

0150-13172-0000

TRANSMITTAL

TO The City Council	DATE 04/10/2026	COUNCIL FILE NO. -
FROM The Mayor	COUNCIL DISTRICT Citywide	

First Amended and Restated Contract with Gartner, Inc. for Project Management and Information Technology Consulting Services

Transmitted for your consideration.
See the City Administrative Officer report attached.



MAYOR

(Mitch Kamin for)

Report From
OFFICE OF THE CITY ADMINISTRATIVE OFFICER
Analysis of Proposed Contract
(\$25,000 or Greater and Longer than Three Months)

To: The Mayor	Date: 3/31/26	C.D. No. Citywide	CAO File No.: 0150-13172-0000				
Contracting Department/Bureau: Department of Building and Safety		Contact: Tiffany Baltazar – (213) 482-6776					
Reference: Request from Department of Building and Safety dated March 12, 2026; Received by the City Administrative Officer on March 12, 2026							
Purpose of Contract: To provide project management and information technology (IT) consulting services.							
Type of Contract: () New contract (X) Amendment, Contract No. C-144799		Contract Term Dates: Four years and nine months from May 26, 2023 through March 15, 2028					
Contract/Amendment Amount: Not to exceed \$6,142,656							
Proposed amount \$ 1,304,606 + Prior award(s) \$ 4,838,050 = Total \$ 6,142,656							
Source of funds: Building Permit Enterprise Fund No. 48R and the Development Services Trust Fund (56V)							
Name of Contractor: Gartner, Inc.							
Address: 1201 Wilson Blvd., Arlington, VA 22209							
	Yes	No	N/A	Contractor has complied with:	Yes	No	N/A
1. Council has approved the purpose	X			8. Business Inclusion Program			X
2. Appropriated funds are available	X			9. Equal Benefits Ordinance	X		
3. Charter Section 1022 findings completed	X			10. First Source Hiring Ordinance	X		
4. Proposals have been requested			X	11. Contractor Responsibility Ordinance	X		
5. Risk Management review completed	X			12. Slavery Disclosure Ordinance	X		
6. Standard Provisions for City Contracts included	X			13. Bidder Certification CEC Form 50	X		
7. Workforce that resides in the City: .31%				14. Prohibited Contributors (Bidders) CEC Form 55	X		
* Applicable to contracts of \$1,000,000 or more				15. CA Iran Contracting Act of 2010*	X		


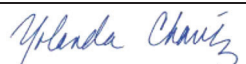
RECOMMENDATION

That the Council, subject to the approval of the Mayor, authorize the General Manager of the Department of Building and Safety or designee to execute a First Amended and Restated Agreement with Gartner, Inc. for project management and IT consulting services to increase the total contract compensation amount by \$1,304,606 from \$4,838,050 to \$6,142,656 and extend the contract term by 21 months through March 15, 2028, in substantial conformance with the attached draft contract, which has been reviewed and approved by the City Attorney as to form.

SUMMARY

The Department of Building and Safety (DBS) requests authority to execute a First Amended and Restated Agreement with Gartner, Inc. (Consultant) for project management and IT consulting services related to the modernization of the BuildLA and LA City Permitting System projects. The proposed amendments would increase the total contract compensation amount by \$1,304,606 and extend the term of the contract by approximately one year and nine months.

The DBS used the procurement process conducted by the California Department of General Services and executed the original contract with Gartner, Inc. on December 22, 2023 for a term of three years beginning May 26, 2023 through May 25, 2026 and a maximum compensation amount of \$4,838,050.

 Andy Galan	 Ylenda Chavez		
AG	Analyst	02260095D	for City Administrative Officer

The DBS has a continuing need for the Consultant services to complete the development, implementation, maintenance, and support for the online LA City Permitting system. Funding will be provided by the Building and Safety Building Permit Enterprise Fund (48R) and the Development Services Trust Fund (56V).

In accordance with Charter Section 1022, the Personnel Department determined that the City does not have classifications with the qualifications necessary to provide the proposed work. Pursuant to Administrative Code Section 10.5(b)(2), Council approval is required because it is anticipated that the estimated annual payments shall exceed \$200,130.

FISCAL IMPACT STATEMENT

There is no impact to the General Fund. The proposed contract will be fully funded by the Building and Safety Building Permit Enterprise Fund and the Development Services Trust Fund.

FINANCIAL POLICIES STATEMENT

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

MWS:ABG:02260095D

Attachments: Request from Building and Safety and Proposed Contract

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

DATE: March 12, 2026

TO: The Honorable Karen Bass, Mayor
Attn: Legislative Coordinator

FROM: Ana Mae Yutan, Chief of Resource Management Bureau
Department of Building and Safety



SUBJECT: **REQUEST FOR EXECUTIVE DIRECTIVE NO. 3 REVIEW OF THE PROPOSED FIRST AMENDED AND RESTATED AGREEMENT BETWEEN THE DEPARTMENT OF BUILDING AND SAFETY AND GARTNER, INC.**

In accordance with the Mayor's Executive Directive No. 3, the Los Angeles Department of Building and Safety (LADBS) requests your review of the proposed First Amended and Restated Agreement with Gartner, Inc. (Contract number C-144799-1) to provide project management and information technology (IT) consulting services related to the modernization of various legacy systems and implementation of the BuildLA and LA City Permitting System projects.

On March 3, 2023, the State of California, Department of General Services (referred to as "DGS") executed the California Multiple Award Schedule (referred to as "CMAS") Number 3-18-70-0034F, Supplement Number 5, with Gartner, Inc. ("Contractor") for the purchase and warranty of information technology consulting and research subscription services. This CMAS expires on March 15, 2028.

With the concurrence of the City Attorney, the Department determined it was in the best interest of the City to utilize the DGS procurement process and hire Gartner, Inc. for the required services. On May 26, 2023 LADBS entered into a piggyback agreement with the Contractor for a three (3) year term which expires on May 25, 2026. This First Amended and Restated Agreement is to extend the term of the contract through March 15, 2028, and to increase the not-to-exceed amount from \$4,838,050 to \$6,142,656.

The proposed contract has been reviewed and approved by the City Attorney as to form.

The following information is provided to assist with your review of the attached proposed contract. Should you have questions or need additional information regarding this request, please contact Tiffany Baltazar, Sr. Management Analyst II, at (213) 482-6776.

General Information		
Item	Information Requested	Information Provided
1	Project Title	Project Management and Information Technology Consulting Services
2	Contractor / Address	Gartner, Inc. 1201 Wilson Boulevard Arlington, VA 22209

General Information		
3	Purpose	To provide project management and information technology consulting services related to the modernization of various legacy systems and implementation of the BuildLA and LA City Permitting System projects.
4	Term	Not to exceed fifty-six and one-half (56.5) months, effective 05/26/2023 through 03/15/2028
5	Amount of Compensation	Not to exceed \$6,142,656
6	New Contract or Amendment?	Amendment
7	Source of Funds	Building and Safety Building Permit Enterprise Fund (48R) Development Services Trust Fund (58V)
8	Council Approval	Pending
9	Appropriated Funds Available?	Yes
10	Names of Bidders/Proposers and Scores	N/A
11	RFP Advertisement Date	N/A
12	Funding compliance with City Financial Policies?	Yes
13	Additional information showing necessity to contract with contractor	N/A

Compliance with City Contracting Requirements		
1	Charter Section 1022	Personnel 1022 report dated 10/1/2025, determined that the City does not have the expertise to perform entire scope of work.
2	Risk Management Insurance Requirements	<ul style="list-style-type: none"> • General Liability \$1,000,000 • Worker's Compensation \$1,000,000 • Automobile Liability \$1,000,000
3	Standard Provisions	Standard Provisions (Rev. 1/25 [v.2]) is included as an attachment to the Proposed Contract.
4	Business Inclusion Program	N/A
5	EBO/FSHO Compliance	Verified 9/11/2023
6	DO Compliance	Verified 3/12/2021
7	CRO Compliance	BCA confirmed receipt and processing of CRO Questionnaires on 9/14/2023
8	City Attorney Review	Reviewed and approved on 2/23/2026
9	Percent of Workforce Residing in the City	0.31%

Compliance with City Contracting Requirements		
10	MLO Bidder's Certification Forms 50 & 55	Sent Form 55 to Ethics Commission on 9/6/2023 Form 50 on file
11	CA Iran Contracting Act of 2010	On File

C: Matt Szabo, City Administrative Officer
 Yolanda Chavez, Assistant City Administrator Officer
 Veronica Salumbides, Chief Administrative Analyst, Office of the City Administrative Officer
 Andy Galan, Management Assistant, Office of the City Administrative Officer

Attachments: Proposed Contract

AMY:TP:TB:JMH

FIRST AMENDED AND RESTATED AGREEMENT (CONTRACT NUMBER C-144799-1)

BETWEEN

THE CITY OF LOS ANGELES

AND

GARTNER, INC.

FOR

**PROJECT MANAGEMENT AND
INFORMATION TECHNOLOGY CONSULTING SERVICES**

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ATTACHMENTS

- Attachment 1 – Standard Provisions for City Contracts (Rev. 1/25 [v.2])
- Attachment 2 – Insurance Requirements
- Attachment 3 – City of Los Angeles Travel Policy

APPENDICES

- Appendix 1 – Statement of Work #1 LA City Permitting System Additional Negotiation Support
- Appendix 2 – Statement of Work #2 LADBS Enterprise Architecture Bricks & Final Report
- Appendix 3 – Statement of Work #3 LADBS Project QA Oversight & OCM Support – Phase 1
- Appendix 4 - Statement of Work #4 LADBS Project QA Oversight & OCM Support – Phase 2 – Year 1
- Appendix 5 - Statement of Work #5 LAC Permitting System Project – Interim PM Support
- Appendix 6 - Statement of Work #6 LAC Permitting System Project – Interim PM Support Extension
- Appendix 7 - Statement of Work #7 LAC Permitting System Project – Interim PM Support Extension #2
- Appendix 8 - Statement of Work #8 LADBS Project QA Oversight & OCM Support – Phase 2 – Year 2
- Appendix 9 - Statement of Work #9 LADBS Project QA Oversight & OCM Support – Year 3

EXHIBITS

- Exhibit 1 – Deliverables and Pricing Table
- Exhibit 2 – Task Order Form

**FIRST AMENDED AND RESTATED AGREEMENT NUMBER C-144799-1
BETWEEN
THE CITY OF LOS ANGELES
AND
GARTNER, INC.**

**FOR PROJECT MANAGEMENT AND
INFORMATION TECHNOLOGY CONSULTING SERVICES**

This First Amended and Restated Agreement (“Contract” or “Agreement”) is made and entered into by and between the City of Los Angeles, a municipal corporation (referred to as “City”), acting by and through the Los Angeles Department of Building and Safety (referred to as “Department” or “LADBS”), and Gartner, Inc. (referred to as “Contractor”), for the services described herein.

WITNESSETH

Whereas, on March 3, 2023, the State of California, Department of General Services (referred to as “DGS”) executed the California Multiple Award Schedule (referred to as “CMAS”) Number 3-18-70-0034F, Supplement Number 5, with Contractor for the purchase and warranty of information technology consulting and research subscription services;

Whereas, LADBS has a need for similar services to assist in the modernization of various legacy systems and with development, implementation, and maintenance of a technology solution (the LA City Permitting System or “LACPS”) which links to and supports the “BuildLA” business applications, and support tools;

Whereas, it is in the City’s best interest to take advantage of the DGS procurement process and hire the DGS selected contractor, Gartner, Inc., for the limited services provided in this Contract;

Whereas, pursuant to Los Angeles City Charter §1022, the Personnel Department has determined that City employees do not have the expertise to perform the desired services;

Whereas, pursuant to Los Angeles City Charter § 371(e)(8), the restrictions of competitive bidding shall not apply to this agreement as contracts for cooperative arrangement with other governmental agencies for the utilization of the purchasing contracts and professional, scientific, expert or technical services contracts of those agencies and any implementing agreements, even though the contracts and implementing agreements were not entered into through a competitive bid process are an exception;

Whereas, the services required are of an expert and technical nature and are temporary and occasional in character; therefore, competitive bidding under Charter Section 371 is neither practicable nor advantageous, nor compatible with the City’s interests;

Whereas, Contractor has represented that it possesses the necessary experience, knowledge, skill, and personnel and is willing and able to provide these services to the City; and

Whereas, City and Contractor wish to enter into this First Amended and Restated Agreement to (i) extend the term of the Agreement for a new expiration date of March 15, 2028; (ii) increase the Contract Ceiling by \$1,304,606 for a new not-to-exceed amount of \$6,142,656; (iii) replace Attachment 1 – Standard Provisions for City Contracts (Rev. 9/22) [v.1] with

Attachment 1 – Standard Provisions for City Contracts (Rev. 1/25 [v.2]); (iv) attach and incorporate new Appendices 4 through 9; (v) replace Exhibit 1 - Deliverables and Pricing Table FINAL 050820 with Exhibit 1 – Deliverables and Pricing Table FINAL 022326; (vi) update Contractor’s Representative information; (vii) add a new Section 6 “Information Security” which establishes information security obligations and requirements applicable to the Contractor; and (vii) make other changes deemed necessary by the parties.

Now, therefore, in consideration of the mutual promises, covenants and agreements hereinafter set forth, the parties hereby promise, covenant and agree as follows:

(CONTINUED ON NEXT PAGE)

SECTION 1. INTRODUCTION

The following representative individuals and addresses shall serve as the place to which notices and other correspondence between the parties shall be sent.

1.1. Authorized Representatives

Formal notices, demands, and communications to be given hereunder by either party shall be made in writing and shall be affected by personal delivery or by United States mail, and shall be deemed communicated as of the date of mailing. If the name of the person designated to receive the notices, demands, or communications or the address of such person is changed, written notice shall be given, in accord with this section, within five (5) business days of said change.

The representatives of the respective parties who are authorized to administer this Agreement and to whom formal notices, demands, and communications shall be given are as follows:

1.1.1. City's Representatives

The City hereby appoints Osama Younan, General Manager of LADBS, or designee, to represent the City on all matters related to this Contract.

All correspondence regarding this agreement shall be directed to:

Los Angeles Department of Building and Safety
Contracts and Support Services Division
Attention: LADBS Contract Administrator
201 North Figueroa Street, Suite 760B
Los Angeles, CA 90012
(213) 482-6776
LADBS.Contracts@lacity.org

1.1.2. Contractor's Representative(s)

The Contractor's representative shall be:

Neil McCann
Associate Contracts Director, Legal Affairs
Gartner, Inc.
1201 Wilson Blvd.,
Arlington, VA 22209
(617) 710-7783
Neil.McCann@gartner.com

With copies to:

Robert Kidd
Managing Partner
515 South Flower Street, 18th Floor
Los Angeles, CA 90071

1.2. Independent Contractor

Contractor is acting hereunder as an independent contractor and not as an agent or employee of the City. No employee of the Contractor has been, is, or shall be an employee of the City by virtue of this Agreement, and the Contractor shall so inform each employee organization and each employee who is hired or retained under this Agreement. Contractor shall not represent or otherwise hold out itself or any of its directors, officers, partners, employees, or agents to be an agent or employee of the City.

1.3. Conditions Precedent to Execution of this Agreement

Contractor shall submit the following documents to the City:

- 1.3.1. Proof of insurance as required by the City in accordance with Section 7.2 of this Agreement and attached hereto as Attachment 2 and made a part hereof.
- 1.3.2. A Combined Equal Benefits Ordinance and First Source Hiring Ordinance Compliance Affidavit through the Regional Alliance Marketplace for Procurement ("RAMP"), <https://www.rampla.org>.
- 1.3.3. A Disclosure Ordinances Affidavit addressing requirements of the City's Slavery Disclosure Ordinance (SDO) and Disclosure of Border Wall Contracting Ordinance (DBWCO) through RAMP, <https://www.rampla.org/>.
- 1.3.4. An Iran Contracting Act of 2010 Compliance Affidavit in accordance with PSC-36 of Attachment 1, Standard Provisions for City Contracts (Rev. 1/25 [v.2]) ("Standard Provisions").

SECTION 2. TERM AND SERVICES TO BE PROVIDED

2.1. Period of Performance

The term of this Contract will commence on May 26, 2023 and end on March 15, 2028, unless terminated earlier as set forth in Section 7.1.1 of this Contract or any other termination right available in this Contract or under applicable law.

Contractor and the City understand and agree that in the event the City has required the performance of Contractor's services prior to execution of this Contract and such performance has been approved by LADBS in accordance with the terms and conditions of this Contract, those services are hereby ratified.

2.2. Scope of Work

The scope of work of this Agreement shall include project management and information technology consulting services to assist the City with the modernization of various legacy systems and implementation of BuildLA, cloud solutions, and the LACPS. Contractor shall provide these services as set forth in the approved Statements of Work approved pursuant to the Task Order Request process described in Section 5.

The following nine (9) Statements of Work approved under this Contract are attached hereto and incorporated by reference as part of this Agreement:

- Appendix 1 – Statement of Work #1, Permitting System Addnl. Negotiation Support
- Appendix 2 – Statement of Work #2, LADBS Enterprise Architecture Bricks Governance
- Appendix 3 – Statement of Work #3 LADBS Project QA Oversight & OCM Support – Phase 1
- Appendix 4 - Statement of Work #4 LADBS Project QA Oversight & OCM Support – Phase 2 – Year 1
- Appendix 5 – Statement of Work #5 LAC Permitting System Project – Interim PM Support
- Appendix 6 – Statement of Work #6 LAC Permitting System Project – Interim PM Support Extension
- Appendix 7 – Statement of Work #7 LAC Permitting System Project – Interim PM Support Extension #2
- Appendix 8 – Statement of Work #8 LADBS Project QA Oversight & OCM Support – Phase 2 – Year 2
- Appendix 9 - Statement of Work #9 LADBS Project QA Oversight & OCM Support – Year 3

2.3. Contractor Personnel

2.3.1. Contractor Key Personnel

Contractor Key Personnel positions are considered to be essential to work performance herein. In addition to the Contractor's Project Manager, any additional Key Personnel positions shall be identified in the Statements of Work.

Contractor assignment of an employee to a position designated as Key Personnel shall be subject to prior written approval of the City. Contractor shall provide LADBS with the resume and credentials in support of LADBS' review of the proposed candidate. The City's designated representative(s) shall have the right to review the qualifications and perform an interview of Key Personnel prior to their assignment under this Contract. Key Personnel so identified shall not be diverted or removed from this project by the Contractor without approval of the City. If the City does not approve the candidate suggested by Contractor, Contractor shall propose a qualified alternate(s) who shall be subject to the same approval process.

Contractor shall provide a description of the location, position within the Contractor's project organizational hierarchy, and special expertise of each person identified to fill Key Personnel positions. Contractor shall make every reasonable effort to ensure that all Contractor's personnel who perform any work for LADBS under this Contract are qualified, trained professionals in their fields and are able to perform the work to the City's satisfaction. Contractor project staff shall be available to perform under the terms and conditions of this Contract upon execution of this Contract, and through the end of the term of the Contract.

2.3.2. Contractor's Project Manager

On or before the start date for the Project, as mutually agreed upon between LADBS and Contractor, Contractor shall designate in writing and communicate to LADBS, an individual as its Project Manager ("Contractor Project Manager"), who shall serve as the single authoritative point of contact for the Contractor during the course of its activities pursuant to the Contract. The Contractor Project Manager shall be required to be available to LADBS in person or via phone within two (2) working hours.

The Contractor Project Manager shall have authority to: negotiate all Change Requests in accordance with Section 7.5, make reasonable project staff re-assignments, and make all communications to LADBS and its designated Project Manager as required to maintain efficient progress on the Project. Nothing herein, however, shall be construed as precluding communication between subordinate persons for the purpose of consultation and cooperation, provided that no subordinates shall have actual or ostensible authority to authorize Change Orders, except as expressly provided in this Agreement.

2.3.3. Contractor's Project Staff Termination

In the event that Contractor's project staff are terminated either by the Contractor or the individual, with or without cause, or if individual project staff are otherwise unavailable to perform services for the Contractor, Contractor shall provide LADBS written notification of the unavailability of the project staff and designate replacement personnel. Written notification shall be provided to LADBS prior to the date of termination or unavailability, to the maximum extent feasible, but no later than three (3) business days after the Contractor learns of the expected unavailability or termination of project staff.

2.3.4. Contractor's Project Staff Unavailability

The Contractor recognizes and agrees that early notification of project staff unavailability and proposed replacement personnel is essential to avoiding delays in completing the Deliverables/Work products established in this Contract.

2.3.5. Contractor's Project Staff Removal

The City shall maintain the right to request the removal or replacement of Contractor Key Personnel or other Contractor project staff replaced for performance issues, in accordance with PSC-11, Contractor's Personnel, Standard Provisions.

If the Contractor desires to replace Key Personnel, the Contractor shall deliver to the City ten (10) business days advance written notice of the proposed replacement. In the event it becomes necessary to replace Key Personnel for reasons beyond the control of Contractor (i.e. death, illness, individual suddenly left the employ, etc.), the Contractor shall immediately notify the City telephonically, in-person or by email that a replacement will be needed and then follow that notice within ten (10) business days with a written notice of proposed replacement.

Whatever the reason for replacing project staff, the Contractor shall designate the name and qualifications of the proposed replacement, whose qualifications and

capabilities shall be at least equal to those of the person being replaced. All replacements of Key Personnel shall be subject to City's review and approval as described in Sections 2.3.1.

2.4. Work Not in Scope

- 2.4.1. Contractor shall not perform any work unless the work is within the scope of this Contract. Contractor acknowledges and agrees that City neither has, nor will have, any liability to Contractor for any work performed that is outside the scope of this Contract, regardless of whether the work is within the scope of a statement of work or work order issued pursuant to this Contract.
- 2.4.2. Contractor shall immediately notify the designated LADBS Contract Administrator in writing of any work that is requested to be performed that is outside the scope of work described in Appendices 1 through 9 and subsequent approved Statements of Work. If it is determined that the request is outside the scope this Contract, Contractor shall not perform the requested work unless and until: (i) LADBS' designated contract administrator approves the request in writing and authorizes the use of any additional funds, if necessary, for the work; and (ii) a Contract amendment providing for an adjustment in Contractor's compensation and revision of the terms of the scope of work is approved by both parties.

SECTION 3. PAYMENT INFORMATION

3.1.1. Total Financial Obligation

- 3.1.2. The total amount to be paid by the City shall not exceed Six Million One Hundred Forty Two Thousand and Six Hundred Fifty Six Dollars (\$6,142,656) ("Contract Ceiling") for the complete and satisfactory performance of the services and delivery of the deliverables stipulated herein. The City shall not be responsible for any amount that will exceed the Contract Ceiling amount under this Contract unless agreed to in a written amendment to this Contract. All Deliverables completed by the Contractor must be accepted in writing by the City. If the City does not accept a Deliverable in writing no payment shall be due to the Contractor for that deliverable. Contractor understands and agrees that execution of this Contract does not guarantee that any or all funds will be expended.

The Contract Ceiling amount includes Eight Hundred One Thousand Two Hundred Sixteen Dollars (\$801,216) in contingency amount ("Contingency Amount"), against which the City may write Change Notices. Any work to be funded by the Contingency Amount must be approved by the City in accordance with a properly executed Task Order Form, Change Notice, or amendment in advance of such work.

3.2. Payment

3.2.1. Invoices

- 3.2.1.1. In no event will payment be made prior to the City verifying and approving that: 1) the services were rendered in all material respects in accordance with any specifications or requirements of this Agreement; 2) the work was approved; 3) a proper invoice has been submitted; and,

4) insurance requirements have been met.

- 3.2.1.2. Unless specifically stated otherwise, an amount equal to ten percent (10%) of the invoiced cost of each deliverable shall be withheld from each payment and collectively invoiced by Contractor within 30 days after the last deliverable has been accepted by the City.

Upon completion of the work designated by the General Manager, or designee, as satisfactory, and upon receipt of invoice for satisfactory work performed from the Contractor, the City shall make one (1) lump-sum payment for each deliverable in the amount specified in Exhibit 1.

The making of any payment to the Contractor under the Contract shall not relieve the Contractor of the Contractor's obligations to (i) produce and deliver the deliverables and (ii) provide the services, as required under this Contract and at the time or times specified and does not waive any claims or defenses of the City. Contractor shall submit all invoices to the City for payment at the following address:

Los Angeles Department of Building and Safety
Attention: Contract Administrator
201 North Figueroa Street, Suite 760B
Los Angeles, CA 90012
LADBS.ASD@lacity.org

- 3.2.1.3. Billing and Invoicing Requirements:

Contractor is required to submit invoices that conform to City standards and include, at a minimum, the following information:

- Name and address of Contractor;
- Name and address of the City Department being billed;
- Date of the invoice and the period covered;
- Reference to the Contract number for this Contract;
- Description of the services performed and the amount due for the services, along with back up documentation for all items where cost reimbursement is sought;
- If applicable, name(s) of all Contractor's personnel performing the services for the City, the number of hours worked for each person, and the hourly rate for each person;
- Copy of written approval from LADBS authorizing work to be performed;
- Payment terms, total due, and due date;
- Certification by a duly authorized officer;
- Remittance Address (if different than Contractor's address);
- Contractor's City of Los Angeles Business Tax Registration Certificate Number.

All invoices shall be submitted on Contractor's letterhead, contain Contractor's official logo, or other unique and identifying information such as the name and address of Contractor. Evidence that tasks have

been completed, in the form of a report, brochure, attendance sign-in rosters, milestone or project description, or photographs, shall be attached to all invoices. Invoices shall be submitted within thirty (30) calendar days of service, or monthly, and shall be payable to Contractor no later than thirty (30) calendar days after acknowledged receipt of a complete invoice. Invoices are considered complete when appropriate documentation or services provided are signed off as satisfactory by the General Manager, or designee. Notwithstanding the foregoing, City shall not be responsible for, and Contractor waives the right to seek, any late fees, late charges, interest, or penalties.

Invoices and supporting documentation shall be prepared at the sole expense and responsibility of Contractor. The City will not compensate Contractor for costs incurred for invoice preparation. The City may request, in writing, changes to the content and format of the invoice and supporting documentation at any time. The City reserves the right to request additional supporting documentation to substantiate costs at any time. Within 10 days of reaching eighty percent (80%) of the not to exceed amount of this Agreement, Contractor shall provide City with written notification that such threshold has been reached.

Failure to adhere to these policies may result in nonpayment or non-approval of demands, pursuant to Charter Section 262(a), which requires the Controller to inspect the quality, quantity, and condition of services, labor, materials, supplies, or equipment received by any City office or department, and approve demands before they are drawn on the Treasury.

3.2.2. Written Approval Required

Before services are provided for LADBS, Contractor must first receive written approval to proceed by LADBS (“Written Approval”). The Written Approval consists of a signed Task Order Form, approved Statement of Work (SOW) from the Contractor defining the scope of services, duration of engagement, and the budget for the project, and a TO Memo signed by LADBS and the contractor. Contractor shall not exceed the approved scope or budget for any project, nor shall the City be liable for any work or charges exceeding the approved scope or budget unless prior written approval from LADBS is obtained pursuant to Section 7.5.

3.2.3. Limitation of the Obligation of LADBS to Make Payment to Contractor

Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated therein, and in order for the City to comply with its governing legal requirements, the City shall have no obligation to make any payments to Contractor unless the City shall have first made an appropriation of funds equal to or in excess of its obligation to make any payments as provided in said Contract. Contractor agrees that any services provided by Contractor, purchases made by Contractor, or expenses incurred by Contractor in excess of said appropriation(s) shall be free and without charge to the City and the City shall have no obligation to pay for said services, purchases, or expenses. Contractor shall have no obligation to provide any services, provide any equipment, or incur

any expenses in excess of the appropriated amount(s) until the City appropriates additional funds for this Contract.

SECTION 4. CITY AND CONTRACTOR RESPONSIBILITIES

4.1. Responsibilities of the City

The General Manager of LADBS, or designee, shall represent the City on all matters pertaining to this Contract.

The City, at its discretion and through LADBS, may provide the following services, facilities and arrangements to Contractor:

- 4.1.1. Supervision and guidance to Contractor personnel relative to the work product required by LADBS pursuant to this Contract.
- 4.1.2. Office space, desks, chairs and working materials.
- 4.1.3. Related support services required for the performance of services under this Contract.

NOTE: Parking will not be provided.

4.2. Responsibilities of the Contractor

4.2.1. Personnel

Contractor shall be solely responsible to pay all Contractor employee wages and benefits, and subcontractor fees. Without any additional expense to LADBS, Contractor shall comply with the requirements of liability, worker's compensation, employment insurance and social security. In addition to any obligations of Contractor to defend or indemnify City as set forth in this Agreement, including Section 7.1.2, Contractor shall defend and hold City harmless from any liability, damages, claims, costs and expenses of any nature arising from alleged violations of any employment laws, labor laws, and personnel practices.

Contractor's personnel who provide services under this Contract shall be subject to LADBS approval as to qualifications and suitability for performance of the services described herein. Contractor understands that LADBS will request Contractor's services according to LADBS requirements and that such services may be required on a full or part-time basis.

4.2.2. Monitoring and Reporting

Contractor shall meet with LADBS staff as needed, as determined by LADBS, to discuss issues that may arise with regard to the contracted work and will work closely with LADBS staff to resolve these issues.

SECTION 5. TASK ORDER REQUESTS AND DELIVERABLE APPROVAL

5.1. Task Order Procedure

The following Task Order procedure shall be used when issuing Task Orders during the term of this Agreement:

5.1.1. Request for Statement of Work

The Task Order shall be considered a request for Statement of Work (SOW), which shall provide a detailed description of the tasks required, the desired billing method, and other relevant information. Contractor shall respond with the cost for the desired services, which shall include total project cost, employee classifications to be assigned to perform the work, milestones, deliverables, and any other pertinent information required in the Task Order. The City will review the submitted SOW and provide necessary feedback on any edits or revisions necessary to address the City's needs as described in the Task Order.

5.1.2. Statement of Work Personnel

Contractor shall provide a description of the location, position within the Contractor's project organizational hierarchy, and special expertise of each person identified to fill positions in response to the Task Order. Contractor shall not substitute out project staff without written approval from LADBS. Contractor Project Staff will be available to perform under the terms and conditions of this Contract upon execution of the applicable Task Order, and through the end of the term of the Task Order SOW. Further, LADBS requires resumes clearly defining project staff qualifications to provide said services.

Contractor shall identify all subcontractors when submitting a response to a Task Order. The hourly rates of the subcontractors shall be included with the response to the Task Order. After the Task Order SOW is approved, no subcontractors shall be added, removed, or substituted from the project without written approval by the City.

5.1.3. Written Approval

The City will issue a signed Task Order Form accompanied by a Task Order Memo and countersigned SOW to the Contractor to confirm acceptance of the SOW and to commence the work.

5.2. Task Order Compensation Methods

The compensation for services provided under this Agreement shall be based on either the Lump Sum Method or Hourly Rate Method. Prior to executing a Task Order Memo to commence work on an SOW, the City and Contractor shall reach an agreement on the method of compensation. The Statement of Work shall indicate the compensation method chosen.

5.2.1. Lump Sum Method

Statements of Work in response to Task Orders for deliverable-based projects shall include the Contractor's designated project manager, employee classifications, subcontractor (if any) assigned, and estimated timeline to perform specific tasks. Contractor shall submit invoices to the City for review and approval that conform to the requirements set forth in Section 3.2. Additionally, invoices

based on the Lump Sum Method shall include: the percentage of completion of specific task(s) versus the project milestone for the current billing as well as project-to-date billing; and the current invoice dollar amount and project-to-date dollar payment.

A withhold amount of ten percent (10%) of the cost of each deliverable shall be withheld by the City from each payment. The total withhold amount for the project shall be collectively invoiced by the Contractor after the last deliverable has been accepted by the City.

All costs including employee salaries, overhead, other direct costs, taxes, and subcontract expenses shall be included in the Lump Sum Amount.

5.2.2. Hourly Rate Method

Statements of Work in response to Task Orders for hourly-based services must include resumes of Contractor's proposed personnel for the City to consider. The City, at its sole discretion, may conduct interviews of the proposed personnel. These candidates shall be subject to LADBS approval as to qualifications and suitability for performance of the services described in the Statement of Work. Contractor understands that LADBS will request Contractor's services according to LADBS requirements and that such services may be required on a full or part-time basis.

Contractor shall submit invoices to the City based on the Contractor's approved hourly rates and any allowable and approved expenses which shall be set forth in the approved Statement of Work. The invoices shall conform to the requirements set forth in Section 3.2. Additionally, invoices based on the Hourly Rate Method shall include with the invoice a summary of the billing hours for each individual employee working on the project by task.

5.2.3. Travel Costs

Expenses for travel, if allowed by the Statement of Work, shall be billed according to Attachment 3, City of Los Angeles Travel Policy.

5.3. Deliverable(s)/Work Product(s)

Contractor shall develop deliverables in the form and format agreed to by the City and Contractor in the applicable Statement of Work. A Deliverable Summary Table will be defined and provided within each Statement of Work. The Department shall have the right to review each deliverable/work product provided by Contractor under this Contract. Upon written notification by Contractor to LADBS that the deliverable/work product is ready for review, LADBS shall have the right to either accept or reject such deliverable/work product. Payment for any deliverable(s) will be made, as specified in Section 3.1.

Contractor shall be responsible for the professional quality, technical accuracy, timely completion, and the coordination of all deliverables, reports, and other services furnished by Contractor under this Agreement. Contractor shall, at no additional cost to the City, correct or revise any errors, omissions, or other deficiencies in the deliverables, reports, and other services.

The proposed Project Deliverables Acceptance process shall be consistent with the provisions of this section.

5.3.1. Deliverable Reviews

All written deliverables will be presented in the form of an initial draft, followed by a final deliverable unless this is determined not necessary by the City during project planning. Deliverables shall be completed, reviewed, and accepted based on the task and deliverable descriptions provided in the relevant Statement of Work.

The City will make its best effort to complete its review of the deliverables within ten (10) business days, unless otherwise stated in the Statement of Work. The City will accept or reject the deliverables in writing. The City shall notify Contractor in writing, whenever it rejects a deliverable, citing the specific reason(s) for rejection. Unless otherwise specified in the City's rejection of a deliverable, Contractor shall have ten (10) business days to correct the rejected deliverable and resubmit it to the City for review and approval.

Deliverables must be tracked as detailed in the relevant Statement of Work in a tracking sheet approved by the City.

5.3.2. Deliverable Final Acceptance

The City shall review each Deliverable provided by Contractor, upon written notification by Contractor to the City that such Deliverable is ready for review. The City has the right to either accept or reject such Deliverable. All Contractor deliverables will be reviewed by the City prior to final approval, acceptance, and payment, in that order.

5.3.3. Providing and Reviewing Non-Deliverable Materials Timely

Contractor shall provide non-deliverable materials (such as agendas, minutes, presentation materials, and so forth) to the City a minimum of five (5) business days prior to the use of the non-deliverable materials. The City shall provide, within three (3) business days of receipt of these materials, a thorough review with enough details to the Contractor to finalize them. Contractor shall review Contractor's proposed finalized materials with the City and obtain the City's approval before formally using the finalized materials.

SECTION 6. INFORMATION SECURITY

6.1. Data Ownership

As between the parties, City is the sole and exclusive owner of all data and information provided to Contractor by or on behalf of City pursuant to this Agreement and any and all updates or modifications thereto or derivatives thereof made by Contractor ("City Data"), and all intellectual property rights in the foregoing, whether or not provided to any other party under this Agreement. City Data is Confidential Information (as that term is defined in PSC-43 of the Standard Provisions) for the purposes of this Agreement. Contractor shall not use City Data for any purpose other than that of rendering the services under this Agreement, nor sell, assign, lease, dispose of or otherwise exploit City Data.

Contractor shall not possess or assert any lien or other right against, or to City Data. City may request an export of City Data stored within the systems or held by Contractor in any form or format at no charge to City.

Subject to the restrictions articulated elsewhere in this Agreement, City grants Contractor a non-transferable, non-exclusive, terminable at-will license, solely for the term of this Agreement, to use City Data solely for purposes of performing the services pursuant to this Agreement for City's benefit.

6.2. Data Protection

The protection of personal privacy and data shall be an integral part of the business activities of Contractor, and Contractor shall use industry best practices to prevent inappropriate or unauthorized use of City Data at any time. To this end, Contractor shall safeguard the confidentiality, integrity, and availability of City Data and comply with the following conditions:

6.2.1. Contractor will employ industry standard or better protections to prevent unauthorized disclosure or exposure of City Data, including personally identifiable information that City provides.

The Contractor shall implement and maintain appropriate administrative, technical, and organization security measures to safeguard against unauthorized access, disclosure, or theft of City Data. Such security measures shall be in accordance with recognized industry practice and not less stringent than the measures Contractor applies to its own personal data and non-public data of similar kind.

6.2.2. No software or services licensed or otherwise provided hereunder will contain any undisclosed disabling code (defined as computer code designed to interfere with the normal operation of the software or City's hardware or software) or any program routine, device or other undisclosed feature, including but not limited to, a time bomb, virus, drip-dead device, malicious logic, worm, Trojan horse, or trap door which is designed to delete, disable, deactivate, interfere with or otherwise harm the software or City's hardware or software.

6.3. Compliance with Privacy Laws

Contractor shall be responsible for ensuring that performance of its obligations and exercise of its rights under this Contract comply with all applicable privacy laws. If this Contract or any practices which could be, or are, employed in performance of this Contract are inconsistent with or do not satisfy the requirements of any privacy laws, (i) the Contractor shall agree in good faith upon an appropriate amendment to this Contract to comply with such laws and regulations and (ii) the Contractor shall execute and deliver any documents required to comply with such privacy laws.

6.4. Right of Audit by City

Without limiting any other audit rights of the City, the City may review Contractor's data privacy and information security program prior to the commencement of this Contract and from time to time during the term of this Contract. During the performance of this Contract, on an ongoing basis from time to time and without notice, the City, at its own expense, may perform, or have performed, an on-site audit of Contractor's data privacy and information security program. In lieu of an on-site audit, upon request by the City, Contractor agrees to complete, within forty-five (45 days) of receipt, an audit

questionnaire provided by the City regarding Contractor's data privacy and information security program.

6.5. Written Information Security Policy

Contractor shall establish and maintain a formal, documented, mandated, company-wide information security program, including security policies, standards, and procedures (collectively "Information Security Policy"), and communicate the Information Security Policy to all of its respective employees and contractors in a relevant, accessible, and understandable form. Contractor shall regularly review and evaluate the Information Security Policy to ensure its operational effectiveness, compliance with all applicable laws and regulations, and to address new threats and risks. Upon execution of this Agreement and thereafter within three (3) business days of City's request, Contractor shall make available for City's review Contractor's Information Security Policy and any related SOC audits, information security certifications, or other evidence that Contractor has in place appropriate policies and procedures regarding information protection and security.

6.6. Change in Service

Contractor shall notify City of any changes, enhancement, and upgrades to Contractor's systems, or changes in other related software services, as applicable, which can impact the security of the services.

SECTION 7. CONTRACT PROVISIONS AND CERTIFICATIONS

7.1. City's Standard Provisions for City Contracts

Contractor agrees to comply with the Standard Provisions which are attached as Attachment 1 and incorporated into this Contract as though fully stated herein, except as follows:

7.1.1. PSC 9B, Termination for Breach of Contract, is deleted in its entirety and replaced by the following:

1. Except as provided in PSC-6, if Contractor fails to perform any of the provisions of this Contract or so fails to make progress as to endanger timely performance of this Contract, the City may give Contractor written notice of the default. The City's default notice will indicate whether the default may be cured and the time period to cure the default to the sole satisfaction of the City. Additionally, the City's default notice may offer Contractor an opportunity to provide the City with a plan to cure the default, which shall be submitted to the City within the time period allowed by the City. At the City's sole discretion, the City may accept or reject Contractor's plan. If the default cannot be cured or if Contractor fails to cure within the period allowed by the City, then the City may terminate this Contract due to Contractor's breach of this Contract.
2. If the default under this Contract is due to Contractor's failure to maintain the insurance required under this Contract, Contractor shall immediately: (1) suspend performance of any services under this Contract for which insurance was required; and (2) notify its employees and Subcontractors of the loss of insurance coverage and Contractor's obligation to suspend performance of

services. Contractor shall not recommence performance until Contractor is fully insured and in compliance with the City requirements.

3. If Contractor engages in any dishonest conduct related to the performance or administration of this Contract or violates the City's laws, regulations or policies relating to lobbying, then the City may immediately terminate this Contract.
4. Acts of Moral Turpitude
 - a. Contractor shall immediately notify the City if Contractor or any Key Person, as defined below, is charged with, indicted for, convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, any act which constitutes an offense involving moral turpitude under federal, state, or local laws ("Act of Moral Turpitude").
 - b. If Contractor or a Key Person is convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, an Act of Moral Turpitude, the City may immediately terminate this Contract.
 - c. If Contractor or a Key Person is charged with or indicted for an Act of Moral Turpitude, the City may terminate this Contract after providing Contractor an opportunity to present evidence of Contractor's ability to perform under the terms of this Contract.
 - d. Acts of Moral Turpitude include, but are not limited to: violent felonies as defined by Penal Code Section 667.5, crimes involving weapons, crimes resulting in serious bodily injury or death, serious felonies as defined by Penal Code Section 1192.7, and those crimes referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2); in addition to and including acts of murder, rape, sexual assault, robbery, kidnapping, human trafficking, pimping, voluntary manslaughter, aggravated assault, assault on a peace officer, mayhem, fraud, domestic abuse, elderly abuse, and child abuse, regardless of whether such acts are punishable by felony or misdemeanor conviction.
 - e. For the purposes of this provision, a Key Person is a principal, officer, or employee assigned to this Contract, or owner (directly or indirectly, through one or more intermediaries) of ten percent or more of the voting power or equity interests of Contractor.
5. In the event the City terminates this Contract as provided in this section, the City may procure, upon such terms and in the manner as the City may deem appropriate, services similar in scope and level of effort to those so terminated, and Contractor shall be liable to the City for all of its costs and damages, including, but not limited to, any excess costs for such services.
6. If, after notice of termination of this Contract under the provisions of this section, it is determined for any reason that Contractor was not in default under the provisions of this section, or that the default was excusable under the terms of this Contract, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to Section 7.1.1 Termination for Convenience.
7. The rights and remedies of the City provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

8. In the event that this Contract is terminated, Contractor shall immediately notify all employees and Subcontractors, and shall notify in writing all other parties contracted with under the terms of this Contract within five working days of the termination.
9. Should the City fail to make payment as provided hereunder, perform any of responsibilities under this Contract or fail to cooperate with Contractor so as to materially impact Contractor's ability to perform or to make progress as to endanger timely performance of this Contract, Contractor may give the City written notice of the default and reasonable opportunity to cure such breach of not less than sixty (60) days. Failing such cure, the Contractor shall be entitled to provide notice of termination of this Agreement and cease performance hereunder without further obligation or liability to the City.

7.1.2. PSC-18, Indemnification, is deleted in its entirety and replaced by the following:

Except for the active negligence or willful misconduct of the City, or any of its boards, officers, agents, employees, assigns and successors in interest, Contractor shall defend, indemnify and hold harmless the City and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by the City, including but not limited to, costs of experts and consultants), damages or liability of any nature whatsoever, for death or injury to any person, including Contractor's employees and agents, or damage or destruction of any City property or property of third parties, directly caused by the negligence or willful misconduct of the Contractor, Subcontractors, or their boards, officers, agents, employees, assigns, and successors in interest. The rights and remedies of the City provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

7.1.3. PSC-19, Intellectual Property Indemnification, is deleted in its entirety and replaced by the following:

Contractor, at its own expense, shall defend, indemnify, and hold harmless the City, and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by the City, including but not limited to, costs of experts and consultants), damages or liability of any nature arising out of or related to the infringement, actual or alleged, direct or contributory, of any intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity, and proprietary information: (1) on or in any design, medium, matter, article, process, method, application, equipment, device, instrumentation, software, hardware, or firmware used by Contractor, or its Subcontractors, in performing the work under this Contract; or (2) as a result of the City's actual or intended use of any Work Product (as defined in Section 7.1.5) furnished by Contractor, or its Subcontractors, under this Contract. The rights and remedies of the City provided

in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

Upon notification of a claim against the City alleging any Work Product infringes a US copyright, patent or trade secret of any third party, Contractor will defend such claim at its expense (or if City so elects, allow City to control the defense of such claim) and will pay any costs or damages that may be finally awarded against the City. Contractor will not indemnify the City however, if the claim of infringement is caused by (1) the City's misuse or modification of the Work Product; (2) the City's failure to use corrections or enhancements made available by Contractor; (3) the City's use of the Work Product in combination with any product or information not owned, developed, or provided by Contractor. If any Work Product is, held or alleged to be infringing, Contractor shall at its expense and option either: (a) procure the right for the City to continue using it, (b) replace it with a non-infringing equivalent, (c) modify it to make it non-infringing, or (d) direct the return of the Work Product and refund to the City the fees paid for such Work Product.

7.1.4. PSC-21, Ownership and License, is deleted in its entirety and replaced by the following:

Unless otherwise provided for herein, all finished and unfinished works, tangible or not, created under this Contract including, without limitation, documents, materials, data, reports, manuals, specifications, artwork, drawings, sketches, blueprints, studies, memoranda, computation sheets, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas, matters and combinations thereof, and all forms of intellectual property originated and prepared by Contractor or its Subcontractors under this Contract (each a "Work Product"; collectively "Work Products") shall be and remain the exclusive property of the City for its use in any manner the City deems appropriate. Contractor hereby assigns to the City all goodwill, copyright, trademark, patent, trade secret and all other intellectual property rights worldwide in any Work Products originated and prepared under this Contract. Contractor further agrees to execute any documents necessary for the City to perfect, memorialize, or record the City's ownership of rights provided herein.

Contractor agrees that a monetary remedy for breach of this Contract may be inadequate, impracticable, or difficult to prove and that a breach may cause the City irreparable harm. the City may therefore enforce this requirement by seeking injunctive relief and specific performance, without any necessity of showing actual damage or irreparable harm. Seeking injunctive relief or specific performance does not preclude the City from seeking or obtaining any other relief to which the City may be entitled.

