75% fee paid by vendors who receive purchase orders through the system	• A digital procurement platform and strategy supporting GCC objectives • Alignment of all 70 government entities on operating model changes and digital capabilities to adopt	• Developed capability faster and less expensively by leveraging the pre-configured Platform in a Box to stand up the platform and identify appropriate technologies quickly • Successfully expanded ecosystem and tested capabilities with key partners

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14. Determine the capabilities in the marketplace of a regional contracting software that would cater to certified and noncertified businesses as well as private and public sector contractors

Marketplace Capabilities

The marketplace must serve as an ecosystem for suppliers and buyers that can foster the level of collaboration and competition needed to satisfy the City's needs while providing a seamless end-to-end experience.



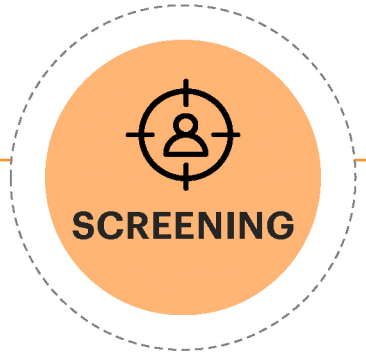
ONBOARDING
Empower suppliers to register with the City, certify as an SBE across multiple departments, and identify relevant business opportunities

AWARENESS
Inform registered suppliers capable of delivering desired products and/or services of potential business opportunities



DATA COLLECTION
Enable suppliers to collect data needed to respond to City's business opportunities

PROPOSAL & BID INTAKE
Streamline the process of responding to business opportunities for supplier and simplify the intake of responses and key data points by the City



REGULATORY COMPLIANCE
Assess suppliers' regulatory, financial, operational and reputational risks

ASSESSMENT
Evaluate both the suppliers and their product/service offerings against a defined set of criteria

BENCHMARKING
Compare supplier bids and proposals to those provided by other suppliers and those received for previous requests



REVIEWS & APPROVALS
Provide customizable workflows for necessary reviews and approvals prior to contract award

CONTRACT FACILITATION
Enable the creation and signing of agreements between the City and one or more suppliers for each business opportunity

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15. Determine capacity planning for regional solicitations, opportunities, and marketing.

Marketplace Capabilities

The platform will be implemented on a scalable cloud platform. Thus, computing and storage capabilities will not be limiting factors as they will be based on an elastic pay-per-use model.

Our approach for human resource capacity planning is based on the number of users being onboarded to the platform and the number of transactions being processed to ensure the following objectives are met:



Right Size

Right-size the workforce to meet future business demands and address either over- or under-supply through analysis of optimal actions



Right Structure

Target pyramid based on cost to serve and workload estimation, incorporating adaptive and integrated workforce models



Right Skills

Development and acquisition of talent (skill/competencies) to meet future business requirements



Right Cost

Optimization of budget based on optimal and right-sized staffing mix

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16. How would you ensure supply chain tracking and reporting be available to each stakeholder?

Supply Chain

Self-service reporting capabilities, **with appropriate security and access rights (based on Identity and Access Management)**, can be implemented as a feature on the Digital Platform. In addition, the Platform can provide a set of standard reports for RFP response status tracking and reporting of other metrics.

Accenture has developed automated, intelligent, self-service reporting capabilities for clients across both public and private sectors. Our teams work with key user groups and stakeholders to align reporting capabilities with each group's needs. The most common reporting and analytics needs can be segmented into one of the following categories:



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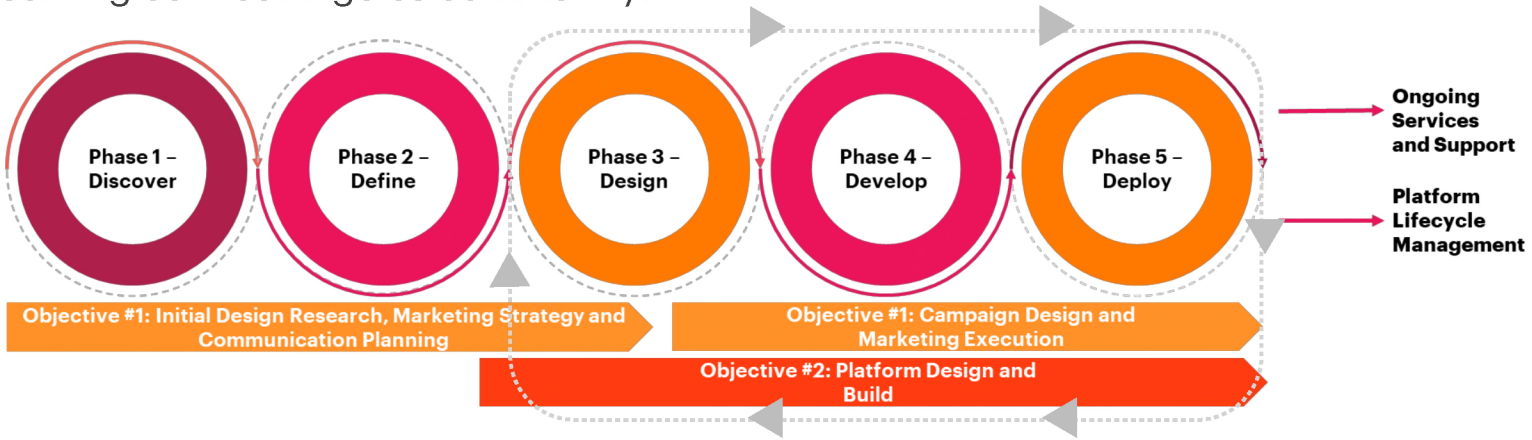
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2.3 - Estimated Cost