For all Work Products delivered to the City that are not originated or prepared by Contractor or its Subcontractors under this Contract, Contractor shall secure a grant, at no cost to the City, for a non-exclusive perpetual license to use such Work Products for any City purposes.

Contractor shall not provide or disclose any Work Product to any third party without prior written consent of the City.

Any subcontract entered into by Contractor relating to this Contract shall include this provision to contractually bind its Subcontractors performing work under this Contract such that the City's ownership and license rights of all Work Products are preserved and protected as intended herein.

Contractor may use, reproduce, display and distribute excerpts and data from the deliverables, either alone or together with other material, in the ordinary course of Contractor's business, so long as such excerpts and data do not identify the City by name or contain any of the City's confidential or proprietary information Contractor retains all right, title and interest in and to its processes, benchmarking data and data collection tools, assessment models and pertinent methodologies such as strategic planning, Contractor's copyrighted proprietary research and other pre-existing materials and data, such as data collection templates and survey tools for applications and infrastructure, and benchmark comparisons ("Pre-Existing Intellectual Property"), provided that such Pre-Existing Intellectual Property was created prior to the effective date of the Agreement.

Contractor grants to the City for internal purposes only a worldwide, royalty-free, perpetual license to use, reproduce, display, distribute copies of, and prepare derivative works of any Contractor Pre-Existing Intellectual Property embodied in the Work Product or created using data provided by City.

Nothing contained in this Agreement shall preclude Contractor from rendering services to others or developing work products that are competitive with, or functionally comparable to, the Services. Contractor shall not be restricted in its use of ideas, concepts, know-how, data and techniques acquired or learned in the course of performing the Services, provided that Contractor shall not use or disclose any of the City's Confidential Information.

7.1.5. PSC-24, Best Terms, is deleted in its entirety.

7.2. Disclosure of Border Wall Contracting Ordinance (DBWCO)

Contractor shall comply with Los Angeles Administrative Code (LAAC) Section 10.50 et seq., "Disclosure of Border Wall Contracting." City may terminate this Contract at any time if City determines that Contractor failed to fully and accurately complete the required affidavit and disclose all Border Wall Bids and Border Wall Contracts, as defined in LAAC Section 10.50.1.

7.3. Insurance Requirements

The Contractor shall maintain the required insurance with the identified limits with insurance requirements which are attached hereto this Contract and as required in the Standard Provisions for City Contracts (Rev. 1/25 [v.2]) for the entirety of the Contract. Contractor shall submit proof of the required insurance coverage prior to any specific job/task has been awarded.

Electronic submission is the required method of submitting the Contractor's insurance documents. The Contractor shall register with the City's online insurance compliance system KwikComply at <https://kwikcomply.org/> and submit the appropriate proof of insurance (Attachment 2).

7.4. Care and Custody

The Contractor accepts full responsibility for the security against loss or damage to the materials and equipment involved in the processes related to this Contract while in their possession or the possession of any of their agents. Contractor shall reimburse the City for any loss or damage to City materials or equipment in their agents' care or custody.

7.5. Subcontracting

7.5.1. All subcontractors proposed to perform Work in accordance with this Contract shall be licensed in accordance with the provisions of the Business and Professions Code of the State of California for the type of work to be performed.

7.5.2. All subcontractors shall be recognized as such, shall be considered agents of the Contractor, and the Contractor shall be held responsible for their Work. Nothing herein is intended to create a third-party beneficiary in any subcontractor. The City has no obligation to any subcontractor. No privity is created with any subcontractor by this Agreement.

7.5.3. All subcontractors or Contractors performing subcontractor type Work (e.g., Air Conditioning System) shall perform such Work at competitive prices. The Department may require that the Contractor submit proof that the subcontractor type Work or subcontractors performing Work for the City is performed at competitive prices based on the lowest bids.

7.5.4. Nothing herein is intended to create a third-party beneficiary in any subcontractor. The City has no obligation to any subcontractor. No privity is created with any subcontractor by this Agreement. Even if the Contractor uses subcontractors, Contractor remains responsible for complete and satisfactory performance of the terms of this Agreement.

7.6. Amendments, Modifications, and Change Orders

Any amendments, adjustments, alterations, additions, deletions, or modifications to the terms and/or conditions of this Contract must be made by written amendment signed and approved by all necessary parties and signatories. If Contractor performs any modification without an approved amendment, the City shall neither pay for nor be obligated to accept said modification.

No Change Orders shall lead to a change in the quality and quantity of work product/deliverable, the deterioration of materials, or an increase in the Contract price ceiling. Change Orders may not alter the established deliverables without explicit written agreement by the City.

7.7. General Manager's Decision Is Binding

In determining whether there has been such non-compliance with the Contract as to warrant termination/suspension, the decision of the General Manager of LADBS shall be binding to both parties.

7.8. Non-Exclusive Agreement

Contractor understands and agrees that this is a non-exclusive agreement to provide services to the City and that the City has entered into and/or may enter into contracts with other contractors to provide similar services. City may use any of the contractors with which City has contracts and, therefore, the City cannot estimate nor guarantee the volume or amount of work, if any, to be received by Contractor under this Contract.

7.9. Conflict of Interest

The City may cancel any contract or agreement, without penalty or obligation, if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the City's departments or agencies is, at any time while the contract or any extension of the contract is in effect, an employee or independent contractor of any other party of the contract with respect to the subject matter of the contract. The cancellation shall be effective when written notice from the City is received by all parties to the contract, unless the notice specifies a later time.

7.10. Gratuities

Contractor represents and warrants that no gratuities (in the form of entertainment, gifts, or otherwise) were offered or given by Contractor, or any agent or representative, of Contractor, to any officer or employee of the City with a view toward securing a contract or securing favorable treatment with respect to any determinations concerning the performance of the contract. For breach or violation of this representation of this warranty, City may terminate the Contract, either in whole or in part, and any loss or damage sustained by City in procuring on the open market any items which Contractor agreed to supply shall be borne and paid for by Contractor. The rights and remedies of City provided in this section shall not be exclusive and are in addition to any other rights and remedies available to City under law or contract.

7.11. Assignment Agreement

Upon completion of deliverables and services under this Contract, Contractor shall, pursuant to Section 7.1.4, execute at City's request any additional agreements necessary (i) to assign to City the intellectual property rights to the completed deliverables or other Work Products (as defined in Section 7.1.4), or (ii) to otherwise perfect, memorialize, or record City ownership of intellectual property rights as provided in Section 7.1.4. This section will survive termination of this Contract.

To the extent, if any, that this Contract does not provide City with full ownership, right, title, and interest in and to the Work Products, Contractor hereby grants City a perpetual, irrevocable, fully paid, royalty-free, worldwide license to reproduce, create derivative works from, distribute, publicly display, publicly perform, use, make, have made, offer for sale, sell or otherwise dispose of the Work Products, with the right to sublicense each and every such right.

7.12. Representation and Warranties

7.12.1. Contractor has the full right and authority to enter into, execute, and perform its obligations under this Contract and that no pending or threatened claim or litigation known to it would have a material adverse impact on its ability to perform as required by this Contract.

- 7.12.2. Contractor represents and warrants that its performance of all obligations under this Contract does not infringe in any way, directly or contributorily, upon any third party's intellectual property rights, including, without limitation, patents, copyrights, trademarks, trade secrets, rights of publicity and proprietary information.
- 7.12.3. Contractor shall maintain all professional licenses and/or certifications throughout the duration of this contract if such professional license and/or certification are required to perform a particular task project.
- 7.12.4. All professional services will be performed in a professional and workmanlike manner, according to at least minimum industry standards, and performed by competent personnel.

7.13. Contractor Evaluation Program

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

7.14. Attachments/Order of Precedence

All Attachments to which reference is made in this Contract are deemed incorporated in this Contract, whether or not actually attached. This Contract, and the Attachments hereto, are to be interpreted so that all of the provisions are given as full effect as possible. In the event of a conflict between these documents, the order of precedence shall be as follows:

1. The provisions in the body of this First Amended and Restated Agreement;
2. Attachment 1 - Standard Provisions for City Contracts (Rev. 1/25 [v.2]);
3. Any Statements of Work executed as a result of this Agreement and attached herein as Appendices;
4. Any other attachments to the Agreement in the order in which they are attached
5. Any Change Orders executed as a result of this Agreement

7.15. Limitation of Liability

Neither party shall be liable for any consequential, indirect, special or incidental damages, such as damages for lost profits, business failure or loss arising out of use of the Work Product or the Services, whether or not advised of the possibility of such damages. Except for liability for personal injury or death or for damage to property caused by the negligence or willful misconduct of Contractor or its employees, Contractor's total liability arising out of this Agreement and the provision of the Services shall be limited to three times the City's total financial obligation set forth in Section 3 above.

7.16. Entire Agreement

This Agreement, and any attachments or documents incorporated herein by inclusion or by reference, constitutes the complete and entire agreement between LADBS and the Contractor and supersedes all other agreements between parties pertaining to the subject matter thereof. Contractor and the City acknowledge that they have reviewed and understood this Agreement and had an opportunity to consult with counsel of their choosing. To the extent any provision of the Agreement is ambiguous, no such provision shall be construed against either party as drafter of the provision.

(SIGNATURE PAGE FOLLOWS)

IN WITNESS WHEREOF, the City of Los Angeles and the Contractor have caused this Agreement to be executed by their duly authorized representatives.

For THE CITY OF LOS ANGELES,
a Municipal Corporation

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this contract.

By: _____
OSAMA YOUNAN
General Manager
Department of Building and Safety

Date:

For GARTNER, INC.

**Approved signature methods for California corporations:*

1) Two signatures: one of the Chairman of the Board of Directors, President, or Vice-President, and one of the Secretary, Assistant Secretary, Chief Financial Officer, or Assistant Treasurer. The signature of a single individual holding offices in each category is also acceptable.

2) One signature of a corporate-designated individual together with a properly attested resolution of the Board of Directors or copy of the Bylaws authorizing the individual to sign.

By: _____
DAVID VIXAMA
Associate Director, Contracts

Date:

APPROVED AS TO FORM:

HYDEE FELDSTEIN SOTO, City Attorney

By: _____
KAMRAN QAZI
Deputy City Attorney

Date:

ATTEST:

PATRICE Y. LATTIMORE, City Clerk

By: _____
Deputy City Clerk

Date:

City Business License Number: 0000658414-0001-6
Internal Revenue Service Taxpayer Identification Number: 04-3099750
Said Agreement is Number C-144799-1 of City Contracts

ATTACHMENT A

Standard Provisions for City Contracts (Rev. 1/25 [v.2])

STANDARD PROVISIONS FOR CITY CONTRACTS

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STANDARD PROVISIONS FOR CITY CONTRACTS

PSC-1. Construction of Provisions and Titles Herein

All titles, subtitles, or headings in this Contract have been inserted for convenience, and shall not be deemed to affect the meaning or construction of any of the terms or provisions of this Contract. The language of this Contract shall be construed according to its fair meaning and not strictly for or against **CITY** or **CONTRACTOR**. The word "**CONTRACTOR**" includes the party or parties identified in this Contract. The singular shall include the plural and if there is more than one **CONTRACTOR**, unless expressly stated otherwise, their obligations and liabilities shall be joint and several. Use of the feminine, masculine, or neuter genders shall be deemed to include the genders not used.

PSC-2. Applicable Law, Interpretation and Enforcement

Each party's performance shall comply with all applicable laws of the United States of America, the State of California, and **CITY**, including but not limited to, laws regarding health and safety, labor and employment, wage and hours and licensing. This Contract shall be enforced and interpreted under the laws of the State of California without regard to conflict of law principles. **CONTRACTOR** shall comply with new, amended, or revised laws, regulations, or procedures that apply to the performance of this Contract with no additional compensation paid to **CONTRACTOR**.

In any action arising out of this Contract, **CONTRACTOR** consents to personal jurisdiction, and agrees to bring all such actions, exclusively in state or federal courts located in Los Angeles County, California.

If any part, term or provision of this Contract is held void, illegal, unenforceable, or in conflict with any federal, state or local law or regulation, the validity of the remaining parts, terms or provisions of this Contract shall not be affected.

PSC-3. Time of Effectiveness

Unless otherwise provided, this Contract shall take effect when all of the following events have occurred:

- A. This Contract has been signed on behalf of **CONTRACTOR** by the person or persons authorized to bind **CONTRACTOR**;
- B. This Contract has been approved by the City Council or by the board, officer or employee authorized to give such approval;
- C. The Office of the City Attorney has indicated in writing its approval of this Contract as to form; and
- D. This Contract has been signed on behalf of **CITY** by the person designated by the City Council, or by the board, officer or employee authorized to enter into this Contract.

PSC-4. Integrated Contract

This Contract sets forth all of the rights and duties of the parties with respect to the subject matter of this Contract, and replaces any and all previous Contracts or understandings, whether written or oral, relating thereto. This Contract may be amended only as provided for in the provisions of PSC-5 hereof.

PSC-5. Amendment

All amendments to this Contract shall be in writing and signed and approved pursuant to the provisions of PSC-3.

PSC-6. Excusable Delays

Neither party shall be liable for its delay or failure to perform any obligation under and in accordance with this Contract, if the delay or failure arises out of fires, floods, earthquakes, epidemics, quarantine restrictions, other natural occurrences, strikes, lockouts (other than a lockout by the party or any of the party's Subcontractors), freight embargoes, terrorist acts, insurrections or other civil disturbances, or other similar events to those described above, but in each case the delay or failure to perform must be beyond the control and without any fault or negligence of the party delayed or failing to perform (these events are referred to in this provision as "Force Majeure Events").

Notwithstanding the foregoing, a delay or failure to perform by a Subcontractor of **CONTRACTOR** shall not constitute a Force Majeure Event, unless the delay or failure arises out of causes beyond the control of both **CONTRACTOR** and Subcontractor, and without any fault or negligence of either of them. In such case, **CONTRACTOR** shall not be liable for the delay or failure to perform, unless the goods or services to be furnished by the Subcontractor were obtainable from other sources in sufficient time to permit **CONTRACTOR** to perform timely. As used in this Contract, the term "Subcontractor" means a subcontractor at any tier.

In the event **CONTRACTOR'S** delay or failure to perform arises out of a Force Majeure Event, **CONTRACTOR** agrees to use commercially reasonable best efforts to obtain the goods or services from other sources, and to otherwise mitigate the damages and reduce the delay caused by the Force Majeure Event.

PSC-7. Waiver

A waiver of a default of any part, term or provision of this Contract shall not be construed as a waiver of any succeeding default or as a waiver of the part, term or provision itself. A party's performance after the other party's default shall not be construed as a waiver of that default.

PSC-8. Suspension

At **CITY'S** sole discretion, **CITY** may suspend any or all services provided under this Contract by providing **CONTRACTOR** with written notice of suspension. Upon receipt of the notice of suspension, **CONTRACTOR** shall immediately cease the services

suspended and shall not incur any additional obligations, costs or expenses to **CITY** until **CITY** gives written notice to recommence the services.

PSC-9. Termination

A. Termination for Convenience

CITY may terminate this Contract for **CITY'S** convenience at any time by providing **CONTRACTOR** thirty days written notice. Upon receipt of the notice of termination, **CONTRACTOR** shall immediately take action not to incur any additional obligations, costs or expenses, except as may be necessary to terminate its activities. **CITY** shall pay **CONTRACTOR** its reasonable and allowable costs through the effective date of termination and those reasonable and necessary costs incurred by **CONTRACTOR** to effect the termination. Thereafter, **CONTRACTOR** shall have no further claims against **CITY** under this Contract. All finished and unfinished documents and materials procured for or produced under this Contract, including all intellectual property rights **CITY** is entitled to, shall become **CITY** property upon the date of the termination. **CONTRACTOR** agrees to execute any documents necessary for **CITY** to perfect, memorialize, or record **CITY'S** ownership of rights provided herein.

B. Termination for Breach of Contract

1. Except as provided in PSC-6, if **CONTRACTOR** fails to perform any of the provisions of this Contract or so fails to make progress as to endanger timely performance of this Contract, **CITY** may give **CONTRACTOR** written notice of the default. **CITY'S** default notice will indicate whether the default may be cured and the time period to cure the default to the sole satisfaction of **CITY**. Additionally, **CITY'S** default notice may offer **CONTRACTOR** an opportunity to provide **CITY** with a plan to cure the default, which shall be submitted to **CITY** within the time period allowed by **CITY**. At **CITY'S** sole discretion, **CITY** may accept or reject **CONTRACTOR'S** plan. If the default cannot be cured or if **CONTRACTOR** fails to cure within the period allowed by **CITY**, then **CITY** may terminate this Contract due to **CONTRACTOR'S** breach of this Contract.
2. If the default under this Contract is due to **CONTRACTOR'S** failure to maintain the insurance required under this Contract, **CONTRACTOR** shall immediately: (1) suspend performance of any services under this Contract for which insurance was required; and (2) notify its employees and Subcontractors of the loss of insurance coverage and Contractor's obligation to suspend performance of services. **CONTRACTOR** shall not recommence performance until **CONTRACTOR** is fully insured and in compliance with **CITY'S** requirements.

3. If a federal or state proceeding for relief of debtors is undertaken by or against **CONTRACTOR**, or if **CONTRACTOR** makes an assignment for the benefit of creditors, then **CITY** may immediately terminate this Contract.
4. If **CONTRACTOR** engages in any dishonest conduct related to the performance or administration of this Contract or violates **CITY'S** laws, regulations or policies relating to lobbying, then **CITY** may immediately terminate this Contract.
5. Acts of Moral Turpitude
 - a. **CONTRACTOR** shall immediately notify **CITY** if **CONTRACTOR** or any Key Person, as defined below, is charged with, indicted for, convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, any act which constitutes an offense involving moral turpitude under federal, state, or local laws ("Act of Moral Turpitude").
 - b. If **CONTRACTOR** or a Key Person is convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, an Act of Moral Turpitude, **CITY** may immediately terminate this Contract.
 - c. If **CONTRACTOR** or a Key Person is charged with or indicted for an Act of Moral Turpitude, **CITY** may terminate this Contract after providing **CONTRACTOR** an opportunity to present evidence of **CONTRACTOR'S** ability to perform under the terms of this Contract.
 - d. Acts of Moral Turpitude include, but are not limited to: violent felonies as defined by Penal Code Section 667.5, crimes involving weapons, crimes resulting in serious bodily injury or death, serious felonies as defined by Penal Code Section 1192.7, and those crimes referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2); in addition to and including acts of murder, rape, sexual assault, robbery, kidnapping, human trafficking, pimping, voluntary manslaughter, aggravated assault, assault on a peace officer, mayhem, fraud, domestic abuse, elderly abuse, and child abuse, regardless of whether such acts are punishable by felony or misdemeanor conviction.

- e. For the purposes of this provision, a Key Person is a principal, officer, or employee assigned to this Contract, or owner (directly or indirectly, through one or more intermediaries) of ten percent or more of the voting power or equity interests of **CONTRACTOR**.
 6. In the event **CITY** terminates this Contract as provided in this section, **CITY** may procure, upon such terms and in the manner as **CITY** may deem appropriate, services similar in scope and level of effort to those so terminated, and **CONTRACTOR** shall be liable to **CITY** for all of its costs and damages, including, but not limited to, any excess costs for such services.
 7. If, after notice of termination of this Contract under the provisions of this section, it is determined for any reason that **CONTRACTOR** was not in default under the provisions of this section, or that the default was excusable under the terms of this Contract, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to PSC-9(A) Termination for Convenience.
 8. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.
- C. In the event that this Contract is terminated, **CONTRACTOR** shall immediately notify all employees and Subcontractors, and shall notify in writing all other parties contracted with under the terms of this Contract within five working days of the termination.

PSC-10. Independent Contractor

CONTRACTOR is an independent contractor and not an agent or employee of **CITY**. **CONTRACTOR** shall not represent or otherwise hold out itself or any of its directors, officers, partners, employees, or agents to be an agent or employee of **CITY**.

PSC-11. Contractor's Personnel

Unless otherwise approved by **CITY**, **CONTRACTOR** shall use its own employees to perform the services described in this Contract. **CITY** has the right to review and approve any personnel who are assigned to work under this Contract. **CONTRACTOR** shall remove personnel from performing work under this Contract if requested to do so by **CITY**.

CONTRACTOR shall not use Subcontractors to assist in performance of this Contract without the prior written approval of **CITY**. If **CITY** permits the use of Subcontractors, **CONTRACTOR** shall remain responsible for performing all aspects of this Contract and paying all Subcontractors. **CITY** has the right to approve **CONTRACTOR'S** Subcontractors, and **CITY** reserves the right to request replacement of any

Subcontractor. **CITY** does not have any obligation to pay **CONTRACTOR'S** Subcontractors, and nothing herein creates any privity of contract between **CITY** and any Subcontractor.

PSC-12. Assignment and Delegation

CONTRACTOR may not, unless it has first obtained the written permission of **CITY**:

- A. Assign or otherwise alienate any of its rights under this Contract, including the right to payment; or
- B. Delegate, subcontract, or otherwise transfer any of its duties under this Contract.

PSC-13. Permits

CONTRACTOR and its directors, officers, partners, agents, employees, and Subcontractors, shall obtain and maintain all licenses, permits, certifications and other documents necessary for **CONTRACTOR'S** performance of this Contract. **CONTRACTOR** shall immediately notify **CITY** of any suspension, termination, lapses, non-renewals, or restrictions of licenses, permits, certificates, or other documents that relate to **CONTRACTOR'S** performance of this Contract.

PSC-14. Claims for Labor and Materials

CONTRACTOR shall promptly pay when due all amounts owed for labor and materials furnished in the performance of this Contract so as to prevent any lien or other claim under any provision of law from arising against any **CITY** property (including reports, documents, and other tangible or intangible matter produced by **CONTRACTOR** hereunder), and shall pay all amounts due under the Unemployment Insurance Act or any other applicable law with respect to labor used to perform under this Contract.

PSC-15. Current Los Angeles City Business Tax Registration Certificate Required

For the duration of this Contract, **CONTRACTOR** shall maintain valid Business Tax Registration Certificate(s) as required by **CITY'S** Business Tax Ordinance, Section 21.00 *et seq.* of the Los Angeles Municipal Code ("LAMC"), and shall not allow the Certificate to lapse or be revoked or suspended.

PSC-16. Retention of Records, Audit and Reports

CONTRACTOR shall maintain all records, including records of financial transactions, pertaining to the performance of this Contract, in their original form or as otherwise approved by **CITY**. These records shall be retained for a period of no less than three years from the later of the following: (1) final payment made by **CITY**, (2) the expiration of this Contract or (3) termination of this Contract. The records will be subject to examination and audit by authorized **CITY** personnel or **CITY'S** representatives at any time. **CONTRACTOR** shall provide any reports requested by **CITY** regarding

performance of this Contract. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

In lieu of retaining the records for the term as prescribed in this provision, **CONTRACTOR** may, upon **CITY'S** written approval, submit the required information to **CITY** in an electronic format, e.g. USB flash drive, at the expiration or termination of this Contract.

PSC-17. Bonds

All bonds required by **CITY** shall be filed with the Office of the City Administrative Officer, Risk Management for its review and acceptance in accordance with Los Angeles Administrative Code ("LAAC") Sections 11.47 *et seq.*, as amended from time to time.

PSC-18. Indemnification

Except for the active negligence or willful misconduct of **CITY**, or any of its boards, officers, agents, employees, assigns and successors in interest, **CONTRACTOR** shall defend, indemnify and hold harmless **CITY** and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by **CITY**, including but not limited to, costs of experts and consultants), damages or liability of any nature whatsoever, for death or injury to any person, including **CONTRACTOR'S** employees and agents, or damage or destruction of any property of either party hereto or of third parties, arising in any manner by reason of an act, error, or omission by **CONTRACTOR**, Subcontractors, or their boards, officers, agents, employees, assigns, and successors in interest. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

PSC-19. Intellectual Property Indemnification

CONTRACTOR, at its own expense, shall defend, indemnify, and hold harmless the **CITY**, and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by **CITY**, including but not limited to, costs of experts and consultants), damages or liability of any nature arising out of the infringement, actual or alleged, direct or contributory, of any intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity, and proprietary information: (1) on or in any design, medium, matter, article, process, method, application, equipment, device, instrumentation, software, hardware, or firmware used by **CONTRACTOR**, or its Subcontractors, in performing the work under this Contract; or (2) as a result of **CITY'S** actual or intended use of any Work Product (as defined in PSC-21) furnished by **CONTRACTOR**, or its Subcontractors, under this Contract. The rights and remedies of **CITY** provided in this section shall not be exclusive

and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

PSC-20. Intellectual Property Warranty

CONTRACTOR represents and warrants that its performance of all obligations under this Contract does not infringe in any way, directly or contributorily, upon any third party's intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity and proprietary information.

PSC-21. Ownership and License

Unless otherwise provided for herein, all finished and unfinished works, tangible or not, created under this Contract including, without limitation, documents, materials, data, reports, manuals, specifications, artwork, drawings, sketches, blueprints, studies, memoranda, computation sheets, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas, matters and combinations thereof, and all forms of intellectual property originated and prepared by **CONTRACTOR** or its Subcontractors under this Contract (each a "Work Product"; collectively "Work Products") shall be and remain the exclusive property of **CITY** for its use in any manner **CITY** deems appropriate. **CONTRACTOR** hereby assigns to **CITY** all goodwill, copyright, trademark, patent, trade secret and all other intellectual property rights worldwide in any Work Products originated and prepared under this Contract. **CONTRACTOR** further agrees to execute any documents necessary for **CITY** to perfect, memorialize, or record **CITY'S** ownership of rights provided herein.

CONTRACTOR agrees that a monetary remedy for breach of this Contract may be inadequate, impracticable, or difficult to prove and that a breach may cause **CITY** irreparable harm. **CITY** may therefore enforce this requirement by seeking injunctive relief and specific performance, without any necessity of showing actual damage or irreparable harm. Seeking injunctive relief or specific performance does not preclude **CITY** from seeking or obtaining any other relief to which **CITY** may be entitled.

For all Work Products delivered to **CITY** that are not originated or prepared by **CONTRACTOR** or its Subcontractors under this Contract, **CONTRACTOR** shall secure a grant, at no cost to **CITY**, for a non-exclusive perpetual license to use such Work Products for any **CITY** purposes.

CONTRACTOR shall not provide or disclose any Work Product to any third party without prior written consent of **CITY**.

Any subcontract entered into by **CONTRACTOR** relating to this Contract shall include this provision to contractually bind its Subcontractors performing work under this Contract such that **CITY'S** ownership and license rights of all Work Products are preserved and protected as intended herein.

PSC-22. Data Protection

- A. **CONTRACTOR** shall protect, using the most secure means and technology that is commercially available, **CITY**-provided data or consumer-provided data acquired in the course and scope of this Contract, including but not limited to customer lists and customer credit card or consumer data, (collectively, the “City Data”). **CONTRACTOR** shall notify **CITY** in writing as soon as reasonably feasible, and in any event within twenty-four hours, of **CONTRACTOR’S** discovery or reasonable belief of any unauthorized access of City Data (a “Data Breach”), or of any incident affecting, or potentially affecting City Data related to cyber security (a “Security Incident”), including, but not limited to, denial of service attack, and system outage, instability or degradation due to computer malware or virus. **CONTRACTOR** shall begin remediation immediately. **CONTRACTOR** shall provide daily updates, or more frequently if required by **CITY**, regarding findings and actions performed by **CONTRACTOR** until the Data Breach or Security Incident has been effectively resolved to **CITY’S** satisfaction. **CONTRACTOR** shall conduct an investigation of the Data Breach or Security Incident and shall share the report of the investigation with **CITY**. At **CITY’S** sole discretion, **CITY** and its authorized agents shall have the right to lead or participate in the investigation. **CONTRACTOR** shall cooperate fully with **CITY**, its agents and law enforcement.
- B. If **CITY** is subject to liability for any Data Breach or Security Incident, then **CONTRACTOR** shall fully indemnify and hold harmless **CITY** and defend against any resulting actions.

PSC-23. Insurance

During the term of this Contract and without limiting **CONTRACTOR’S** obligation to indemnify, hold harmless and defend **CITY**, **CONTRACTOR** shall provide and maintain at its own expense a program of insurance having the coverages and limits not less than the required amounts and types as determined by the Office of the City Administrative Officer of Los Angeles, Risk Management (template Form General 146 in Exhibit 1 hereto). The insurance must: (1) conform to **CITY’S** requirements; (2) comply with the Insurance Contractual Requirements (Form General 133 in Exhibit 1 hereto); and (3) otherwise be in a form acceptable to the Office of the City Administrative Officer, Risk Management. **CONTRACTOR** shall comply with all Insurance Contractual Requirements shown on Exhibit 1 hereto. Exhibit 1 is hereby incorporated by reference and made a part of this Contract.

PSC-24. Best Terms

Throughout the term of this Contract, **CONTRACTOR**, shall offer **CITY** the best terms, prices, and discounts that are offered to any of **CONTRACTOR’S** customers for similar goods and services provided under this Contract.

PSC-25. Warranty and Responsibility of Contractor

CONTRACTOR warrants that the work performed hereunder shall be completed in a manner consistent with professional standards practiced among those firms within **CONTRACTOR'S** profession, doing the same or similar work under the same or similar circumstances.

PSC-26. Mandatory Provisions Pertaining to Non-Discrimination in Employment

Unless otherwise exempt, this Contract is subject to the applicable non-discrimination, equal benefits, equal employment practices, and affirmative action program provisions in LAAC Section 10.8 et seq., as amended from time to time.

- A. **CONTRACTOR** shall comply with the applicable non-discrimination and affirmative action provisions of the laws of the United States of America, the State of California, and **CITY**. In performing this Contract, **CONTRACTOR** shall not discriminate in any of its hiring or employment practices against any employee or applicant for employment because of such person's race, color, religion, national origin, ancestry, sex, sexual orientation, gender, gender identity, age, disability, domestic partner status, marital status or medical condition.
- B. The requirements of Section 10.8.2.1 of the LAAC, the Equal Benefits Ordinance, and the provisions of Section 10.8.2.1(f) are incorporated and made a part of this Contract by reference.
- C. The provisions of Section 10.8.3 of the LAAC are incorporated and made a part of this Contract by reference and will be known as the "Equal Employment Practices" provisions of this Contract.
- D. The provisions of Section 10.8.4 of the LAAC are incorporated and made a part of this Contract by reference and will be known as the "Affirmative Action Program" provisions of this Contract.

Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-27. Child Support Assignment Orders

CONTRACTOR shall comply with the Child Support Assignment Orders Ordinance, Section 10.10 of the LAAC, as amended from time to time. Pursuant to Section 10.10(b) of the LAAC, **CONTRACTOR** shall fully comply with all applicable State and Federal employment reporting requirements. Failure of **CONTRACTOR** to comply with all applicable reporting requirements or to implement lawfully served Wage and Earnings Assignment or Notices of Assignment, or the failure of any principal owner(s) of **CONTRACTOR** to comply with any Wage and Earnings Assignment or Notices of Assignment applicable to them personally, shall constitute a default by the **CONTRACTOR** under this Contract. Failure of **CONTRACTOR** or principal owner to cure

the default within 90 days of the notice of default will subject this Contract to termination for breach. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-28. Living Wage Ordinance

CONTRACTOR shall comply with the Living Wage Ordinance, LAAC Section 10.37 *et seq.*, as amended from time to time. **CONTRACTOR** further agrees that it shall comply with federal law proscribing retaliation for union organizing. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-29. Service Contractor Worker Retention Ordinance

CONTRACTOR shall comply with the Service Contractor Worker Retention Ordinance, LAAC Section 10.36 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-30. Access and Accommodations

CONTRACTOR represents and certifies that:

- A. **CONTRACTOR** shall comply with the Americans with Disabilities Act, as amended, 42 U.S.C. Section 12101 *et seq.*, the Rehabilitation Act of 1973, as amended, 29 U.S.C. Section 701 *et seq.*, the Fair Housing Act, and its implementing regulations and any subsequent amendments, and California Government Code Section 11135;
- B. **CONTRACTOR** shall not discriminate on the basis of disability or on the basis of a person's relationship to, or association with, a person who has a disability;
- C. **CONTRACTOR** shall provide reasonable accommodation upon request to ensure equal access to **CITY**-funded programs, services and activities;
- D. Construction will be performed in accordance with the Uniform Federal Accessibility Standards (UFAS), 24 C.F.R. Part 40; and
- E. The buildings and facilities used to provide services under this Contract are in compliance with the federal and state standards for accessibility as set forth in the 2010 ADA Standards, California Title 24, Chapter 11, or other applicable federal and state law.

CONTRACTOR understands that **CITY** is relying upon these certifications and representations as a condition to funding this Contract. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-31. Contractor Responsibility Ordinance

CONTRACTOR shall comply with the Contractor Responsibility Ordinance, LAAC Section 10.40 *et seq.*, as amended from time to time.

PSC-32. Business Inclusion Program

Unless otherwise exempted prior to bid submission, **CONTRACTOR** shall comply with all aspects of the Business Inclusion Program as described in the Request for Proposal/Qualification process, throughout the duration of this Contract. **CONTRACTOR** shall utilize the Regional Alliance Marketplace for Procurement (“RAMP”) at <https://www.rampla.org/s/>, to perform and document outreach to Minority, Women, and Other Business Enterprises. **CONTRACTOR** shall perform subcontractor outreach activities through RAMP. **CONTRACTOR** shall not change any of its designated Subcontractors or pledged specific items of work to be performed by these Subcontractors, nor shall **CONTRACTOR** reduce their level of effort, without prior written approval of **CITY**.

PSC-33. Slavery Disclosure Ordinance

CONTRACTOR shall comply with the Slavery Disclosure Ordinance, LAAC Section 10.41 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-34. First Source Hiring Ordinance

CONTRACTOR shall comply with the First Source Hiring Ordinance, LAAC Section 10.44 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-35. Local Business Preference Ordinance

CONTRACTOR shall comply with the Local Business Preference Ordinance, LAAC Section 10.47 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-36. Iran Contracting Act

In accordance with California Public Contract Code Sections 2200-2208, all contractors entering into, or renewing contracts with **CITY** for goods and services estimated at \$1,000,000 or more are required to complete, sign, and submit the "Iran Contracting Act of 2010 Compliance Affidavit."

PSC-37. Restrictions on Campaign Contributions and Fundraising in City Elections

Unless otherwise exempt, if this Contract is valued at \$100,000 or more and requires approval by an elected **CITY** office, **CONTRACTOR**, **CONTRACTOR’S** principals, and **CONTRACTOR’S** Subcontractors expected to receive at least \$100,000 for performance

under the Contract, and the principals of those Subcontractors (the “Restricted Persons”) shall comply with Charter Section 470(c)(12) and LAMC Section 49.7.35. Failure to comply entitles **CITY** to terminate this Contract and to pursue all available legal remedies. Charter Section 470(c)(12) and LAMC Section 49.7.35 limit the ability of the Restricted Persons to make campaign contributions to and engage in fundraising for certain elected **CITY** officials or candidates for elected **CITY** office for twelve months after this Contract is signed. Additionally, a **CONTRACTOR** subject to Charter Section 470(c)(12) is required to comply with disclosure requirements by submitting a completed and signed Ethics Commission Form 55 and to amend the information in that form as specified by law. Any **CONTRACTOR** subject to Charter Section 470(c)(12) shall include the following notice in any contract with any Subcontractor expected to receive at least \$100,000 for performance under this Contract:

“Notice Regarding Restrictions on Campaign Contributions and Fundraising in City Elections

You are a subcontractor on City of Los Angeles Contract # _____ . Pursuant to the City of Los Angeles Charter Section 470(c)(12) and related ordinances, you and your principals are prohibited from making campaign contributions to and fundraising for certain elected City of Los Angeles (“**CITY**”) officials and candidates for elected **CITY** office for twelve months after the **CITY** contract is signed. You are required to provide the names and contact information of your principals to the **CONTRACTOR** and to amend that information within ten business days if it changes during the twelve month time period. Failure to comply may result in termination of this Contract and any other available legal remedies. Information about the restrictions may be found online at ethics.lacity.org or by calling the Los Angeles City Ethics Commission at (213) 978-1960.”

PSC-38. Contractors’ Use of Criminal History for Consideration of Employment Applications

CONTRACTOR shall comply with the City Contractors’ Use of Criminal History for Consideration of Employment Applications Ordinance, LAAC Section 10.48 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-39. Limitation of City’s Obligation to Make Payment to Contractor

Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated therein, and in order for **CITY** to comply with its governing legal requirements, **CITY** shall have no obligation to make any payments to **CONTRACTOR** unless **CITY** shall have first made an appropriation of funds equal to or in excess of its obligation to make any payments as provided in this Contract. **CONTRACTOR** agrees that any services provided by **CONTRACTOR**, purchases made by **CONTRACTOR** or expenses incurred by **CONTRACTOR** in excess of the appropriation(s) shall be free and without charge to **CITY** and **CITY** shall have no obligation to pay for the services, purchases or expenses. **CONTRACTOR** shall have no obligation to provide any services,

provide any equipment or incur any expenses in excess of the appropriated amount(s) until **CITY** appropriates additional funds for this Contract.

PSC-40. Compliance with Identity Theft Laws and Payment Card Data Security Standards

CONTRACTOR shall comply with all identity theft laws including without limitation, laws related to: (1) payment devices; (2) credit and debit card fraud; and (3) the Fair and Accurate Credit Transactions Act (“FACTA”), including its requirement relating to the content of transaction receipts provided to Customers. **CONTRACTOR** also shall comply with all requirements related to maintaining compliance with Payment Card Industry Data Security Standards (“PCI DSS”). During the performance of any service to install, program or update payment devices equipped to conduct credit or debit card transactions, including PCI DSS services, **CONTRACTOR** shall verify proper truncation of receipts in compliance with FACTA.

PSC-41. Compliance with California Public Resources Code Section 5164

California Public Resources Code Section 5164 prohibits a public agency from hiring a person for employment or as a volunteer to perform services at any park, playground, or community center used for recreational purposes in a position that has supervisory or disciplinary authority over any minor, if the person has been convicted of certain crimes as referenced in the Penal Code, and articulated in California Public Resources Code Section 5164(a)(2).

If applicable, **CONTRACTOR** shall comply with California Public Resources Code Section 5164, and shall additionally adhere to all rules and regulations that have been adopted or that may be adopted by **CITY**. **CONTRACTOR** is required to have all employees, volunteers and Subcontractors (including all employees and volunteers of any Subcontractor) of **CONTRACTOR** working on premises to pass a fingerprint and background check through the California Department of Justice at **CONTRACTOR’S** sole expense, indicating that such individuals have never been convicted of certain crimes as referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2), if the individual will have supervisory or disciplinary authority over any minor.

PSC-42. Possessory Interests Tax

Rights granted to **CONTRACTOR** by **CITY** may create a possessory interest. **CONTRACTOR** agrees that any possessory interest created may be subject to California Revenue and Taxation Code Section 107.6 and a property tax may be levied on that possessory interest. If applicable, **CONTRACTOR** shall pay the property tax. **CONTRACTOR** acknowledges that the notice required under California Revenue and Taxation Code Section 107.6 has been provided.

PSC-43. Confidentiality

All documents, information, City Data (as that term is defined in PSC-22), and materials provided to **CONTRACTOR** by **CITY** or developed by **CONTRACTOR** pursuant to this Contract (collectively “Confidential Information”) are confidential. **CONTRACTOR** shall not provide, and shall prohibit its employees and subcontractors from providing or disclosing, any Confidential Information or their contents or any information therein either orally or in writing, to any person or entity, except as authorized by **CITY** or as required by law. **CONTRACTOR** shall immediately notify **CITY** of any attempt by a third party to obtain access to any Confidential Information. This provision will survive expiration or termination of this Contract.

PSC-44. Contractor Data Reporting

If Contractor is a for-profit, privately owned business, Contractor shall, within 30 days of the effective date of the Contract and on an annual basis thereafter (i.e., within 30 days of the annual anniversary of the effective date of the Contract), report the following information to City via the Regional Alliance Marketplace for Procurement (“RAMP”) or via another method specified by City: Contractor’s and any Subcontractor’s annual revenue, number of employees, location, industry, race/ethnicity and gender of majority owner (“Contractor/Subcontractor Information”). Contractor shall further request, on an annual basis, that any Subcontractor input or update its business profile, including the Contractor/Subcontractor Information, on RAMP or via another method prescribed by City.

EXHIBIT 1

INSURANCE CONTRACTUAL REQUIREMENTS

CONTACT For additional information about compliance with City Insurance and Bond requirements, contact the Office of the City Administrative Officer, Risk Management at (213) 978-RISK (7475) or go online at www.lacity.org/cao/risk. The City approved Bond Assistance Program is available for those contractors who are unable to obtain the City-required performance bonds. A City approved insurance program may be available as a low-cost alternative for contractors who are unable to obtain City-required insurance.

CONTRACTUAL REQUIREMENTS

CONTRACTOR AGREES THAT:

- 1. Additional Insured/Loss Payee.** The CITY must be included as an Additional Insured in applicable liability policies to cover the CITY'S liability arising out of the acts or omissions of the named insured. The CITY is to be named as an Additional Named Insured and a Loss Payee As Its Interests May Appear in property insurance in which the CITY has an interest, e.g., as a lien holder.
- 2. Notice of Cancellation.** All required insurance will be maintained in full force for the duration of its business with the CITY. By ordinance, all required insurance must provide at least thirty (30) days' prior written notice (ten (10) days for non-payment of premium) directly to the CITY if your insurance company elects to cancel or materially reduce coverage or limits prior to the policy expiration date, for any reason except impairment of an aggregate limit due to prior claims.
- 3. Primary Coverage.** CONTRACTOR will provide coverage that is primary with respect to any insurance or self-insurance of the CITY. The CITY'S program shall be excess of this insurance and non-contributing.
- 4. Modification of Coverage.** The CITY reserves the right at any time during the term of this Contract to change the amounts and types of insurance required hereunder by giving CONTRACTOR ninety (90) days' advance written notice of such change. If such change should result in substantial additional cost to CONTRACTOR, the CITY agrees to negotiate additional compensation proportional to the increased benefit to the CITY.
- 5. Failure to Procure Insurance.** All required insurance must be submitted and approved by the Office of the City Administrative Officer, Risk Management prior to the inception of any operations by CONTRACTOR.

CONTRACTOR'S failure to procure or maintain required insurance or a self-insurance program during the entire term of this Contract shall constitute a material breach of this Contract under which the CITY may immediately suspend or terminate this Contract or, at its discretion, procure or renew such insurance to protect the CITY'S interests and pay any and all premiums in connection therewith and recover all monies so paid from CONTRACTOR.

- 6. Workers' Compensation.** By signing this Contract, CONTRACTOR hereby certifies that it is aware of the provisions of Section 3700 *et seq.*, of the California Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake

self-insurance in accordance with the provisions of that Code, and that it will comply with such provisions at all time during the performance of the work pursuant to this Contract.

7. California Licensee. All insurance must be provided by an insurer admitted to do business in California or written through a California-licensed surplus lines broker or through an insurer otherwise acceptable to the CITY. Non-admitted coverage must contain a **Service of Suit** clause in which the underwriters agree to submit as necessary to the jurisdiction of a California court in the event of a coverage dispute. Service of process for this purpose must be allowed upon an agent in California designated by the insurer or upon the California Insurance Commissioner.

8. Aggregate Limits/Impairment. If any of the required insurance coverages contain annual aggregate limits, CONTRACTOR must give the CITY written notice of any pending claim or lawsuit which will materially diminish the aggregate within thirty (30) days of knowledge of same. You must take appropriate steps to restore the impaired aggregates or provide replacement insurance protection within thirty (30) days of knowledge of same. The CITY has the option to specify the minimum acceptable aggregate limit for each line of coverage required. No substantial reductions in scope of coverage which may affect the CITY'S protection are allowed without the CITY'S prior written consent.

9. Commencement of Work. For purposes of insurance coverage only, this Contract will be deemed to have been executed immediately upon any party hereto taking any steps that can be considered to be in furtherance of or towards performance of this Contract. The requirements in this Section supersede all other sections and provisions of this Contract, including, but not limited to, PSC-3, to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

Required Insurance and Minimum Limits

Name: _____

Date: _____

Agreement/Reference: _____

Evidence of coverages checked below, with the specified minimum limits, must be submitted and approved prior to occupancy/start of operations. Amounts shown are Combined Single Limits ("CSLs"). For Automobile Liability, split limits may be substituted for a CSL if the total per occurrence equals or exceeds the CSL amount.

Limits

Workers' Compensation (WC) and Employer's Liability (EL)

Waiver of Subrogation in favor of City

Longshore & Harbor Workers

Jones Act

WC

Statutor

✓

EL

General Liability

Products/Completed Operations

Fire Legal Liability _____

Sexual Misconduct _____

Automobile Liability (for any and all vehicles used for this contract, other than commuting to/from work)

Professional Liability (Errors and Omissions)

Discovery Period _____

Property Insurance (to cover replacement cost of building - as determined by insurance company)

All Risk Coverage

Flood _____

Earthquake _____

Boiler and Machinery

Builder's Risk

Pollution Liability

Surety Bonds - Performance and Payment (Labor and Materials) Bonds

Crime Insurance

Other: _____

Required Insurance and Minimum Limits

Date: 9/16/2025

Contractor/Vendor Name: GARTNER, INC.

Agreement/Reference: PROJECT MANAGEMENT & IT CONSULTING SERVICES

Evidence of coverages checked below, with the specified minimum limits, must be submitted and approved prior to occupancy/start of operations/commencement of ANY work. The amounts shown are Combined Single Limits ("CSLs"). For Automobile Liability, split limits may be substituted for a CSL if the total per occurrence equals or exceeds the CSL amount.