Estimated Cost for End-to-End Solution

Accenture is pleased to develop a custom project price structure for the City of LA that will work best for the small business and City needs. We believe our solution will enable the City to engage small businesses and to provide the contracting infrastructure prior to future large-scale events. The value we bring to the City of LA is unmatched in creative, functional and technical expertise. Our extensive public sector and nonprofit experience brings additional value, knowledge and passion for serving our Los Angeles community.



Objective	Total
1: Small Business Participation and Engagement	$1.5M - $3M
2: Regional Digital Platform	$6.5M - $7.5M
Total	$8M - $10.5M

Considerations

- Marketing strategy and execution would run across all five phases
- We would use agile methodology to run the development work in sprints from Phases 3 through 5
- Pricing is based on a plan to develop a minimum viable product (MVP) within six months
- Additional releases between Phases 3 and 5, spaced three months apart, would be priced at a separate rate
- Monthly maintenance prices vary based on effort for:
  - Ongoing Services and Support
  - Platform Lifecycle Management
- We could also do a rolling delivery construct and project structure that would be priced based on various delivery items as we move through the phases

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2.4 - Other Considerations for the City

THERE IS NO ADDITIONAL INFORMATION TO BE CONSIDERED

Thank You

Legal Disclaimer

Accenture is pleased to submit this response. This response is not meant to constitute a formal offer, acceptance or contract, and the content of this document is subject to formal contract negotiations. Nothing in this document shall form the basis for any contract and nothing contained in this document will be binding against Accenture unless expressly agreed to by Accenture under a formal contract. All representations and warranties whether express or implied by statute, law or otherwise, are hereby excluded.

This response is proprietary and confidential to Accenture. It is supplied in confidence and, except for the City of Los Angeles ("City") evaluation purposes, cannot be disclosed, duplicated, or otherwise used in whole or in part without the prior written consent of Accenture.

Accenture interprets the following words and phrases used in the solicitation and this response in the manner indicated: "maximize," "optimize," and "optimal" mean to improve to a commercially reasonable degree; "minimize" means to reduce to a commercially reasonable degree; "best" means leading or of a high standard; "partner" and "partnerships" do not mean a legal partnership, but rather a collaborative relationship; "right," where used as an adjective, means appropriate; and "ensure" and "enable" mean to use commercially reasonable efforts to implement.

This document was prepared on the instructions and information given by the City and, accordingly, no responsibility is accepted for any inaccuracy or error or any action taken or not taken in reliance on this document.

These limitations are not in any way intended to restrict continuing business discussions between the City and Accenture.

PROCESS STRATEGIES

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Our Ref: PSIW-20001
28 February 2020

CPO Team
City of Los Angeles California

Gentelmen:

Process Strategies, Inc. (PSI) is pleased to submit the following response to your request for information (RFI) dated February 2020 regarding the implementation of a regional digital platform. The subject RFI requested a response to a set of specific questions related to two objectives concerning future procurements. We would like to offer a supplemental service that we believe, based on our history in assisting the federal governments in both the US and Australia, are essential in procurement efforts for assuring successful acquisition of goods and services that meet the users' needs, perform as required, and are delivered on time and within budget. In our response to the item on our general services information, we will substantiate why we are qualified to help in this arena; however, to begin with, we would like to discuss why we feel the services we are recommending are essential. Our case for suggesting this supplemental effort is laid out in greater detail in Section 2.4 of this proposal.

As indicated above, we have worked with the US Department of Defense and the Australian Department of Defence in their acquisition efforts, and have seen the problems that have arisen as a consequence of ineffective acquisition processes. These often begin with the initial planning for the acquisition where the need for a carefully thought out set of requirements as well as a well-defined process for creating a well-organized request for proposal, evaluating the responses, choosing the most capable contractor, and monitoring the development effort is needed. What we have seen is that the problems experienced by the DoD, for example, are no different than that experienced by governmental entities at all levels: federal, state, county, and local. Whether we are talking about the F-35 program, Affordable Care Act rollout, California High Speed Rail, or LADWP rollout of its new billing program, there have been a number of monumental failures that have grabbed a lot of negative headlines.