Workers' Compensation (WC) and Employer's Liability (EL): Yes

Min. Limit of WC: Statutory

Min. Limit of EL: \$1000000

Waiver of Subrogation in favor of the City: Yes

Longshore & Harbor Workers: No

Jones Act: No

WC and EL Other:

General Liability - City of Los Angeles MUST be a named additional insured: Yes

Min. Limit: \$1000000

Products/Completed Operations: Yes

Sexual Misconduct: No

Fire Legal Liability: No

General Liability Other:

Automobile Liability (for any and all vehicles used for this contract, other than commuting to/from work): Yes

Min. Limit: \$1000000

Automobile Liability Other:

Professional Liability (Errors and Omissions): No

Property Insurance (to cover replacement cost of building - as determined by insurance company): No

Pollution Liability: No

Surety Bonds - Performance and Payment (Labor and Materials) Bonds: No

Crime Insurance: No

Cyber Liability: No

Other: **Insurance certificate(s) MUST be submitted on the City's KwikComply site: <https://kwikcomply.org/> and be re-submitted throughout the entire contract term so all required insurance remains valid and not expired.

1.8 TRAVEL

1.8.1 Overview and General Guidelines

City employees and elected officials may be required to travel on official City business in the performance of their duties and responsibilities. The City Travel Policy provides guidelines in conformity with the Los Angeles Administrative Code (LAAC) Division 4, Chapter 5, Article 4 and the Internal Revenue Service (IRS) “Accountable Plan” criteria for allowable travel expenses.

The City Travel Policy provides guidelines for City employees traveling on official City business. Individual departments may, at their discretion, develop their own travel policies and impose greater restrictions and/or controls beyond what is required by the City Travel Policy. Departments should provide the Controller’s Office with a copy of their internal travel policies. Departments and travelers should be mindful that documents related to City travel expenditures are public records and may be subject to disclosure under the California Public Records Act.

General guidelines:

- City employees or elected officials will only incur expenses that a reasonable and prudent person would incur if traveling on personal business.
- Before a City employee or elected official incurs travel expenses, due consideration must be given to such factors as suitability, convenience, and the nature of the business involved. Travelers should book their travel arrangements sufficiently in advance to minimize the cost of travel.
- Per LAAC 4.242.2(f), travel expenses are those incurred outside the geographic boundaries of Los Angeles County for official City business. In line with best practices of other governmental entities, the City follows the “50-mile” rule and will reimburse travel expenses if the travel destination is farther than 50 miles from both the individual’s primary residence and headquarters.
- Travelers should use the most economical method of transportation. Departments should consider the cost of time employees will be away from headquarters before approving a method of transportation.
- Deviations from the City Travel Policy are generally not reimbursable. Per LAAC 4.242.3(j), travelers should be prepared to absorb the cost of unapproved expenses as a personal expenditure.

The City Travel Policy also applies to non-City employees whose travel expenses are paid by the City, such as individuals from non-profit organizations or other jurisdictions

requested by the City to sit on interview or selection panels. For travel by City contractors, the City Travel Policy only applies in the absence of specific provisions in the contract regarding travel.

1.8.2 Terms and Definitions

Authorized Approvers: Generally, the Department Head, or other approvers designated by the Department Head, with the responsibility of reviewing and approving travel authorities and expenditures and ensuring compliance with the City Travel Policy.

Headquarters: This is where employees spend the largest part of their regular working time, or where the employee returns upon completion of a special assignment, or a specifically assigned geographic area regularly traveled.

Official City Business: Activities of an employee or elected official that demonstrates:

- A valid City interest to be served or gained thereby; or
- Relevance to the City operations or the individual's role in such operations; or
- The promotion or development of City programs, methods, or administration; or,
- Compliance with instructions or authorization from the Mayor or the Council.

Per Diem Expenses: Lodging, meals, and incidental expenses while traveling on official City business.

Primary Residence: This is the dwelling where the employee lives, which bears the most logical relationship to the employee's headquarters, regardless of other legal or mailing addresses. If an employee maintains more than one dwelling, the Department will designate the employee's primary/permanent residence.

Other Travel Expenses: These are costs, other than per diem and transportation that are necessary for the conduct of official City business. Examples include registration, seminar, or meeting fees, telephone calls, parking fees, and supplies.

Transportation Expenses: Costs to transport the employee for official City business.

Travel: Official City business that requires the traveler to be away from the general area of the individual's primary residence substantially longer than an ordinary day's work, and which requires the traveler to sleep or rest to meet the demands of work while away from the individual's primary residence.

Travel Days: Days spent en route between the primary residence/headquarter and a destination city (i.e., the first and last day of a trip).

Travel Expenses: Per diem, transportation, and other travel expenses incurred while traveling on official City business.

1.8.3 Controller Responsibilities

In accordance with Charter Section 262, the Controller has delegated the pre-review and approval of travel authorities and expenditures to Council-controlled Departments. The Controller will conduct periodic reviews of Departmental compliance with the City Travel Policy, as well as post-review of travel transactions. The Controller may suspend delegated travel approval authority until review findings are corrected.

The proprietary departments, the Los Angeles Fire and Police Pension (LAFPP), and the Los Angeles City Employees Retirement System (LACERS) are governed by their respective boards. The Controller review will be in accordance with the respective board-adopted travel policies.

1.8.4 Department Responsibilities

Departments are responsible for establishing a system of internal controls to ensure that its travel expenses are reasonable, economical, justified, a prudent use of public funds, and in compliance with the City Travel Policy. Department Heads may designate other Authorized Approvers for travel. For the purpose of this policy, Department Head generally means the general manager, board, body, or elected or appointed officer having control and management of the department.

Department Heads shall designate a Department Travel Coordinator who will:

- Serve as the primary contact for travel coordination and processing;
- Ensure travelers have read and understood the City Travel Policy;
- Review travel authority and expense documents for compliance with City policies;
- Identify exceptions to the City Travel Policy and obtain Department Head approval of written justification and supporting documentation for the exceptions;
- Ensure that unallowable and/or unapproved expenses are not paid;
- Track credits from canceled airline reservations;

- Monitor travel advances, and ensure that outstanding advances are collected and adjusted in a timely manner; and,
- Respond to Controller travel-related questions

1.8.5 Documenting and Approving Travel Plans (Travel Authorities)

A completed travel authority documenting the travel plan and estimated costs must be approved by the Department Head ten (10) business days prior to the commencement of travel. Supporting documentation as to the necessity and importance of the travel must be included with the travel authority. Travel arrangements should not be made until the travel authority has been approved.

Travel blanket authorities may be established when Departments have large groups of employees that travel throughout the year to perform functions or attend activities for the same purpose. Departments must include written justification explaining the recurring and same purpose nature of the requested trips. Departments may encumber the total estimated dollar amount needed to cover these trips for the entire fiscal year.

1.8.6 Other Required Approvals and Notifications

A. Travel for Department Heads and Commissioners

Department Heads and Commissioners must not review and approve travel authorities and travel expenses related to their own travel. Per the Mayor's 2014 Executive Directive No. 4 (2014 ED-4), travel authority documents for all Department Heads and Commissioners, including proprietary departments, must be approved by the Mayor's Office. Personal expense statements (PES) of Department Heads and Commissioners that have exceptions to the City Travel Policy also require approval by the Mayor's Office. The Department Heads and Commissioners for LAFPP and LACERS are exempt from these Executive Directive's requirements. Travel authorities and PES documents for Department Heads and Commissioners that do not require approval from the Mayor's Office must be reviewed and approved by an Authorized Approver other than the Department Head or Commissioners that are traveling.

B. Travel to Sacramento or Washington D.C.

Per LAAC 4.242.9, all non-elected City officials and all other City employees must notify the Mayor, the Chair of the Committee that oversees the Intergovernmental Relations function, and the Chief Legislative Analyst *prior to traveling on official City business* to Sacramento or Washington, D.C. Employees of the City Council or Office of the Mayor are exempt from this requirement.

C. Travel Related to Advocacy and Intergovernmental Relations

Per 2014 ED-4, travel to Sacramento and Washington, D.C. by City employees and non-elected officials for the purposes of advocacy on behalf of the City requires approval from the Mayor's Office. Mayoral approval is also required for any travel by any City employee outside of the State of California for the purpose of conducting official City business with any other government entity, commission, agency or department. Elected officials and their staff are exempt from this requirement.

D. Foreign Travel involving more than one City Commissioner

Per LAAC 4.242.9, advance Council approval must be obtained for foreign travel (except to Canada or Mexico) involving more than one City commissioner. A request for such foreign travel must be filed with the City Clerk for placement on the next available Council agenda.

1.8.7 Transportation Expenses**A. Transportation Selection Criteria**

Travelers are expected to select the least costly method of transportation after considering total travel expenses and employee time away from headquarters. Travelers may use a more costly form of transportation, but will be reimbursed at the less costly rate. In such cases, the Traveler should prepare and document a cost-comparison to determine the less costly rate. Travelers should consider and document their justification for choice of transportation based on the following criteria:

1. The cost of personnel hours lost in travel.
 2. Total travel costs (airline, rental vehicle, ground transportation, private or department vehicle, etc.).
 3. Added per diem costs
-

B. Airline Travel

Airline travel expenses are reimbursable at the lowest regular fare available (coach or economy class) for regularly scheduled airlines for the date and time selected.

Travelers should do the following to avoid paying higher airfares:

- Use the City's authorized business travel service provider to make airline travel arrangements. If booking a flight using a personal credit card, the traveler must provide sufficient proof that selected airfare is at least equal to or lower than airfare available from City's authorized business travel service.
- Make airline reservations in advance to minimize the cost of travel
- Purchase non-refundable tickets, unless the risk of changes in travel plans outweigh the benefit of booking a non-refundable ticket
- Select an arrival/departure airport that is closest to the destination, unless flights are not available or airfare is more expensive than the additional ground transportation costs to reach the destination

Departments shall not reimburse its travelers for using of frequent flier points or other promotional benefits for official City business. Frequent flier points or any other promotional benefits earned by the traveler from official City business travel are the property of the employee. Although travelers may use frequent traveler benefits earned on official or personal travel for a subsequent City travel, the City will only reimburse for actual out-of-pocket expenses incurred.

C. Alternate Mode of Transportation (other than airline travel)

Departments should consider using a City car before using a private automobile or automobile rental. In addition, the use of a private automobile for travel is discouraged unless the Department can demonstrate a business need and has compared it to other alternatives such as a City car. The use of modes of transportation other than airline travel must be approved by Department Heads in advance and the allowable cost shall be the actual cost of the alternate mode of transportation (including incidental costs such as parking fees) or the cost allowable under a regularly scheduled airline, whichever is less. Parking tickets, traffic violations or other penalties for infractions of any law that occur during travel are not reimbursable.

When choosing to drive to a non-adjacent county, Departments should prepare a cost comparison between air travel and driving. A cost comparison is not necessary when the destination is in an adjacent county to Los Angeles since air travel is generally not

the most economical or convenient. Adjacent counties include Orange, Riverside, San Diego, San Bernardino, Ventura, Kern, Santa Barbara, and San Luis Obispo.

Travelers should comply with the following guidelines for the chosen alternate mode of transportation:

- 1) Private automobile
 - a) Travelers operating the vehicle must have a valid driver's license and comply with LAAC section 4.232 insurance requirements.
 - b) Documentation of miles traveled, such as a map print-out with the number of miles is required.
 - c) Reimbursement for private automobile use shall be in accordance with the mileage provisions under the LAAC Division 4, Chapter 5, Article 2.
 - d) Reimbursement for use of a personal automobile will be payable to only one employee when traveling together with other employees on the same trip and in the same vehicle.
 - e) Reimbursement is not allowable if the traveler already receives a car allowance or any type of vehicle subsidy from the City on a regular basis through payroll.
 - f) Travel mileage should be claimed on the PES and not on the mileage reimbursement form.

- 2) Automobile rental
 - a) Travelers should select a mid-size or smaller rental car
 - b) Domestic rental car insurance is not reimbursable. Expenses arising from auto accidents will be reimbursed by the City through the self-insurance program. Travelers should consult with the City Administrative Officer (CAO) Risk Management Section for additional guidance.
 - c) For foreign travel, travelers should purchase that country's liability insurance from a reliable source.
 - d) Receipts are required for reimbursement of rental car, gasoline, parking, and toll expenses. If receipts for toll and/or parking meter expenses are not available, provide printouts from official websites, credit card receipts, or other appropriate documentation.
 - e) Travelers must fill the gas tank before returning a rental vehicle to avoid fuel surcharges.
 - f) Add-ons (e.g., GPS device) or other rental fees are not reimbursable expenses.

1.8.8 Per Diem Expenses (Lodging, Meals and Incidentals)

Per LAAC 4.242.3(b), travelers are expected to seek moderately priced establishments of acceptable quality when selecting restaurants and hotel rooms. Per CF 82-0944, reimbursements for food and lodging shall not exceed the per diem limits expressed in the City Budget Manual published by the CAO. These limits do not apply to conferences or legislative activities. In the absence of per diem limits set by the CAO, travelers must use the federal per diem rate applicable to their location of travel and comply with the guidelines described below.

A. Lodging/Hotel

The traveler must select the most economical and practical accommodations taking into consideration transportation costs, time, and other relevant factors. The following guidelines apply to lodging for travel:

- The rate must be for single occupancy standard room and, if available, at the government-rate.
- Generally, lodging should be limited to the actual dates of official City business. Additional lodging for one day before and/or after the event may be authorized to mitigate hardship for the traveler.
- Reimbursement will be for actual hotel expenses but not to exceed the total of the applicable federal per diem rate (plus fees and taxes, if applicable) for the destination and length of stay for the individual traveler.
- If the traveler is staying at the meeting/convention hotel or “authorized/sponsor” hotel for the conference or convention, supporting documentation must be submitted with the travel request package in order to receive reimbursement for actual costs up to 200% of the per diem limits. Acceptable documentation include confirmation letter indicating the meeting will be held at a particular hotel, or brochure/literature indicating the selected hotel is an “authorized/sponsor” hotel.
- If a room is not available at the meeting/convention hotel or any of the “authorized/sponsor” hotels, reimbursement for actual costs up to 200% of the per diem limits is allowed. The traveler must select the most economical among three hotels within reasonable distance from the event.
- If travel is for the purpose of assisting an agency/municipality in a federal, state or local emergency incident and there is no alternative lodging, reimbursement of actual costs up to 200% of the per diem limits may be allowed.
- An itemized original lodging receipt (listing all expenses such as meals, phone calls, services charged to the room) must be provided for reimbursement to be made in all instances.

B. Meals and Incidental Expenses (M&IE)

Travelers may claim reimbursement for up to three meals per day. M&IE will be reimbursed at claimed amount but not to exceed the applicable federal per diem rate for the destination with certain exceptions.

The applicable federal per diem rates are as follow:

- First day of the trip, use the per diem rate for the destination city.
- Last day of the trip, use the per diem rate for the last location where the traveler stayed overnight.
- The first and last day of the trip are considered travel days and will be reimbursed at a prorated amount of 75% of the applicable federal per diem amount for M&IE.
- If traveler is in more than one city/location per day, use the per diem for the city/location in which the traveler spends the night.

The per diem rates for M&IE include gratuities for restaurant service, as well as fees and tips to porters, baggage carriers, hotel staff and staff on ships. Per IRS Bulletin 2013-44, transportation between places of lodging and places where meals are taken are no longer included in the definition of incidental expenses, and may be authorized by the Department Head for reimbursement up to \$5 per day.

1) M&IE Reimbursement Limits – Travel with Overnight Lodging

Travelers may select one of three M&IE reimbursement methods shown in the table for the entire trip. Travelers must follow the requirements for receipts, maximum and prorated reimbursable amounts, and allowable exceptions for meals and incidentals for the selected method. All three methods require the traveler to note the date, time, place, amount, and business purpose of the expense.

Receipts are required for any single meal exceeding \$25 in accordance with LAAC 4.242.7, and for all meals when the traveler is using one of the actual costs methods. Traveler must use actual costs reimbursement method if the travel funding source requires receipts. In such cases, the travelers must submit receipts and will be reimbursed based on requirements specified by the funding source.

<u>M&IE Reimbursement Methods for Travel with Overnight Lodging</u>				
Selected Reimbursement Method (1, 2 or 3) must be used for the entire trip				
Methodology	Receipts Required	Reimbursement Cap at Destination	Prorated Reimbursement Cap for Travel Day/Conference Provided Meal⁽¹⁾/"50-mile" Rule Exceptions	Exception: Full Reimbursement Cap for Travel Day/Conference Provided Meal⁽²⁾
Method 1: Federal Per Diem	No	Reimburse at federal per diem amount for destination	75% proration of federal per diem amount	No exceptions allowed
Method 2: Actual costs capped at federal per diem	Yes	Reimburse actual costs <i>up to</i> federal per diem amount for destination	Reimburse actual costs <i>up to</i> 75% of federal per diem amount for destination	Reimburse actual costs <i>up to</i> full federal per diem amount for destination
Method 3: Actual costs capped at \$60/day	Yes	Reimburse actual costs <i>up to</i> \$60 per day	Reimburse actual costs <i>up to</i> \$45 per day	Reimburse actual costs <i>up to</i> \$60 per day
(1) Hotel complimentary breakfasts do not constitute a meal.				
(2) Exceptions to proration for travel days may be granted for full days spent at destination or in transit. Exceptions to proration for conference-provided meals may be granted if conference cannot accommodate medical or religious restrictions.				

A traveler who stayed with a friend or family member overnight can be reimbursed for meals if traveler provides a signed statement as proof of overnight stay. Meal reimbursement will be subject to IRS taxable income reporting requirements without the signed statement.

2) *M&IE Reimbursement Limits – One-Day Travel (Travel without Overnight Lodging)*

Meal reimbursements for travel not involving an overnight stay must be reported as taxable income in accordance with IRS regulations. Departments are required

to report one-day meal reimbursements to the Controller at the end of the calendar year for W-2 adjustment in the payroll system.

The following guidelines apply to one-day meal reimbursements:

- Travel destination must meet the “50-mile” rule.
- Reimbursement cannot exceed 75 percent of the federal per diem for the destination.
- No meal reimbursement is allowed when the host provides meals at the event throughout the day.
- Receipts are required for any single meal exceeding \$25.
- Traveler must attach a signed “One-Day Travel Meals Reimbursement – Taxable Income Acknowledgement” form to the PES.

1.8.9 Other Travel Expenses

Expenses other than per-diem and transportation that are necessary for the conduct of official City business, with receipts, are allowable and may be reimbursed separately from M&IE limits. Below are guidelines for certain types of expenses.

- **Airline Checked-In Baggage Fee:** Airline fee for the first checked-in baggage is reimbursable.
- **Airport Parking:** Airport parking fees are reimbursable up to 125% of the lowest rates for the following airport parking lots:
 - Burbank Airport Lot A
 - John Wayne Airport Main Street Lot
 - Long Beach Airport Lot B
 - LA International Airport Lot C
 - Ontario International Airport Lot 5

For airports not listed above, traveler should use the lowest airport parking lot rate for that airport.

In addition, travelers should consider alternatives to airport parking, such as public transportation, shuttles, rideshare services, other options to get to and from the airport. Travelers should compare the total cost of airport parking to the cost of these alternatives and select the most economic choice.

- **Hosting While Traveling:** Food and beverage expenses for persons other than the traveler must be certified by the Department Head as expenditures for a public purpose and necessary for official City business. The provisions for lodging and M&IE reimbursements will apply to persons hosted by City officials or employees. Alcoholic drinks are NOT reimbursable expenses. It is the responsibility of City employees to comply with Personnel Department policy regarding consumption of alcoholic beverages while on duty. The name(s) and organization(s) of the person(s) hosted and the nature of the City business discussed must be specified in the travel authority and other travel expense documentation.
- **Registration, Seminar or Meeting Fees:** Reimbursement of registration, seminar or meeting fees where required is allowed.
- **Ground Transportation:** Transportation expenses to and from the airport or hotel are allowable with receipts or supporting documentation. Travelers should use free or courtesy shuttle services offered by airports and hotels whenever available.
- **Gratuities:** Gratuities are allowable expenses, where reasonable and customary. Tips to waiters (up to 15 percent of the restaurant bill exclusive of taxes), and drivers (up to 15 percent of the fare) are considered customary. Service charges required by service providers (e.g., gratuity added to restaurant bill for large parties) are fully reimbursable. **However, gratuities to porters, bell hops and housekeeping are included in the IRS definition of “incidental expenses” and therefore not reimbursed separately from the M&IE limit.**
- **Laundry Service:** Expenses for laundry service are allowable if the duration of the trip is four consecutive nights or longer.
- **Telephone Calls:** One personal telephone call to the employee’s immediate family in the locale of the residence of the employee is allowed if travel is in excess of three days. One such call is permitted for each successive three days thereafter.

Per LAAC 4.242.3(j), other expenses not specified in these guidelines or in the LAAC deemed necessary in the conduct of City business are allowable provided the reasons for such expenses have been reviewed and certified by the Department Head as reasonable, proper, and incurred in pursuit of City business.

1.8.10 Special Circumstances Requiring Exceptions to Standard Guidelines

There may be special circumstances that require exceptions to the standard guidelines set forth in this policy. In such instances, exceptions may be allowed when the

Department Head finds the expenses to be necessary in the conduct of official City business and reasonable. Allowed exceptions must be noted as “exceptions” on the travel authority and/or PES documents, along with the justification for the exception.

A. Airline Travel

- Airfare other than for coach class may be allowed under any of the following conditions:
 - Medical necessity certified by a competent medical authority
 - Exceptional security circumstances
 - The origin and/or destination are outside the Continental United States and the scheduled flight time, including non-overnight layovers and change of planes, is in excess of 14 hours and the traveler is required to report to duty the following day or sooner
 - No coach class seats are available on any airline that is scheduled to leave within 24 hours of the proposed departure time, or scheduled to arrive within 24 hours of the proposed arrival time
 - Use of other than coach-class accommodations results in overall cost savings.
 - Seating upgrade in coach class may be allowed to accommodate a medical necessity certified by a competent medical authority.

B. Alternate Modes of Transportation

- Reimbursements for rental cars other than mid-size or smaller may be allowed under any of the following conditions:
 - Insufficient car space for the number of City employees traveling together
 - Insufficient car space to accommodate work-related equipment
 - Terrain of destination requires a certain type of vehicle
 - Medical necessity certified by a competent medical authority
 - No extra cost for upgrade.
 - Reimbursement for fueling City vehicles may be allowed by the Department Head if the traveler presents documentation of efforts to obtain a Voyager Card from GSD prior to travel.

C. Lodging/Hotel

- Department Heads may approve reimbursements of actual lodging costs for non-conference travel up to 200% of the per diem limit.
 - Department Heads may approve reimbursements of actual lodging costs in excess of 200% of the per diem limit if the travel is for the purpose of assisting an
-

agency/municipality in a federal, state, or local emergency incident and there is no alternative lodging.

- If two City authorized travelers choose to share a room, the cost of a double occupancy room cannot exceed 300 percent of the federal per diem rate for the destination. The traveler who paid the bill should claim the total paid for the room on their PES and note the name of the other traveler. The other traveler should also note the name of the traveler that their shared lodging with on their PES.
- On rare occasions, the actual lodging costs may be higher than the limits outlined in this policy. Upon demonstration that the higher lodging cost is justified, Department Heads may use their discretion and judgment to approve reimbursements of actual lodging costs that exceed the limits established in this policy. If necessary, Department Heads may delegate the approval for such reimbursements to Assistant Department Heads. A detailed justification or explanation why the extra cost lodging cost was necessary to carry out official City business must be fully documented in the “Excess Lodging Reimbursement Justification” form. The form must be signed by the Department Head or Assistant Department Head and, together with supporting documentation, attached to the PES. These exceptions must be tracked by Department Travel Coordinators and reported to the Controller’s Office at the end of the calendar year.

D. Other Travel Expenses

- Fees for additional checked-in baggage may be allowed for special equipment or extended travel.
- Airport parking rate that exceeds the applicable airport lot rate by more than 25% may be allowed with justification approved by the Department Head.
- Full reimbursement for meals may be allowed for long travel days. The traveler must use one of the actual cost methods to receive full reimbursement up to the federal per diem limit or \$60 per day.
- Whenever possible, travelers with special meal requirements should contact conference host to obtain reasonable meal accommodation. Full reimbursement for meals may be allowed if the traveler is unable to consume conference-furnished meals due to medical reasons or religious beliefs. The traveler must use one of the actual cost methods to receive full reimbursement up to the federal per diem limit or \$60 per day.

- Laundry service when travel is for less than four consecutive nights may be authorized when traveling conditions or special circumstances dictate.
- Department Heads may authorize reimbursement of internet connection service if free internet connection service is not available to conduct City business.

E. Lodging and Meals and Incidental Expenses for travel under 50 miles

- Reimbursements for lodging and M&IE may be authorized by the Department Head when the travel destination does not meet the “50-mile” rule under one of the following conditions:
 - Conference/meeting starts before 8 a.m. or ends after 6 p.m.
 - Traveler cannot drive to the destination and public transportation is not available to arrive in time for or leave after conference/meeting.
 - Traveler is hosting the event (e.g., set up and pack up exhibit booth) and needs to arrive before 8 a.m. or cannot leave until after 6 p.m.

1.8.11 Interrupted and Indirect Travel

Where there is an interruption or deviation from the direct travel route, due to non-City related or unjustifiable reasons, the allowable travel expenses will not exceed those that would have been incurred for uninterrupted travel utilizing the usual route. A traveler who combines personal travel with City travel must identify and pay for the personal segment of the trip. The traveler must provide sufficient supporting documentation to prove the City-related portion of the travel costs to receive travel expense reimbursements. For example, the traveler must provide a quote from the air travel service provider showing the cost of the roundtrip ticket for the most economical and direct travel to/from the business destination for the dates of official City business. The quote will be used for comparison and reimbursement purposes.

A City employee who becomes sick or injured during travel should immediately seek competent medical attention. The traveler should notify his/her Department Personnel Officer regarding the injury at the earliest possible time.

1.8.12 Personal Expense Statement (PES) and Required Documentation

At the conclusion of the travel, the traveler must complete and submit Form Gen. 16, Personal Expense Statement (PES) for review and approval. The traveler must itemize all expenses claimed for reimbursement, note all exceptions to the City Travel Policy, and

attach receipts for lodging, transportation, and any other necessary supporting documentation required by this policy to substantiate the expenses. In addition, LAAC 4.242.7 requires receipts for any single item of expenditure in excess of \$25. For grant-funded and special-funded travel, it is the traveler's responsibility to comply with the grant/special fund requirements on receipts or supporting documentation. In addition, per LAAC 4.242.75, travelers (other than elected officials or staff traveling on behalf of elected officials) must attach a report that summarizes the nature and purpose of the travel, the significant information gained, and/or benefits accruing to the City.

The Department Head or Authorized Approver shall review the PES and supporting documentation, resolve any issues to ensure compliance with all City policies, and certify all expenses were incurred in pursuit of City business. Falsification of such certification shall be ground for disciplinary action and any available legal sanctions.

Departments must finalize the PES with supporting documentation and process in FMS within 30 days of the trip conclusion. Departments should maintain original receipts and documents for at least five years for record-keeping and audit purposes.

Submitted PES and supporting documentation become part of the City official travel records and the official property of the City. Travelers are advised to black out/redact any personal information contained in any submitted documents.

1.8.13 Foreign Currency

The PES must indicate values in US dollars (USD). Travel expenses in foreign currency must be converted to USD based on exchange rates effective on the date of the original receipt. The following are acceptable supporting documentation for the foreign currency conversion and must be attached to the PES:

- Credit card statement showing conversion of foreign-denominated expenses to USD
- Foreign exchange receipts from money exchanges or banks showing foreign conversion rates
- Verifiable foreign exchange rates from the internet

1.8.14 Travel Advances

When approving travel authorities, Department Heads may authorize travel advances to City employees only. Travel advances must comply with the following guidelines:

- Travel advances can be issued for up to 90% of the traveler’s total estimated out-of-pocket travel expenses, which includes lodging, meals and incidentals, and registration, seminar, and meeting fees paid by the traveler. Advances for airfare are not allowed as airline tickets can be purchased through the City’s authorized business travel service provider. No travel advance check will be issued for any amount under \$500.
- Travel advances must be approved by the Authorized Approver as part of the travel authority request package. If a traveler decides that they need a travel advance after the travel authority has already been approved, Departments may modify an existing travel authority to include the travel advance request.
- The travel authority must include the following information for a travel advance to be approved:
 - Travel authority number
 - Name of traveler
 - Travel period
 - Destination
 - Purpose of the trip and nature of the City business to be conducted
 - Cash advance request, with written justification and pre-approval by Department Head
 - Certification that the traveler has no outstanding travel advance
- Payment requests for travel advances must be submitted at least ten (10) business days, per LAAC 4.242.8, but not earlier than thirty (30) days, prior to travel.
- No travel advance will be provided to an employee with an outstanding travel advance
- Checks for approved travel advances will be available from the Controller Paymaster on a “Will-Call” basis one calendar week prior to travel.
- Travelers must return any unused travel advances by writing a check or money order payable to the City of Los Angeles. Refund checks, together with cash receipts (CR), should be forwarded immediately to the Office of Finance (OOF). Travelers should attach a copy of the CR with the OOF stamp (or other receipt verification) to the completed PES.
- Travel advances are considered delinquent if not settled within 30 days after the conclusion of the trip through the submission of a completed PES.

1.8.15 Travel Reimbursements Reported As Taxable Income

Departments must monitor and track the following types of reimbursements and report them to the Controller’s Office on an annual basis. These reimbursements will be reported to the IRS as taxable income on the traveler’s IRS Form W-2:

- Delinquent travel advances that have not been returned to the City within 120 calendar days after the last day of travel. For non-City employees, delinquent travel advances over 120 days will be reported through IRS Form 1099-MISC.
- Any unsubstantiated or unallowable travel expenses that were reimbursed to the employee, including expenses that exceeded the limits in this policy
- One-Day Travel Meal Reimbursements
- Expenses for travel assignments expected to last in excess of one year, or does in fact exceed one year (per IRS Publication 5137)

Upon review, the Controller's Office may determine that some one-day travel meal reimbursements qualify for the de minimis exclusion for occasional meal reimbursements and opt not to report the reimbursement as taxable income.

1.8.16 Related Resources

Travel forms and additional information are available on the Controller website. Questions regarding "Will-Call" policies and procedures should be directed to the Controller Paymaster Section. Departments should refer to the FMS policy and procedure documents and training manuals for specific instructions on how to process travel encumbrance and payment requests:

Subject Area	FMS Guidance	
	Procedure	Training Manual
Travel Encumbrance	AP-301-5	FMS 303
Travel Expenditure	AP-401-5	FMS 304

Questions regarding cash receipts should be directed to Office of Finance. Questions regarding this Policy should be directed to the Controller's Fiscal Oversight and Support Section.

Statement of Work (SOW) for City of LA Department of Building and Safety (LADBS)

LA City Permitting System Additional Negotiation Support

16 June 2023

Engagement Number: 330084145

City Contract Number: **TBD** - Project Management and Information Technology
Consulting Services



June 16, 2023
Osama Younan
General Manager, City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Engagement Number: 330084145
Re: LA City Permitting System Contract Negotiation Support
City Contract Number: **TBD** - Project Management and Information Technology Consulting Services

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of Los Angeles Department of Building & Safety (LADBS) with this Statement of Work to continue to provide services in support of the Department's procurement of a comprehensive business solution to replace legacy permitting, inspections and code enforcement systems. Gartner understands the importance of this effort to modernize legacy LADBS systems and enable improved business process while offering a seamless, transparent experience to customers and other building industry stakeholders.

To conduct this initiative, we will bring methodologies, tools and expertise from our Licensing and Permitting (L&P) Center of Excellence (COE) to take advantage of best practices from other government entities of similar size and budget. We will also apply the knowledge gained from our prior experiences working closely with LADBS on BuildLA, Universal Cashiering and developing the RFP and vendor SOW for this Permitting System project. Gartner previously completed the Tasks 1A, 1B, 2A and part of 2B of this Procurement Support under Appendix /SOW 6 of City Contract 136535.

The output of this engagement will be support for the negotiation process for the City to come to finalized contracts and agreement with the City's selected vendor for the LA City Permitting System.

Our offer is valid for 120 days from the submission date of this Proposal. If this Proposal represents your requirements, please sign the Authorization Page and return the entire Proposal to Robert Kidd at Robert.Kidd@gartner.com.

Please contact me at +1 858-220-6754 or via email if you have any questions. We thank you for this opportunity and look forward to assisting the City of Los Angeles with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting

cc: Eric Krause, Account Executive, City of Los Angeles
Sinan Romaya, Associate Partner, Southwest U.S. State & Local Government

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Executive Summary

1.0 Executive Summary

1.1 Executive Summary

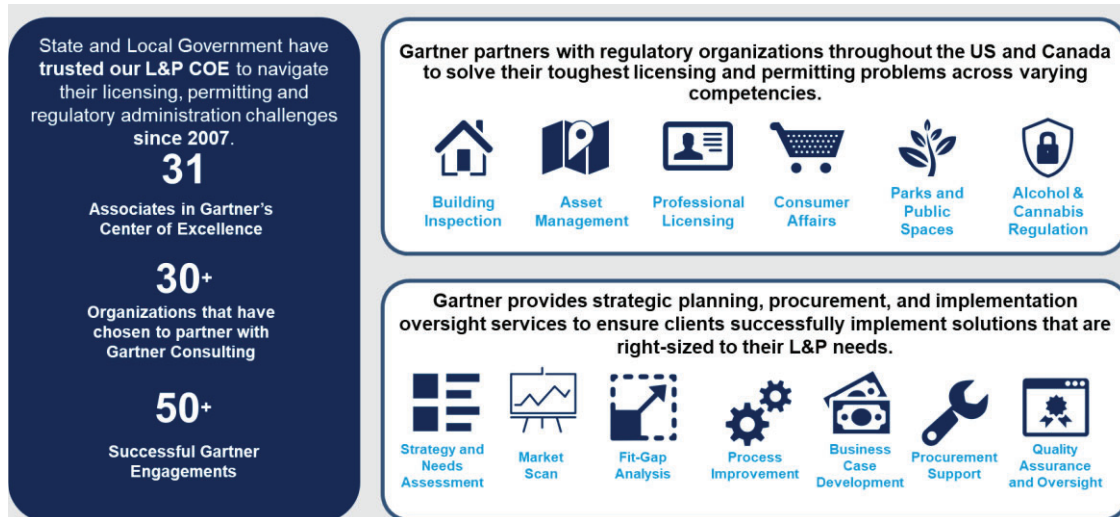
Gartner understands LADBS has multiple aging legacy systems, including PCIS, CEIS and others, that support core development services provided by the Department. LADBS envisions replacement of these with a new Commercial Off the Shelf (COTS) land management system that is built on a Low-Code Application Platform (LCAP), although the RFP invites bids from all solution types. Gartner proposes to support the LADBS procurement through negotiation of contracts and statements of work (SOWs) with the selected bidder. Gartner previously completed Tasks 1A, 1B, 2A and part of 2B (“2B.1”) of this Procurement Support under Appendix /SOW 6 of City Contract 136535. This new engagement will provide the remainder of Task 2B – Negotiation Support for the implementation services SOW and additional negotiation support focused on the service levels and maintenance agreement under a new Task 2C.

Table 1. Executive Summary of LA City Permitting System Negotiation Support

 The Problem	LADBS has multiple aging legacy core business systems including PCIS and CEIS . Modernization options being considered to replace these are preferably low-code, configurable platform solutions although the department is open to other solutions. These core systems manage permit applications, permitting, inspections, code enforcement and licensing activities . LADBS is considering a disciplined, methodology-based evaluation and selection effort to procure modern software and associated implementation services.
 The Proposed Solution	Gartner proposes a collaborative 4-week engagement with continuous involvement from key stakeholders to support negotiations which best meet LADBS requirements . Gartner will support LADBS in vendor negotiations to achieve an agreements with their SI for the implementation and software .
 The Benefits to City of Los Angeles	The engagement will enable LADBS to create well-constructed scopes of work documents and accelerate time to a finalized contract for approval. The Gartner Consulting project team is experienced in Licensing & Permitting and Sourcing and provides a working knowledge from our prior work for LADBS to enable our engagement to yield successful results.

Gartner Consulting started a Center of Excellence (COE) focused on Licensing & Permitting (L&P) over a decade ago to assist state and local government jurisdictions. Gartner will retain consultants that have recently worked with LADBS on ePlanLA, the Legacy Systems Transformation and the previous BuildLA and Universal Cashiering projects to support LADBS on this project.

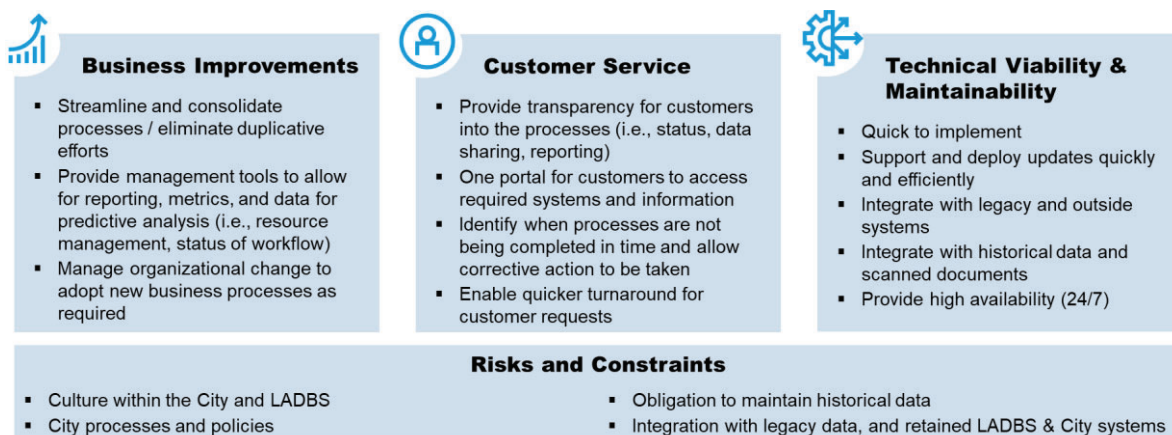
Table 2. Gartner’s L&P COE Overview



1.2 LA City Permitting System Vision and Scope

Gartner developed a project charter with LADBS’ stakeholders from business and technology bureaus, along with the approval of LADBS executive leadership. LADBS aspires for the PCIS, PCAM and CEIS Replacement to achieve the following Vision.

Figure 1. LA City Permitting System Vision & Priorities



The Permitting System effort is larger than just replacing PCIS, PCAM, and CEIS. Gartner supported an intensive requirement gathering with the LADBS Core Team members comprised of representatives from the Bureaus of Permitting & Engineering, Inspections, Code Enforcement, Technology Services and Resource Management. This team agreed that the RFP will focus on the outcomes LADBS desires such as: developed as a product, with ongoing support and a roadmap of new features, anticipating needs, and enhancements, ability to rapidly extend functionality with minimum coding, and ability for staff to develop ancillary

solutions. Based on this Core Team’s analysis, the following summarizes the business capabilities that will be targeted for support by the new system or existing systems. Some capabilities may be supported by multiple systems.

Figure 2. Gartner’s mapping of Business Capabilities to LADBS’ current and new systems

Customer Service	Permitting		Inspections		Code Enforcement	Hearings	Licensing																								
Provide Customer Service and Support	Ensure Safe and Compliant Development & Equipment		Ensure Safe and Compliant Sites, Structures, and Installations		Investigate and Resolve Compliance Issues	Support Building & Safety Related Hearings	Ensure Safe and Compliant Professionals and Agencies																								
Perform Public Outreach	Process Applications and Supporting Docs for Permits	Perform Plan Check	Perform Inspections Prior to Permitting	Conduct Development-related Inspections	Intake Complaints	Manage Building & Safety Commissioners Hearings & Appeals	Manage Trade Licenses & Registered Deputy Inspectors																								
Provide Data for Public Consumption	Manage Code Modifications	Conduct Preliminary Plan Check & Plan Check Meetings	Conduct Periodic Inspections	Manage Inspection Outcomes	Investigate Complaints/ Non-Compliance Issues	Conduct Enforcement Hearings w/City Attorney	Manage Recognized Listing /Testing Agencies & Fabricators																								
Respond to Information & Assistance Requests	Manage and Provide Agency Clearances	Issue Special Events Permits	Certify Buildings for Occupancy & Equipment for Operation	Issue Certificates of Occupancy	Issue Notices of Violation & Orders to Comply / Citations	Manage Public Hearings on Haul Routes	Issue Licenses and Manage Renewals																								
Provide Case Management Services	Issue Development-related Permits	Issue Operations-related Permits	Conduct Field Testing	Conduct Emergency / Rehab Inspections	Conduct Proactive Code Enforcement																										
Provide Online & Self-Service Resources	Issue & Manage Product Approvals	Manage Mitigation & Monitoring Programs			Manage Abatement Programs																										
Manage Customer Interactions & Transactions	<table border="1"> <thead> <tr> <th colspan="6">General Operations</th> </tr> <tr> <th colspan="6">Support Operations with General Functions</th> </tr> </thead> <tbody> <tr> <td>Manage Records</td> <td>Perform Reporting</td> <td>Manage Correspondence</td> <td>Manage Fees and Process Payments</td> <td>Manage Staff Workload & Performance</td> <td>Manage Geographic & Property Information</td> </tr> <tr> <td>Create Letters</td> <td>Manage Data</td> <td>Manage Training and Credentials</td> <td>Manage Bonds</td> <td>Manage Staff & Hearing Body Calendars</td> <td>Manage Ad Hoc Alerts & Holds</td> </tr> </tbody> </table>							General Operations						Support Operations with General Functions						Manage Records	Perform Reporting	Manage Correspondence	Manage Fees and Process Payments	Manage Staff Workload & Performance	Manage Geographic & Property Information	Create Letters	Manage Data	Manage Training and Credentials	Manage Bonds	Manage Staff & Hearing Body Calendars	Manage Ad Hoc Alerts & Holds
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Create Letters	Manage Data	Manage Training and Credentials	Manage Bonds	Manage Staff & Hearing Body Calendars	Manage Ad Hoc Alerts & Holds																										

Legend

Targeted to be supported by the new core system

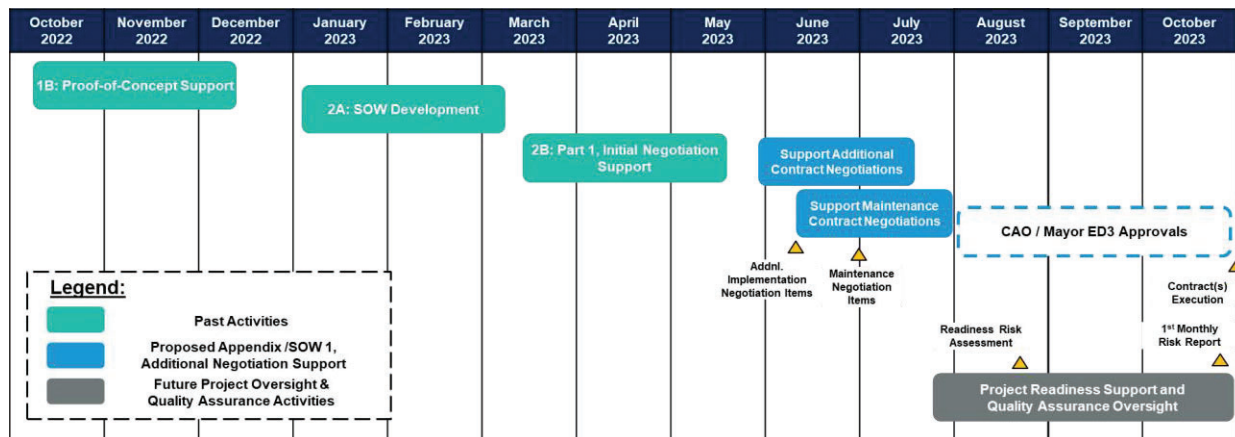
Other LADBS System Non-LADBS System

The RFP project also reviewed other LADBS systems to either replace or retain and integrate the new system with. LADBS envisions full integration with document management (IDIS), financial systems (Universal Cashiering, FSS), and City land data (BIO, HSENO, NavigateLA, ZIMAS) and interactive voice response (IVR) systems. The new system will have capabilities for online customer portal, staff mobile app for inspections and code enforcement and integration to provide a platform for future growth.

1.3 Overall Procurement Roadmap

LADBS is seeking to procure a new Permitting, Inspections and Code Enforcement System. The proposed engagement with Gartner is the third and final part of the overall procurement timeline, summarized in the figure below.

Figure 3. Updated Procurement Roadmap



City is also considering Gartner’s involvement in ongoing program oversight at the conclusion of this initiative.



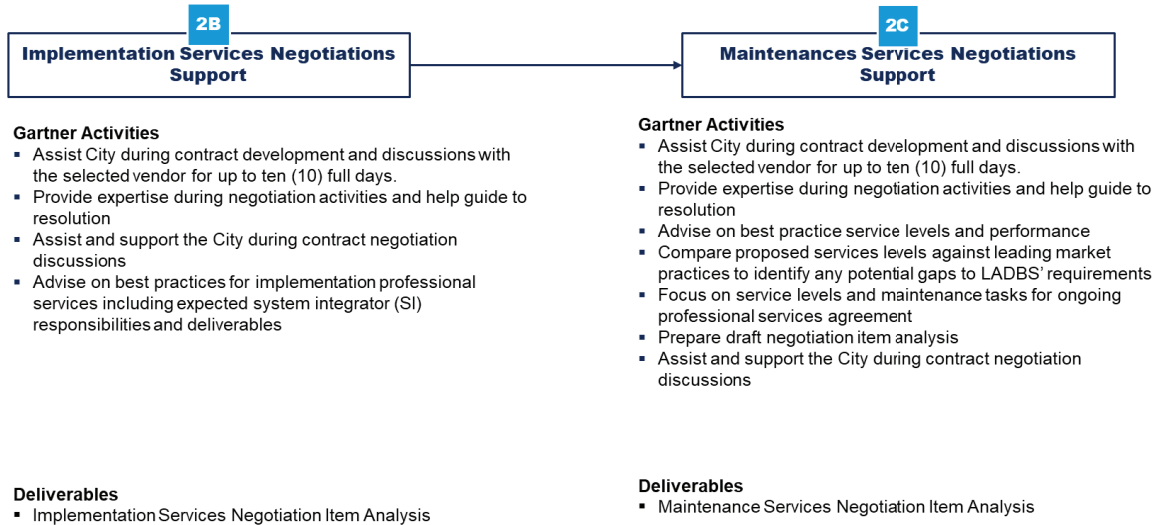
Statement of Work

2.0 Statement of Work

2.1 Approach Overview

Gartner’s proposed approach is comprised of the two tasks described in this SOW. Our approach summary is visualized in the figure below and described in detail in Section 2.3. The timeline in which we propose to deliver these services follows in Section 2.2.

Figure 4. Gartner Approach

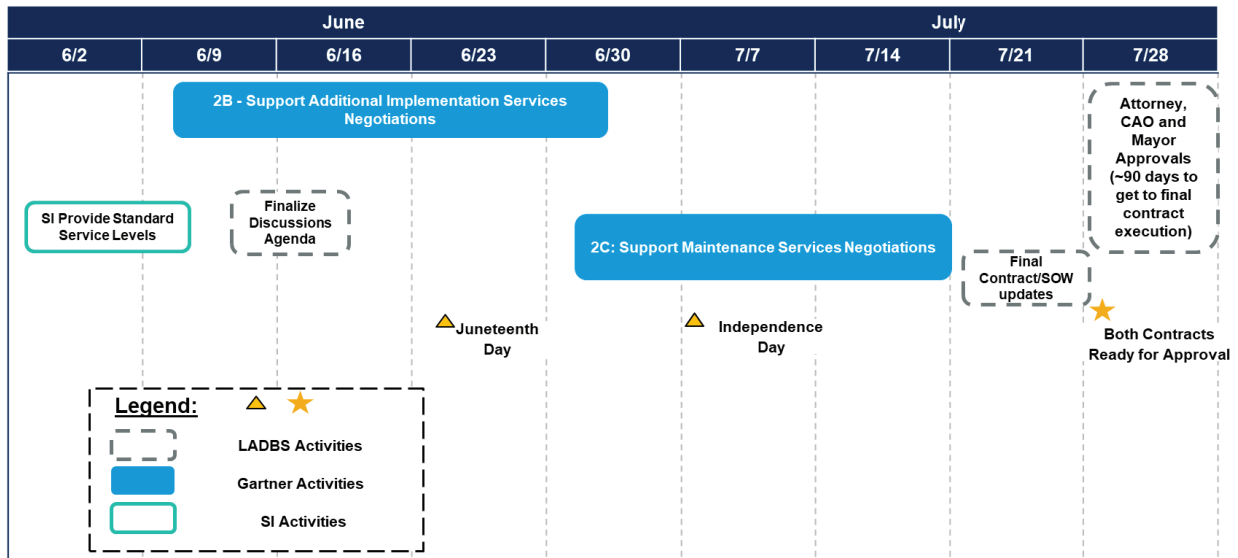


2.2 Project Plan & Timeline

Gartner anticipates completion of this engagement (Steps 2B through 2C) within 2 months, as detailed in the timeline below. This schedule is further dependent on the assumptions included in this Proposal.

The timeline reflects activities to support final negotiations on an Implementation Services and Maintenance Services SOWs between the City and the selected vendor.

Figure 5. Estimated Engagement Schedule



2.3 Approach Detail

Note, Task 1 (1A and 1B) and Task 2A have been removed. Gartner completed those steps under Appendix /SOW 6 of City Contract C-136535.

2.3.1 Task 2

Task 2 <i>Negotiation Support</i>	
Objective	<ul style="list-style-type: none"> Facilitate vendor negotiations for LADBS to come to agreeable terms and SOW with the selected vendor
Step 2B.2 Remaining Implementation Contract Negotiations SME Support	
Activities Performed by Gartner	<ul style="list-style-type: none"> Assist City during contract development and discussions with the selected vendor for up to five (5) full days. Provide expertise during negotiation activities and help guide to resolution Advise on best practices for implementation professional services including expected system integrator (SI) responsibilities and deliverables Assist and support the City during contract negotiation discussions
LADBS's Responsibilities	<ul style="list-style-type: none"> Schedule workshops as needed. Ensure appropriate attendance for workshops. Review deliverables and provide updates/changes to Gartner along timelines as required per the Contract. Develop Ts&Cs portion of contract and overall vendor contract package
Assumptions	<ul style="list-style-type: none"> Vendor negotiation sessions will be up to half-day meetings LADBS will identify and assign a negotiation team (e.g., Contracts Counsel, Risk manager, Business decision-makers etc.) for up to two contracts to be negotiated: (1) software and (2) services. LADBS and City Attorney will support legal language and City standard provisions discussions
Deliverable(s)	<ul style="list-style-type: none"> Remaining Implementation Services Negotiation Item Analysis
Time Frame	<ul style="list-style-type: none"> June 2023

Step 2B.3 Additional Implementation Services Negotiation Item Analysis

Activities Performed by Gartner	<ul style="list-style-type: none">▪ Assist City during contract development and discussions with the selected vendor for up to five (5) full days.▪ Provide expertise during negotiation activities and help guide to resolution▪ Advise on best practices for implementation professional services including expected system integrator (SI) responsibilities and deliverables▪ Assist and support the City during contract negotiation discussions
LADBS's Responsibilities	<ul style="list-style-type: none">▪ Schedule workshops as needed.▪ Ensure appropriate attendance for workshops.▪ Review deliverables and provide updates/changes to Gartner along timelines as required per the Contract.▪ Develop Ts&Cs portion of contract and overall vendor contract package
Assumptions	<ul style="list-style-type: none">▪ Vendor negotiation sessions will be up to half-day meetings▪ LADBS will identify and assign a negotiation team (e.g., Contracts Counsel, Risk manager, Business decision-makers etc.) for up to two contracts to be negotiated: (1) software and (2) services.▪ LADBS and City Attorney will support legal language and City standard provisions discussions
Deliverable(s)	<ul style="list-style-type: none">▪ Additional Implementation Services Negotiation Item Analysis
Time Frame	<ul style="list-style-type: none">▪ June 2023 – July 2023

Step 2C. Additional Vendor Contract Negotiation Support for Maintenance Agreement

Activities Performed by Gartner	<ul style="list-style-type: none">▪ Assist City during contract development and discussions with the selected vendor for up to ten (10) full days.▪ Provide expertise during negotiation activities and help guide to resolution▪ Advise on best practice service levels and performance▪ Compare proposed services levels against leading market practices to identify any potential gaps to LADBS' requirements▪ Focus on service levels and maintenance tasks for ongoing professional services agreement▪ Prepare draft negotiation item analysis▪ Assist and support the City during contract negotiation discussions
LADBS's Responsibilities	<ul style="list-style-type: none">▪ Schedule workshops as needed.▪ Ensure appropriate attendance for workshops.▪ Review deliverables and provide updates/changes to Gartner along timelines as required per the Contract.▪ Develop Ts&Cs portion of contract and overall vendor contract package
Assumptions	<ul style="list-style-type: none">▪ Vendor negotiation sessions will be up to half-day meetings▪ LADBS will identify and assign a negotiation team▪ LADBS and City Attorney will support legal language and City standard provisions discussions
Deliverable(s)	<ul style="list-style-type: none">▪ Maintenance Services Negotiation Item Analysis
Time Frame	<ul style="list-style-type: none">▪ June 2023 – July 2023

Step 2D. OPTIONAL - Additional Negotiation Support

Objective	<ul style="list-style-type: none"> ▪ Provide as needed additional negotiation support for two weeks
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Assist City during contract development and discussions with the selected vendor for up to ten (10) full days. ▪ Provide expertise during negotiation activities and help guide to resolution ▪ Advise on best practice service levels and performance ▪ Compare proposed services levels against leading market practices to identify any potential gaps to LADBS' requirements ▪ Focus on service levels and maintenance tasks for ongoing professional services agreement ▪ Prepare draft negotiation item analysis ▪ Assist and support the City during contract negotiation discussions
LADBS's Responsibilities	<ul style="list-style-type: none"> ▪ Schedule workshops as needed. ▪ Ensure appropriate attendance for workshops. ▪ Review deliverables and provide updates/changes to Gartner along timelines as required per the Contract. ▪ Develop Ts&Cs portion of contract and overall vendor contract package
Assumptions	<ul style="list-style-type: none"> ▪ Vendor negotiation sessions will be up to half-day meetings ▪ LADBS will identify and assign a negotiation team ▪ LADBS and City Attorney will support legal language and City standard provisions discussions
Deliverable(s)	<ul style="list-style-type: none"> ▪ Additional Negotiation Item Analysis
Time Frame	<ul style="list-style-type: none"> ▪ TBD

2.3.2 Summary of Deliverables

The following table provides a summary of the deliverables Gartner will develop and provide to LADBS through this project.

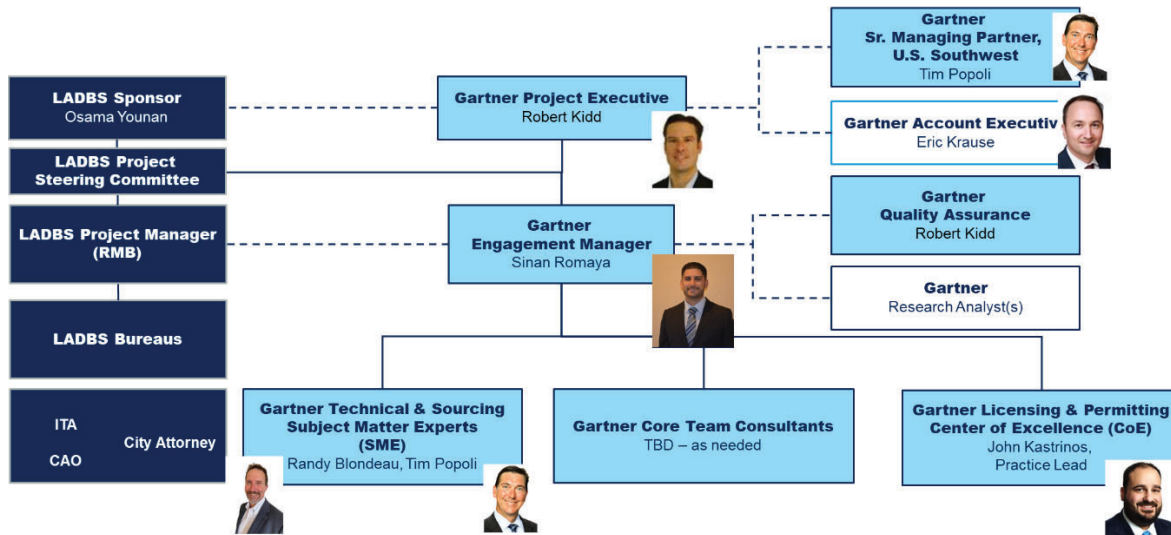
Table 3. Deliverables Summary

Task	Subtasks	Deliverables
2. Support Vendor Negotiations	2B – Implementation Services Negotiation Support	▪ Implementation Services Negotiation Item Analysis
	2C – Maintenance Services Negotiations Support	▪ Maintenance Services Negotiation Item Analysis
	2D – [OPTIONAL] Additional Negotiation Support (2-week increments)	▪ Additional Negotiation Item Analysis

2.4 Project Team Overview

Gartner will bring a project team to support this key initiative that leverages resources from Southern California and is supported by a cross-domain team comprised of Licensing and Permitting CoE and Applications practice experts, as well as our Account Partners. Gartner has created an organizational structure for this engagement that ensures high-level sponsorship and quality assurance, strong day-to-day project management, a focused team of project consultants, and deep subject matter expertise. The key roles and proposed individuals for the Gartner team are shown below.

Figure 6. Gartner Project Team for LA City Permitting System, Negotiations Support



2.4.1 Roles and Responsibilities

The table below describes the roles and responsibilities for this engagement.

Table 4. Project Team Roles and Responsibilities

Role	Responsibilities
Executive Sponsor Robert Kidd	<ul style="list-style-type: none"> Ensure that Gartner activities support LADBS goals. Build and maintain a long-standing relationship with LADBS. Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Engagement Manager Sinan Romaya	<ul style="list-style-type: none"> Be responsible for the day-to-day management of project initiatives. Ensure that project deliverables are completed on time and meet the Gartner quality standards. Act as the primary point of contact for the Gartner team. Work closely with LADBS to ensure that Gartner is meeting its needs.

Role	Responsibilities
Project Consultant(s) TBD plus Subject Matter Experts from Gartner’s L&P COE & Applications Practice	<ul style="list-style-type: none"> ▪ Provide day-to-day consulting support for project tasks. ▪ Provide support for data collection, data analysis and recommendations for activities. ▪ Participate in deliverable creation, deliverable review and client presentations as needed. ▪ Present results to LADBS as needed.
Technical SME Alessandro Bulgliosi	<ul style="list-style-type: none"> ▪ Expert partners that reside across Gartner Consulting’s various centers of excellence ▪ Provide technical depth and expertise to the project, as needed ▪ Provide support for data collection, data analysis and recommendations for activities ▪ Participate in deliverable creation, deliverable review and client presentations as needed ▪ Present results to the Department as needed
Service Levels SME Randy Blondeau	<ul style="list-style-type: none"> ▪ Expert partners that reside across Gartner Consulting’s various centers of excellence ▪ Provides sourcing and deal advisory expertise to the project, as needed ▪ Provide support for data collection, data analysis and recommendations for activities ▪ Participate in deliverable creation, deliverable review and client presentations as needed ▪ Present results to the Department as needed
Gartner L&P COE John Kastrinos, L&P Practice Lead	<ul style="list-style-type: none"> ▪ Participate in deliverable creation, deliverable review and client presentations as needed. ▪ Provide quality assurance review of Gartner project plan and Gartner deliverables throughout the engagement.
Sourcing SME & Quality Assurance Specialist Tim Popoli, SLG Southwest Lead	<ul style="list-style-type: none"> ▪ Provides sourcing and deal advisory expertise to the project, as needed ▪ Provide quality assurance review of Gartner project plan and Gartner deliverables throughout the engagement ▪ Ensure value through use of the Gartner Project Management Life Cycle detailed in this Proposal
Research Analyst(s) (As Needed)	<ul style="list-style-type: none"> ▪ Support the core project team by providing a context-sensitive perspective to issues specific to LADBS based on Gartner industry-leading research. ▪ Participate in analysis and comparisons, and review deliverables as needed.
Account Partners Eric Krause	<ul style="list-style-type: none"> ▪ Work closely with the delivery team throughout the engagement ▪ Ensure that the value delivered through this engagement is seamlessly integrated with all Gartner programs and services ▪ Provide guidance so that this engagement advances the overall mission-critical priorities of the client ▪ Coordinate partnership with Analysts and use of the body of Gartner Research to ensure that recommendations and outcomes are aligned with Gartner Research frameworks

2.4.2 Gartner Account Partners

Gartner Account Partners will work closely with the delivery team throughout the engagement:

- Eric Krause, the City of LA DBS Account Executive, will seamlessly integrate the value delivered through this engagement with all Gartner programs.
- Service Partners will provide guidance so that this engagement advances the overall Mission-Critical Priorities of LADBS.
- The body of Gartner Research and partnering with Analysts will ensure that recommendations and outcomes are aligned with Gartner Research frameworks.
- Partnering across this team will ensure that the recommendations from this engagement are actionable through ongoing Gartner services.

2.5 Assumptions

The deliverables, schedule and pricing in this Proposal are based on the following assumptions:

LADBS's Participation:

- LADBS will designate a project manager to act as the primary point of contact for this engagement. LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) notify Gartner in writing of any engagement or performance issues; and (c) assist in resolving issues that may arise.
- LADBS will assign an evaluation team and establish voting rights, and work to ensure consistent participation through the duration of the engagement.
- LADBS will facilitate timely decision-making by City stakeholders. Promptly escalate and resolve issues through Project Steering Committee, as needed, to keep procurement timeline on-track
- The work effort described in this SOW assumes LADBS's personnel are available to assist in the manner defined in this SOW. In the event that LADBS's personnel are not available, a change of scope may be necessary.
- LADBS will review and approve documents within timelines as required per the Contract.
- LADBS will schedule LADBS's resources for project activities and provide meeting facilities as necessary.
- LADBS's personnel will be available per the Project Schedule approved and managed during the project.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and ensure a culture of continuous improvement of process and best practice.

Data Collection:

- The due diligence (as-is) data are reasonably available via interviews and documentation review.
- LADBS will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- LADBS will provide Gartner all necessary documents for the proposed RFPs and provide Gartner with unfettered access to all necessary meetings, discussions and decisions related to the RFPs.
- LADBS will identify and assign a negotiation team (e.g., Contracts Counsel, Risk manager, Business decision-makers etc.) for up to two contracts to be negotiated: (1) software and (2) services.

Key Personnel:

- Upon signing of the task order we will identify those associates with the appropriate skills and background to deliver fully on the undertakings defined in the Proposal.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.

Place of Performance:

- Except for meetings and workshops, all Gartner services will be performed at Gartner locations.
- Office space, telephones, printing/copying services and access to the open internet will be made available on a reasonable basis to Gartner at LADBS's locations for on-site project time.

Deliverables and Changes to Scope:

- Any requests for additional information or resource (beyond the details described in the tasks above) that are made by LADBS will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal).
- All deliverables will be developed using Microsoft products (e.g., Word and PowerPoint).

Further Assurances:

- Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review or approval of outside investors, shareholders or directors. For further information on the independence and integrity of Gartner Research, see "[Guiding Principles on Independence and Objectivity](#)" on our website, [gartner.com](https://www.gartner.com) or contact the Office of the Ombudsman at ombudsman@gartner.com or +1 203 316 3334.

2.6 Investment Summary

2.6.1 Fees and Billing

Gartner will conduct the engagement as outlined in this SOW for a firm-fixed price of \$72,500 inclusive of travel and other reimbursable expenses. Gartner will bill for the professional fees at the conclusion of each Step upon LADBS's acceptance of the deliverable(s) for that Step.

For Gartner's internal purposes, this SOW #1 – Additional Negotiations Support is partially funded by the remaining \$17,500, Step 2.B.2 to be invoiced on Gartner Engagement #330065783 and new funding of \$55,000 on Gartner Engagement #330084145 for the remaining two steps, 2B.3 & 2C, and the associated Final Withholds.

Table 5. Pricing Table, Steps 2B & 2C

Step	Deliverable	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
2B - Support Implementation Services Vendor Contract Negotiations	2B.2: Remaining Implementation Contract Negotiations SME Support (1 week)	\$19,444.44	\$1,944.44	\$17,500
	2B.3: Additional Implementation Services Negotiation Item Analysis	\$26,527.78	\$2,652.78	\$23,875
2C - Additional Vendor Contract Negotiation Support for Maintenance Agreement	2C: Maintenance Service Negotiation Item Analysis	\$26,527.78	\$2,652.78	\$23,875
NA	Final Withholds Payment	NA	NA	\$7,250
Total Project Fees:				\$72,500

LADBS may issue a Change Order to authorize Additional Negotiation Support. Gartner will conduct Step 2D in two (2) week increments as outline in this SOW for a firm-fixed price of \$40,000 inclusive of travel and other reimbursement expenses. Gartner will bill for the professional fees at the conclusion of each Step upon LADBS's acceptance of the deliverable(s) for that Step.

Table 6. Pricing Table, OPTIONAL 2D - Additional Negotiation Support

Step	Deliverable	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
2D – Additional Negotiation Support (2 weeks)	2B.2: Additional Negotiation Item Analysis	\$40,000.00	\$4,000.00	\$36,000
NA	Final Withholds Payment	NA	NA	\$4,000
Total Optional Step 2D Fees:				\$40,000

2.6.2 Invoicing

Invoicing terms for this SOW are those set forth in City Contract Number C-TBD between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services.

2.6.3 Changes to Scope

The scope of this engagement is defined by this SOW. All LADBS's requests for changes to the SOW must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this SOW. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this SOW.
- Providing or developing any deliverables not specifically set forth in this SOW.
- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this SOW.
- Any delays in deliverable caused by modification of acceptance criteria in this SOW.
- Any changes to research analysts' time or resources.

Any questions regarding this SOW should be addressed to:

Robert Kidd
Managing Partner, Gartner, Inc.
Telephone: +1 858 220 6754
Email: Robert.Kidd@gartner.com

**This SOW was prepared for
City of LA Department of Building and Safety:**

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

**Statement of Work (SOW) for
City of LA Department of
Building and Safety (LADBS)**

**LADBS Enterprise Architecture
Bricks & Final Report**

June 14, 2023

Engagement Number: 330081830, addon to 330077162

City Contract Number: C-TBD Project Management and
Information Technology Consulting Services



June 14, 2023
Osama Younan
General Manager, City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Engagement Number: 330081830
Re: Enterprise Architecture (EA) Standards Governance
City Contract Number: C-TBD

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of Los Angeles Department of Building & Safety (LADBS) with this Statement of Work to continue to provide services in support of the Department's standardization of Enterprise Architecture. Gartner understands the importance of this effort to standardize architecture bricks and enable improved business process while offering a seamless, transparent experience for the internal LADBS software development team and their external 3rd party vendor partners.

To conduct this initiative, we will bring methodologies, tools and expertise from our Application, Infrastructure & Security Practice to take advantage of best practices from other government entities of similar size and budget. We will also apply the knowledge gained from our prior experiences working closely with LADBS. Gartner previously completed the first two Steps of developing some EA Standards and the third Step of the Governance structure under SOW 8 of City Contract 136535.

The output of this engagement will be the completion of that project including Enterprise Architecture Standards Governance and a Final Report that will support the internal City LADBS application development standards and external 3rd party vendor benchmark task order.

Our offer is valid for 120 days from the submission date of this Proposal. If this Proposal represents your requirements, please sign the Authorization Page and return the entire Proposal to Robert Kidd at Robert.Kidd@gartner.com.

Please contact me at +1 858-220-6754 or via email if you have any questions. We thank you for this opportunity and look forward to assisting the City of Los Angeles with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting

cc: Eric Krause, Account Executive, City of Los Angeles
Sinan Romaya, Associate Partner, Southwest U.S. State & Local Government

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Executive Summary

1.0 Executive Summary

1.1 Executive Summary

Gartner understands that LADBS has the need to standardize their technologies and document them so it can be shared with their internal development team and their 3rd party partners. This Enterprise Architecture (EA) standardization will complete the definition of the LADBS technology brick roadmap and mitigate any risks associated with the release of task orders to external vendors, as the bricks will help aligned the vendors to the LADBS EA standards. Gartner previously completed the first two Steps of developing some EA Standards and the third Step of the Governance structure under SOW 8 of City Contract 136535. Gartner proposes to support LADBS by completing development of the future state EA bricks and developing the Final Report on the governance structure that will guide software development personal, internal, and external, in accordance with LADBS's EA standards.

Table 1. Executive Summary of Enterprise Architecture Governance Support

Our Understanding of LADBS EA Standards needs...	...how Gartner can help
<ul style="list-style-type: none">▪ Gartner assisted LADBS with establishing a bench contract for IT services to streamline hiring vendors to support their need.▪ As LADBS releases task orders to the market to engage vendors, they would like to define and share a set of Enterprise Architecture Standards, as a package within the task order(s), that align with LADBS's technical and development roadmap.▪ A risk of engaging multiple vendors to provide IT services is that each brings their own approach and way of working. Without a pre-defined set of standards to guide these vendors, the sustainability of LADBS' IT ecosystem may diminish.▪ The purpose of this project is to ensure that vendors will deliver their services according to LADBS' standards and maintain, or improve, the overall quality of the IT ecosystem.▪ These standard will also be a leveraged within LADBS for any internal projects, enhancements or upgrades.	<ul style="list-style-type: none">▪ Gartner will create a governance structure to ensure LADBS will continue to maintain and update these standards as part of their internal initiative to standardize and optimize Enterprise Architecture and Technology Standards long-term.▪ The Enterprise Architecture Standards will include definitions, implementation guidance, support roadmap and emerging technologies.▪ The standards will help mitigate any risk of vendors introducing new technologies to the LADBS environment that do not align with Enterprise Architecture Standards shared within Task Orders.



Statement of Work

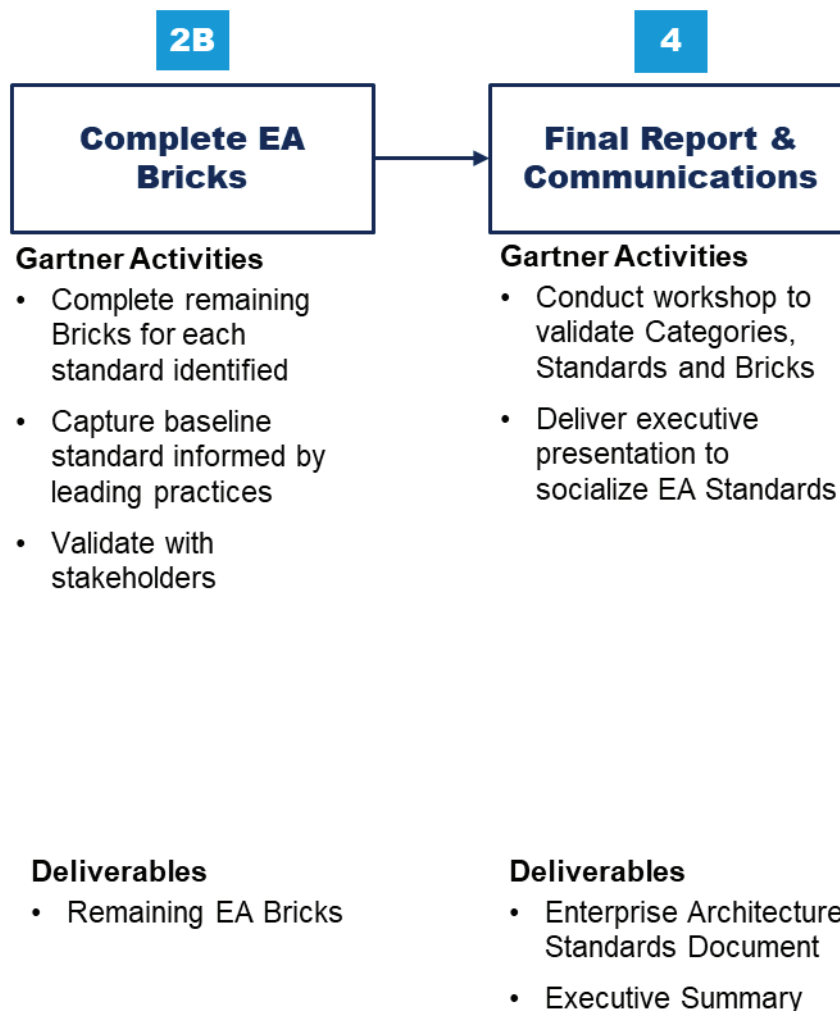
2.0 Statement of Work

The Statement of Work section, which is incorporated into City Agreement C-TBD, sets forth Gartner’s detailed technical approach, schedule, staffing, pricing and legal terms.

2.1 Approach Overview

Gartner’s proposed approach is comprised of 2 steps described in this SOW. Our approach summary is visualized in the figure below and described in detail in Section 2.3. The timeline in which we propose to deliver these services follows in Section 2.2.

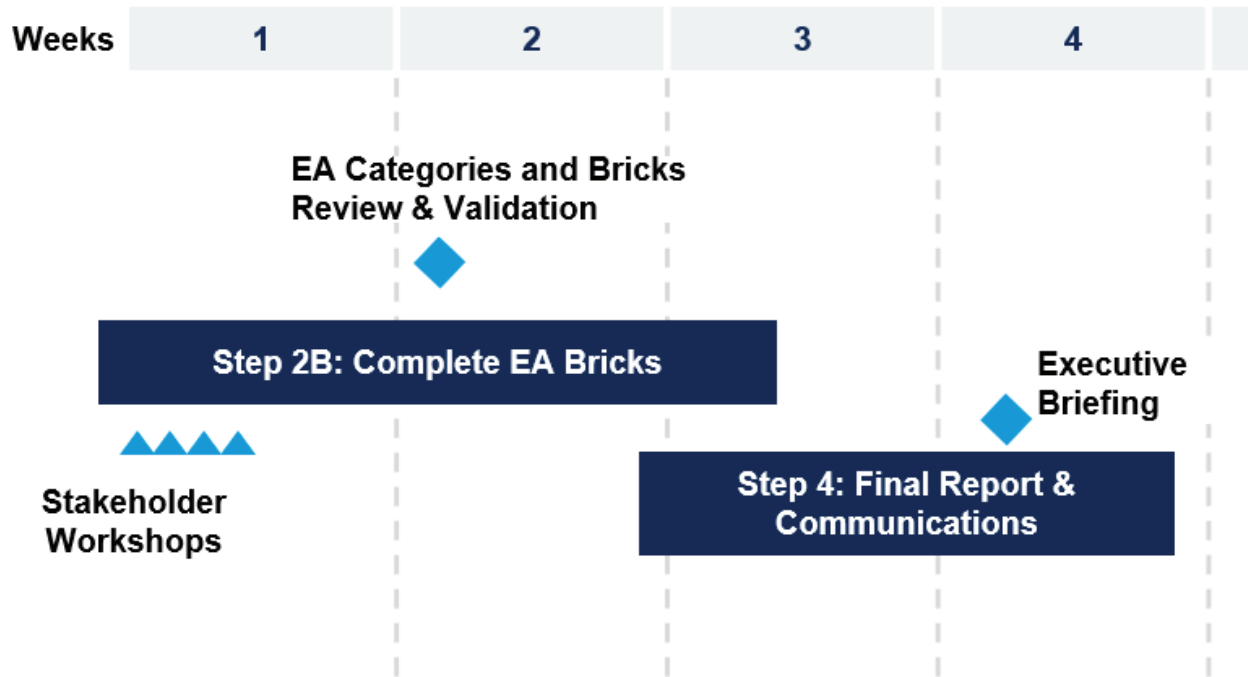
Figure 1. Gartner Approach



2.2 Project Plan & Timeline

Gartner anticipates completion of this engagement in 4 weeks, as detailed in the timeline below. This schedule is further dependent on the assumptions included in this Proposal.

Figure 2. Project Plan Overview



2.3 Approach Detail

2.3.1 Step 2B

Step 2B Complete EA Bricks	
Objective	<ul style="list-style-type: none">Complete building remaining Bricks confirmed in the initial EA Standards task
Activities Performed by Gartner	<ul style="list-style-type: none">Complete Bricks for remaining standards identifiedValidate with stakeholdersComplete updating draft Bricks based on LADBS TSB feedback
LADBS's Responsibilities	<ul style="list-style-type: none">Schedule workshops as neededEnsure appropriate attendance for workshopsReview deliverables and provide updates/changes to Gartner along timelines as required per the Project Plan
Assumptions	<ul style="list-style-type: none">Gartner will identify and produce up to thirty (15) bricksGartner will organize each brick based on their domains and categoriesGartner will hold up to one (1) workshops over 1 weeks with LADBS TSB staff to present straw person bricks and gather feedback so Gartner can complete drafting of the deliverables for this StepGartner will make one round of updates to each Brick based on one round of review by LADBS TSB staffGartner will hold one (1) validation workshop for the deliverables in this Step prior to the last workshop in the last Step
Deliverable(s)	<ul style="list-style-type: none">Remaining EA Bricks
Time Frame	<ul style="list-style-type: none">Weeks 1-2

Example Deliverable

- Prior to starting work on this Step, Gartner will develop a Deliverable Expectation Document (DED) including an example Brick to define elements to be developed for each Brick. LADBS TSB will review and approve the Brick DED prior to Gartner developing the Bricks.
- Gartner will work iteratively and collaboratively with LADBS TSB staff in workshop settings to develop each Brick. Gartner will draft each Brick based on any current LADBS standards, leading industry best practices and the desired future state.
- Gartner will make one round of updates to each Brick based on one round of review by LADBS TSB staff.

Email Brick

Email	
Definition	Implementation Guidance
<p>A method of exchanging digital messages from an author to one or more recipients. Email includes</p> <ul style="list-style-type: none"> Standard email SMTP store and forward All POP/IMAP, Web -based access, and thick client interfaces Account setup management Calendaring and scheduling Additional synchronization services (e.g., notes, tasks, contacts) 	<p>Microsoft Office 365, Exchange Online for the core E -mail services for all employees. End user Devices (i.e. Desktop) will have outlook 2013 or 2016 clients. Web access to E -mail will be provided via "Outlook on the Web". Office365 – Exchange Online will be integrated with enterprise directory services using Active Directory Federation Services (ADFS). Archival for E -mail account will be supported using online archive once the plan is in place.</p>
Retirement	Mainstream
<p>Desktop : Outlook 2010, Outlook 2007 Server : Microsoft Exchange 2010</p>	<p>Server : Microsoft Exchange Online (O365) Desktop : Outlook 2013, Outlook 2016, "Outlook on the Web" Mobile : Use of native E -mail app on mobile phone for mobile messaging Message security : Office 365 message encryption</p>
Containment	Emerging
<p>Server : Microsoft Exchange 2016 Mobile : VMware Boxer Message security: CES (Cisco Registered Envelop Service)</p>	<p>Mobile : Outlook Mobile App</p>

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2.3.2 Step 4

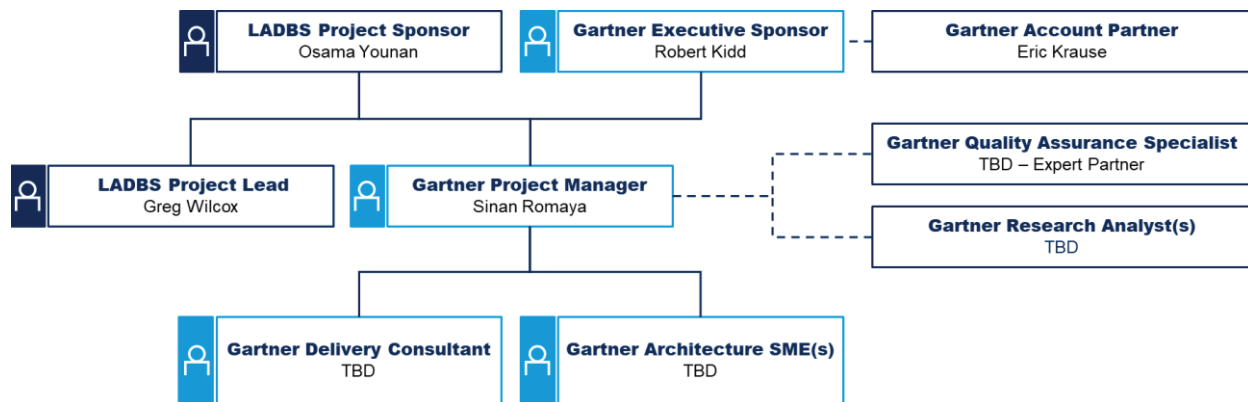
Step 4 *Final Report & Communications*

Objective	<ul style="list-style-type: none">▪ Deliver EA Categories, Domains and Bricks▪ Present EA architecture standards to LADBS stakeholders
Activities Performed by Gartner	<ul style="list-style-type: none">▪ Conduct workshop to validate EA standard and governance model▪ Deliver executive presentation to socialize EA Standards & Governance Structure
LADBS's Responsibilities	<ul style="list-style-type: none">▪ Schedule workshops as needed▪ Ensure appropriate attendance for workshops
Assumptions	<ul style="list-style-type: none">▪ Gartner will conduct one (1) workshop to finalize EA standards and governance▪ Gartner will conduct one (1) executive read out meeting
Deliverable(s)	<ul style="list-style-type: none">▪ Enterprise Architecture Standards Document▪ Executive Summary
Time Frame	<ul style="list-style-type: none">▪ Weeks 9-10

2.4 Project Team Overview

Gartner will bring a project team to support this key initiative that leverages resources from Southern California and is supported by a cross-domain team comprised of Licensing and Permitting CoE and Applications & Infrastructure practice experts, as well as our Account Partners. Gartner has created an organizational structure for this engagement that ensures high-level sponsorship and quality assurance, strong day-to-day project management, a focused team of project consultants, and deep subject matter expertise. The key roles and proposed individuals for the Gartner team are shown below.

Figure 3. Gartner Project Team for LADBS Enterprise Architecture Standards



2.4.1 Project Team Oversight and Management

For each project, Gartner assigns a dedicated Engagement Manager and Managing Partner to oversee and manage project activities and the Gartner team, working closely with LADBS's Project Manager.



Gartner Engagement Manager

Responsible for managing the project's progress and momentum, ensuring that Gartner activities support the client's goals, building and maintaining a long-standing relationship with the client, providing high-level oversight of the project and taking action as needed to resolve issues.

Gartner Managing Partner

Responsible for ensuring client satisfaction, providing project oversight, and delivering an additional layer of quality assurance.

LADBS's Project Manager

Together with the Gartner Engagement Manager, responsible for driving the efforts and participating in regular progress review and risk management. They will agree upon a format and schedule acceptable to LADBS in order to report progress on the metrics agreed.

2.4.2 Roles and Responsibilities

The table below describes the roles and responsibilities for this engagement.

Table 2. Project Team Roles and Responsibilities

Role	Responsibilities
Executive Sponsor Robert Kidd	<ul style="list-style-type: none"> ▪ Oversee alignment of Gartner activities to support LADBS goals. ▪ Build and maintain a long-standing relationship with LADBS. ▪ Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Engagement Manager Sinan Romaya	<ul style="list-style-type: none"> ▪ Day-to-day management of project initiatives to achieve on-time completion of deliverables that meet quality standards. ▪ Ensure that project deliverables are completed on time and meet the Gartner quality standards. ▪ Act as the primary point of contact for the Gartner team. ▪ Work closely with LADBS to ensure that Gartner is meeting its needs.
Project Consultant(s) & Architecture SME Alessandro Bugliosi	<ul style="list-style-type: none"> ▪ Provide day-to-day consulting support for project tasks. ▪ Provide technical depth and expertise to the project, as needed ▪ Provide support for data collection, data analysis and recommendations for activities. ▪ Participate in deliverable creation, deliverable review and client presentations as needed. ▪ Present results to LADBS as needed.
Quality Assurance Specialist Razab Chowdhury – Expert Partner	<ul style="list-style-type: none"> ▪ Provide technical depth and expertise to the project, as needed ▪ Provide support for data collection, data analysis and recommendations for activities ▪ Participate in deliverable creation, deliverable review and client presentations as needed ▪ Present results to the LADBS as needed ▪ Ensure value through use of the Gartner Project Management Life Cycle detailed in this Proposal ▪ Provide quality assurance review of Gartner project plan and Gartner deliverables throughout the engagement
Research Analyst(s) (As Needed)	<ul style="list-style-type: none"> ▪ Support the core project team by providing a context-sensitive perspective to issues specific to LADBS based on Gartner industry-leading research. ▪ Participate in analysis and comparisons, and review deliverables as needed.
Account Partners Eric Krause	<ul style="list-style-type: none"> ▪ Work closely with the delivery team throughout the engagement ▪ Ensure that the value delivered through this engagement is seamlessly integrated with all Gartner programs and services ▪ Provide guidance so that this engagement advances the overall mission-critical priorities of the client ▪ Coordinate partnership with Analysts and use of the body of Gartner Research to ensure that recommendations and outcomes are aligned with Gartner Research frameworks

2.4.3 Gartner Account Partners

Gartner Account Partners will work closely with the delivery team throughout the engagement:

- Eric Krause, the City of LA DBS Account Executive, will seamlessly integrate the value delivered through this engagement with all Gartner programs.
- Service Partners will provide guidance so that this engagement advances the overall Mission-Critical Priorities of LADBS.
- The body of Gartner Research and partnering with Analysts will ensure that recommendations and outcomes are aligned with Gartner Research frameworks.
- Partnering across this team will ensure that the recommendations from this engagement are actionable through ongoing Gartner services.

2.5 Assumptions

The deliverables, schedule and pricing in this Proposal are based on the following assumptions:

The LADBS's Participation:

- The LADBS will designate a project manager to act as the primary point of contact for this engagement. The LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- The work effort described in this Proposal assumes the LADBS's personnel are available to assist in the manner defined in this Proposal. If the LADBS's personnel are not available, a change of scope may be necessary.
- The LADBS will review and approve all documents required to facilitate project execution (collectively "Project Documents") within 10 business days. If no formal approval or rejection is received within this time frame, the Project Documents are considered to be accepted by the LADBS to facilitate drafting of each Deliverable. All Deliverables, provided by Gartner to Client shall be deemed to be accepted within 15 days of receipt by Client unless Gartner receives written notice of non-acceptance within 15 days after their delivery.
- The LADBS will schedule the LADBS's resources for project activities and provide meeting facilities as necessary.
- The LADBS's personnel will be available per the final project schedule.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.

Data Collection:

- The due diligence (as-is) data are reasonably available via interviews and documentation review.
- The LADBS will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- Engagement pricing is based on the assumption that Gartner will conduct 8 interviews/workshops over a period of 4 weeks and that the LADBS will arrange all sessions with the LADBS's personnel.
- All data collection and interviews/workshops will take place via telephone while some meetings such as, City's Budget and Government Efficiency Committee, City Council, and up to five (3) meetings, will take place in person at City offices as described in this Proposal and/or as agreed to at the project kickoff.

Key Personnel:

- Upon signing of a contract we will identify those associates with the appropriate skills and background to deliver fully on the undertakings defined in the Proposal.

- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform the LADBS as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.
- Where it is indicated in this Proposal, that a proposed team member is a sub-contractor to Gartner, the LADBS agrees to the inclusion of that individual as a member of the project team so long as the sub-contractor is suitably qualified to provide the services. If such inclusion is not reasonably acceptable to the LADBS, Gartner will be informed at the earliest opportunity and requested to find an alternative team member.
- Gartner will maintain key named personnel on provided Services delivery team, unless personnel changes are approved by the City
- Where necessary, Gartner will submit to City request to replace provided Services delivery team member with suitably experienced and qualified personnel no less than fourteen (14) calendar days prior to provided team member departure

Place of Performance:

- All Gartner meetings and workshops, and services will be performed at Gartner locations.
- Office space, telephones, printing/copying services and access to the open internet will be made available on a reasonable basis to Gartner at the LADBS's locations for on-site project time.

Deliverables:

- Any requests for additional information or resource (beyond the details described in the tasks above) that are made by the LADBS will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal).
- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).
- All Deliverables, provided by Gartner to the LADBS shall be deemed to be accepted within 15 days of receipt by the LADBS unless Gartner receives written notice of non-acceptance within 15 days after their delivery.
- Deliverables will not be made available to anyone outside of the LADBS's organization.

Gartner Independence and Objectivity:

- Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review or approval of outside investors, shareholders or directors. For further information on the independence and integrity of Gartner Research, see "[Guiding Principles on Independence and Objectivity](#)" on our website, gartner.com or contact the Office of the Ombuds at ombuds@gartner.com or +1 203 316 3334.

2.6 Investment Summary

2.6.1 Fees and Expenses

Gartner will conduct the engagement as outlined in this SOW for a firm-fixed price of \$82,500 inclusive of travel and other reimbursable expenses. The Fees table below defines the investment required by Step. All fees outlined below for all steps outlined in this Statement of Work represent a firm-fixed price.

Table 3. Pricing Table

Step	Payment
Enterprise Architecture Bricks Governance	
Task 2B. Build EA Bricks	\$52,500
Task 4. Final Report & Communications	\$30,000
Project Fees Totals:	\$82,500

2.6.2 Billing

Gartner will conduct the steps outlined in this Proposal for the firm-fixed price defined in Section 2.6.1.

Gartner will bill for the professional fees at the conclusion of each Task milestone upon LADBS's acceptance of the deliverable(s) for that milestone. Note, Client shall provide Gartner with notice of acceptance or non-acceptance within 15 days; provided however, if no response from Client is received by Gartner within such period, then acceptance of the deliverable is assumed.

Per City terms, a withhold amount of 10% of the cost of each deliverable will be withheld from each Task milestone and collectively invoice by Gartner within 30 days after the last deliverable has been accepted by the City.

2.6.3 Invoicing

Gartner will invoice Client for Services based upon agreed schedule.

Invoice Milestone	Project Name	Step	All-Inclusive Price	Less Withhold	Invoice Amount
1	Enterprise Architecture Bricks & Final Report	Task 2B. Build EA Bricks	\$52,500	\$5,250	\$47,250
2	Enterprise Architecture Bricks & Final Report	Task 4. Final Report & Communications	\$30,000	\$3,000	\$27,000
3	Enterprise Architecture Bricks & Final Report	Final Withholds Payment	N/A	N/A	\$8,250

Payment is due 30 days from invoice date. While we do not provide itemized billing for services, we agree and will comply with any reasonable requests for records substantiating our invoices.

Client confirms that no PO is required, and the Billing Address and Invoice Recipient information is accurate.

Primary Contact

Greg Wilcox
General Manager
221 N Figueroa St
Los Angeles, CA 90012-2639
+1 213 482 6800
Greg.Wilcox@lacity.org

Billing Contact

LADBS Contract Administrator
201 N Figueroa St., Suite 760B
Los Angeles, CA 90012
LADBS.ASD@lacity.org

Preferred Invoicing Method

Email completed LADBS Deliverable Acceptance document and PDF of invoice to LADBS Contract Administrator at LADBS.ASD@lacity.org

2.6.4 Changes to Scope

The scope of this engagement is defined by this SOW. All LADBS's requests for changes to the SOW must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this SOW. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this SOW.
- Providing or developing any deliverables not specifically set forth in this SOW.
- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this SOW.
- Any delays in deliverable caused by modification of acceptance criteria in this SOW.
- Any changes to research analysts' time or resources.

Any questions regarding this SOW should be addressed to:

Robert Kidd
Managing Partner, Gartner, Inc.
Telephone: +1 858 220 6754
Email: robert.kidd@gartner.com

**This SOW was prepared for
City of LA Department of Building and Safety:**

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Statement of Work for City of LA Department of Building and Safety (LADBS)

Project QA Oversight & OCM Support - Phase 1

28 September 2023

Engagement Number: 330083986

City Contract Number: **TBD** - Project Management and Information Technology
Consulting Services



28 September 2023

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Engagement Number: 330083986
Re: Project QA Oversight & OCM Support - Phase 1
City Contract Number: **TBD** - Project Management and IT Consulting Services

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of LA Department of Building and Safety (LADBS) with this Statement of Work to continue to provide services in support of the Department's Permitting System modernization project. Gartner understands the importance of this effort to modernize legacy LADBS systems and enable improved business processes while offering a seamless, transparent experience to customers and other building industry stakeholders.