2.1 OUR COMPANY

PSI, established in 1992, is a consulting firm headquartered in Walpole, ME, with an office in Los Angeles, CA. We specialize in process appraisal and improvement services. PSI is a partner firm of the CMMI Institute of ISACA and is a certified provider of Capability Maturity Model Integration (CMMI) instruction, appraisal, and consulting services for the development and services models. In addition, we consult in acquisition processes. We also provide a risk management service that determines the numerical probability of meeting specified critical milestone dates.

The principals of PSI were in the very first group of lead assessors to be trained and authorized by the Software Engineering Institute (SEI), the Carnegie Mellon University (CMU) entity that originally developed the CMMI, when they first commercialized software process assessment services in 1990. Since 1990, we have conducted formal and informal assessments and provided process improvement services to

numerous organizations, large and small: domestic, international, governmental, and commercial. Our client list includes governmental agencies and many nationally and internationally well-known corporations, such as Honeywell, Hitachi Software Engineering, Ltd., SAIC, Telephonics Corporation, Wabtec, Raytheon, Intel, various agencies of the US Department of Defense, the Australian Defence Materiel Organization, Wistron, Chinasoft, Neusoft Co., Xerox, AT&T, Shared Medical Systems (a Siemens company), Schneider Electric, Engility, Energy Enterprise Solutions, CNSI, and Goodrich. We have taught the introduction to the various CMMI models courses and performed appraisals and informal gap analysis assessments in the US and in a number of foreign countries.

We have aided the federal government in the development of a policy and a military standard on software quality and trained personnel in the Defense Logistics Agency on how to do surveillance on contractor software development efforts. We developed the curriculum and the training materials. The training program, a three-phase training program, was a required element for their personnel to be certified to accept software on behalf of the DoD. We developed a similar program for the Australian Department of Defence. Developing the curriculum required doing extensive research into the governmental policies and DoD regulations governing the acquisition process.

With respect to the procurement process itself, PSI developed a Software Acquisition Management Maturity Model for the US Navy. The intent was to use this model to manage the procurement efforts within the Naval Air Systems Command (NAVAIR) and to conduct assessments of the program management offices to determine how effective their procurement efforts were. Here again, extensive research into the governmental policies and DoD regulations as well as Department of the Navy policies and regulations governing the acquisition process was required.

It is this kind of experience that we propose to bring to bear in this effort.

For more information about PSI and our services, we invite you to browse our web site, http://www.process-strategies.com.

2.2 SERVICES TO BE PROVIDED

We are proposing to support the objective of establishing a regional digital platform, but what we are specifically recommending is a complementary service to underpin the ability to establish an effective regional digital platform. This is the establishment of an effective procurement process that would ensure that the digital platform will successfully meet the objectives of the City of Los Angeles. Clearly, what needs to be established early on is whether the procurement process to be hosted on the platform is a "one size fits all" process, or whether the platform is to accommodate aspects of the procurement process unique to individual departments or agencies.

What we are proposing is the use of a set of best procurement practices developed at the CMMI Institute of ISACA. Under the administration of the Software Engineering Institute (SEI) of Carnegie Mellon University (CMU), a procurement model was developed under contract from the DoD. This model was comprised of a set of procurement best practices put together by a task force from government, academia,

and industry. The development of the original model borrowed from the model PSI developed for NAVAIR. The original model evolved into a more sophisticated one usable not only by the government but by other sectors of the economy as well. It no longer applies to just the acquisition of software, but its scope now applies to the acquisition of systems comprised of both hardware and software. Management of that model, now known as the Capability Maturity Model Integration for Acquisition (CMMI-ACQ), has passed from CMU to the CMMI Institute of ISACA, the organization responsible for COBIT.

The CMMI-ACQ is one of several models developed by the CMMI Institute that are based on the model architecture orig8inally developed by the SEI. These models cover systems development, services development and delivery, acquisition (procurement), data management, human resources, and medical devices. These have been widely adopted in the US and internationally. Tens of thousands of practitioners have been trained in one or more of these models and tens of thousands of assessments have been performed on commercial, governmental, and academics entities to determine how well these organizations are performing against these models. These models have become international models of excellence. For example, for the CMMI for Development (CMMI-DEV), companies have sought assessments to establish the maturity level of their development processes, and have used these ratings as a means of procuring new business. Today, over 60% of assessments against the CMMI-DEV have been performed in China. China has successfully used these ratings as a marketing tool.