In Phase 1 of our support for the implementation portion of the project, we will provide Readiness Support focused primarily on organization change management (OCM) planning and conducting an initial risk assessment to baseline all mitigation actions. Gartner's team will combine experts from our Licensing, Permitting & Regulatory practice in the public sector with our global Program Assurance and Talent, Culture, & Change practices.

Our offer is valid for 90 days from the submission date of this Statement of Work. If this Statement of Work represents your requirements, please arrange for a duly authorized signatory to sign the Authorization page and return the entire Statement of Work to me via email at robert.kidd@gartner.com.

Please contact me at +1 858 220 6754 or via email at robert.kidd@gartner.com if you have any questions. We thank you for this opportunity and look forward to assisting LADBS with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting
cc: Eric Krause, Account Executive, Gartner

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Executive Summary

1.0 Executive Summary

Our Understanding of the City of Los Angeles Department of Building & Safety (LADBS) Project Needs

Gartner understands the City of Los Angeles Department of Building & Safety (LADBS) is about to implement an enterprise application for permitting, inspections, and code enforcement services. The Los Angeles City Permitting System project will replace key existing systems owned by LADBS, including ePlanLA, Plan Check Inspection System (PCIS), and Code Enforcement Information System (CEIS), in addition to other smaller systems. These systems support the permitting of tens of thousands of housing units, ~1 million inspections, ~50,000 code enforcement cases, ~10,000 licenses, and billions of dollars of construction every year.

This enterprise application replacement project will affect approximately 2,000 City staff, including 1,200 LADBS staff and 800 from other City departments. The Development Services Departments operate five one-stop centers with public counters, 6 Inspections & Code Enforcement Offices, and 1 Test Laboratory across the City of Los Angeles.

The Los Angeles City Permitting System project's vision is to achieve benefits in three main categories: Business Improvements, Customer Service, and Technical Viability & Maintainability.

The implementation of a modern permitting system will be a large project involving many stakeholders and likely will face many risks to be mitigated.

How Gartner Consulting Will Meet Them

In determining how Gartner can best support LADBS, we considered:

- What is the City's overall readiness for this modernization effort to ensure a successful transformation?
- In what areas will LADBS need ongoing support during the implementation to ensure successful go-lives and realization of the planned project benefits?

Given the above and the feedback we received from the City, Gartner developed this Statement of Work and facilitated a discussion around the scope of services that can best meet the City's needs.

Gartner will assist the City with the Permitting System project implementation in the following ways:

- Phase 1 - Provide Readiness Support focused primarily on organization change management (OCM) planning, and conduct an initial risk assessment to baseline all mitigation actions
- Phase 2 - Provide Implementation Project Oversight & Quality Assurance Support focused on monthly risks assessments and ongoing OCM support



Statement of Work



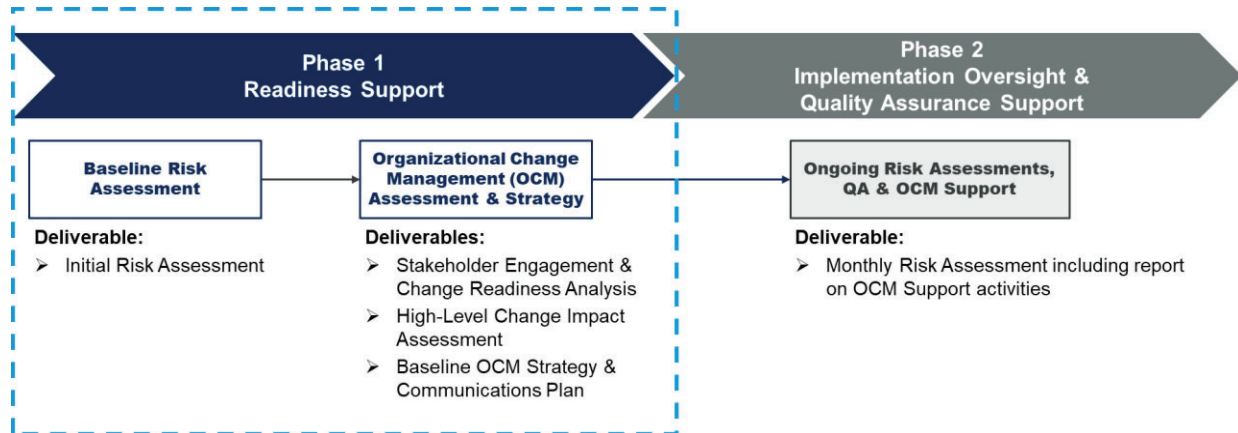
2.0 Statement of Work

The Statement of Work section, which is incorporated into the Statement of Work, sets forth Gartner’s detailed technical approach, schedule, staffing, pricing, and legal terms.

2.1 Approach Overview

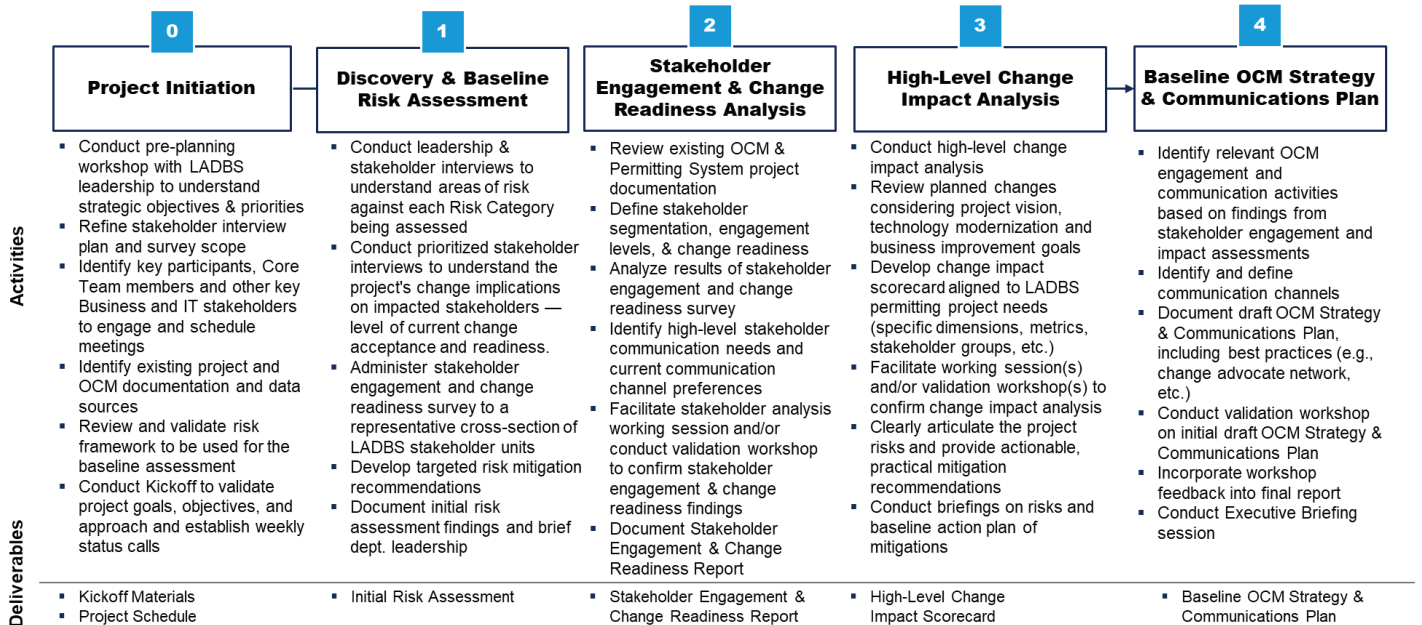
Gartner will meet LADBS’ objectives through a two-phased approach, as depicted in Figure 1. The current Statement of Work focuses on Phase 1, providing readiness support to LADBS, including an Organizational Change Management (OCM) Assessment & Strategy and a Baseline Risk Assessment.

Figure 1. Gartner’s Two-Phased Approach for LADBS



An overview of the Phase 1 approach and activities is provided in Figure 2.

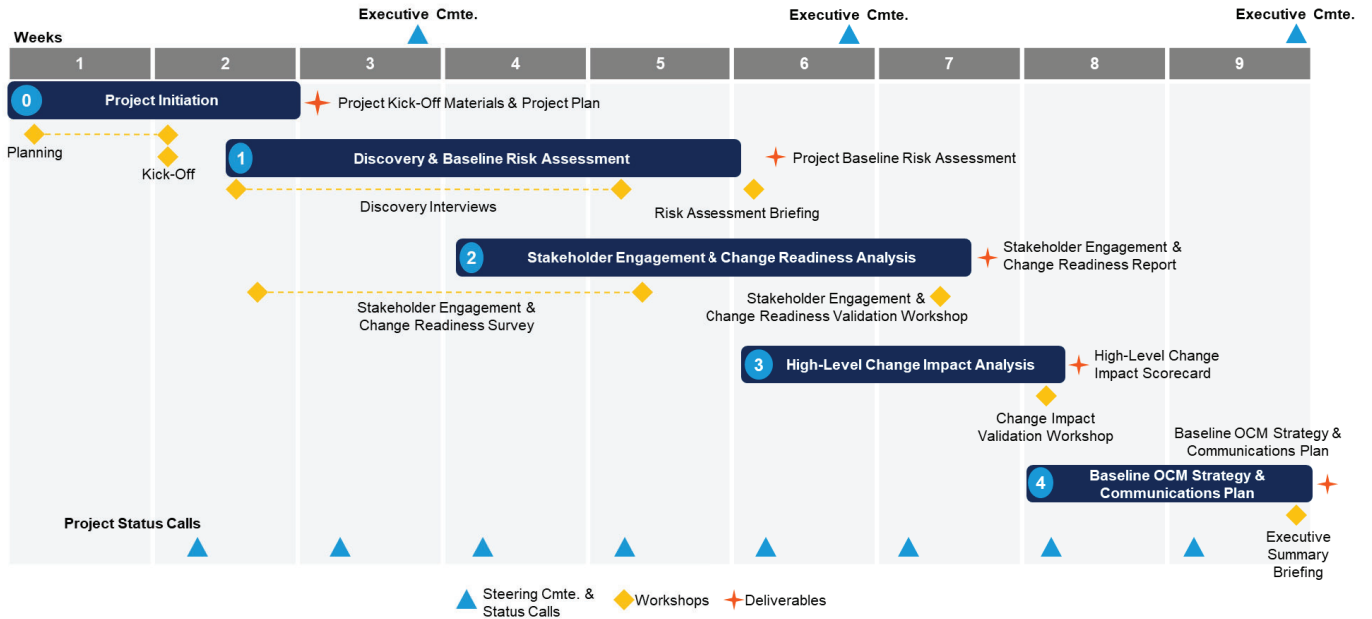
Figure 2. Gartner’s Phase 1 Approach Overview



2.2 Project Plan Overview

Gartner anticipates completing this engagement within nine weeks, as detailed in Figure 3. This schedule is dependent on the assumptions included in this Statement of Work.

Figure 3. Estimated Engagement Schedule



2.3 Approach Detail

Table 1 below includes the objectives, timelines, Gartner activities & deliverables, and LADBS' anticipated involvement for each step of Phase 1 - Readiness Support.

Table 1. Gartner Phase 1 Task Descriptions

Phase I. Readiness Support	
Step 0. Project Initiation	
Objective	<ul style="list-style-type: none"> Work closely with LADBS to set the foundation for a successful engagement that is delivered on time, within budget, and meets LADBS' objectives Conduct a pre-planning workshop with LADBS leadership to understand strategic objectives & priorities Identify key participants, Core Team members, and other key Business and IT stakeholders to engage and schedule interviews Refine stakeholder interviews and survey scope Identify and review existing project and OCM documentation and data sources Identify and resolve gaps in data availability
Activities Performed by Gartner	<ul style="list-style-type: none"> Draft and finalize the baseline project schedule for Gartner's engagement, including key tasks and milestones, and incorporate feedback from LADBS Prepare kickoff material Schedule and hold a project kickoff meeting with LADBS to confirm understanding of the engagement objectives, scope, schedule, roles and responsibilities, and required resources for both Gartner and LADBS Review and validate risk framework to be used for the baseline assessment Discuss anticipated project risks and mitigation plans, based on lessons learned from experience, and gather any relevant background material from LADBS Establish weekly status calls and at least monthly executive stakeholder sessions
LADBS's Responsibilities	<ul style="list-style-type: none"> Identify, confirm, and ensure the availability of decision-makers and stakeholders to meet the agreed-upon project schedule Ensure attendance at the project kickoff meeting by the Project Sponsor, Project Manager, and other key stakeholders as determined before the kickoff Coordinate, schedule, and ensure participation of required stakeholders in meetings/interviews/workshops / surveys Review and approve work products/deliverables on a timely basis to meet the agreed-upon project schedule Provide timely access to requested data and documentation
Assumptions	<ul style="list-style-type: none"> Up to two (2) project kickoff meetings with Bureau Chiefs and project stakeholders
Deliverable(s)	<ul style="list-style-type: none"> Kickoff Materials Project Schedule
Time Frame	<ul style="list-style-type: none"> Weeks 1 - 2

Step 1. Discovery & Baseline Risk Assessment

Objective	<ul style="list-style-type: none">Complete data collection and assessment to determine the baseline risk for the project overall and the level of stakeholder engagement and change readiness of LADBS
Activities Performed by Gartner	<ul style="list-style-type: none">Conduct leadership & stakeholder interviews to understand areas of risk against each Risk Category being assessedConduct prioritized stakeholder interviews to understand the project's change implications on impacted stakeholders— level of change acceptance and readiness.Administer stakeholder engagement and change readiness survey to a representative cross-section of LADBS stakeholder divisionsDevelop and confirm a baseline understanding of the current state of the projectAssess the current state of risks based on Gartner's project risk frameworkDevelop targeted risk mitigation recommendationsDocument initial risk assessment findings and share them with leadership
LADBS's Responsibilities	<ul style="list-style-type: none">Identify and confirm participants for workshops, surveys, and interviewsSchedule and ensure attendance at workshops, surveys, and interviewsReview and approve work products/deliverables on a timely basis to meet the agreed-upon project schedule
Assumptions	<ul style="list-style-type: none">All relevant project documentation will be provided no later than one week before the kickoff meetingGartner will conduct up to twenty (20) individual or small group interviews to understand current project risksGartner will conduct up to twelve (12) individual or small group interviews to assess stakeholder engagement and change readinessAll risk interviews are to be conducted within two weeks of the kickoff, and OCM interviews are to complete the third week after the kickoffGartner will conduct up to two (2) briefings of the baseline risk assessment with the project management team and dept. executives
Deliverable(s)	<ul style="list-style-type: none">Initial Risk Assessment
Time Frame	<ul style="list-style-type: none">Weeks 2 - 6

Step 2. Stakeholder Engagement & Change Readiness Analysis

Objective	<ul style="list-style-type: none">▪ Initial OCM assessment to determine the level of stakeholder engagement and change readiness of LADBS
Activities Performed by Gartner	<ul style="list-style-type: none">▪ Review existing OCM & Permitting project documentation▪ Define stakeholder segmentation, engagement levels, & change readiness▪ Understand current and past stakeholder engagement activities and current Change Network / Change Champions▪ Identify high-level stakeholder communication needs and current communication channel preferences▪ Analyze results of stakeholder engagement and change readiness survey▪ Facilitate stakeholder analysis working session and/or conduct validation workshop to confirm stakeholder engagement & change readiness findings▪ Document Stakeholder Engagement & Change Readiness Report
LADBS's Responsibilities	<ul style="list-style-type: none">▪ Identify and confirm participants for workshops, surveys, and interviews▪ Schedule and ensure attendance at workshops, surveys, and interviews▪ Review and approve work products/deliverables on a timely basis to meet the agreed-upon project schedule
Assumptions	<ul style="list-style-type: none">▪ Schedule and ensure attendance at project planning meetings by key stakeholders▪ Provide requested background information, when applicable▪ Review and provide feedback on deliverables
Deliverable(s)	<ul style="list-style-type: none">▪ Stakeholder Engagement & Change Readiness Report
Time Frame	<ul style="list-style-type: none">▪ Weeks 4 - 7

Step 3. High-Level Change Impact Analysis

Objective	<ul style="list-style-type: none">▪ Develop a high-level change impact scorecard aligned to LADBS permitting project needs and targeted, prioritized recommendations to help reduce project risk and help drive increased project value.
Activities Performed by Gartner	<ul style="list-style-type: none">▪ Conduct high-level change impact analysis▪ Review planned changes in light of project vision, technology modernization, and business improvement goals▪ Develop a change impact scorecard aligned to LADBS permitting project needs (specific dimensions, metrics, stakeholder groups, etc.)▪ Facilitate working session(s) and/or validation workshop(s) to confirm change impact analysis▪ Articulate the project risks and provide actionable, practical mitigation recommendations▪ Conduct briefings on risks and baseline action plan of mitigations
LADBS's Responsibilities	<ul style="list-style-type: none">▪ Identify and confirm participants for workshops, surveys, and interviews▪ Schedule and ensure attendance at workshops, surveys, and interviews▪ Review and approve work products/deliverables on a timely basis to meet the agreed upon project schedule
Assumptions	<ul style="list-style-type: none">▪ Schedule and ensure attendance at project planning meeting by key stakeholders▪ Provide requested background information, when applicable▪ Review and provide feedback on deliverables
Deliverable(s)	<ul style="list-style-type: none">▪ Change Impact Scorecard
Time Frame	<ul style="list-style-type: none">▪ Weeks 6 - 8

Step 4. Baseline OCM Strategy & Communications Plan

Objective	<ul style="list-style-type: none">Develop baseline OCM execution roadmap to guide the elaboration of OCM plans and initial communications for the implementation portion of the Permitting System modernization project
Activities Performed by Gartner	<ul style="list-style-type: none">Identify relevant OCM engagement and communication activities based on findings from stakeholder engagement and impact assessmentsIdentify and define recommended communication channels and high-level key messagesDocument draft OCM Strategy & Communications Plan, including best practices (e.g., change advocate network, etc.)Conduct a validation workshop on the initial draft of the OCM Strategy & Communications PlanIncorporate workshop feedback into the final reportConduct an Executive Briefing session
LADBS's Responsibilities	<ul style="list-style-type: none">Identify and confirm participants for workshops, surveys, and interviewsSchedule and ensure attendance at workshops, surveys, and interviewsReview and approve work products/deliverables on a timely basis to meet the agreed upon project schedule
Assumptions	<ul style="list-style-type: none">Schedule and ensure attendance at project planning meeting by key stakeholdersProvide requested background information, when applicableReview and provide feedback on deliverablesGartner will conduct up to two (2) briefings of the baseline OCM strategy and communications plan with the project management team and dept. executives
Deliverable(s)	<ul style="list-style-type: none">Baseline OCM Strategy & Communications Plan
Time Frame	<ul style="list-style-type: none">Weeks 7 - 9

2.3.1 Summary of Deliverables

The list of deliverables for Phase 1 and their expected due dates are listed in Table 2.

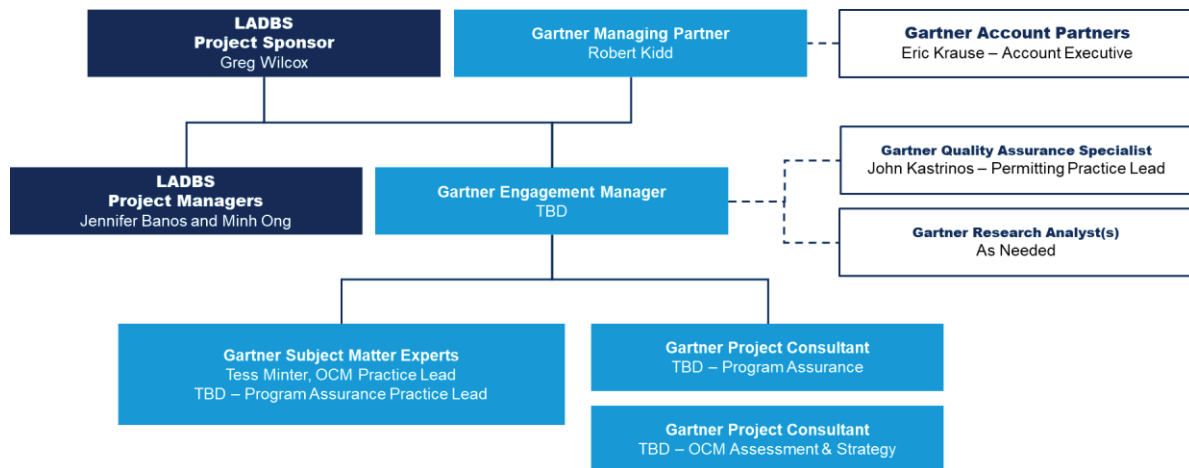
Table 2. Summary of Phase 1 Deliverables

Step	Deliverables
Step 0: Project Initiation	0.1 - Kickoff Materials 0.2 - Project Schedule
Step 1: Discovery & Baseline Risk Assessment	1.1 - Initial Risk Assessment
Step 2: Stakeholder Engagement & Change Readiness Analysis	2.1 - Stakeholder Engagement & Change Readiness Report
Step 3: High-Level Change Impact Analysis	3.1 - High-Level Change Impact Scorecard
Step 4: Baseline OCM Strategy & Communications Plan	4.1 - Baseline OCM Strategy & Communications Plan

2.4 Project Team Overview

Gartner has created an organizational structure for this engagement that provides high-level sponsorship and quality assurance, strong day-to-day project management, a focused team of project consultants, and deep subject matter expertise. The key roles and proposed individuals for the Gartner team are shown in 4.

Figure 4. Gartner Project Team for LADBS



2.4.1 Project Team Oversight and Management

For each project, Gartner assigns a dedicated Engagement Manager and Managing Partner to oversee and manage project activities and the Gartner team, working closely with LADBS's Project Manager.



Gartner Engagement Manager	Gartner Managing Partner	LADBS's Project Manager
Responsible for managing the project's progress and momentum, confirming Gartner activities support the client's goals, building and maintaining a long-standing relationship with the client, providing high-level oversight of the project, and taking action as needed to resolve issues.	Responsible for monitoring and achieving client satisfaction, providing project oversight, and delivering an additional layer of quality assurance.	Together with the Gartner Engagement Manager, responsible for driving the efforts and participating in regular progress review and risk management. They will agree upon a format and schedule acceptable to LADBS to report progress on the agreed-upon metrics.

2.4.2 Roles and Responsibilities

Table 33 describes the roles and responsibilities for this engagement.

Table 3. Project Team Roles and Responsibilities

Role	Responsibilities
Managing Partner Robert Kidd	<ul style="list-style-type: none"> Oversee alignment of Gartner activities to support LADBS goals. Build and maintain a long-standing relationship with LADBS. Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Engagement Manager TBD	<ul style="list-style-type: none"> Day-to-day management of project initiatives to achieve on-time completion of deliverables that meet quality standards. Act as the primary point of contact for the Gartner team. Work closely with LADBS to confirm that Gartner is meeting its needs.
Project Consultant(s) TBD	<ul style="list-style-type: none"> Provide day-to-day consulting support for project steps. Provide support for data collection, data analysis, and recommendations for activities. Participate in deliverable creation, deliverable review, and client presentations as needed. Present results to LADBS as needed.
Quality Assurance Specialist John Kastrinos – Permitting Practice Lead	<ul style="list-style-type: none"> Provide a quality assurance review of the Gartner project plan and Gartner deliverables throughout the engagement.

Role	Responsibilities
Subject Matter Expert(s) Tess Minter TBD – Program Assurance	<ul style="list-style-type: none"> Provide industry, solution, and service expertise to enhance the Gartner team’s recommendations and service delivery. Share insights, leading practices, and lessons learned during the engagement as needed. Participate in deliverable reviews and client presentations as needed.
Research Analyst(s) TBD	<ul style="list-style-type: none"> Support the core project team by providing a context-sensitive perspective to issues specific to LADBS based on Gartner industry-leading research. Participate in analysis and comparisons, and review deliverables as needed.
Gartner Account Partners Eric Krause	<ul style="list-style-type: none"> Oversee that value delivered is seamlessly integrated with all Gartner services to LADBS and that recommendations are actionable through ongoing Gartner services. Provide additional guidance and context so this engagement is aligned with, and advances, the mission-critical priorities of LADBS.

2.4.3 LADBS’s Roles and Responsibilities

Table 4. LADBS’s Roles and Responsibilities

LADBS Functional Role	Responsibilities
Department Sponsor	<ul style="list-style-type: none"> Approve Gartner’s engagement and respective scope Actively participate in engagement workshops/readouts Provide decision-making as necessary to support engagement Active and visible sponsorship of engagement across LADBS leadership and management
Bureau & Division Leaders	<ul style="list-style-type: none"> Attend interview(s), working session(s), and/or workshops Ensure the survey is completed timely
Bureau & Division Stakeholders	<ul style="list-style-type: none"> Attend working session(s) and/or workshop(s) if necessary/requested Ensure the survey is completed timely
LADBS Project Manager	<ul style="list-style-type: none"> Assist Gartner Engagement Manager with scheduling meetings, workshops, working sessions, and other project admin logistics Collect and provide requested LADBS documentation to Gartner Support communication efforts with stakeholders Review and facilitate approval of deliverables with appropriate LADBS stakeholders according to project schedule

2.5 Maintaining Independence and Objectivity During the Engagement

Independence and objectivity are core to who and what Gartner is as a firm. On engagements where we are regularly engaged and building relationships, maintaining independence and objectivity can be a challenge. We successfully navigated this challenge by:

- **Being Data-Driven and Fact-Based.** Our team will gather and report on the facts. We will leverage quantitative (e.g., schedule performance, budget) and qualitative (e.g., team perceptions) data as the foundation of our analysis.
- **Balancing Discovery.** We understand there is bias in data collected via interviews and self-reported mechanisms. To mitigate this, we believe in gathering multiple inputs and perspectives on similar topics to understand commonality or disparity.
- **Understanding of the Context.** Reporting data points in isolation presents risk and bias. Gartner strives to understand the interrelationship between data points to tell the full story.
- **Being Transparent.** Gartner mitigates potential pushback by being transparent during the discovery process, evaluating risks, and formulating recommendations.
- **Trusting our Process.** Our team believes in its methodology, analysis, and recommendations. That said, we will be flexible, when required, based on introducing new information.

Gartner understands that independence and objectivity are critical to project success, and more importantly, essential for establishing and maintaining trust with all parties involved.

2.6 Assumptions

The deliverables, schedule and pricing in this Statement of Work are based on the following assumptions:

LADBS's Participation:

- LADBS will designate a project manager as the primary point of contact for this engagement. LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- The work effort described in this Statement of Work assumes LADBS's personnel are available to assist in the manner defined in this Statement of Work. If LADBS's personnel are not available, a change of scope may be necessary.
- LADBS will review and approve all documents required to facilitate project execution (collectively "Project Documents") within five business days. If no formal approval or rejection is received within this time frame, the Project Documents are considered to be accepted by LADBS to facilitate drafting of each Deliverable.
- LADBS will schedule LADBS's resources for project activities and provide meeting facilities as necessary.
- LADBS's personnel will be available per the final project schedule.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.

Data Collection:

- The due diligence (as-is) data are reasonably available via interviews and documentation review.
- LADBS will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- Engagement pricing is based on the assumption that Gartner will conduct 35 interviews/workshops over 4 weeks during the Discovery step and up to 6 workshops/briefings during the remaining 5 weeks of the project that LADBS will arrange all sessions with LADBS's personnel.
- All data collection and interviews/workshops will occur via telephone or video conferencing as described in this Statement of Work and/or as agreed to at the project kickoff.

Key Personnel:

- Resumes/biographies of key personnel provided in this Statement of Work are included solely for illustrative purposes and do not indicate the commitment of a specific named associate. Upon signing of a contract, we will identify those associates with the appropriate skills and background to deliver fully on the undertakings defined in the Statement of Work.

- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform LADBS as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.

Place of Performance:

- Except for meetings and workshops, all Gartner services will be performed at Gartner locations.
- Office space, telephones, printing/copying services, and access to the open internet will be made available on a reasonable basis to Gartner at LADBS's locations for on-site project time.

Deliverables:

- Any requests for additional information or resources (beyond the details described in the tasks above) that LADBS makes will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Statement of Work).
- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).

Gartner Independence and Objectivity:

- Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review, or approval of outside investors, shareholders, or directors. For further information on the independence and integrity of Gartner Research, see "[Guiding Principles on Independence and Objectivity](#)" on our website, gartner.com, or contact the Office of the Ombuds at ombuds@gartner.com or +1 203 316 3334.

2.7 Investment Summary

2.7.1 Fees and Billing

Gartner will conduct the engagement as outlined in this Statement of Work for a firm fixed-price of \$265,000 inclusive of travel and other reimbursable expenses.

Gartner will bill for the professional fees at the conclusion of each milestone upon LADBS's acceptance of the deliverable(s) for that milestone based on Table 5 below.

Table 5. Pricing Table

Step	Deliverables	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
1 – Discovery & Baseline Risk Assessment	0.1 - Kickoff Materials 0.2 - Project Schedule 1.1 - Initial Risk Assessment	\$125,000	\$12,500	\$112,500
4 – Baseline OCM Strategy & Communications Plan	2.1 - Stakeholder Engagement & Change Readiness Report 3.1 - High-Level Change Impact Scorecard 4.1 - Baseline OCM Strategy & Communications Plan	\$140,000	\$14,000	\$126,000
NA	Final Withholds Payment	NA	NA	\$26,500
Total Project Fees:				\$265,000

2.7.2 Invoicing

Invoicing terms for this SOW are those set forth in City Contract Number C-TBD between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services.

2.7.3 Changes to Scope

The scope of this engagement is defined by this Statement of Work. All LADBS's requests for changes to the Statement of Work must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this Statement of Work. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this Statement of Work.
- Providing or developing any deliverables not specifically set forth in this Statement of Work.
- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this Statement of Work.
- Any delays in deliverables caused by modification of acceptance criteria in this Statement of Work.
- Any changes to research analysts' time or resources.

2.8 Authorization

When signed by Gartner, Inc., and LADBS, this Statement of Work is incorporated in and governed by City Contract Number C-**TBD** between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services. These two documents (the Statement of Work and governing terms) set forth the relationship between the parties for this engagement.

This Statement of Work may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii), where applicable, are in accordance with the Change to Scope provision.

This Statement of Work is valid for 90 days from 28 September 2023.

Gartner requires a signature on the SOW to place Client's order.

SUBMITTED ON BEHALF OF GARTNER, INC.



SIGNATURE

Robert Kidd, Managing Partner

PRINT NAME AND TITLE

28 September 2023

DATE

AGREED ON BEHALF OF CITY OF LA DEPARTMENT OF BUILDING AND SAFETY

SIGNATURE

PRINT NAME AND TITLE

DATE

Not Applicable

PO NUMBER - Client confirms that no Purchase Order (PO) is required.

**Any questions regarding this Statement of Work
should be addressed to:**

Robert Kidd
Managing Partner
Gartner, Inc.
Telephone: +1 858 220 6754
Email: robert.kidd@gartner.com

**This Statement of Work was prepared for
City of LA Department of Building and Safety:**

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

**Statement of Work for
City of LA Department of
Building and Safety (LADBS)**

**Project QA Oversight & OCM
Support - Phase 2, Year 1**

12 March 2024

Gartner Engagement Number: 330085926

City Contract Number: C-144799 - Project Management and Information Technology
Consulting Services, Appendix / SOW #4



12 March 2024

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Engagement Number: 330085926
Re: Project QA Oversight & OCM Support - Phase 2, Year 1
City Contract Number: C-144799 - Project Management and IT Consulting Services

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of LA Department of Building and Safety (LADBS) with this Statement of Work to continue to provide services in support of the LA City Permitting System modernization project. Gartner understands the importance of this effort to modernize legacy LADBS systems and enable improved business processes while offering a seamless, transparent experience to customers and other building industry stakeholders.

We are currently providing Phase 1 of our Project QA Oversight & OCM Support (Contract Appendix / SOW #3). In this proposal for Phase 2 – Year 1 of our Project QA Oversight & OCM Support, Gartner will continue our work on a monthly basis. We will continue to provide quality assurance (QA) oversight including identifying early indicators of risk and recommended mitigations to keep the project on track. Our QA work will include regular reviews (up to monthly) of wholistic progress with the vendor and options of continuing or how to break up and exit the relationship if needed. In our OCM support capacity, we will continue our OCM work by implementing the project's OCM strategy, guiding LADBS communication, and training staff in their activities in support of the project. Gartner's team will combine experts from our Licensing, Permitting & Regulatory practice in the public sector with our global Program Assurance and Digital Talent, Culture, & Change practices.

Our offer is valid for 60 days from the submission date of this Proposal. If this Proposal represents your requirements, please arrange for a duly authorized signatory to sign the Authorization page and return the entire Proposal to me via email at robert.kidd@gartner.com.

Please contact me at +1 858 220 6754 or via email at robert.kidd@gartner.com if you have any questions. We thank you for this opportunity and look forward to assisting LADBS with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting
cc: Eric Krause, Account Executive, Gartner

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Executive Summary

1.0 Executive Summary

Our Understanding of the City of Los Angeles Department of Building & Safety (LADBS) Project Needs

Gartner understands the City of Los Angeles Department of Building & Safety (LADBS) is about to implement an enterprise application for permitting, inspections, and code enforcement services. The Los Angeles City Permitting System project will replace key existing systems owned by LADBS, including ePlanLA, Plan Check Inspection System (PCIS), and Code Enforcement Information System (CEIS), in addition to other smaller systems. These systems support the permitting of tens of thousands of housing units, ~1 million inspections, ~50,000 code enforcement cases, ~10,000 licenses, and billions of dollars of construction every year.

This enterprise application replacement project will affect approximately 2,000 City staff, including 1,200 LADBS staff and 800 from other City departments. The Development Services Departments operate five one-stop centers with public counters, 6 Inspections & Code Enforcement Offices, and 1 Test Laboratory across the City of Los Angeles.

The Los Angeles City Permitting System project's vision is to achieve benefits in three main categories: Business Improvements, Customer Service, and Technical Viability & Maintainability.

The implementation of a modern permitting system will be a large project involving many stakeholders and likely will face many risks to be mitigated.

How Gartner Consulting Will Meet Them

In determining how Gartner can best support LADBS, we considered:

- What is the City's overall readiness for this modernization effort to ensure a successful transformation?
- In what areas will LADBS need ongoing support during the implementation to ensure successful go-lives and realization of the planned project benefits?

Given the above and the feedback we received from the City, Gartner developed this Statement of Work and facilitated a discussion around the scope of services that can best meet the City's needs.

Gartner will assist the City with the Permitting System project implementation in the following ways:

- Phase 2 - Implementation Project Oversight & Quality Assurance (QA) Support focused on monthly risks assessments and ongoing organizational change management (OCM) support
- The monthly QA work is flexible and can include a focus on specific areas based on mutual agreement at the start of the month (e.g., options to continue with the vendor or break up /exit if needed, schedule & resource analysis, requirements traceability review, technical assessments, quality gate readiness, training & testing reviews, go-live preparation assessment & lessons learned).



Statement of Work



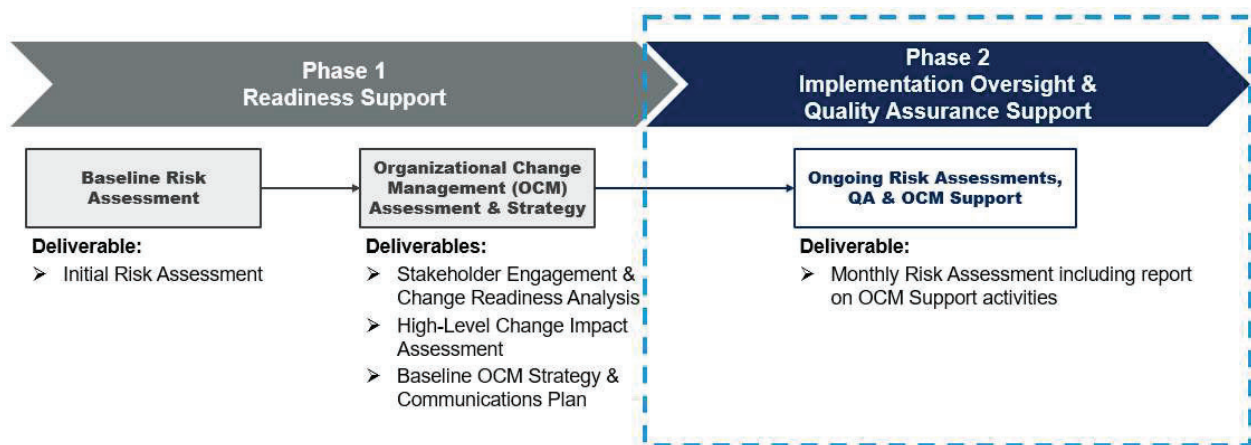
2.0 Statement of Work

The Statement of Work section, which is incorporated into the Proposal, sets forth Gartner’s detailed technical approach, schedule, staffing, pricing, and legal terms.

2.1 Approach Overview

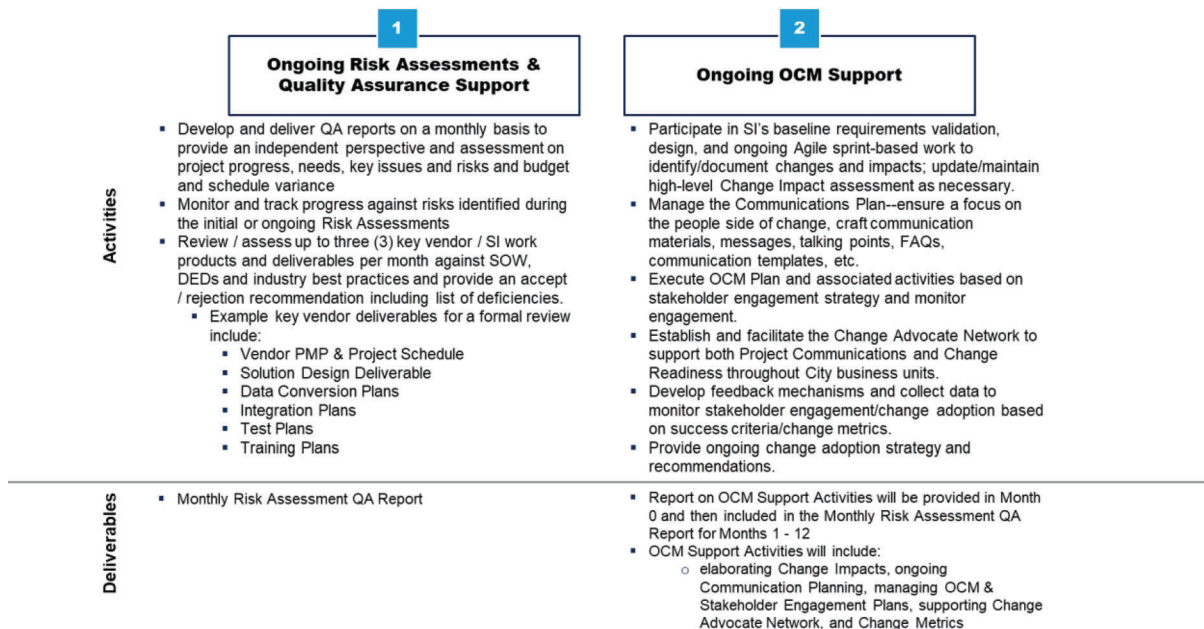
Gartner will meet LADBS’ objectives through a two-phased approach, as depicted in Figure 1. This Statement of Work focuses on Phase 2 – Year 1, providing ongoing implementation Project Oversight and Quality Assurance support to LADBS, including Organizational Change Management (OCM) support activities.

Figure 1. Gartner’s Two-Phased Approach for LADBS



An overview of the Phase 2 – Year 1 approach and activities is provided in Figure 2.

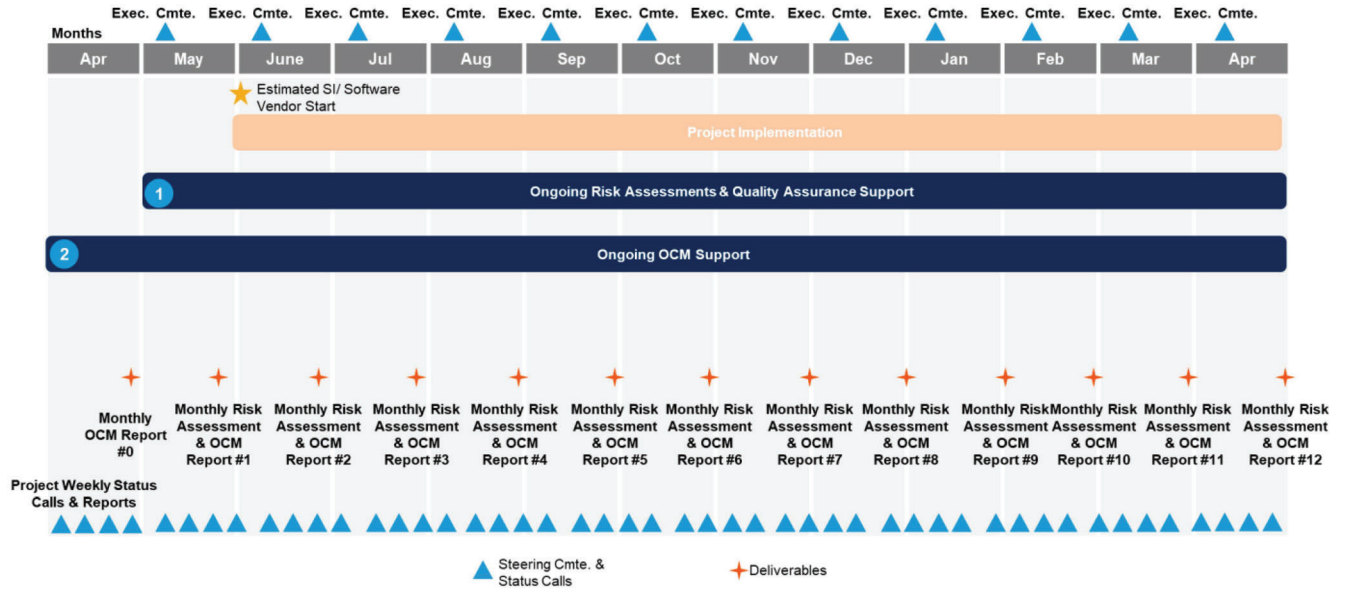
Figure 2. Gartner’s Phase 2 – Year 1 Approach Overview



2.2 Project Plan Overview

This Statement of Work is applicable to the first year (13 months) of project implementation, as detailed in Figure 3. This schedule is dependent on the assumptions included in this Proposal.

Figure 3. Estimated Engagement Schedule



2.3 Approach Detail

Table 1 below includes the objectives, timelines, Gartner activities & deliverables, and LADBS' anticipated involvement for each step of Phase 2, Year 1 – Implementation Oversight & Support.

Table 1. Gartner Phase 2 Task Descriptions

Phase II. Year 1 - Implementation Oversight & Support	
Step 1. Ongoing Risk Assessments & Quality Assurance Support	
Objective	<ul style="list-style-type: none"> ▪ Provide independent oversight to ensure Year 1 (12 months) of the Permitting System modernization project will meet the City's requirements and implementation activities are executed based on industry best practices.
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Conduct preplanning meetings with the City and Vendor to ensure understanding of objectives, scope, schedule, roles and responsibilities. ▪ Discuss and review data collection needs and receive access to project artifacts. ▪ Schedule and participate in a virtual Kick-Off Meeting with the City to receive an overview of the Project; Meeting to occur within 5 business days of the Task Order start date. ▪ Develop template for monthly QA Reports and provide to the City for review within 15 business days of the Task Order start date. ▪ Update and finalize template(s) based on the City's feedback. ▪ Identify and participate in key Project meetings and major internal activities (e.g., project status calls between City/Vendor, Executive Steering Committee meetings, Vendor-facilitated sessions, etc.). <ul style="list-style-type: none"> – Gartner's attendance is to ensure that communication lines stay open, and that the Gartner team has a pulse on the project. – During the meetings, Gartner will: <ul style="list-style-type: none"> ▪ Observe and take internal notes; ▪ Ask questions and clarifications; and, ▪ Offer real-time suggestions, where appropriate. ▪ Monitor City and Vendor performance. ▪ Review key Vendor deliverables against pre-defined checklists and provide feedback to the City for consideration. <ul style="list-style-type: none"> – Gartner will review key deliverables as per the City's request. – Pre-defined checklist will be based on Gartner research and industry best practices and LADBS approved DED. – Feedback from the deliverable review will be communicated to the City. The City may choose to share all or some of the feedback with Vendor. – Upon the City's request, Gartner may communicate its feedback directly to Vendor if preferred. ▪ Participate in weekly status meetings with the Vendor and LADBS-only meetings. ▪ Develop monthly QA Reports, highlighting key risks & issues and providing recommendations to mitigate or resolve. Monthly QA Reports will be prepared based on: <ul style="list-style-type: none"> – Meeting observations – Discussions with the City and Vendor personnel

	<ul style="list-style-type: none"> – Deliverable reviews – Industry best practices ▪ Monthly QA risk analysis and reporting will include periodic reviews (e.g., ad hoc, or quarterly, up to monthly) of wholistic progress with the vendor and identify pros, cons and high-level options of continuing or not with the vendor or how to break up and exit the vendor relationship ▪ Conduct initial review of the monthly QA Report with the City Project Team and gather feedback on any aspect that is factually incorrect. ▪ Present monthly QA Report to the Executive Steering Committee and other City stakeholders as needed (e.g. Mayor’s office, BuildLA) ▪ As requested by LADBS, present the monthly QA Report in its entirety or select portions to the Vendor
LADBS’s Responsibilities	<ul style="list-style-type: none"> ▪ Confirm Gartner’s attendance at the Executive Steering Committee meetings. ▪ Provide Gartner with the necessary access to people (City and Vendor), systems, data, and file sharing sites. ▪ Ensure attendance at virtual Kick-Off Meeting by City stakeholders, as determined during the preplanning meeting. ▪ Ensure Gartner has visibility into and is invited to key strategic meetings. ▪ Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance.
Assumptions	<ul style="list-style-type: none"> ▪ The “City” includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The “Vendor” includes the Permitting System integration vendor, software vendor and any of their subcontractors. ▪ Gartner will attend up to 10 project meetings or 30 hours of meetings each week, whichever is higher to allow time for internal Gartner meetings and time to draft work products and deliverables to provide to LADBS. ▪ Monthly QA Reports will be delivered within 5 business days following the end of the calendar month. ▪ Conduct up to three (3) Vendor deliverable formal QA reviews per month at LADBS’ direction. In the event there are more than 3 Vendor deliverables provided in a month, Gartner will propose which deliverables should be prioritized for review.
Deliverable(s)	<ul style="list-style-type: none"> ▪ Monthly QA Reports (12)
Time Frame	<ul style="list-style-type: none"> ▪ 12 Months

Step 2. Ongoing OCM Support

Objective	<ul style="list-style-type: none"> ▪ Provide augmented project support focused on organizational change management (OCM) execution—applying standard methodology, tools, and Gartner best practices—during Year 1 (13 months) of the Permitting System modernization project. ▪ Execute against and periodically update the projects OCM Strategy and Plans.
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Participate in SI’s baseline requirements validation, design, and ongoing Agile sprint-based work to elaborate identification of changes and impacts; update/maintain high-level Change Impact assessment as necessary.

	<ul style="list-style-type: none"> ▪ Manage the Communications Plan--ensure a focus on the people side of change, propose communication strategies and key materials, messages, talking points, FAQs, communication templates, etc. ▪ Update Communications Plan with summary of proposed communications content /key messages, communications method, audience, frequency, etc. ▪ Execute OCM Plan and associated activities based on stakeholder engagement strategy and monitor engagement. ▪ Establish and facilitate the Change Advocate Network to support both Project Communications and Change Readiness throughout City staff sections. ▪ Develop feedback mechanisms and collect data to monitor stakeholder engagement/change adoption based on success criteria/change metrics. ▪ Provide ongoing change adoption strategy and recommendations including developing high-level change sponsor plan/roadmap
<p>LADBS's Responsibilities</p>	<ul style="list-style-type: none"> ▪ Draft and finalize actual communications, including the copywriting and production (e.g. internal emails, flyers, public newsletter, content for internal & external websites) ▪ Confirm Gartner's attendance at the Executive Steering Committee meetings. ▪ Ensure Gartner has visibility into and is invited to key strategic meetings. ▪ Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance. ▪ Provide Gartner with the necessary access to people (City and Vendor), systems, data, and file sharing sites. ▪ Provide access to LADBS communication templates, logos, branding guidelines/materials. ▪ Identify/designate LADBS primary points of contacts for OCM. ▪ Provide platform/application to administer/facilitate surveys. ▪ Provide administrative support as necessary for OCM related activities.
<p>Assumptions</p>	<ul style="list-style-type: none"> ▪ The "City" includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The "Vendor" includes the Permitting System integration vendor, software vendor and any of their subcontractors. ▪ LADBS will identify resources to partner with Gartner in executing the OCM activities; these resources will be responsible for drafting and finalizing communications. ▪ Gartner to support execution and analysis of periodic Stakeholder Engagement & Change Readiness surveys at LADBS' direction but will be less frequently than monthly. Survey to use Gartner's survey tool. ▪ Gartner to make formal Change Readiness Assessment updates up to a quarterly frequency.
<p>Deliverable(s)</p>	<ul style="list-style-type: none"> ▪ OCM Support Activities* (related to Change Impact, Communication, OCM Plan & Stakeholder Engagement, Change Advocate Network, and Change Metrics) <p>*The first report on OCM Support will be standalone in Month 0. The remaining 12 months of reports on OCM Support activities will be included within Monthly QA Oversight Risk Assessment Report.</p>
<p>Time Frame</p>	<ul style="list-style-type: none"> ▪ 13 months

Step 3. As-Needed Tasks (To Be Negotiated, Optional)

Objective	<ul style="list-style-type: none">▪ Provide the City with additional capacity and knowledge transfer in areas of greatest need.
Activities Performed by Gartner	<ul style="list-style-type: none">▪ Provide additional tasks and associated deliverables, as needed.<ul style="list-style-type: none">– Examples may include:<ul style="list-style-type: none">▪ Define and recommend operational governance structures▪ Develop and maintain RAID (risk, actions, issues, decisions) log▪ Document as-is and to-be business processes▪ Document use cases▪ Develop and maintain resource allocation plans▪ Define and document acceptance criteria and/or deliverable expectation documents (DEDs) for key deliverables or milestones▪ Design and document testing strategy and plans include user acceptance testing (UAT), test script and test case identification, execution tracking and bug & fix communication▪ Develop post go-live support plan / operating model▪ Conduct Lessons Learned workshop (e.g., after key phases or events such as UAT and periodic cutovers /go-lives)▪ Develop resistance management plan (if resistance becomes a significant risk and detailed work is needed)
LADBS's Responsibilities	<ul style="list-style-type: none">▪ Provide input on where the City requires further support.
Deliverable(s)	<ul style="list-style-type: none">▪ Specific tasks and associated deliverables to be negotiated and defined through DEDs.
Time Frame	<ul style="list-style-type: none">▪ Varies by task.

2.3.1 Summary of Deliverables

The list of deliverables for Phase 2 and their expected due dates are listed in Table 2.

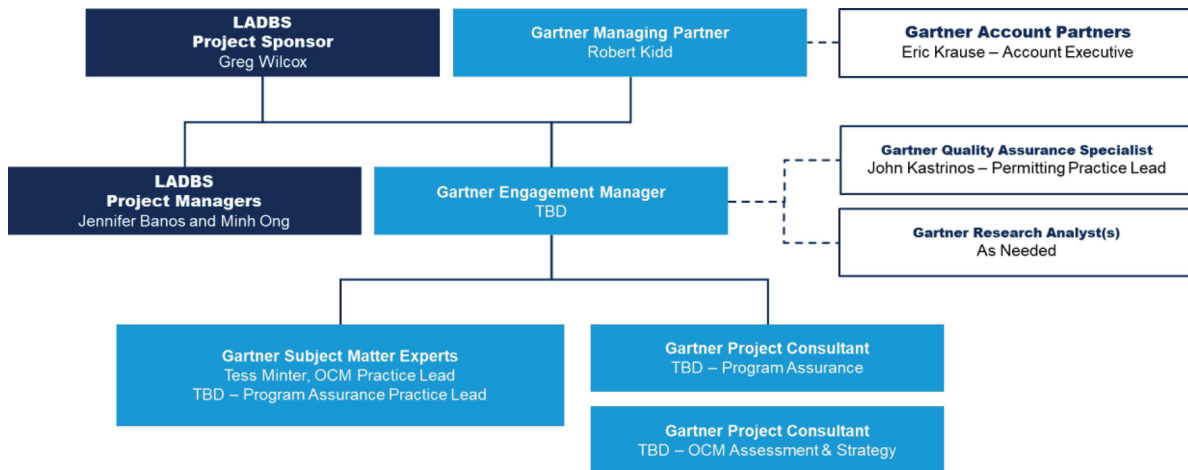
Table 2. Summary of Phase 2 Deliverables

Step	Deliverables	Date
Step 1. Ongoing Risk Assessments & Quality Assurance Support	Monthly QA & OCM Report #1	Delivered the 5 th business day after the calendar month reporting period.
	Monthly QA & OCM Report #2	
	Monthly QA & OCM Report #3	
	Monthly QA & OCM Report #4	Invoiced the 15 th calendar day of the month following the reporting period.
	Monthly QA & OCM Report #5	
	Monthly QA & OCM Report #6	
	Monthly QA & OCM Report #7	
	Monthly QA & OCM Report #8	
	Monthly QA & OCM Report #9	
	Monthly QA & OCM Report #10	
	Monthly QA & OCM Report #11	
	Monthly QA & OCM Report #12	
Step 2. Ongoing OCM Support	Monthly OCM Report #0	Monthly - The first report on OCM Support will be standalone in Month 0. The remaining 12 months of reports on OCM Support activities will be included within Monthly QA Oversight Risk Assessment Report.
Step 3. As-Needed Tasks (To Be Negotiated, Optional)	TBD: Specific tasks and associated deliverables to be negotiated and defined as needed.	TBD

2.4 Project Team Overview

Gartner has created an organizational structure for this engagement that provides high-level sponsorship and quality assurance, strong day-to-day project management, a focused team of project consultants, and deep subject matter expertise. The key roles and proposed individuals for the Gartner team are shown in 4.

Figure 4. Gartner Project Team for LADBS



2.4.1 Project Team Oversight and Management

For each project, Gartner assigns a dedicated Engagement Manager and Managing Partner to oversee and manage project activities and the Gartner team, working closely with LADBS’s Project Manager.



Gartner Engagement Manager	Gartner Managing Partner	LADBS’s Project Manager
Responsible for managing the project’s progress and momentum, confirming Gartner activities support the client’s goals, building and maintaining a long-standing relationship with the client, providing high-level oversight of the project, and taking action as needed to resolve issues.	Responsible for monitoring and achieving client satisfaction, providing project oversight, and delivering an additional layer of quality assurance.	Together with the Gartner Engagement Manager, responsible for driving the efforts and participating in regular progress review and risk management. They will agree upon a format and schedule acceptable to LADBS to report progress on the agreed-upon metrics.

2.4.2 Roles and Responsibilities

Table 3 describes the roles and responsibilities for this engagement.

Table 3. Project Team Roles and Responsibilities

Role	Responsibilities
Managing Partner Robert Kidd	<ul style="list-style-type: none"> Oversee alignment of Gartner activities to support LADBS goals. Build and maintain a long-standing relationship with LADBS. Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Engagement Manager TBD (e.g. Abraham Eng)	<ul style="list-style-type: none"> Day-to-day management of project initiatives to achieve on-time completion of deliverables that meet quality standards. Act as the primary point of contact for the Gartner team. Work closely with LADBS to confirm that Gartner is meeting its needs.
Project Consultant(s) TBD	<ul style="list-style-type: none"> Provide day-to-day consulting support for project steps. Provide support for data collection, data analysis, and recommendations for activities. Participate in deliverable creation, deliverable review, and client presentations as needed. Present results to LADBS as needed.
Quality Assurance Specialist John Kastrinos – Permitting Practice Lead	<ul style="list-style-type: none"> Provide a quality assurance review of the Gartner project plan and Gartner deliverables throughout the engagement.

Role	Responsibilities
Subject Matter Expert(s) <ul style="list-style-type: none"> Tess Minter - OCM TBD – Program Assurance Bryan Jacobs - Salesforce 	<ul style="list-style-type: none"> Provide industry, solution, and service expertise to enhance the Gartner team’s recommendations and service delivery. Share insights, leading practices, and lessons learned during the engagement as needed. Participate in deliverable reviews and client presentations as needed.
Research Analyst(s) TBD	<ul style="list-style-type: none"> Support the core project team by providing a context-sensitive perspective to issues specific to LADBS based on Gartner industry-leading research. Participate in analysis and comparisons, and review deliverables as needed.
Gartner Account Partners Eric Krause	<ul style="list-style-type: none"> Oversee that value delivered is seamlessly integrated with all Gartner services to LADBS and that recommendations are actionable through ongoing Gartner services. Provide additional guidance and context so this engagement is aligned with, and advances, the mission-critical priorities of LADBS.

2.4.3 LADBS’s Roles and Responsibilities

Table 4. LADBS’s Roles and Responsibilities

LADBS Functional Role	Responsibilities
Department Sponsor	<ul style="list-style-type: none"> Approve Gartner’s engagement and respective scope Actively participate in engagement executive workshops/readouts Provide decision-making as necessary to support engagement Active and visible sponsorship of engagement across LADBS leadership and management
Bureau & Division Leaders	<ul style="list-style-type: none"> Attend interview(s), working session(s), and/or workshops Ensure the stakeholder surveys are completed timely
Bureau & Division Stakeholders	<ul style="list-style-type: none"> Attend working session(s) and/or workshop(s) if necessary/requested Ensure the stakeholder surveys are completed timely
LADBS Project Manager	<ul style="list-style-type: none"> Assist Gartner Engagement Manager with scheduling meetings, workshops, working sessions, and other project admin logistics Collect and provide requested LADBS documentation to Gartner Support communication efforts with stakeholders Review and facilitate approval of deliverables with appropriate LADBS stakeholders according to project schedule
Change Champions / Advocates	<ul style="list-style-type: none"> Attend OCM planning sessions Assist Gartner in understanding stakeholder questions, level of acceptance, and ongoing needs for engagement throughout the implementation Participate in trainings, OCM engagement activities, and stakeholder communications as defined in the OCM Plan

LADBS Functional Role	Responsibilities
Department Communications Lead /Public Information Officer	<ul style="list-style-type: none"> ▪ Support the LA City Permitting System project per the expectations of the Department role ▪ Review and ensure project communications are integrated and planned in concert with other Department communications
Communications Copywriter	<ul style="list-style-type: none"> ▪ Draft and finalize OCM communication and engagement materials as defined in the OCM Plan (e.g. internal emails, flyers, public newsletter, content for internal & external websites)
Training Coordinator	<ul style="list-style-type: none"> ▪ Assist Gartner in scheduling trainings identified in the OCM Plan ▪ Support trainers in developing training materials based on objectives defined in Stakeholder Engagement & Communications Plan ▪ Review & confirm required stakeholder attendance for trainings
Trainer(s)	<ul style="list-style-type: none"> ▪ Work with the Vendor to draft & finalize training materials according to Stakeholder Engagement & Communications plan, aligned to product releases ▪ With support of the Vendor, facilitate “train-the-trainer” trainings to equip change champions and enable peer-to-peer learning sessions across stakeholders

2.5 Maintaining Independence and Objectivity During the Engagement

Independence and objectivity are core to who and what Gartner is as a firm. On engagements where we are regularly engaged and building relationships, maintaining independence and objectivity can be a challenge. We successfully navigated this challenge by:

- **Being Data-Driven and Fact-Based.** Our team will gather and report on the facts. We will leverage quantitative (e.g., schedule performance, budget) and qualitative (e.g., team perceptions) data as the foundation of our analysis.
- **Balancing Discovery.** We understand there is bias in data collected via interviews and self-reported mechanisms. To mitigate this, we believe in gathering multiple inputs and perspectives on similar topics to understand commonality or disparity.
- **Understanding of the Context.** Reporting data points in isolation presents risk and bias. Gartner strives to understand the interrelationship between data points to tell the full story.
- **Being Transparent.** Gartner mitigates potential pushback by being transparent during the discovery process, evaluating risks, and formulating recommendations.
- **Trusting our Process.** Our team believes in its methodology, analysis, and recommendations. That said, we will be flexible, when required, based on introducing new information.

Gartner understands that independence and objectivity are critical to project success, and more importantly, essential for establishing and maintaining trust with all parties involved.

2.6 Assumptions

The deliverables, schedule and pricing in this Statement of Work are based on the following assumptions:

LADBS's Participation:

- LADBS will designate a project manager as the primary point of contact for this engagement. LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- LADBS will designate OCM communication specialists to draft and finalize OCM communication and engagement materials (e.g. internal emails, flyers, public newsletter, content for internal & external websites, etc.)
- The work effort described in this Statement of Work assumes LADBS's personnel are available to assist in the manner defined in this Statement of Work. If LADBS's personnel are not available, a change of scope may be necessary.
- LADBS will review and approve all documents required to facilitate project execution (collectively "Project Documents") within five business days. If no formal approval or rejection is received within this time frame, the Project Documents are considered to be accepted by LADBS to facilitate drafting of each Deliverable.
- LADBS will schedule LADBS's resources for project activities and provide meeting facilities as necessary.
- LADBS's personnel will be available per the final project schedule.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.

Data Collection:

- The due diligence (as-is) data are reasonably available via interviews and documentation review.
- LADBS will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- Gartner will participate in up to 10 meetings or 30 hours per week, whichever is higher to allow time for internal Gartner meetings and time to draft work products and deliverables to provide to LADBS.
- LADBS will arrange all meetings with LADBS's personnel and Vendor teams.
- Gartner will conduct up to three (3) Vendor deliverable formal QA reviews per month at LADBS' direction. In the event there are more than 3 Vendor deliverables provided in a month, Gartner will propose which deliverables should be prioritized for review.
- Gartner will support to execution and analysis of periodic Stakeholder Engagement & Change Readiness surveys at LADBS' direction but with less frequently than monthly. Survey to use Gartner's survey tool.

- Gartner to make formal Change Readiness Assessment updates up to a quarterly frequency.
- All data collection and interviews/workshops will occur via telephone or video conferencing as described in this Statement of Work and/or as agreed to at the project kickoff.

Key Personnel:

- Resumes/biographies of key personnel provided in this Statement of Work are included solely for illustrative purposes and do not indicate the commitment of a specific named associate. Upon signing of a contract, we will identify those associates with the appropriate skills and background to deliver fully on the undertakings defined in the Statement of Work.
- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform LADBS as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.

Place of Performance:

- All Gartner services will be performed at Gartner locations.
- Office space, telephones, printing/copying services, and access to the open internet will be made available on a reasonable basis to Gartner at LADBS's locations for on-site project time.

Deliverables:

- Any requests for additional information or resources (beyond the details described in the tasks above) that LADBS makes will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal).
- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).

Gartner Independence and Objectivity:

- Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review, or approval of outside investors, shareholders, or directors. For further information on the independence and integrity of Gartner Research, see "[Guiding Principles on Independence and Objectivity](#)" on our website, gartner.com, or contact the Office of the Ombuds at ombuds@gartner.com or +1 203 316 3334.

2.7 Investment Summary

2.7.1 Fees and Billing

Gartner will conduct the engagement as outlined in this Proposal for a firm fixed-price of \$1,243,000 inclusive of travel and other reimbursable expenses.

Gartner will bill for the professional fees at the conclusion of each milestone upon LADBS’s acceptance of the deliverable(s) for that milestone based on Table 5 below.

This Task Order Agreement modifies Table 1. “Deliverable Costs and Invoice Amounts” in Exhibit 1 of City Contract C-144799 by deleting row numbers 15 and 16 in their entirety and replacing them with the following table of 14 rows (new row numbers 15 – 28). Current row numbers 17 – 20 will be renumbered 29 – 32.

Table 5. Pricing Table

Project Name: Phase 2 – Year 1, Monthly QA Oversight & OCM Support

SOW Reference: Appendix 4

New row numbers 15 – 28 in Table 1. of City Contract: C-144799:

Deliverable Name	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
Monthly OCM Report #0	\$67,000.00	\$6,700.00	\$60,300.00
Monthly QA & OCM Report #1	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #2	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #3	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #4	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #5	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #6	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #7	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #8	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #9	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #10	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #11	\$98,000.00	\$9,800.00	\$88,200.00
Monthly QA & OCM Report #12	\$98,000.00	\$9,800.00	\$88,200.00
Phase 2 – Year 1 Withholds	N/A	N/A	\$124,300.00

This Task Order Agreement authorizes the use of \$67,000.00 in Contingency Amount funding from City Contract C-144799. The Contract Ceiling remains unchanged.

Table 2. Total Project Payments in Exhibit 1 of the Contract is modified as follows.

The following rows of Table 2. are deleted in their entirety,

Project Name	Deliverables	Withholds	Total Price
Project QA Oversight OCM Support (Deliverables 12 – 20)	\$2,949,300	\$327,700	\$3,277,000
Total All Payments			\$4,207,000

Contingency Remaining	\$631,050
Contract Ceiling	\$4,838,050

And replaced with these rows:

Project Name	Deliverables	Withholds	Total Price
Project QA Oversight OCM Support – Phase 1 (Deliverables 12 – 14) ⁴	\$238,500	\$26,500	\$265,000
Project QA Oversight OCM Support – Phase 2 – Year 1 (Deliverables 15 – 28) ^{5,6}	\$1,118,700	\$124,300	\$1,243,000
Project QA Oversight OCM Support – Phase 2 – Years 2 & 3 (Deliverables 29 – 32) ³	\$1,652,400	\$183,600	\$1,836,000
Total Encumbered Funds			\$4,274,000

Contract Ceiling	\$4,838,050
Initial Encumbered Funds	\$4,207,000
Initial Contingency	\$631,050
Funding Updates	
Additional Contingency Encumbrance ⁶	\$67,000
Contingency Remaining	\$564,050

Updated footnotes for Exhibit 1 in City Contract C-144799:

Note:

1. See Gartner Appendix 1 – LADBS LA City Permitting Additional Negotiation Support, dated 6/16/2023

2. See Gartner Appendix 2 – LADBS Enterprise Architecture Bricks and Final Report, dated 6/14/2023
3. Deliverables pending completion of Scope of Work and approval of Task Order.
4. See Gartner Appendix 3 – LADBS QA Oversight & OCM Support – Phase 1, dated 9/28/2023
5. See Gartner Appendix 4 – LADBS QA Oversight & OCM Support – Phase 2, Year 1, dated 3/12/2024
6. Original Contingency to fund cost for new Deliverable # 15 – Appendix 4 – Phase 2, Year 1 – Monthly OCM Report #0

2.7.2 Invoicing

Invoicing terms for this SOW are those set forth in City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services.

2.7.3 Changes to Scope

The scope of this engagement is defined by this Proposal. All LADBS's requests for changes to the Proposal must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this Proposal. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this Proposal.
- Providing or developing any deliverables not specifically set forth in this Proposal.
- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this Proposal.
- Any delays in deliverables caused by modification of acceptance criteria in this Proposal.
- Any changes to research analysts' time or resources.

2.8 Authorization

When signed by Gartner, Inc., and LADBS, this Proposal is incorporated in and governed by City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services. These two documents (the Proposal and governing terms) set forth the relationship between the parties for this engagement.

This Proposal may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii), where applicable, are in accordance with the Change to Scope provision.

This Proposal is valid for 60 days from 11 March 2024.

Gartner requires a signature on the SOW to place Client's order.

SUBMITTED ON BEHALF OF GARTNER, INC.



SIGNATURE

Robert Kidd, Managing Partner

PRINT NAME AND TITLE

12 March 2024

DATE

AGREED ON BEHALF OF CITY OF LA DEPARTMENT OF BUILDING AND SAFETY

 for

SIGNATURE

OSAMA YOUNAN, P.E., General Manager

PRINT NAME AND TITLE

03/13/2024

DATE

Not Applicable

PO NUMBER - Client confirms that no Purchase Order (PO) is required.

**Any questions regarding this Proposal
should be addressed to:**

Robert Kidd
Managing Partner
Gartner, Inc.
Telephone: +1 858 220 6754
Email: robert.kidd@gartner.com

**This Proposal was prepared for
City of LA Department of Building and Safety:**

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Statement of Work for City of LA Department of Building and Safety (LADBS)

Interim PM Support

4 September 2024

Gartner Engagement Number: 660002732

City Contract Number: C-144799 - Project Management and Information
Technology Consulting Services

Appendix / SOW #5



4 September 2024

Osama Younan, General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Email: osama.younan@lacity.org

Re: Interim Project Management (PM) Support
City Contract Number: C-144799 - Project Management and IT Consulting Services
Gartner Engagement Number: 660002732

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of LA Department of Building and Safety (LADBS) with this Statement of Work for interim project management (PM) services in support of the LA City Permitting System modernization project. Gartner understands the critical importance of this initiative to the City.

Given the complexity and scale of the LA City Permitting System project, LADBS seeks to establish and staff a Program Management Office (PMO). The PMO's vision is to provide strong leadership, oversight, and management across the entire lifecycle of implementation tasks and assure that LADBS' planned business outcomes are achieved.

LADBS is in the process of identifying and onboarding a permanent Project Manager to lead the PMO and manage the LA City Permitting System modernization project. Because existing contractual and position classification constraints are causing delays in this process, LADBS has requested that Gartner provide immediate support on an interim basis to help enable continued project progress and avert a stoppage in the implementation.

The enclosed SOW amendment describes the services that Gartner can provide on a limited basis as part of Value Assurance services. Our offer is valid for 60 days from the submission date of this Proposal. If this Proposal represents your requirements, please arrange for a duly authorized signatory to sign the Authorization page and return the entire Proposal to me via email at robert.kidd@gartner.com.

Please contact me at +1 858 220 6754 if you have any questions. We thank you for this opportunity and look forward to assisting LADBS with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting

cc: Doreen Sturgis, Expert Partner, Gartner Consulting
Jackie Tan, Sr. Account Executive, Gartner Inc.

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Executive Summary

1.0 Executive Summary

Our Understanding of the City of Los Angeles Department of Building & Safety (LADBS) Project Needs

Gartner understands the City of Los Angeles Department of Building & Safety (LADBS) is implementing an enterprise application for permitting, inspections, and code enforcement services. The Los Angeles City Permitting System project will replace key existing systems owned by LADBS, including ePlanLA, Plan Check Inspection System (PCIS), and Code Enforcement Information System (CEIS), in addition to other smaller systems. These systems support the permitting of tens of thousands of housing units, ~1 million inspections, ~50,000 code enforcement cases, ~10,000 licenses, and billions of dollars of construction every year.

The implementation of a modern permitting system will be a large project involving many stakeholders and likely will face many risks to be mitigated and managed. This enterprise application replacement project will affect approximately 2,000 City staff, including 1,200 LADBS staff and 800 from other City departments. The Development Services Departments operate five one-stop centers with public counters, 6 Inspections & Code Enforcement Offices, and 1 Test Laboratory across the City of Los Angeles.

The Los Angeles City Permitting System project's vision is to achieve benefits in three main categories: Business Improvements, Customer Service, and Technical Viability & Maintainability.

The City Council recently provided its approval and the Department executed agreements with Unisys to implement the Clariti software package for permitting, inspections, code enforcement and licensing. Unisys will lead the system integrator team which includes Clariti staff allocated to the project. The effort led by Unisys will be a significant portion of the overall project effort in addition to work conducted by City staff and other contractors.

Given the complexity and scale of the LA City Permitting System project, LADBS seeks to establish and staff a Program Management Office (PMO) with the necessary strong leadership, oversight, and management to assure that LADBS' planned business outcomes are achieved.

Given current delays in onboarding a permanent project manager due to contractual and position classification constraints, Gartner has been asked by LADBS to provide immediate support on an interim basis to help enable continued project progress and avert a stoppage in the implementation. The enclosed SOW amendment outlines the scope of Gartner services to be delivered.

Statement of Work

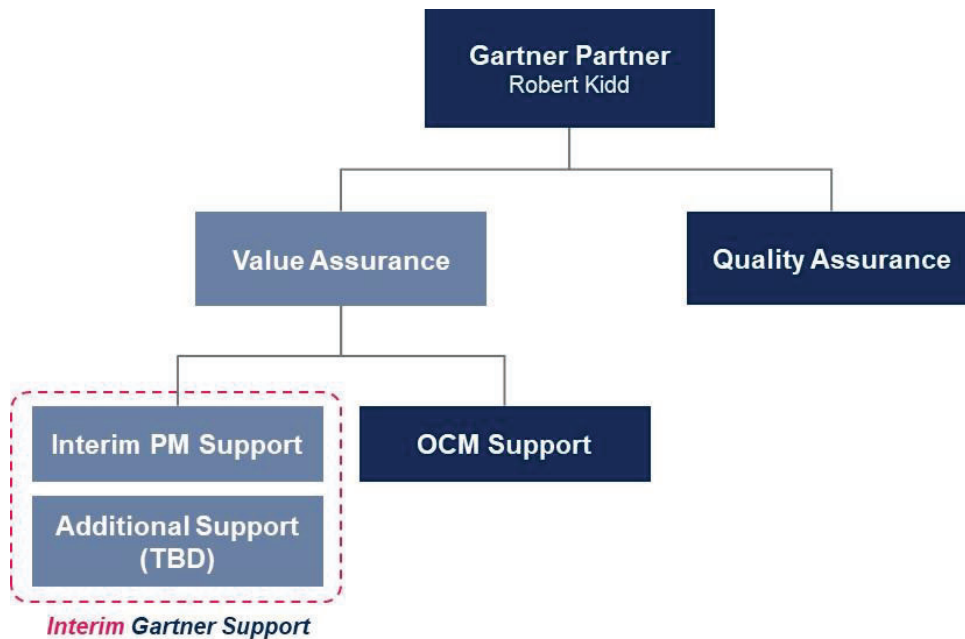
2.0 Statement of Work

The Statement of Work section, which is incorporated into the Proposal, sets forth Gartner's detailed technical approach, schedule, staffing, and assumptions.

2.1 Approach Overview

Gartner will provide Interim Project Management (PM) Support through our Value Assurance services.

Figure 1. Gartner Overview for Interim PM Support



2.2 Timeline Overview

Gartner anticipates providing Interim PM Support for approximately 3.5 months or 15 weeks.

This schedule is dependent on the assumptions included in this Proposal, as follows:

- Duration of interim PM support is September 4, 2024, to December 23, 2024 (15 weeks) – accommodating an anticipated slow-down in project activities during the holiday season.
- LADBS has requested a temporary project manager for 2-3 months, plus knowledge transfer, assuming this is when it is anticipated a longer-term PM would be in place.

LADBS may request continuing the Interim PM Support by providing 2-weeks advance notice. Gartner proposes optional additional support in one-month increments.

2.3 Approach Detail

Table 1 below includes the objectives, timelines, Gartner activities & deliverables, and LADBS' anticipated involvement in this Task.

Table 1. Gartner Task

Interim PM Support	
Objective	<ul style="list-style-type: none"> ▪ Provide interim project management services to enable continued project progress and avert stoppage in the system modernization implementation.
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Provide PM services to confirm the completion of implementation tasks in alignment with agreed upon scope and deliverables as outlined in the LADBS-Unisys contract. ▪ Serve as the primary point of contact with the System Integrator's Project Manager. ▪ Leverage key LADBS Project Management Office (PMO) templates and processes implemented thus far as the framework for delivering interim project management services. ▪ Support project planning meetings with the City and Unisys team to enable a common understanding of objectives, scope, schedule, roles, and responsibilities. ▪ Work with LADBS management and project vendors to break the LAC Permitting System project down into tasks that can be tracked efficiently. ▪ Assist with the planning and management of City project resource allocations and provide inputs to LADBS management. ▪ Work with the System Integrator's Project Manager to finalize project initiation work products / deliverables (e.g., project plan, status reports) for the duration of this SOW Amendment's period of performance (i.e., 15 weeks) ▪ Provide detailed updates on the status of the project, both verbally and in writing. <ul style="list-style-type: none"> – Provide status reports to LADBS and City of Los Angeles management on a monthly, weekly, and/or as-needed basis. – Provide regular and/or periodic status reports to provide updates on project progress, in addition to identifying project issues, track resolutions, and plan action items for the following reporting period. ▪ Support onboarding, knowledge transfer, and upskilling, as appropriate, of a permanent project manager, once hired by LADBS, for the City of LA Permitting System project ▪ Co-manage the project schedule, associated milestones, and activities with the System Integrator's Project Manager: <ul style="list-style-type: none"> – Coordinate and manage the project activities and responsibilities of the Department's Managers, Business Analysts, Technical Experts, Application Users, Information Technology (IT) resources, and vendor staff to ensure deliverables are completed on schedule. – Collaborate with project vendor representatives to coordinate project activities, as well as assist with review and maintenance of the Project Charter, Schedule, and comprehensive Project Management Plan. – Work with the LADBS team and subject matter professionals to conduct timely review of project deliverables, as identified in vendors' statement of work. The System Integrator's Project Manager will coordinate efforts to obtain sign off / approvals on deliverables.

- Depending on the phase that the project progresses to during the duration of the Interim PM Support services and based on project needs, Gartner will perform the following activities as applicable:
 - Manage requirement and specification documents detailing enhancements to the related applications and systems.
 - Work with the City’s Subject Matter Experts and support staff to develop documentation including statements of work, requirements, and project plans complete with milestones, projected completion dates, and assigned resources.
 - Assist and support LADBS Management for the LAC Permitting System through the Software Development Life Cycle (SDLC) and related systems used by LADBS that will be integrated with various online systems, and other technology projects. This includes the following:
 - Review and finalization of project schedule as prepared by the project vendors (system implementation vendor)
 - Monitoring and reporting on the status of the design, development, testing, and delivery of the LAC Permitting System.
 - Coordinate with other the project team and staff including the BuildLA team on the planning, design, testing, and implementation of the project.
 - Assist with review of technical documents, as developed by the project vendors’ statement of work. Such documentation review will include project requirements, system requirements, statement of work, test plans, project standards, and other related documents.
 - Review and make recommendations on requested change orders to ensure project activities remain within the established scope of work and project schedule. Track and implement project changes in accordance with the approved change management process.

**LADBS’s
Responsibilities**

- Assign resources to the individual tasks.
- Handle scheduling of all meetings with City staff.
- Provide Gartner with the necessary access to people (City and Vendors), systems, data, and file sharing sites.
- Ensure attendance at all relevant meetings by City stakeholders.
- Ensure Gartner has visibility into and is invited to key strategic meetings.
- Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance.

Assumptions

- The “City” includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The “Vendor” includes the Permitting System integration vendor, software vendor and any of their subcontractors.
- Weekly status reports will be delivered on the second day of each week.
- Executive briefings will occur once every month

Deliverable(s)

- Monthly Interim Project Management Services Report

Time Frame

- 15 weeks, September 9, 2024, to December 23, 2024

2.3.1 Summary of Deliverables

The list of deliverables and due dates are listed in Table 2.

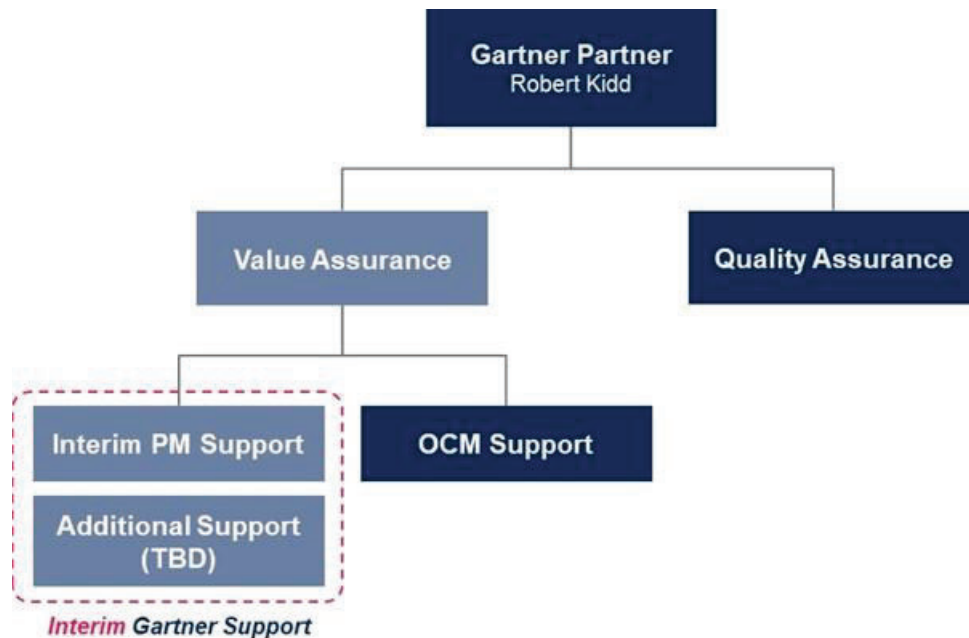
Table 2. Summary of Phase 2 Deliverables

Step	Deliverables	Date
Interim PM Support	<ul style="list-style-type: none"> Monthly Interim Project Management Services Report 	<ul style="list-style-type: none"> Month 1 for Sep – Oct 2024, delivered by end of Oct. Month 2 for Oct – Nov 2024, delivered by end of Nov. Month 3 for Nov – Dec 2024, delivered by end of Dec. Month 3.5 for the second half of Dec, delivered by Jan. 10th.

2.4 Project Team Overview

Gartner has created an organizational structure to support the delivery of interim PM support services. The key roles and proposed individuals for the Gartner team are shown in Figure 2.

Figure 2. Gartner Project Team for LADBS



2.4.1 Project Team Oversight and Management

For each project, Gartner assigns key resources to support project activities working closely with LADBS' leadership team.



2.4.2 Roles and Responsibilities

Table 3 describes the roles and responsibilities for this engagement.

Table 3. Project Team Roles and Responsibilities

Role	Responsibilities
Managing Partner Robert Kidd	<ul style="list-style-type: none"> Oversee alignment of Gartner activities to support LADBS goals. Build and maintain a long-standing relationship with LADBS. Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Project Management Specialist Jilbert Dilanyan (sub-contractor)	<ul style="list-style-type: none"> Provide Interim PM Support services Be available to LADBS full-time (40 hrs. per week, during workdays and times), for 15 weeks
Gartner Account Partners Jackie Tan	<ul style="list-style-type: none"> Oversee that value delivered is seamlessly integrated with all Gartner services to LADBS and that recommendations are actionable through ongoing Gartner services. Provide additional guidance and context so this engagement is aligned with, and advances, the mission-critical priorities of LADBS.

2.4.3 LADBS' Roles and Responsibilities

Table 4. LADBS' Roles and Responsibilities

LADBS Functional Role	Responsibilities
Department Sponsor	<ul style="list-style-type: none"> Approve Gartner's engagement and respective scope Actively participate in engagement executive workshops/readouts Provide decision-making as necessary to support engagement Active and visible sponsorship of engagement across LADBS leadership and management
Bureau & Division Leaders	<ul style="list-style-type: none"> Attend interview(s), working session(s), and/or workshops Ensure the stakeholder surveys are completed timely
Bureau & Division Stakeholders	<ul style="list-style-type: none"> Attend working session(s) and/or workshop(s) if necessary/requested Ensure the stakeholder surveys are completed timely
LADBS Project Manager (acting)	<ul style="list-style-type: none"> Assist Gartner with scheduling meetings, workshops, working sessions, and other project admin logistics Collect and provide requested LADBS documentation to Gartner Support communication efforts with stakeholders Review and facilitate approval of deliverables with appropriate LADBS stakeholders according to project schedule

2.5 Assumptions

The deliverables, schedule and pricing in this Statement of Work are based on the following assumptions:

LADBS's Participation:

- LADBS will continue hiring for a dedicated project manager for the LA City Permitting Project and will secure one over the ensuing 15-week period during which Gartner is providing Interim PM services. LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- The work effort described in this Statement of Work assumes LADBS's personnel are available to assist in the manner defined in this Statement of Work. If LADBS's personnel are not available, a change of scope may be necessary.
- LADBS will review and approve all documents required to facilitate project execution (collectively "Project Documents") within five business days. If no formal approval or rejection is received within this time frame, the Project Documents are accepted by LADBS to facilitate the drafting of each Deliverable.
- The LA City Permitting System project will have an established and agreed-upon requirements traceability matrix and it will be managed by Unisys. For requirements tracking, Gartner will monitor the requirements traceability matrix, as maintained by Unisys, to help ensure appropriate progress (i.e., development, configuration, testing, etc.) is being made by the Unisys Team and the City staff. Gartner will not be responsible for gathering and/ or validating business requirements.
- LADBS will schedule LADBS' resources for project activities and provide meeting facilities as necessary.
- LADBS' Personnel will be available per the final project schedule.
- The City will provide the full range of information applicable to support Gartner's activities in a timely manner. The City will also help ensure other project vendors engaged in the implementation provide the required information to Gartner to support the project management activities.
- The City and project vendors (Unisys Team) will be responsible for designing the solution. Gartner, as provider of Interim PM Support, will provide visibility to the LADBS management on status of designs and gaps, if any. Functional gaps, blockers and design decisions, as required, will be addressed by Unisys Team along with LADBS team.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.

Key Personnel:

- Resumes/biographies of key personnel provided in this Statement of Work are included solely for illustrative purposes and do not indicate the commitment of a specifically named associate. Upon signing of a contract, we will identify those associates with the

appropriate skills and background to deliver fully on the undertakings defined in the Statement of Work.

- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform LADBS as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.
- Where it is indicated in this Statement of Work, that a proposed team member is a sub-contractor to Gartner, LADBS agrees to the inclusion of that individual as a member of the project team so long as the sub-contractor is suitably qualified to provide the services. If such inclusion is not reasonably acceptable to LADBS, Gartner will be informed at the earliest opportunity and requested to find an alternative team member.

Place of Performance:

- The Contractor's staff will be largely remote, and the workplace will primarily be remote. The Contractor team will come onsite during on boarding and to increase the speed of initial discovery, regular status meetings and/ or committee meetings.
- Office space, telephones, printing/copying services, and access to the open internet will be made available on a reasonable basis to Gartner at LADBS's locations for on-site project time.

Deliverables:

- Any requests for additional information or resources (beyond the details described in the tasks above) that LADBS makes will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal).
- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).

Gartner Independence and Objectivity:

- Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review, or approval of outside investors, shareholders, or directors. For further information on the independence and integrity of Gartner Research, see "[Guiding Principles on Independence and Objectivity](#)" on our website, gartner.com, or contact the Office of the Ombuds at ombuds@gartner.com or +1 203 316 3334.

2.6 Investment Summary

The Investment Summary section, which is incorporated into the Proposal, sets forth Gartner’s detailed pricing and legal terms.

2.6.1 Fees and Billing

Gartner will conduct the engagement as outlined in this Proposal for a firm fixed-price of US\$227,500.

Travel and other reimbursable expenses will be billed at cost on the same monthly schedule as fees.

Gartner estimates travel expenses to be \$8,750, which is based on an estimate of \$2,500 per month for the 3.5 months.

Gartner will bill \$65,000 per month and \$32,500 for the last half month for the professional fees, less a 10% Withhold, based on the schedule below. The total of the Withholds will be billed per City Contract C-144799.

This Task Order Agreement modifies Table 1. “Deliverable Costs and Invoice Amounts” in Exhibit 1 of City Contract C-144799, last revised 3-12-2024 via Change Order #1, by adding the following table as rows 29 – 33 and renumbering the current rows 29 – 32 as 34 – 37.

Table 5. Pricing Table

Project Name: Interim PM Support

SOW Reference: Appendix 5

New row numbers 29 – 33 in Table 1. of City Contract: C-144799:

Deliverable Name	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
Month 1 – Interim PM Report	\$65,000.00	\$6,500.00	\$58,500.00
Month 2 – Interim PM Report	\$65,000.00	\$6,500.00	\$58,500.00
Month 3 – Interim PM Report	\$65,000.00	\$6,500.00	\$58,500.00
Month 3.5 – Interim PM Report	\$32,500.00	\$3,250.00	\$29,250.00
Interim PM Services Withholds	N/A	N/A	\$22,750.00

This Task Order Agreement authorizes the use of \$227,500 in Contingency Amount funding from City Contract C-144799. The Contract Ceiling remains unchanged.

Table 2. Total Project Payments in Exhibit 1 of the Contract is modified as follows.

The following rows of Table 2. are deleted in their entirety,

Project Name	Deliverables	Withholds	Total Price
Total Encumbered Funds			\$4,274,000
Funding Updates			
Additional Contingency Encumbrance ⁶		\$67,000	
Contingency Remaining		\$564,050	

And the following rows added.

Project Name	Deliverables	Withholds	Total Price
Interim PM Support (Deliverables 29 – 33) ⁷	\$204,750	\$22,750	\$227,500
Total Encumbered Funds			\$4,501,500

Funding Updates	
Total Contingency Encumbrance ^{6,7}	\$294,500
Contingency Remaining	\$336,550

Added footnote for Exhibit 1 in City Contract C-144799:

Note:

- See Gartner Appendix 5 – Interim PM Support, dated 9/4/2024

2.6.2 Invoicing

Invoicing terms for this SOW are those set forth in City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services.

2.6.3 Changes to Scope

The scope of this engagement is defined by this Proposal. All LADBS's requests for changes to the Proposal must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this Proposal. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this Proposal.
- Providing or developing any deliverables not specifically set forth in this Proposal.
- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this Proposal.
- Any delays in deliverables caused by modification of acceptance criteria in this Proposal.
- Any changes to research analysts' time or resources.

2.7 Authorization

When signed by Gartner, Inc., and LADBS, this Proposal is incorporated in and governed by City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services. These two documents (the Proposal and governing terms) set forth the relationship between the parties for this engagement.

This Proposal may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii), where applicable, are in accordance with the Change to Scope provision.

This Proposal is valid for 60 days from 4 September 2024.

Gartner requires a signature on the SOW to place Client's order.

SUBMITTED ON BEHALF OF GARTNER, INC.



SIGNATURE

Robert Kidd, Managing Partner

PRINT NAME AND TITLE

4 September 2024

DATE

AGREED ON BEHALF OF CITY OF LA DEPARTMENT OF BUILDING AND SAFETY

SIGNATURE

John Weight, Executive Officer

PRINT NAME AND TITLE

DATE

Not Applicable

PO NUMBER - Client confirms that no Purchase Order (PO) is required.

**Any questions regarding this Proposal
should be addressed to:**

Robert Kidd
Managing Partner
Gartner, Inc.
Telephone: +1 858 220 6754
Email: robert.kidd@gartner.com

**This Proposal was prepared for
City of LA Department of Building and Safety:**

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

**Statement of Work for
City of LA Department of
Building and Safety (LADBS)**

Interim PM Support Extension

6 December 2024

Gartner Engagement Number: 660006077, Addon to 660002732

City Contract Number: C-144799 - Project Management and Information
Technology Consulting Services

Appendix / SOW #6



6 December 2024

Osama Younan, General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Email: osama.younan@lacity.org

Re: Interim Project Management (PM) Support – One-Month Extension
City Contract Number: C-144799 - Project Management and IT Consulting Services
Gartner Engagement Number: 660002732

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of LA Department of Building and Safety (LADBS) with this Statement of Work for a one-month extension of the interim project management (PM) services currently being provided in support of the LA City Permitting System modernization project. Gartner understands the critical importance of this initiative to the City.