Clearly, the CMMI-ACQ is the model most applicable in this instance. It would help the City of Los Angeles to establish a set of procurement procedures that would facilitate the process of establishing a procurement package for the digital platform that satisfied the needs of all the stakeholders. It further would help in ensuring that the contractor that is selected to create the digital platform is competent to meet the criteria specified in the procurement package. Practices would be put in place for surveillance of the contractor's development process to ensure that the contractor delivers on time and within budget with a product that meets the needs of the City of Los Angeles.

We are proposing a two-phase effort. In the first phase we would train key personnel in the CMMI-ACQ model and do a gap analysis against the CMMI-ACQ of the existing process to determine how it stacks up against the model. Out of this would come a set of strengths and weaknesses that would be used to set the stage for Phase 2 In Phase 2, we would address the weaknesses observed from the gap analysis and create or update existing procedures to shore up the observed weaknesses.

Emanuel R. Baker, Ph.D. will be the lead for the services we will provide. He will be the primary point of contact for PSI. He is a certified instructor for the models, and is a certified lead appraiser

2.3 COSTS

For the proposed approach, we are only able to provide a definitive estimate for Phase 1 since the scope of Phase 2 will not be known until the completion of the gap analysis at the end of Phase 1. The gap analysis will show what procedures and standards, if any, will need to be modified or created. Accordingly, the cost for Phase 1 covers the cost of training in the CMMI-ACQ and the cost for conducting a gap analysis.

All of the CMMI models are comprised of a set of basic components which are referred to as the fundamentals. To cover the specific area of interest, e.g., acquisition or development, there is a set of components unique to that area of interest. The set of fundamentals components comprise the largest portion of the models; consequently, the training is a three-day program in which the fundamentals are covered in the first two days, and the training unique to acquisition covers one additional day. The model training must include all three days. Accordingly, the cost for training will be $7,500 plus $450 per student for the training materials. The $450 fee is a license fee imposed by the CMMI Institute for access to the training materials, and is a one-year license. Class size is limited to 25 people; consequently, if the City decides it wants more than 25 people trained, additional classes will be required. Each class will cost as outlined above.

Each gap analysis will take 5 days and will require a team of 8 people, plus the PSI team leader. The only external cost involved in doing a gap analysis is for the time of the lead appraiser. The cost is $12,000. These people should be City employees and must be people who have taken the CMMI course. In doing the gap analysis, we will look at the work products produced as a result of implementing the model's practices to determine if they meet the intent of the practices. These artifacts must be made available to the team members. We use a Microsoft Access-based tool to capture the data from the gap analysis, and the tool provides links to these artifacts to make them readily accessible for viewing and evaluation. If there are separate procurement procedures for each City department, it will be necessary to do a separate gap analysis for each such department. For example, if LADWP has different procedures than the Port of Los Angeles, each gap analysis will be a separate analysis.

For planning purposes, the cost for development of the standards and procedures in Phase 2 would run $2,200 per day. To minimize costs, we would assemble process action teams that would be tasked with doing the actual writing and PSI would set the guidelines for the process to be established and would monitor the Phase 2 efforts.

2.4 OTHER CONSIDERATIONS FOR THE CITY

What we are proposing here is in the form of risk mitigation. We are not suggesting that the acquisition of a digital platform is going to have negative results. Far from that. What we are proposing is a preventative measure based on history. The acquisition of a regional digital platform will undoubtedly be a significant tool in the City's procurement activities. Undoubtedly, it will be a tool that would be used by all the City departments and agencies that procure goods and services. Clearly, there will be numerous stakeholders involved, many of whom could have conflicting needs and requirements. The stakeholders would include not only key personnel in the acquiring organization but would include the City Council and elements of the mayor's office. In order to ensure that the final product goes on line as smoothly as possible, an effective and efficient procurement process must be in place.

As we pointed out earlier, many procurements by governmental agencies, whether federal, state, county, or local have wound up being disasters primarily because good procurement practices have not been implemented as a way of daily life. Some, like the California High Speed Rail project, have resulted in enormous cost overruns and incredibly long delays. The headlines resulting from such misadventures

have caused no end of embarrassment to the procuring agency through bold black headlines in the newspapers. The regional digital platform will be a major element utilized in future City procurements. As an example of a possible bad outcome, a faulty platform can result in some contractors becoming frozen out of some procurements for which they are, in fact, highly qualified. This would result in protests, delaying the implementation of the project and raising the cost to the City. Another example could be the failure to specify adequate operational performance requirements, resulting in system crashes or agonizingly slow computer response times.

We are proposing the ounce of prevention to avoid the pound of cure.

We look forward to a favorable response to this proposal.

Very truly yours,



PROCESS STRATEGIES, INC.

Emanuel R. Baker, Ph.D.
Principal