Given the complexity and scale of the LA City Permitting System project, LADBS continues to establish and staff a Program Management Office (PMO). The PMO's vision is to provide strong leadership, oversight, and management across the entire lifecycle of implementation tasks and assure that LADBS' planned business outcomes are achieved.

LADBS is in the final stages of identifying and onboarding a long-term Project Manager to lead the PMO and manage the LA City Permitting System modernization project. Based on a previous request from LADBS, Gartner is currently providing Interim PM support until December 23, 2024 via Appendix / SOW #5 – Interim PM Support.

Because of continued contractual work to staff a long-term Project Manager, LADBS requested that Gartner extend our current Interim PM support via the one-month option through January 17, 2024.

The enclosed SOW amendment describes the services that Gartner can provide on a limited basis as part of Value Assurance services. Our offer is valid for 30 days from the submission date of this Proposal. If this Proposal represents your requirements, please arrange for a duly authorized signatory to sign the Authorization page and return the entire Proposal to me via email at robert.kidd@gartner.com.

Please contact me at +1 858 220 6754 if you have any questions. We thank you for this opportunity and look forward to continuing our assistance to LADBS with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting

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Statement of Work

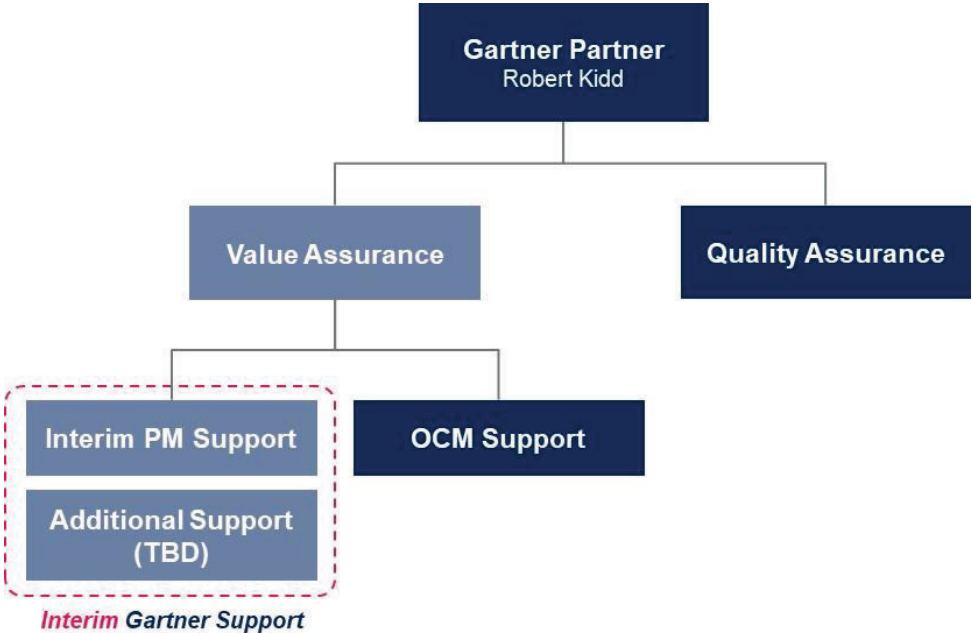
1.0 Statement of Work

The Statement of Work section, which is incorporated into the Proposal, sets forth Gartner's detailed technical approach, schedule, staffing, and assumptions.

1.1 Approach Overview

Gartner will provide Interim Project Management (PM) Support through our Value Assurance services.

Figure 1. Gartner Overview for Interim PM Support



1.2 Timeline Overview

Gartner anticipates providing Interim PM Support for an additional one month, or approximately 4 weeks.

This schedule is dependent on the assumptions included in this Proposal, as follows:

- Duration of extended interim PM support is December 24, 2024, through January 17, 2025 (4 weeks).
- LADBS has requested the current temporary project manager be extended to allow for continuity of PM support with the long-term PM coming on board right after or potentially early for overlap and knowledge transfer.

Gartner looks forward to LADBS obtaining a long-term project manager and will no longer be offering additional Interim PM support after this extension.

1.3 Approach Detail

Table 1 below includes the objectives, timelines, Gartner activities & deliverables, and LADBS' anticipated involvement in this Task.

Table 1. Gartner Task

Interim PM Support	
Objective	<ul style="list-style-type: none"> ▪ Provide interim project management services to enable continued project progress and avert stoppage in the system modernization implementation.
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Provide PM services to confirm the completion of implementation tasks in alignment with agreed upon scope and deliverables as outlined in the LADBS-Unisys contract. ▪ Serve as the primary point of contact with the System Integrator's Project Manager. ▪ Leverage key LADBS Project Management Office (PMO) templates and processes implemented thus far as the framework for delivering interim project management services. ▪ Support project planning meetings with the City and Unisys team to enable a common understanding of objectives, scope, schedule, roles, and responsibilities. ▪ Work with LADBS management and project vendors to break the LAC Permitting System project down into tasks that can be tracked efficiently. ▪ Assist with the planning and management of City project resource allocations and provide inputs to LADBS management. ▪ Work with the System Integrator's Project Manager to finalize project initiation work products / deliverables (e.g., project plan, status reports) for the duration of this SOW Amendment's period of performance (i.e., 4 weeks) ▪ Provide detailed updates on the status of the project, both verbally and in writing. <ul style="list-style-type: none"> – Provide status reports to LADBS and City of Los Angeles management on a monthly, weekly, and/or as-needed basis. – Provide regular and/or periodic status reports to provide updates on project progress, in addition to identifying project issues, track resolutions, and plan action items for the following reporting period. ▪ Support onboarding, knowledge transfer, and upskilling, as appropriate, of a permanent project manager, once hired by LADBS, for the City of LA Permitting System project ▪ Co-manage the project schedule, associated milestones, and activities with the System Integrator's Project Manager: <ul style="list-style-type: none"> – Coordinate and manage the project activities and responsibilities of the Department's Managers, Business Analysts, Technical Experts, Application Users, Information Technology (IT) resources, and vendor staff to ensure deliverables are completed on schedule. – Collaborate with project vendor representatives to coordinate project activities, as well as assist with review and maintenance of the Project Charter, Schedule, and comprehensive Project Management Plan. – Work with the LADBS team and subject matter professionals to conduct timely review of project deliverables, as identified in vendors' statement of work. The System Integrator's Project Manager will coordinate efforts to obtain sign off / approvals on deliverables.

- Depending on the phase that the project progresses to during the duration of the Interim PM Support services and based on project needs, Gartner will perform the following activities as applicable:
 - Manage requirement and specification documents detailing enhancements to the related applications and systems.
 - Work with the City’s Subject Matter Experts and support staff to develop documentation including statements of work, requirements, and project plans complete with milestones, projected completion dates, and assigned resources.
 - Assist and support LADBS Management for the LAC Permitting System through the Software Development Life Cycle (SDLC) and related systems used by LADBS that will be integrated with various online systems, and other technology projects. This includes the following:
 - Review and finalization of project schedule as prepared by the project vendors (system implementation vendor)
 - Monitoring and reporting on the status of the design, development, testing, and delivery of the LAC Permitting System.
 - Coordinate with other the project team and staff including the BuildLA team on the planning, design, testing, and implementation of the project.
 - Assist with review of technical documents, as developed by the project vendors’ statement of work. Such documentation review will include project requirements, system requirements, statement of work, test plans, project standards, and other related documents.
 - Review and make recommendations on requested change orders to ensure project activities remain within the established scope of work and project schedule. Track and implement project changes in accordance with the approved change management process.

LADBS’s Responsibilities

- Assign resources to the individual tasks.
- Handle scheduling of all meetings with City staff.
- Provide Gartner with the necessary access to people (City and Vendors), systems, data, and file sharing sites.
- Ensure attendance at all relevant meetings by City stakeholders.
- Ensure Gartner has visibility into and is invited to key strategic meetings.
- Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance.

Assumptions

- The “City” includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The “Vendor” includes the Permitting System integration vendor, software vendor and any of their subcontractors.
- Weekly status reports will be delivered on the second day of each week.
- Executive briefings will occur once every month

Deliverable(s)

- Monthly Interim Project Management Services Report

Time Frame

- 4 weeks, December 24, 2024 through January 17, 2025

1.3.1 Summary of Deliverables

The list of deliverables and due dates are listed in Table 2.

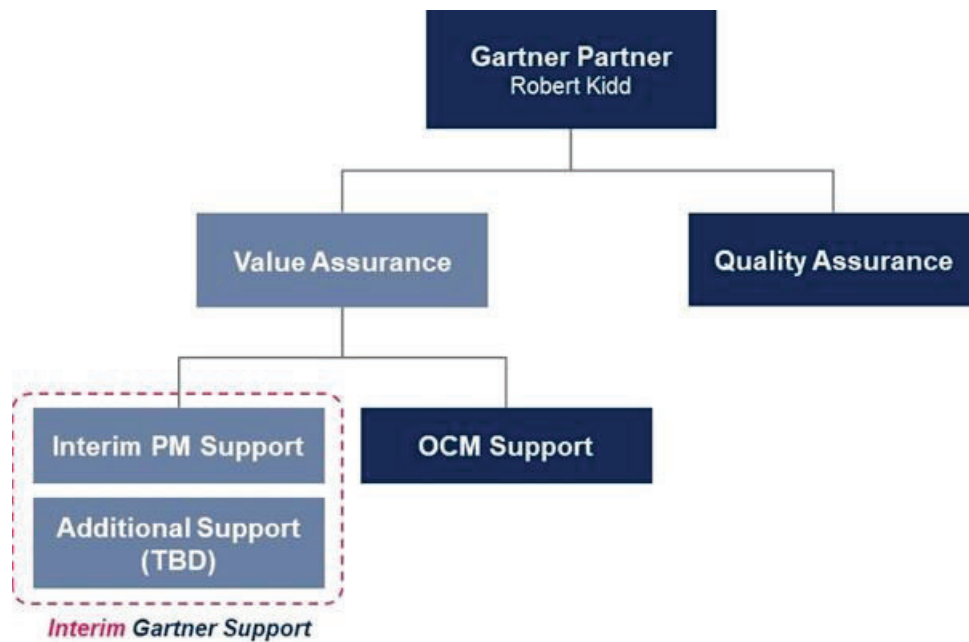
Table 2. Summary of Phase 2 Deliverables

Step	Deliverables	Date
Interim PM Support	<ul style="list-style-type: none"> Monthly Interim Project Management Services Report 	<ul style="list-style-type: none"> Month 1 for Dec 2024 – Jan 2025, delivered by end of Jan.

1.4 Project Team Overview

Gartner has created an organizational structure to support the delivery of interim PM support services. The key roles and proposed individuals for the Gartner team are shown in Figure 2.

Figure 2. Gartner Project Team for LADBS



1.4.1 Project Team Oversight and Management

For each project, Gartner assigns key resources to support project activities working closely with LADBS’ leadership team.



1.4.2 Roles and Responsibilities

Table 3 describes the roles and responsibilities for this engagement.

Table 3. Project Team Roles and Responsibilities

Role	Responsibilities
Managing Partner Robert Kidd	<ul style="list-style-type: none"> Oversee alignment of Gartner activities to support LADBS goals. Build and maintain a long-standing relationship with LADBS. Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Project Management Specialist Jilbert Dilanyan (sub-contractor)	<ul style="list-style-type: none"> Provide Interim PM Support services Be available to LADBS full-time (40 hrs. per week, during workdays and times), for 4 weeks
Gartner Account Partners Jackie Tan	<ul style="list-style-type: none"> Oversee that value delivered is seamlessly integrated with all Gartner services to LADBS and that recommendations are actionable through ongoing Gartner services. Provide additional guidance and context so this engagement is aligned with, and advances, the mission-critical priorities of LADBS.

1.4.3 LADBS’ Roles and Responsibilities

Table 4. LADBS’ Roles and Responsibilities

LADBS Functional Role	Responsibilities
Department Sponsor	<ul style="list-style-type: none"> Approve Gartner’s engagement and respective scope Actively participate in engagement executive workshops/readouts Provide decision-making as necessary to support engagement Active and visible sponsorship of engagement across LADBS leadership and management
Bureau & Division Leaders	<ul style="list-style-type: none"> Attend interview(s), working session(s), and/or workshops Ensure the stakeholder surveys are completed timely
Bureau & Division Stakeholders	<ul style="list-style-type: none"> Attend working session(s) and/or workshop(s) if necessary/requested Ensure the stakeholder surveys are completed timely
LADBS Project Manager (acting)	<ul style="list-style-type: none"> Assist Gartner with scheduling meetings, workshops, working sessions, and other project admin logistics Collect and provide requested LADBS documentation to Gartner Support communication efforts with stakeholders Review and facilitate approval of deliverables with appropriate LADBS stakeholders according to project schedule

1.5 Assumptions

The deliverables, schedule and pricing in this Statement of Work are based on the following assumptions:

LADBS's Participation:

- LADBS will continue hiring for a dedicated project manager for the LA City Permitting Project and will secure one over the ensuing 4-week period during which Gartner is providing Interim PM services. LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
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- LADBS will review and approve all documents required to facilitate project execution (collectively "Project Documents") within five business days. If no formal approval or rejection is received within this time frame, the Project Documents are accepted by LADBS to facilitate the drafting of each Deliverable.
- The LA City Permitting System project will have an established and agreed-upon requirements traceability matrix and it will be managed by Unisys. For requirements tracking, Gartner will monitor the requirements traceability matrix, as maintained by Unisys, to help ensure appropriate progress (i.e., development, configuration, testing, etc.) is being made by the Unisys Team and the City staff. Gartner will not be responsible for gathering and/ or validating business requirements.
- LADBS will schedule LADBS' resources for project activities and provide meeting facilities as necessary.
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- The City and project vendors (Unisys Team) will be responsible for designing the solution. Gartner, as provider of Interim PM Support, will provide visibility to the LADBS management on status of designs and gaps, if any. Functional gaps, blockers and design decisions, as required, will be addressed by Unisys Team along with LADBS team.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.

Key Personnel:

- Resumes/biographies of key personnel provided in this Statement of Work are included solely for illustrative purposes and do not indicate the commitment of a specifically named associate. Upon signing of a contract, we will identify those associates with the

appropriate skills and background to deliver fully on the undertakings defined in the Statement of Work.

- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform LADBS as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.
- Where it is indicated in this Statement of Work, that a proposed team member is a sub-contractor to Gartner, LADBS agrees to the inclusion of that individual as a member of the project team so long as the sub-contractor is suitably qualified to provide the services. If such inclusion is not reasonably acceptable to LADBS, Gartner will be informed at the earliest opportunity and requested to find an alternative team member.

Place of Performance:

- The Contractor's staff will be largely remote, and the workplace will primarily be remote. The Contractor team will come onsite during on boarding and to increase the speed of initial discovery, regular status meetings and/ or committee meetings.
- Office space, telephones, printing/copying services, and access to the open internet will be made available on a reasonable basis to Gartner at LADBS's locations for on-site project time.

Deliverables:

- Any requests for additional information or resources (beyond the details described in the tasks above) that LADBS makes will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal).
- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).

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1.6 Investment Summary

The Investment Summary section, which is incorporated into the Proposal, sets forth Gartner’s detailed pricing and legal terms.

1.6.1 Fees and Billing

Gartner will conduct the engagement as outlined in this Proposal for a firm fixed-price of US\$60,450.

Travel and other reimbursable expenses will be billed at cost on the same monthly schedule as fees. Gartner estimates reimbursable expenses to be \$1,250.

Gartner will bill \$60,450 per month for the professional fees, less a 10% Withhold, based on the schedule below. The total of the Withholds will be billed per City Contract C-144799.

This Task Order Agreement modifies Table 1. “Deliverable Costs and Invoice Amounts” in Exhibit 1 of City Contract C-144799, last revised 2024-09-05 via Change Order #2, by adding the following table as row 34 and 35, and renumbering the current rows 34 – 37 to 36 – 39.

Table 5. Pricing Table

Project Name: Interim PM Support

SOW Reference: Appendix 6

New row numbers 34 and 35 in Table 1. of City Contract: C-144799:

Deliverable Name	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
Month 1 – Interim PM Report	\$60,450.00	\$6,045.00	\$54,405.00
Interim PM Services Withholds	N/A	N/A	\$6,045.00

This Task Order Agreement authorizes the use of \$60,450 in Contingency Amount funding from City Contract C-144799. The Contract Ceiling remains unchanged.

Table 2. Total Project Payments in Exhibit 1 of the Contract is modified as follows.

The following rows of Table 2. are deleted in their entirety,

Project Name	Deliverables	Withholds	Total Price
Total Encumbered Funds			\$4,501,500
Funding Updates			
Additional Contingency Encumbrance ^{6,7}		\$294,500	
Contingency Remaining		\$336,550	

And the following rows added.

Project Name	Deliverables	Withholds	Total Price
Interim PM Support Extension (Deliverables 34 – 35) ⁸	\$60,450.00	\$6,045.00	\$54,405.00
Total Encumbered Funds			\$4,561,950

Funding Updates	
Total Contingency Encumbrance ^{6,7,8}	\$354,950
Contingency Remaining	\$276,100

Added footnote for Exhibit 1 in City Contract C-144799:

Note:

8. Original Contingency to fund cost for new Deliverables #34-35 – Appendix 6 – Interim PM Support Extension

1.6.2 Invoicing

Invoicing terms for this SOW are those set forth in City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services.

1.6.3 Changes to Scope

The scope of this engagement is defined by this Proposal. All LADBS's requests for changes to the Proposal must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

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- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this Proposal.
- Any delays in deliverables caused by modification of acceptance criteria in this Proposal.
- Any changes to research analysts' time or resources.

1.7 Authorization

When signed by Gartner, Inc., and LADBS, this Proposal is incorporated in and governed by City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services. These two documents (the Proposal and governing terms) set forth the relationship between the parties for this engagement.

This Proposal may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii), where applicable, are in accordance with the Change to Scope provision.

This Proposal is valid for 30 from 6 December 2024.

Gartner requires a signature on the SOW to place Client's order.

SUBMITTED ON BEHALF OF GARTNER, INC.



SIGNATURE

Robert Kidd, Managing Partner

PRINT NAME AND TITLE

6 December 2024

DATE

AGREED ON BEHALF OF CITY OF LA DEPARTMENT OF BUILDING AND SAFETY

for

SIGNATURE

Osama Younan, General Manager

PRINT NAME AND TITLE

DATE

Not Applicable

PO NUMBER - Client confirms that no Purchase Order (PO) is required.

**Any questions regarding this Proposal
should be addressed to:**

Robert Kidd
Managing Partner
Gartner, Inc.
Telephone: +1 858 220 6754
Email: robert.kidd@gartner.com

**This Proposal was prepared for
City of LA Department of Building and Safety:**

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

**Statement of Work for
City of LA Department of
Building and Safety (LADBS)**

Interim PM Support 2nd Extension

27 January 2025

Gartner Engagement Number: 660006592, Addon to 660002732

City Contract Number: C-144799 - Project Management and Information
Technology Consulting Services

Appendix / SOW #7



27 January 2025

Osama Younan, General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Email: osama.younan@lacity.org

Re: Interim Project Management (PM) Support – Additional 10-Week Extension
City Contract Number: C-144799 - Project Management and IT Consulting Services
Gartner Engagement Number: 660006592, Addon to 660002732

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of LA Department of Building and Safety (LADBS) with this Statement of Work for an additional 10-week extension of the interim project management (PM) services currently being provided in support of the LA City Permitting System modernization project. Gartner understands the critical importance of this initiative to the City.

Given the complexity and scale of the LA City Permitting System project, LADBS continues to establish and staff a Program Management Office (PMO). The PMO's vision is to provide strong leadership, oversight, and management across the entire lifecycle of implementation tasks and assure that LADBS' planned business outcomes are achieved.

LADBS is in the final stages of identifying and onboarding a long-term Project Manager to lead the PMO and manage the LA City Permitting System modernization project. Based on a previous request from LADBS, Gartner is currently providing Interim PM support until January 17, 2025, via Appendix / SOW #6 – Interim PM Support.

Because of continued contractual work to staff a long-term Project Manager, LADBS requested that Gartner extend our current Interim PM support via this 10-week extension through March 28, 2025.

The enclosed SOW amendment describes the services that Gartner can provide on a limited basis as part of Value Assurance services. Our offer is valid for 30 days from the submission date of this Proposal. If this Proposal represents your requirements, please arrange for a duly authorized signatory to sign the Authorization page and return the entire Proposal to me via email at robert.kidd@gartner.com.

Please contact me at +1 858 220 6754 if you have any questions. We thank you for this opportunity and look forward to continuing our assistance to LADBS with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting

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Statement of Work

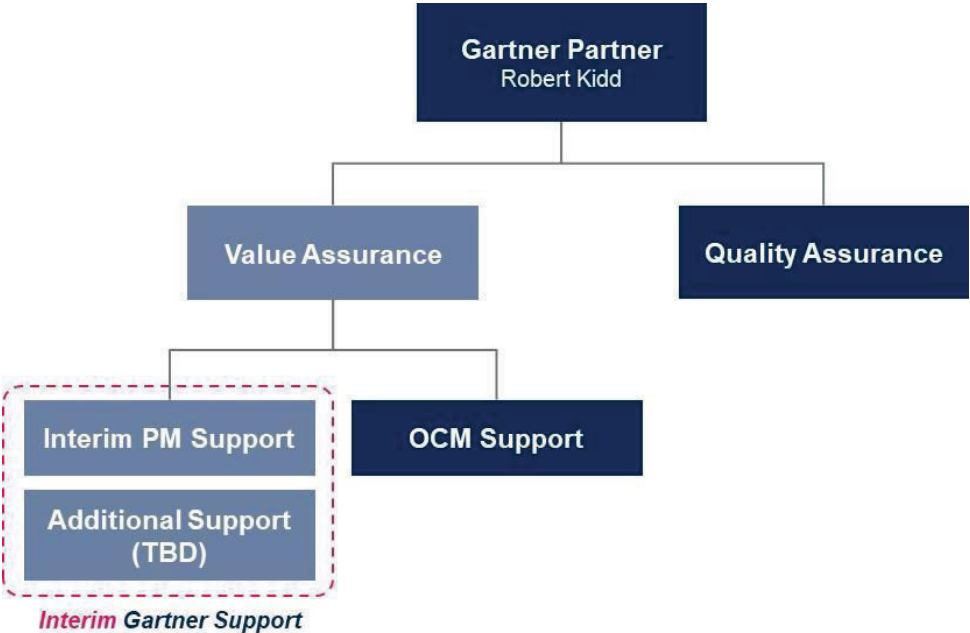
1.0 Statement of Work

The Statement of Work section, which is incorporated into the Proposal, sets forth Gartner's detailed technical approach, schedule, staffing, and assumptions.

1.1 Approach Overview

Gartner will provide Interim Project Management (PM) Support through our Value Assurance services.

Figure 1. Gartner Overview for Interim PM Support



1.2 Timeline Overview

Gartner anticipates providing Interim PM Support for an additional 10 weeks.

This schedule is dependent on the assumptions included in this Proposal, as follows:

- Duration of extended interim PM support is January 20, 2025, through March 28, 2025 (10 weeks).
- LADBS has requested the current temporary project manager be extended to allow for continuity of PM support with the long-term PM coming on board right after or potentially early for overlap and knowledge transfer.

Gartner looks forward to LADBS obtaining a long-term project manager and will no longer be offering additional Interim PM support after this extension.

1.3 Approach Detail

Table 1 below includes the objectives, timelines, Gartner activities & deliverables, and LADBS' anticipated involvement in this Task.

Table 1. Gartner Task

Interim PM Support	
Objective	<ul style="list-style-type: none"> ▪ Provide interim project management services to enable continued project progress and avert stoppage in the system modernization implementation.
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Provide PM services to confirm the completion of implementation tasks in alignment with agreed upon scope and deliverables as outlined in the LADBS-Unisys contract. ▪ Serve as the primary point of contact with the System Integrator's Project Manager. ▪ Leverage key LADBS Project Management Office (PMO) templates and processes implemented thus far as the framework for delivering interim project management services. ▪ Support project planning meetings with the City and Unisys team to enable a common understanding of objectives, scope, schedule, roles, and responsibilities. ▪ Work with LADBS management and project vendors to break the LAC Permitting System project down into tasks that can be tracked efficiently. ▪ Assist with the planning and management of City project resource allocations and provide inputs to LADBS management. ▪ Work with the System Integrator's Project Manager to finalize project initiation work products / deliverables (e.g., project plan, status reports) for the duration of this SOW Amendment's period of performance (i.e., 10 weeks) ▪ Provide detailed updates on the status of the project, both verbally and in writing. <ul style="list-style-type: none"> – Provide status reports to LADBS and City of Los Angeles management on a monthly, weekly, and/or as-needed basis. – Provide regular and/or periodic status reports to provide updates on project progress, in addition to identifying project issues, track resolutions, and plan action items for the following reporting period. ▪ Support onboarding, knowledge transfer, and upskilling, as appropriate, of a permanent project manager, once hired by LADBS, for the City of LA Permitting System project ▪ Co-manage the project schedule, associated milestones, and activities with the System Integrator's Project Manager: <ul style="list-style-type: none"> – Coordinate and manage the project activities and responsibilities of the Department's Managers, Business Analysts, Technical Experts, Application Users, Information Technology (IT) resources, and vendor staff to ensure deliverables are completed on schedule. – Collaborate with project vendor representatives to coordinate project activities, as well as assist with review and maintenance of the Project Charter, Schedule, and comprehensive Project Management Plan. – Work with the LADBS team and subject matter professionals to conduct timely review of project deliverables, as identified in vendors' statement of work. The System Integrator's Project Manager will coordinate efforts to obtain sign off / approvals on deliverables.

- Depending on the phase that the project progresses to during the duration of the Interim PM Support services and based on project needs, Gartner will perform the following activities as applicable:
 - Manage requirement and specification documents detailing enhancements to the related applications and systems.
 - Work with the City’s Subject Matter Experts and support staff to develop documentation including statements of work, requirements, and project plans complete with milestones, projected completion dates, and assigned resources.
 - Assist and support LADBS Management for the LAC Permitting System through the Software Development Life Cycle (SDLC) and related systems used by LADBS that will be integrated with various online systems, and other technology projects. This includes the following:
 - Review and finalization of project schedule as prepared by the project vendors (system implementation vendor)
 - Monitoring and reporting on the status of the design, development, testing, and delivery of the LAC Permitting System.
 - Coordinate with other the project team and staff including the BuildLA team on the planning, design, testing, and implementation of the project.
 - Assist with review of technical documents, as developed by the project vendors’ statement of work. Such documentation review will include project requirements, system requirements, statement of work, test plans, project standards, and other related documents.
 - Review and make recommendations on requested change orders to ensure project activities remain within the established scope of work and project schedule. Track and implement project changes in accordance with the approved change management process.

LADBS’s Responsibilities

- Assign resources to the individual tasks.
- Handle scheduling of all meetings with City staff.
- Provide Gartner with the necessary access to people (City and Vendors), systems, data, and file sharing sites.
- Ensure attendance at all relevant meetings by City stakeholders.
- Ensure Gartner has visibility into and is invited to key strategic meetings.
- Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance.

Assumptions

- The “City” includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The “Vendor” includes the Permitting System integration vendor, software vendor, and any of their subcontractors.
- Weekly status reports will be delivered on the second day of each week.
- Executive briefings will occur once every month

Deliverable(s)

- Monthly Interim Project Management Services Report (3 deliverables for the 10 weeks)

Time Frame

- 10 weeks, January 20, 2025, through March 28, 2025

1.3.1 Summary of Deliverables

The list of deliverables and due dates are listed in Table 2.

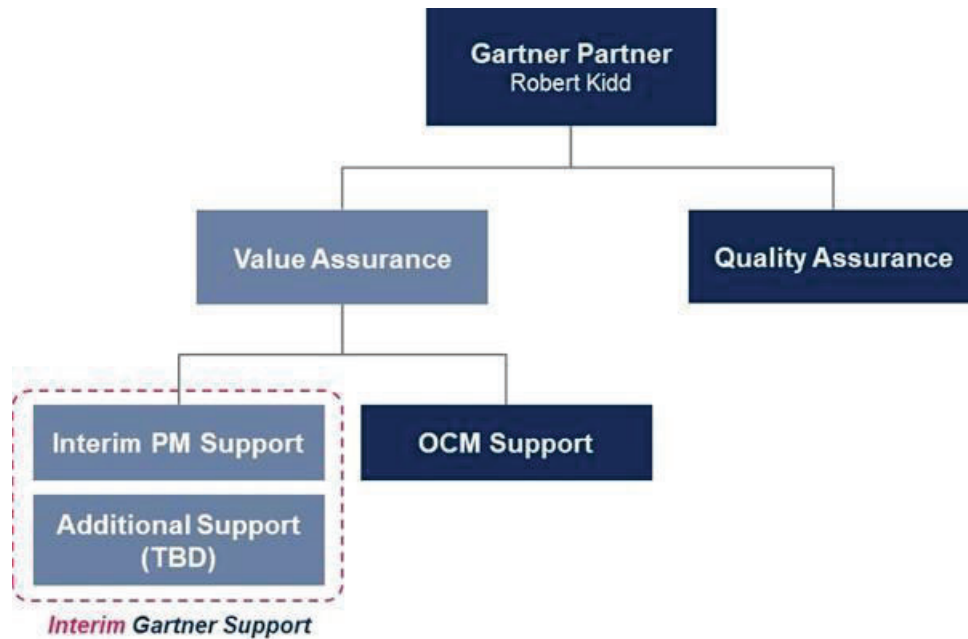
Table 2. Summary of Phase 2 Deliverables

Step	Deliverables	Date
Interim PM Support	<ul style="list-style-type: none"> Monthly Interim Project Management Services Report 	<ul style="list-style-type: none"> Month 1 for January 20th, 2025 – February 14th, 2025, delivered by the end of February Month 2 for February 17th, 2025 – March 14th, 2025, delivered by the end of March Month 2.5 for March 17th, 2025 – March 28th, 2025, delivered by early April

1.4 Project Team Overview

Gartner has created an organizational structure to support the delivery of interim PM support services. The key roles and proposed individuals for the Gartner team are shown in Figure 2.

Figure 2. Gartner Project Team for LADBS



1.4.1 Project Team Oversight and Management

For each project, Gartner assigns key resources to support project activities working closely with LADBS' leadership team.



1.4.2 Roles and Responsibilities

Table 3 describes the roles and responsibilities for this engagement.

Table 3. Project Team Roles and Responsibilities

Role	Responsibilities
Managing Partner Robert Kidd	<ul style="list-style-type: none"> Oversee alignment of Gartner activities to support LADBS goals. Build and maintain a long-standing relationship with LADBS. Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Project Management Specialist Jilbert Dilanyan (sub-contractor)	<ul style="list-style-type: none"> Provide Interim PM Support services Be available to LADBS full-time (40 hrs. per week, during workdays and times), for 10 weeks
Gartner Account Partners Jackie Tan	<ul style="list-style-type: none"> Oversee that value delivered is seamlessly integrated with all Gartner services to LADBS and that recommendations are actionable through ongoing Gartner services. Provide additional guidance and context so this engagement is aligned with, and advances, the mission-critical priorities of LADBS.

1.4.3 LADBS' Roles and Responsibilities

Table 4. LADBS' Roles and Responsibilities

LADBS Functional Role	Responsibilities
Department Sponsor	<ul style="list-style-type: none"> Approve Gartner's engagement and respective scope Actively participate in engagement executive workshops/readouts Provide decision-making as necessary to support engagement Active and visible sponsorship of engagement across LADBS leadership and management
Bureau & Division Leaders	<ul style="list-style-type: none"> Attend interview(s), working session(s), and/or workshops Ensure the stakeholder surveys are completed timely
Bureau & Division Stakeholders	<ul style="list-style-type: none"> Attend working session(s) and/or workshop(s) if necessary/requested Ensure the stakeholder surveys are completed timely
LADBS Project Manager (acting)	<ul style="list-style-type: none"> Assist Gartner with scheduling meetings, workshops, working sessions, and other project admin logistics Collect and provide requested LADBS documentation to Gartner Support communication efforts with stakeholders Review and facilitate approval of deliverables with appropriate LADBS stakeholders according to project schedule

1.5 Assumptions

The deliverables, schedule and pricing in this Statement of Work are based on the following assumptions:

LADBS's Participation:

- LADBS will continue hiring for a dedicated project manager for the LA City Permitting Project and will secure one over the ensuing 10-week period during which Gartner is providing Interim PM services. LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- The work effort described in this Statement of Work assumes LADBS's personnel are available to assist in the manner defined in this Statement of Work. If LADBS's personnel are not available, a change of scope may be necessary.
- LADBS will review and approve all documents required to facilitate project execution (collectively "Project Documents") within five business days. If no formal approval or rejection is received within this time frame, the Project Documents are accepted by LADBS to facilitate the drafting of each Deliverable.
- The LA City Permitting System project will have an established and agreed-upon requirements traceability matrix, and it will be managed by Unisys. For requirements tracking, Gartner will monitor the requirements traceability matrix, as maintained by Unisys, to help ensure appropriate progress (i.e., development, configuration, testing, etc.) is being made by the Unisys Team and the City staff. Gartner will not be responsible for gathering and/ or validating business requirements.
- LADBS will schedule LADBS' resources for project activities and provide meeting facilities as necessary.
- LADBS' Personnel will be available per the final project schedule.
- The City will provide the full range of information applicable to support Gartner's activities in a timely manner. The City will also help ensure other project vendors engaged in the implementation provide the required information to Gartner to support the project management activities.
- The City and project vendors (Unisys Team) will be responsible for designing the solution. Gartner, as provider of Interim PM Support, will provide visibility to the LADBS management on status of designs and gaps, if any. Functional gaps, blockers and design decisions, as required, will be addressed by Unisys Team along with LADBS team.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.

Key Personnel:

- Resumes/biographies of key personnel provided in this Statement of Work are included solely for illustrative purposes and do not indicate the commitment of a specifically named associate. Upon signing of a contract, we will identify those associates with the

appropriate skills and background to deliver fully on the undertakings defined in the Statement of Work.

- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform LADBS as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.
- Where it is indicated in this Statement of Work, that a proposed team member is a sub-contractor to Gartner, LADBS agrees to the inclusion of that individual as a member of the project team so long as the sub-contractor is suitably qualified to provide the services. If such inclusion is not reasonably acceptable to LADBS, Gartner will be informed at the earliest opportunity and requested to find an alternative team member.

Place of Performance:

- The Contractor's staff will be largely remote, and the workplace will primarily be remote. The Contractor team will come onsite during on boarding and to increase the speed of initial discovery, regular status meetings and/ or committee meetings.
- Office space, telephones, printing/copying services, and access to the open internet will be made available on a reasonable basis to Gartner at LADBS's locations for on-site project time.

Deliverables:

- Any requests for additional information or resources (beyond the details described in the tasks above) that LADBS makes will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal).
- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).

Gartner Independence and Objectivity:

- Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review, or approval of outside investors, shareholders, or directors. For further information on the independence and integrity of Gartner Research, see "[Guiding Principles on Independence and Objectivity](#)" on our website, gartner.com, or contact the Office of the Ombuds at ombuds@gartner.com or +1 203 316 3334.

1.6 Investment Summary

The Investment Summary section, which is incorporated into the Proposal, sets forth Gartner’s detailed pricing and legal terms.

1.6.1 Fees and Billing

Gartner will conduct the engagement as outlined in this Proposal for a firm fixed-price of US\$151,125.

Travel and other reimbursable expenses will be billed at cost on the same monthly schedule as fees. Gartner estimates reimbursable expenses to be \$1,500.

Gartner will bill \$60,450 per month for the professional fees, less a 10% Withhold, based on the schedule below. The total of the Withholds will be billed per City Contract C-144799.

This Task Order Agreement modifies Table 1. “Deliverable Costs and Invoice Amounts” in Exhibit 1 of City Contract C-144799, last revised 2024-12-9, via Change Order #3, by adding the following table as rows 36 through 39, and renumbering the current rows 36 – 39 to 40 – 43.

Table 5. Pricing Table

Project Name: Interim PM Support Extension #2

SOW Reference: Appendix 7

New row numbers 36 through 39 in Table 1. of City Contract: C-144799:

Deliverable Name	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
Month 1 – Interim PM Report, Extension #2	\$60,450.00	\$6,045.00	\$54,405.00
Month 2 – Interim PM Report, Extension #2	\$60,450.00	\$6,045.00	\$54,405.00
Month 2.5 – Interim PM Report, Extension #2	\$30,225.00	\$3,022.50	\$27,202.50
Interim PM Services Withholds	N/A	N/A	\$15,112.50

This Task Order Agreement authorizes the use of \$151,125 in Contingency Amount funding from City Contract C-144799. The Contract Ceiling remains unchanged.

Table 2. Total Project Payments in Exhibit 1 of the Contract is modified as follows.

The following rows of Table 2. are deleted in their entirety,

Project Name	Deliverables	Withholds	Total Price
Total Encumbered Funds			\$4,561,950
Funding Updates			
Additional Contingency Encumbrance ^{6,7,8}			\$354,950
Contingency Remaining			\$276,100

And the following rows added.

Project Name	Deliverables	Withholds	Total Price
Interim PM Support Extension #2 (Deliverables 36 – 39) ⁹	\$136,012.50	\$15,112.50	\$151,125.00
Total Encumbered Funds			\$4,713,075

Funding Updates	
Additional Contingency Encumbrance ^{6,7,8,9}	\$506,075
Contingency Remaining	\$124,975

Added footnote for Exhibit 1 in City Contract C-144799:

Note:

- Original Contingency to fund cost for new Deliverables #36-39 – Appendix 7 – Interim PM Support Extension #2

1.6.2 Invoicing

Invoicing terms for this SOW are those set forth in City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services.

1.6.3 Changes to Scope

The scope of this engagement is defined by this Proposal. All LADBS's requests for changes to the Proposal must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this Proposal. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this Proposal.
- Providing or developing any deliverables not specifically set forth in this Proposal.
- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this Proposal.
- Any delays in deliverables caused by modification of acceptance criteria in this Proposal.
- Any changes to research analysts' time or resources.

1.7 Authorization

When signed by Gartner, Inc., and LADBS, this Proposal is incorporated in and governed by City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services. These two documents (the Proposal and governing terms) set forth the relationship between the parties for this engagement.

This Proposal may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii), where applicable, are in accordance with the Change to Scope provision.

This Proposal is valid for 30 days from 27 January 2025.

Gartner requires a signature on the SOW to place Client's order.

SUBMITTED ON BEHALF OF GARTNER, INC.



SIGNATURE


Robert Kidd, Managing Partner

PRINT NAME AND TITLE

27 January 2025

DATE

AGREED ON BEHALF OF CITY OF LA DEPARTMENT OF BUILDING AND SAFETY

 for

SIGNATURE

Osama Younan, General Manager

PRINT NAME AND TITLE

02/11/2025

DATE

Not Applicable

PO NUMBER - Client confirms that no Purchase Order (PO) is required.

**Any questions regarding this Proposal
should be addressed to:**

Robert Kidd
Managing Partner
Gartner, Inc.
Telephone: +1 858 220 6754
Email: robert.kidd@gartner.com

**This Proposal was prepared for
City of LA Department of Building and Safety:**

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Statement of Work for City of LA Department of Building and Safety (LADBS)

Project QA Oversight & OCM Support, Year 2

17 April 2025, Version 2

Gartner Engagement Number: 660006229, add-on to 330085926

City Contract Number: C-144799 - Project Management and Information Technology
Consulting Services, Appendix / SOW #8



17 April 2025

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Engagement Number: 660006229, addon to 330085926
Re: Project QA Oversight & OCM Support, Year 2
City Contract Number: C-144799 - Project Management and IT Consulting Services

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of LA Department of Building and Safety (LADBS) with this Statement of Work to continue to provide services in support of the LA City Permitting System (LACPS) modernization project. We understand the importance of this effort to modernize legacy LADBS systems and enable improved business processes while offering a seamless, transparent experience to customers and other building industry stakeholders.

Most IT projects fail to achieve the expected outcomes. By continuing with our services in support of LACPS, LADBS can increase the likelihood of being fully successful and realize the value of your overall investment.

We are currently providing Project QA Oversight & OCM Support (Contract Appendix / SOW #4). This proposal for Year 2 of our Project QA Oversight & OCM Support, Gartner will continue our work on a monthly basis. We will continue to provide quality assurance (QA) oversight including identifying early indicators of risk and recommended mitigations to keep the project on track. In our organizational change management (OCM) support capacity, we will continue to implement the project's OCM strategy, guiding LACPS communications, and training needs of stakeholders so they can fully adopt the system. Gartner will our combined team of experts from our Licensing, Permitting & Regulatory practice with our global Program Assurance and Digital Talent, Culture, & Change practices.

Our offer is valid for 30 days from the submission date of this Proposal. If this Proposal represents your requirements, please arrange for a duly authorized signatory to sign the Authorization page and return the entire Proposal to me via email at robert.kidd@gartner.com.



Please contact me at +1 858 220 6754 or via email at robert.kidd@gartner.com if you have any questions. We thank you for this opportunity and look forward to assisting LADBS with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting
cc: Jackie Tan, Account Executive, Gartner

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Executive Summary

1.0 Executive Summary

Our Understanding of the City of Los Angeles Department of Building & Safety (LADBS) Project Needs

Gartner understands the City of Los Angeles Department of Building & Safety (LADBS) is currently implementing an enterprise application for permitting, inspections, and code enforcement services. The Los Angeles City Permitting System (LACPS) project will replace key existing systems owned by LADBS, including ePlanLA, Plan Check Inspection System (PCIS), and Code Enforcement Information System (CEIS), in addition to other smaller systems. These systems support the permitting of tens of thousands of housing units, ~1 million inspections, ~50,000 code enforcement cases, ~10,000 licenses, and billions of dollars of construction every year.

This enterprise application replacement project will affect approximately 2,000 City staff, including 1,200 LADBS staff and 800 from other City departments. The Development Services Departments operate five one-stop centers with public counters, 6 Inspections & Code Enforcement Offices, and 1 Test Laboratory across the City of Los Angeles.

The Los Angeles City Permitting System project's vision is to achieve benefits in three main categories: Business Improvements, Customer Service, and Technical Viability & Maintainability.

The implementation of LACPS is a large project involving many stakeholders and the project has already faced (and likely will continue to face) many risks to be mitigated.

How Gartner Consulting Will Meet Them

In determining how Gartner can best support LADBS, we considered:

- What is the City's overall readiness for this modernization effort to ensure a successful transformation?
- In what areas will LADBS need ongoing support during the implementation to ensure successful go-lives and realization of the planned project benefits?

Given the above and the feedback we received from the City, Gartner developed this Statement of Work and facilitated a discussion around the scope of services that can best meet the City's needs.

Gartner will assist the City with the Permitting System project implementation in the following ways:

- Implementation Project Oversight & Quality Assurance (QA) Support focused on monthly risks assessments and ongoing organizational change management (OCM) support



Statement of Work



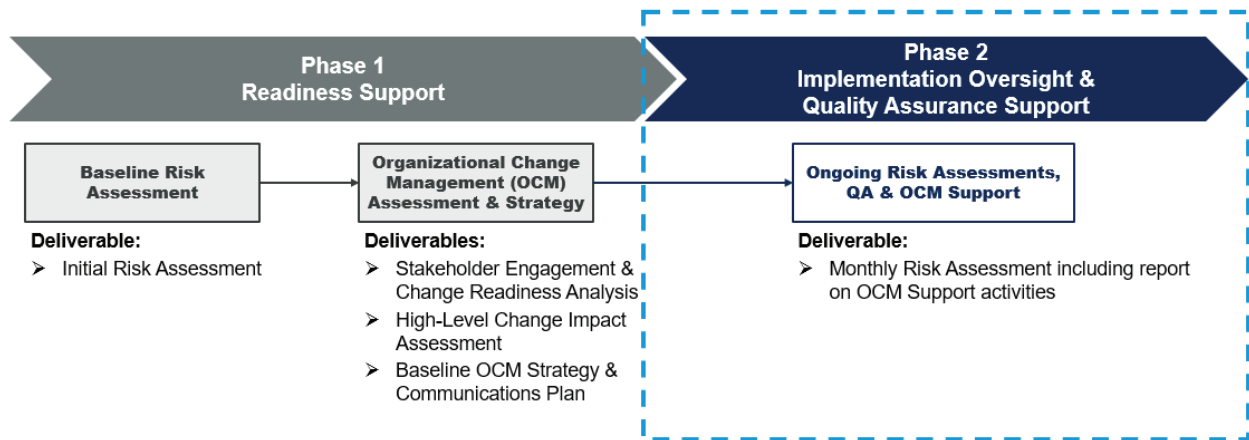
2.0 Statement of Work

The Statement of Work section, which is incorporated into the Proposal, sets forth Gartner’s detailed technical approach, schedule, staffing, pricing, and legal terms.

2.1 Approach Overview

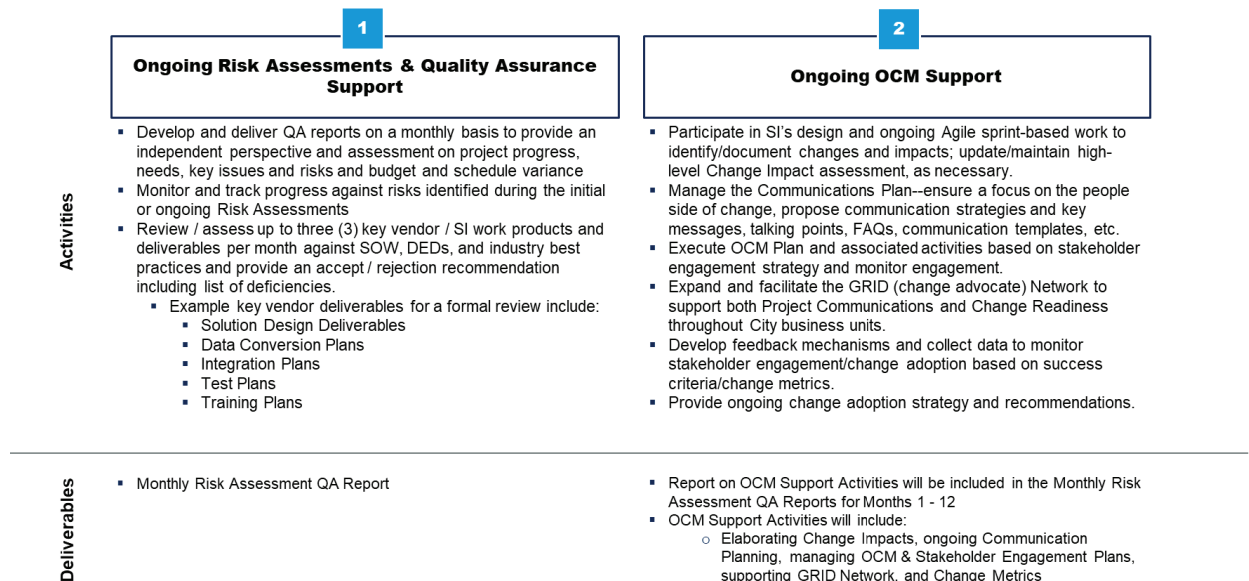
Gartner has been providing Project QA & OCM support as the second phase of implementation support after an initial phase of readiness support as depicted in Figure 1. This Statement of Work focuses on Year 2 of Phase 2 Implementation Support, providing ongoing implementation Project Oversight and Quality Assurance support to LADBS, including organizational change management (OCM) support activities.

Figure 1. Gartner’s Two-Phased Approach for LADBS



An overview of the Year 2 – QA + OCM approach and activities is provided in Figure 2.

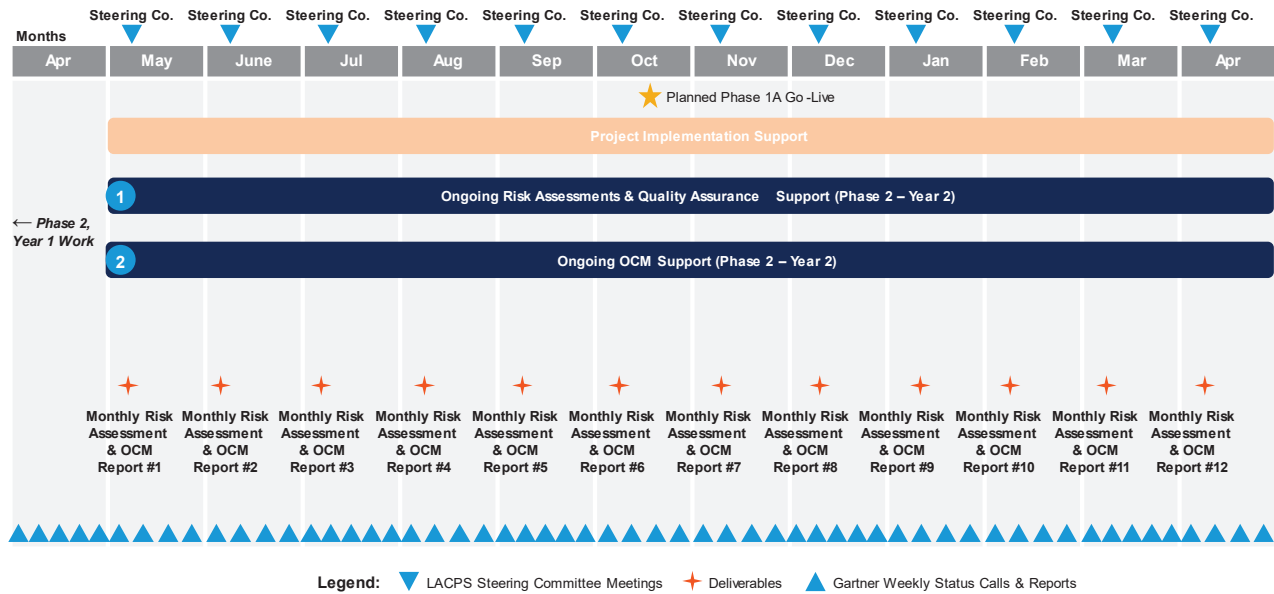
Figure 2. Gartner’s Year 2 – QA + OCM Approach Overview



2.2 Project Plan Overview

This Statement of Work is applicable to the second year (12 months) of project implementation, as detailed in Figure 3. This schedule is dependent on the assumptions included in this Proposal.

Figure 3. Estimated Engagement Schedule



2.3 Approach Detail

Table 1 below includes the objectives, timelines, Gartner activities & deliverables, and LADBS' anticipated involvement for each step of Year 2 – Implementation Oversight & Support.

Table 1. Gartner Phase 2 Task Descriptions

Phase II. Year 2 - Implementation Oversight & Support	
Step 1. Ongoing Risk Assessments & Quality Assurance Support	
Objective	<ul style="list-style-type: none"> ▪ Provide independent oversight to ensure Year 2 (12 months) of the Permitting System modernization project will meet the City's requirements and implementation activities are executed based on industry best practices.
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Conduct preplanning meetings with the City and Vendor to ensure understanding of objectives, scope, schedule, roles and responsibilities. ▪ Discuss and review data collection needs and receive access to project artifacts. ▪ Identify and participate in key Project meetings and major internal activities (e.g., project status calls between City/Vendor, Executive Steering Committee meetings, Vendor-facilitated sessions, etc.). <ul style="list-style-type: none"> – Gartner's attendance is to ensure that communication lines stay open, and that the Gartner team has a pulse on the project. – During the meetings, Gartner will: <ul style="list-style-type: none"> ▪ Observe and take internal notes ▪ Ask questions and clarifications ▪ Offer real-time suggestions, where appropriate. ▪ Monitor City and Vendor performance. ▪ Review key Vendor deliverables against pre-defined checklists and provide feedback to the City for consideration. <ul style="list-style-type: none"> – Gartner will review key deliverables as per the City's request. – Pre-defined checklist will be based on Gartner research and industry best practices and LADBS approved DED. – Feedback from the deliverable review will be communicated to the City. The City may choose to share all or some of the feedback with Vendor. – Upon the City's request, Gartner may communicate its feedback directly to Vendor if preferred. ▪ Participate in weekly status meetings with the Vendor and LADBS-only meetings. ▪ Develop monthly QA Reports, highlighting key risks & issues and providing recommendations to mitigate or resolve. Monthly QA Reports will be prepared based on: <ul style="list-style-type: none"> – Meeting observations – Discussions with the City and Vendor personnel – Deliverable reviews – Industry best practices ▪ Conduct initial review of the monthly QA Report with the City Project Team and gather feedback on any aspect that is factually incorrect. ▪ Present monthly QA Report to the Executive Steering Committee and other City stakeholders as needed (e.g. Mayor's office, BuildLA)

LADBS's Responsibilities	<ul style="list-style-type: none"> ▪ As requested by LADBS, present the monthly QA Report in its entirety or select portions to the Vendor ▪ Confirm Gartner's attendance at the Executive Steering Committee meetings. ▪ Provide Gartner with the necessary access to people (City and Vendor), systems, data, and file sharing sites. ▪ Ensure Gartner has visibility into and is invited to key strategic meetings. ▪ Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance.
Assumptions	<ul style="list-style-type: none"> ▪ The "City" includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The "Vendor" includes the Permitting System integration vendor, software vendor and any of their subcontractors. ▪ Gartner will attend up to 10 project meetings or 30 hours of meetings each week, whichever is higher to allow time for internal Gartner meetings and time to draft work products and deliverables to provide to LADBS. ▪ Monthly QA Reports will be delivered within 5 business days following the end of the calendar month. ▪ Conduct up to three (3) Vendor deliverable formal QA reviews per month at LADBS' direction. In the event there are more than 3 Vendor deliverables provided in a month, Gartner will propose which deliverables should be prioritized for review.
Deliverable(s)	<ul style="list-style-type: none"> ▪ Monthly QA Reports (12)
Time Frame	<ul style="list-style-type: none"> ▪ 12 Months

Step 2. Ongoing OCM Support

Objective	<ul style="list-style-type: none"> ▪ Provide augmented project support focused on organizational change management (OCM) execution—applying standard methodology, tools, and Gartner best practices—during Year 2 (12 months) of the Permitting System modernization project. ▪ Execute against and periodically update the projects OCM Strategy and Plans.
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Participate in SI's design, and ongoing Agile sprint-based work to elaborate identification of changes and impacts; update/maintain high-level Change Impact assessment as necessary. ▪ Manage the Communications Plan--ensure a focus on the people side of change, propose communication strategies and key materials, messages, talking points, FAQs, communication templates, etc. ▪ Update Communications Plan with summary of proposed communications content /key messages, communications method, audience, frequency, etc. ▪ Execute OCM Plan and associated activities based on stakeholder engagement strategy and monitor engagement. ▪ Expand and facilitate the GRID (change advocate) Network to support both Project Communications and Change Readiness throughout City staff sections. ▪ Develop feedback mechanisms and collect data to monitor stakeholder engagement/change adoption based on success criteria/change metrics.

**LADBS's
Responsibilities**

- Provide ongoing change adoption strategy and recommendations including developing high-level change sponsor plan/roadmap
- Partner with Gartner in executing OCM activities; including drafting and finalizing actual communications, including the copywriting and production (e.g. internal emails, flyers, public newsletter, content for internal & external websites).
- Confirm Gartner's attendance at the Executive Steering Committee meetings.
- Ensure Gartner has visibility into and is invited to key strategic meetings.
- Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance.
- Provide Gartner with the necessary access to people (City and Vendor), systems, data, and file sharing sites.
- Provide access to LADBS communication templates, logos, branding guidelines/materials.
- Identify/designate LADBS primary points of contacts for OCM.
- Provide platform/application to administer/facilitate surveys.
- Provide administrative support as necessary for OCM related activities.

Assumptions

- The "City" includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The "Vendor" includes the Permitting System integration vendor, software vendor and any of their subcontractors.
- LADBS will identify resources to partner with Gartner in executing the OCM activities; these resources will be responsible for drafting and finalizing communications.
- Gartner to support execution and analysis of periodic Stakeholder Engagement & Change Readiness surveys at LADBS' direction but will be less frequently than monthly. Survey to use Gartner's survey tool.
- Gartner to make formal Change Readiness Assessment updates up to a quarterly frequency.

**Example Work
Products**

- OCM Support Activities (updates to OCM Plan & Stakeholder Engagement, Change Advocate Network, Communication, and Change Metrics)

Deliverable(s)

- Monthly OCM Report* (e.g., progress against OCM Plan, Change Impact Assessment, Pulse Check Survey results, etc.)
- *The reports on OCM Support activities will be a supplement to the Monthly QA Oversight Risk Assessment Reports.

Time Frame

- 12 months
-

Step 3. As-Needed Tasks (To Be Negotiated, Optional)

Objective

- Provide the City with additional capacity and knowledge transfer in areas of greatest need.

Activities Performed by Gartner

- Provide additional tasks and associated deliverables, as needed.
 - Examples may include:
 - Define and recommend operational governance structures
 - Develop and maintain RAID (risk, actions, issues, decisions) log
 - Document as-is and to-be business processes
 - Document use cases
 - Develop and maintain resource allocation plans
 - Define and document acceptance criteria and/or deliverable expectation documents (DEDs) for key SI deliverables or milestones
 - Design and document testing strategy and plans include user acceptance testing (UAT), test script and test case identification, execution tracking and bug & fix communication
 - Develop post go-live support plan / operating model
 - Review SI training strategy and plan to determine additional OCM training efforts
 - Conduct Lessons Learned workshop (e.g. after key phases or events such as UAT and periodic cutovers /go-lives)
 - Develop resistance management plan

LADBS's Responsibilities

- Provide input on where the City requires further support.

Deliverable(s)

- Specific tasks and associated deliverables to be negotiated and defined through DEDs.

Time Frame

- Varies by task.

2.3.1 Summary of Deliverables

The list of deliverables for Phase 2 – Year 2 and their expected due dates are listed in Table 2.

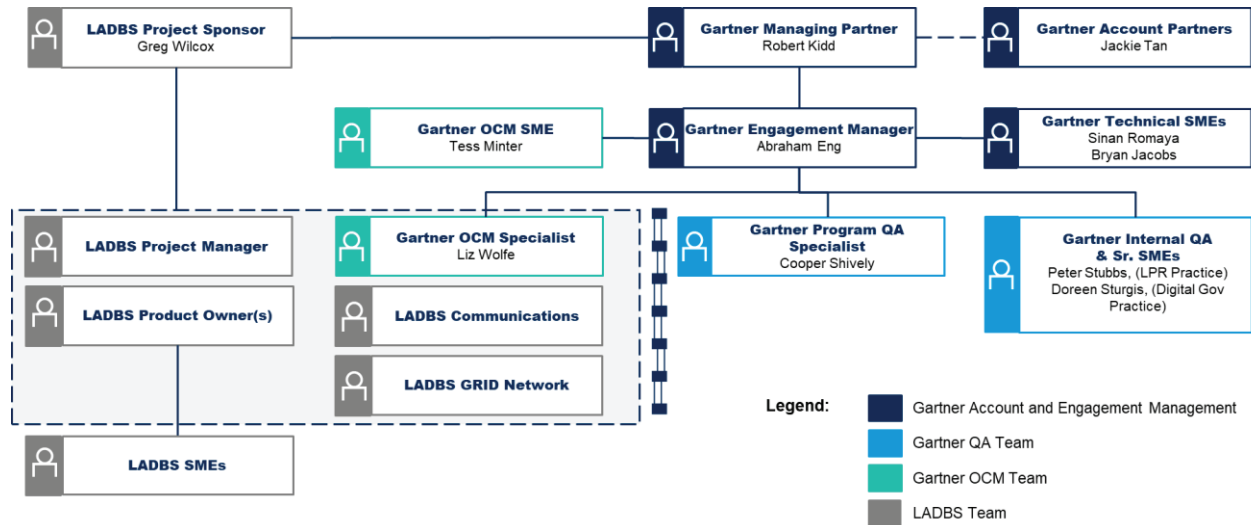
Table 2. Summary of Phase 2 – Year 2 Deliverables

Step	Deliverables	Date
Step 1. Ongoing Risk Assessments & Quality Assurance Support	Monthly QA & OCM Report #1 (May 2025) Monthly QA & OCM Report #2 (Jun 2025) Monthly QA & OCM Report #3 (Jul 2025) Monthly QA & OCM Report #4 (Aug 2025) Monthly QA & OCM Report #5 (Sep 2025) Monthly QA & OCM Report #6 (Oct 2025) Monthly QA & OCM Report #7 (Nov 2025) Monthly QA & OCM Report #8 (Dec 2025) Monthly QA & OCM Report #9 (Jan 2026) Monthly QA & OCM Report #10 (Feb 2026) Monthly QA & OCM Report #11 (Mar 2026) Monthly QA & OCM Report #12 (Apr 2026)	Delivered the 5 th business day after the calendar month reporting period. Invoiced the 15 th calendar day of the month following the reporting period.
Step 2. Ongoing OCM Support	Incorporated into Monthly QA & OCM Reports listed above	Monthly - OCM Support activities will be included within Monthly QA Oversight Risk Assessment Report.
Step 3. As-Needed Tasks (To Be Negotiated, Optional)	TBD: Specific tasks and associated deliverables to be negotiated and defined as needed.	TBD

2.4 Project Team Overview

Gartner has created an organizational structure for this engagement that provides high-level sponsorship and quality assurance, strong day-to-day project management, a focused team of project consultants, and deep subject matter expertise. The key roles and proposed individuals for the Gartner team are shown in 4.

Figure 4. Gartner Project Team for LADBS



2.4.1 Project Team Oversight and Management

For each project, Gartner assigns a dedicated Engagement Manager and Managing Partner to oversee and manage project activities and the Gartner team, working closely with LADBS's Project Manager.



Gartner Engagement Manager	Gartner Managing Partner	LADBS's Project Manager
Responsible for managing the project's progress and momentum, confirming Gartner activities support the client's goals, building and maintaining a long-standing relationship with the client, providing high-level oversight of the project, and taking action as needed to resolve issues.	Responsible for monitoring and achieving client satisfaction, providing project oversight, and delivering an additional layer of quality assurance.	Together with the Gartner Engagement Manager, responsible for driving the efforts and participating in regular progress review and risk management. They will agree upon a format and schedule acceptable to LADBS to report progress on the agreed-upon metrics.

2.4.2 Roles and Responsibilities

Table 3 describes the roles and responsibilities for this engagement.

Table 3. Project Team Roles and Responsibilities

Role	Responsibilities
Managing Partner Robert Kidd	<ul style="list-style-type: none"> Oversee alignment of Gartner activities to support LADBS goals. Build and maintain a long-standing relationship with LADBS. Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Engagement Manager Abraham Eng	<ul style="list-style-type: none"> Day-to-day management of project initiatives to achieve on-time completion of deliverables that meet quality standards. Act as the primary point of contact for the Gartner team. Work closely with LADBS to confirm that Gartner is meeting its needs.
Project Consultant(s) TBD	<ul style="list-style-type: none"> Provide day-to-day consulting support for project steps. Provide support for data collection, data analysis, and recommendations for activities. Participate in deliverable creation, deliverable review, and client presentations as needed. Present results to LADBS as needed.
Quality Assurance Specialist Peter Stubbs – Permitting Practice Lead	<ul style="list-style-type: none"> Provide a quality assurance review of the Gartner project plan and Gartner deliverables throughout the engagement.

Role	Responsibilities
Subject Matter Expert(s) <ul style="list-style-type: none"> ▪ Tess Minter - OCM ▪ Sinan Romaya – Technical SME ▪ Doreen Sturgis – Value Assurance ▪ Bryan Jacobs – Salesforce ▪ Peter Stubbs - Permitting 	<ul style="list-style-type: none"> ▪ Provide industry, solution, and service expertise to enhance the Gartner team’s recommendations and service delivery. ▪ Share insights, leading practices, and lessons learned during the engagement as needed. ▪ Participate in deliverable reviews and client presentations as needed.
Research Analyst(s) TBD	<ul style="list-style-type: none"> ▪ Support the core project team by providing a context-sensitive perspective to issues specific to LADBS based on Gartner industry-leading research. ▪ Participate in analysis and comparisons, and review deliverables as needed.
Gartner Account Partners Jackie Tan	<ul style="list-style-type: none"> ▪ Oversee that value delivered is seamlessly integrated with all Gartner services to LADBS and that recommendations are actionable through ongoing Gartner services. ▪ Provide additional guidance and context so this engagement is aligned with, and advances, the mission-critical priorities of LADBS.

2.4.3 LADBS’s Roles and Responsibilities

Table 4. LADBS’s Roles and Responsibilities

LADBS Functional Role	Responsibilities
Department Sponsor	<ul style="list-style-type: none"> ▪ Approve Gartner’s engagement and respective scope ▪ Actively participate in engagement executive workshops/readouts ▪ Provide decision-making as necessary to support engagement ▪ Active and visible sponsorship of engagement across LADBS leadership and management
Bureau & Division Leaders	<ul style="list-style-type: none"> ▪ Attend interview(s), working session(s), and/or workshops ▪ Ensure the stakeholder surveys are completed timely
Bureau & Division Stakeholders	<ul style="list-style-type: none"> ▪ Attend working session(s) and/or workshop(s) if necessary/requested ▪ Ensure the stakeholder surveys are completed timely
LADBS Project Manager	<ul style="list-style-type: none"> ▪ Assist Gartner Engagement Manager with scheduling meetings, workshops, working sessions, and other project admin logistics ▪ Collect and provide requested LADBS documentation to Gartner ▪ Support communication efforts with stakeholders ▪ Review and facilitate approval of deliverables with appropriate LADBS stakeholders according to project schedule
Change Champions / Advocates	<ul style="list-style-type: none"> ▪ Attend OCM planning sessions ▪ Assist Gartner in understanding stakeholder questions, level of acceptance, and ongoing needs for engagement throughout the implementation

LADBS Functional Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Participate in trainings, OCM engagement activities, and stakeholder communications as defined in the OCM Plan
Department Communications Lead /Public Information Officer	<ul style="list-style-type: none"> ▪ Support the LA City Permitting System project per the expectations of the Department role ▪ Review and ensure project communications are integrated and planned in concert with other Department communications
Communications Copywriter	<ul style="list-style-type: none"> ▪ Draft and finalize OCM communication and engagement materials as defined in the OCM Plan (e.g. internal emails, flyers, public newsletter, content for internal & external websites)
Training Coordinator	<ul style="list-style-type: none"> ▪ Assist Gartner in scheduling trainings identified in the OCM Plan ▪ Support trainers in developing training materials based on objectives defined in Stakeholder Engagement & Communications Plan ▪ Review & confirm required stakeholder attendance for trainings
Trainer(s)	<ul style="list-style-type: none"> ▪ Work with the Vendor to draft & finalize training materials according to Stakeholder Engagement & Communications plan, aligned to product releases ▪ With support of the Vendor, facilitate “train-the-trainer” trainings to equip change champions and enable peer-to-peer learning sessions across stakeholders

2.5 Maintaining Independence and Objectivity During the Engagement

Independence and objectivity are core to who and what Gartner is as a firm. On engagements where we are regularly engaged and building relationships, maintaining independence and objectivity can be a challenge. We successfully navigated this challenge by:

- **Being Data-Driven and Fact-Based.** Our team will gather and report on the facts. We will leverage quantitative (e.g., schedule performance, budget) and qualitative (e.g., team perceptions) data as the foundation of our analysis.
- **Balancing Discovery.** We understand there is bias in data collected via interviews and self-reported mechanisms. To mitigate this, we believe in gathering multiple inputs and perspectives on similar topics to understand commonality or disparity.
- **Understanding of the Context.** Reporting data points in isolation presents risk and bias. Gartner strives to understand the interrelationship between data points to tell the full story.
- **Being Transparent.** Gartner mitigates potential pushback by being transparent during the discovery process, evaluating risks, and formulating recommendations.
- **Trusting our Process.** Our team believes in its methodology, analysis, and recommendations. That said, we will be flexible, when required, based on introducing new information.

Gartner understands that independence and objectivity are critical to project success, and more importantly, essential for establishing and maintaining trust with all parties involved.

2.6 Assumptions

The deliverables, schedule and pricing in this Statement of Work are based on the following assumptions:

LADBS's Participation:

- LADBS will designate a project manager as the primary point of contact for this engagement. LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- LADBS will designate OCM communication specialists to draft and finalize OCM communication and engagement materials (e.g. internal emails, flyers, public newsletter, content for internal & external websites, etc.)
- The work effort described in this Statement of Work assumes LADBS's personnel are available to assist in the manner defined in this Statement of Work. If LADBS's personnel are not available, a change of scope may be necessary.
- LADBS will review and approve all documents required to facilitate project execution (collectively "Project Documents") within five business days. If no formal approval or rejection is received within this time frame, the Project Documents are considered to be accepted by LADBS to facilitate drafting of each Deliverable.
- LADBS will schedule LADBS's resources for project activities and provide meeting facilities as necessary.
- LADBS's personnel will be available per the final project schedule.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.

Data Collection:

- The due diligence (as-is) data are reasonably available via interviews and documentation review.
- LADBS will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- Gartner will participate in up to 10 meetings or 30 hours per week, whichever is higher to allow time for internal Gartner meetings and time to draft work products and deliverables to provide to LADBS.
- LADBS will arrange all meetings with LADBS's personnel and Vendor teams.
- Gartner will conduct up to three (3) Vendor deliverable formal QA reviews per month at LADBS' direction. In the event there are more than 3 Vendor deliverables provided in a month, Gartner will propose which deliverables should be prioritized for review.
- Gartner will support to execution and analysis of periodic Stakeholder Engagement & Change Readiness surveys at LADBS' direction but with less frequently than monthly. Survey to use Gartner's survey tool.

- Gartner to make formal Change Readiness Assessment updates up to a quarterly frequency.
- All data collection and interviews/workshops will occur via telephone or video conferencing as described in this Statement of Work and/or as agreed to at the project kickoff.

Key Personnel:

- Resumes/biographies of key personnel provided in this Statement of Work are included solely for illustrative purposes and do not indicate the commitment of a specific named associate. Upon signing of a contract, we will identify those associates with the appropriate skills and background to deliver fully on the undertakings defined in the Statement of Work.
- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform LADBS as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.

Place of Performance:

- All Gartner services will be performed at Gartner locations.
- Office space, telephones, printing/copying services, and access to the open internet will be made available on a reasonable basis to Gartner at LADBS's locations for on-site project time.

Deliverables:

- Any requests for additional information or resources (beyond the details described in the tasks above) that LADBS makes will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal).
- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).

Gartner Independence and Objectivity:

- Gartner Research and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review, or approval of outside investors, shareholders, or directors. For further information on the independence and integrity of Gartner Research, see "[Guiding Principles on Independence and Objectivity](#)" on our website, gartner.com, or contact the Office of the Ombuds at ombuds@gartner.com or +1 203 316 3334.

2.7 Investment Summary

2.7.1 Fees and Billing

Gartner will conduct the engagement as outlined in this Proposal for a firm fixed-price of \$1,212,000 inclusive of travel and other reimbursable expenses.

Gartner will bill for the professional fees at the conclusion of each milestone upon LADBS's acceptance of the deliverable(s) for that milestone based on Table 5 below.

This Task Order Agreement modifies Table 1. "Deliverable Costs and Invoice Amounts" in Exhibit 1 of City Contract C-144799 by deleting row numbers 40 and 41 in their entirety and replacing them with the following table of 13 rows (new row numbers 40 – 52). Current row numbers 42 – 43 will be renumbered 53 – 54.

Table 5. Pricing Table

Project Name: Year 2, Monthly QA Oversight & OCM Support

SOW Reference: Appendix 8

New row numbers 40 – 52 in Table 1. of City Contract: C-144799:

Deliverable Name	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
Monthly QA & OCM Report #1 (May 2025)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #2 (Jun 2025)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #3 (Jul 2025)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #4 (Aug 2025)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #5 (Sep 2025)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #6 (Oct 2025)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #7 (Nov 2025)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #8 (Dec 2025)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #9 (Jan 2026)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #10 (Feb 2026)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #11 (Mar 2026)	\$101,100.00	\$10,100.00	\$90,900.00
Monthly QA & OCM Report #12 (Apr 2026)	\$101,100.00	\$10,100.00	\$90,900.00
Year 2 Withholds	N/A	N/A	\$121,200.00

This Task Order Agreement authorizes the use of Initially Encumbered Funds from City Contract C-144799. The Contract Ceiling remains unchanged.

Table 2. Total Project Payments in Exhibit 1 of the Contract is modified as follows.

The following rows of Table 2. are deleted in their entirety,

Project Name	Deliverables	Withholds	Total Price
Project QA Oversight OCM Support – Phase 2 – Years 2 & 3 (Deliverables 36 – 39)	\$1,652,400	\$183,600	\$1,836,000

And replaced with these rows:

Project Name	Deliverables	Withholds	Total Price
Project QA Oversight OCM Support, Year 2 (Deliverables 40 – 52) ¹⁰	\$1,090,800	\$121,200	\$1,212,000
Project QA Oversight OCM Support, Year 3 (Deliverables 53 – 54) ³	\$561,600	\$62,400	\$624,000

Updated footnotes for Exhibit 1 in City Contract C-144799:

Note:

10. See Gartner Appendix 8 – LADBS QA Oversight & OCM Support – Year 2, dated 4/17/2024

2.7.2 Invoicing

Invoicing terms for this SOW are those set forth in City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services.

2.7.3 Changes to Scope

The scope of this engagement is defined by this Proposal. All LADBS's requests for changes to the Proposal must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this Proposal. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this Proposal.
- Providing or developing any deliverables not specifically set forth in this Proposal.
- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this Proposal.
- Any delays in deliverables caused by modification of acceptance criteria in this Proposal.
- Any changes to research analysts' time or resources.

2.8 Authorization

When signed by Gartner, Inc., and LADBS, this Proposal is incorporated in and governed by City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services. These two documents (the Proposal and governing terms) set forth the relationship between the parties for this engagement.

This Proposal may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii), where applicable, are in accordance with the Change to Scope provision.

This Proposal is valid for 30 days from 17 April 2025.

Gartner requires a signature on the SOW to place Client's order.

SUBMITTED ON BEHALF OF GARTNER, INC.



SIGNATURE

Robert Kidd, Managing Partner

PRINT NAME AND TITLE

17 April 2025

DATE

AGREED ON BEHALF OF CITY OF LA DEPARTMENT OF BUILDING AND SAFETY

 for

SIGNATURE

Osama Younan, General Manager

PRINT NAME AND TITLE

04/23/2025

DATE

Not Applicable

PO NUMBER - Client confirms that no Purchase Order (PO) is required.

**Any questions regarding this Proposal
should be addressed to:**

Robert Kidd
Managing Partner
Gartner, Inc.
Telephone: +1 858 220 6754
Email: robert.kidd@gartner.com

**This Proposal was prepared for
City of LA Department of Building and Safety:**

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

**Statement of Work for
City of LA Department of
Building and Safety (LADBS)**

**Project QA Oversight & OCM
Support, Year 3**

11 November 2025

Gartner Engagement Number: 660011110

City Contract Number: C-144799 - Project Management and Information Technology
Consulting Services, Appendix / SOW #9



11 November 2025

Osama Younan
General Manager
City of LA Department of Building and Safety
201 N Figueroa St
Suite 1000
Los Angeles, CA 90012
Telephone: +1 213 482 6800
Email: osama.younan@lacity.org

Engagement Number: 660011110
Re: Project QA Oversight & OCM Support, Year 3
City Contract Number: C-144799 - Project Management and IT Consulting Services

Dear Mr. Younan:

Gartner, Inc. (Gartner) is pleased to provide the City of LA Department of Building and Safety (LADBS) with this Statement of Work to continue to provide services in support of the LA City Permitting System (LACPS) modernization project. We understand the importance of this effort to modernize legacy LADBS systems and enable improved business processes while offering seamless, transparent experience to customers and other building industry stakeholders.

Most IT projects fail to achieve the expected outcomes. By continuing with our services in support of LACPS, LADBS can increase the likelihood of being fully successful and realize the value of your overall investment.

We have been providing Project QA Oversight & OCM Support continuously since the beginning of LACPS. With this proposal for Year 3 of our Project QA Oversight & OCM Support, Gartner will continue our work on a monthly basis. We will continue to provide quality assurance (QA) oversight, including identifying early indicators of risk and recommending mitigations to keep the project on track. In our organizational change management (OCM) support capacity, we will continue to implement the project's OCM strategy, guide LACPS communications, and identify training needs of stakeholders so they can fully adopt the new system. Gartner will leverage our combined teams of experts from our Licensing, Permitting, & Regulatory, Program Assurance and Digital Talent, Culture, & Change practices.

Our offer is valid for 60 days from the submission date of this Proposal. If this Proposal represents your requirements, please arrange for a duly authorized signatory to sign the Authorization page and return the entire Proposal to me via email at robert.kidd@gartner.com.



Please contact me at +1 858 220 6754 or via email at robert.kidd@gartner.com if you have any questions. We thank you for this opportunity and look forward to assisting LADBS with this key initiative.

Sincerely,

A handwritten signature in blue ink that reads "Robert Kidd".

Robert Kidd
Managing Partner, Gartner Consulting
cc: Jackie Tan, Sr. Account Executive, Gartner

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Executive Summary

1.0 Executive Summary

Our Understanding of the City of Los Angeles Department of Building & Safety (LADBS) Project Needs

Gartner understands the City of Los Angeles Department of Building & Safety (LADBS) is currently implementing an enterprise application for permitting, inspections, and code enforcement services. The Los Angeles City Permitting System (LACPS) project will replace key existing systems owned by LADBS, including ePlanLA, Plan Check Inspection System (PCIS), and Code Enforcement Information System (CEIS), in addition to other smaller systems. These systems support the permitting of tens of thousands of housing units, ~1 million inspections, ~50,000 code enforcement cases, ~10,000 licenses, and billions of dollars of construction every year.

This enterprise application replacement project will affect approximately 2,000 City staff, including 1,200 LADBS staff and 800 from other City departments. The Development Services Departments operate five one-stop centers with public counters, 6 Inspections & Code Enforcement Offices, and 1 Test Laboratory across the City of Los Angeles.

The Los Angeles City Permitting System project's vision is to achieve benefits in three main categories: Business Improvements, Customer Service, and Technical Viability & Maintainability.

The implementation of LACPS is a large project involving many stakeholders and the project has already faced (and likely will continue to face) many risks to be mitigated.



Statement of Work



2.0 Statement of Work

The Statement of Work section, which is incorporated into the Proposal, sets forth Gartner’s detailed technical approach, schedule, staffing, pricing, and legal terms.

2.1 Approach Overview

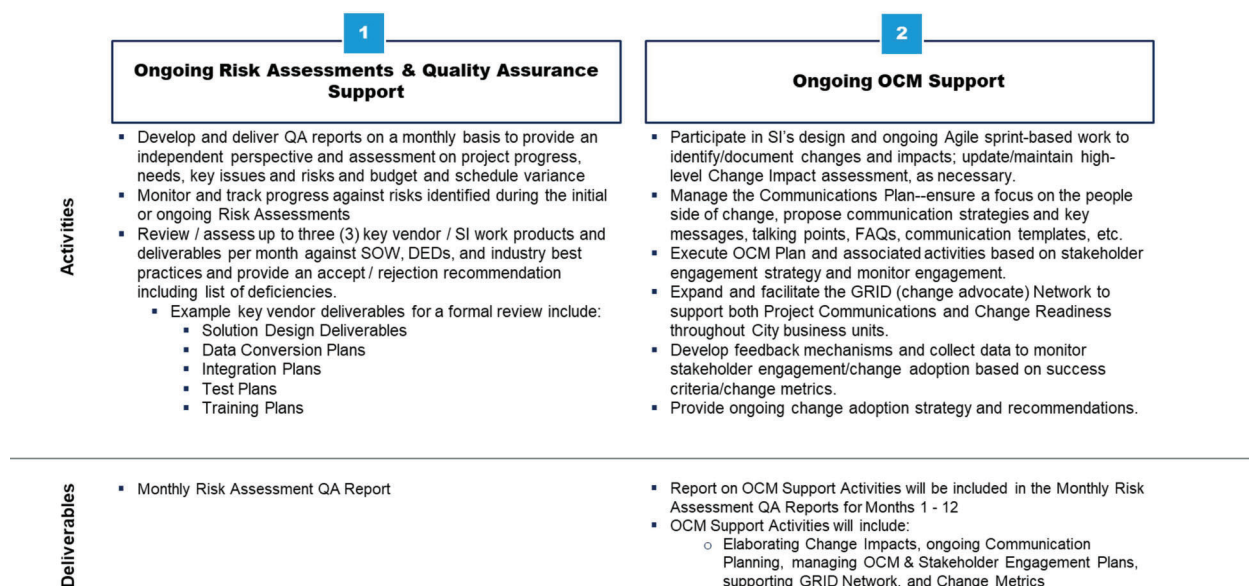
Gartner has been providing Project QA & OCM support as the second phase of Gartner’s system implementation support after an initial phase of readiness support as depicted in Figure 1. This Statement of Work is for Year 3 of Phase 2 Implementation Support, providing ongoing implementation Project Oversight and Quality Assurance support to LADBS, including organizational change management (OCM) support activities.

Figure 1. Gartner’s Two-Phased Approach for LADBS



An overview of the Year 3 – QA + OCM approach and activities is provided in Figure 2.

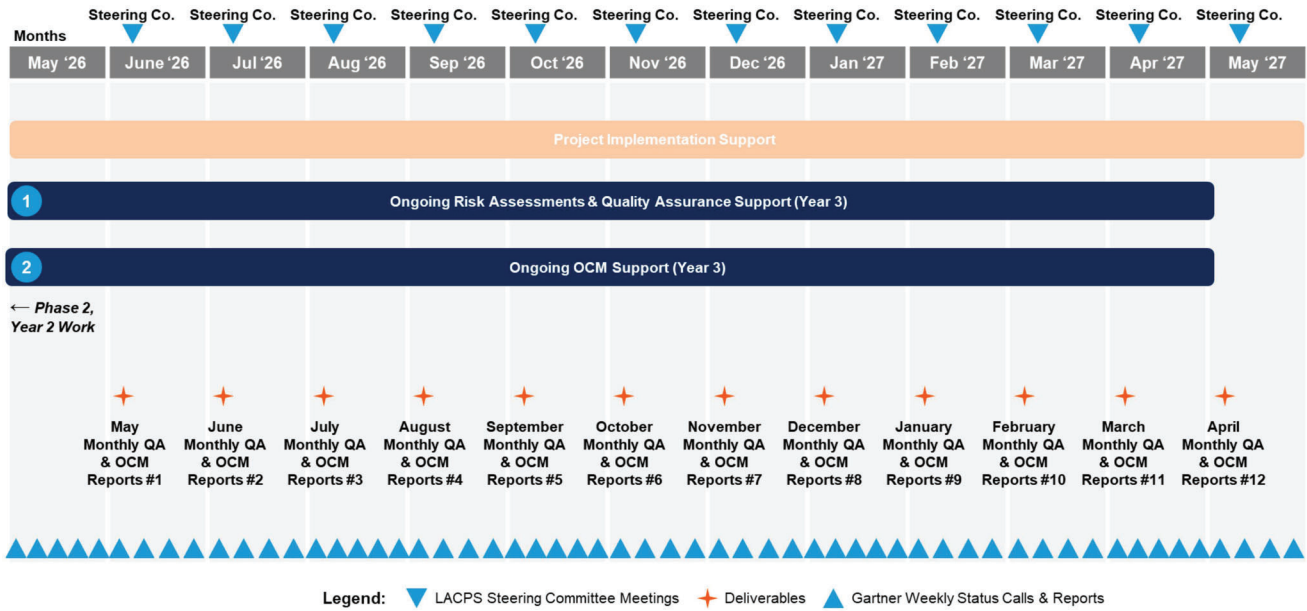
Figure 2. Gartner’s Year 3 – QA + OCM Approach Overview



2.2 Project Plan Overview

This Statement of Work is applicable to the third year (12 months) of the project implementation, as detailed in Figure 3. This schedule is dependent on the assumptions included in this Proposal.

Figure 3. Estimated Engagement Schedule



2.3 Approach Detail

Table 1 below includes the objectives, timelines, Gartner activities & deliverables, and LADBS' anticipated involvement for each step of Year 3 – Implementation Oversight & Support.

Table 1. Gartner Phase 2 Task Descriptions

Phase II. Year 3 - Implementation Oversight & Support	
Step 1. Ongoing Risk Assessments & Quality Assurance Support	
Objective	<ul style="list-style-type: none"> ▪ Provide independent oversight to ensure Year 3 (12 months) of the Permitting System modernization project will meet the City's requirements and implementation activities are executed based on industry best practices.
Activities Performed by Gartner	<ul style="list-style-type: none"> ▪ Conduct preplanning meetings with the City and Vendor to ensure understanding of objectives, scope, schedule, roles and responsibilities. ▪ Discuss and review data collection needs and receive access to project artifacts. ▪ Identify and participate in key Project meetings and major internal activities (e.g., project status calls between City/Vendor, Executive Steering Committee meetings, Vendor-facilitated sessions, etc.). <ul style="list-style-type: none"> – Gartner's attendance is to ensure that communication lines stay open, and that the Gartner team has a pulse on the project. – During the meetings, Gartner will: <ul style="list-style-type: none"> ▪ Observe and take internal notes ▪ Ask questions and clarifications ▪ Offer real-time suggestions, where appropriate. ▪ Monitor City and Vendor performance. ▪ Review key Vendor deliverables against pre-defined checklists and provide feedback to the City for consideration. <ul style="list-style-type: none"> – Gartner will review key deliverables as per the City's request. – Pre-defined checklist will be based on Gartner business & technology insights and industry best practices and LADBS approved DED. – Feedback from the deliverable review will be communicated to the City. The City may choose to share all or some of the feedback with Vendor. – Upon the City's request, Gartner may communicate its feedback directly to Vendor if preferred. ▪ Participate in weekly status meetings with the Vendor and LADBS-only meetings. ▪ Develop monthly QA Reports, highlighting key risks & issues and providing recommendations to mitigate or resolve. Monthly QA Reports will be prepared based on: <ul style="list-style-type: none"> – Meeting observations – Discussions with the City and Vendor personnel – Deliverable reviews – Industry best practices ▪ Conduct initial review of the monthly QA Report with the City Project Team and gather feedback on any aspect that is factually incorrect. ▪ Present monthly QA Report to the Executive Steering Committee and other City stakeholders as needed (e.g. Mayor's office, BuildLA)

	<ul style="list-style-type: none"> As requested by LADBS, present the monthly QA Report in its entirety or select portions to the Vendor
LADBS's Responsibilities	<ul style="list-style-type: none"> Confirm Gartner's attendance at the Executive Steering Committee meetings. Provide Gartner with the necessary access to people (City and Vendor), systems, data, and file sharing sites. Ensure Gartner has visibility into and is invited to key strategic meetings. Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance.
Assumptions	<ul style="list-style-type: none"> The "City" includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The "Vendor" includes the Permitting System integration vendor, software vendor and any of their subcontractors. Gartner will attend up to 10 project meetings or 30 hours of meetings each week, whichever is higher to allow time for internal Gartner meetings and time to draft work products and deliverables to provide to LADBS. Monthly QA Reports will be delivered within 5 business days following the end of the calendar month. Conduct up to three (3) Vendor deliverable formal QA reviews per month at LADBS' direction. In the event there are more than 3 Vendor deliverables provided in a month, Gartner will propose which deliverables should be prioritized for review.
Deliverable(s)	<ul style="list-style-type: none"> Monthly QA Reports (12)
Time Frame	<ul style="list-style-type: none"> 12 Months

Step 2. Ongoing OCM Support

Objective	<ul style="list-style-type: none"> Provide augmented project support focused on organizational change management (OCM) execution—applying standard methodology, tools, and Gartner best practices—during Year 3 (12 months) of the Permitting System modernization project. Execute against and periodically update the projects OCM Strategy and Plans.
Activities Performed by Gartner	<ul style="list-style-type: none"> Participate in SI's design, and ongoing Agile sprint-based work to elaborate identification of changes and impacts; update/maintain high-level Change Impact assessment as necessary. Manage the Communications Plan--ensure a focus on the people side of change, propose communication strategies and key materials, messages, talking points, FAQs, communication templates, etc. Update Communications Plan with summary of proposed communications content /key messages, communications method, audience, frequency, etc. Execute OCM Plan and associated activities based on stakeholder engagement strategy and monitor engagement. Expand and facilitate the GRID (change advocate) Network to support both Project Communications and Change Readiness throughout City staff sections. Develop feedback mechanisms and collect data to monitor stakeholder engagement/change adoption based on success criteria/change metrics.

	<ul style="list-style-type: none"> Provide ongoing change adoption strategy and recommendations including developing high-level change sponsor plan/roadmap
LADBS's Responsibilities	<ul style="list-style-type: none"> Partner with Gartner in executing OCM activities; including drafting and finalizing actual communications, including copywriting and production (e.g. internal emails, flyers, public newsletter, content for internal & external websites). Confirm Gartner's attendance at the Executive Steering Committee meetings. Ensure Gartner has visibility into and is invited to key strategic meetings. Ensure all meetings have video conferencing and/or telephone capabilities for remote attendance. Provide Gartner with the necessary access to people (City and Vendor), systems, data, and file sharing sites. Provide access to LADBS communication templates, logos, branding guidelines/materials. Identify/designate LADBS primary points of contacts for OCM. Provide platform/application to administer/facilitate surveys. Provide administrative support as necessary for OCM related activities.
Assumptions	<ul style="list-style-type: none"> The "City" includes the City departments and all contractors working on the City side of the project or 3rd party side (e.g. interfaces). The "Vendor" includes the Permitting System integration vendor, software vendor and any of their subcontractors. LADBS will identify resources to partner with Gartner in executing the OCM activities; these resources will be responsible for drafting and finalizing communications. Gartner to support execution and analysis of periodic Stakeholder Engagement & Change Readiness surveys at LADBS' direction but will be less frequently than monthly. Survey to use Gartner's survey tool. Gartner to make formal Change Readiness Assessment updates up to a quarterly frequency.
Example Work Products	<ul style="list-style-type: none"> OCM Support Activities (updates to OCM Plan & Stakeholder Engagement, Change Advocate Network, Communication, and Change Metrics)
Deliverable(s)	<ul style="list-style-type: none"> Monthly OCM Report* (e.g., progress against OCM Plan, Change Impact Assessment, Pulse Check Survey results, etc.) <p>*The reports on OCM Support activities will be a supplement to the Monthly QA Oversight Risk Assessment Reports.</p>
Time Frame	<ul style="list-style-type: none"> 12 months

Step 3. As-Needed Tasks (To Be Negotiated, Optional)

Objective	<ul style="list-style-type: none">▪ Provide the City with additional capacity and knowledge transfer in areas of greatest need.
Activities Performed by Gartner	<ul style="list-style-type: none">▪ Provide additional tasks and associated deliverables, as needed.<ul style="list-style-type: none">– Examples may include:<ul style="list-style-type: none">▪ Define and recommend operational governance structures▪ Develop and maintain RAID (risk, actions, issues, decisions) log▪ Document as-is and to-be business processes▪ Document use cases▪ Develop and maintain resource allocation plans▪ Define and manage benefits realization workstream▪ Define and document acceptance criteria and/or deliverable expectation documents (DEDs) for key SI deliverables or milestones▪ Design and document testing strategy and plans include user acceptance testing (UAT), test script and test case identification, execution tracking and bug & fix communication▪ Develop post go-live support plan / operating model▪ Review SI training strategy and plan to determine additional OCM training efforts▪ Conduct Lessons Learned workshop (e.g. after key phases or events such as UAT and periodic cutovers /go-lives)▪ Develop resistance management plan
LADBS's Responsibilities	<ul style="list-style-type: none">▪ Provide input on where the City requires further support.
Deliverable(s)	<ul style="list-style-type: none">▪ Specific tasks and associated deliverables to be negotiated and defined through DEDs.
Time Frame	<ul style="list-style-type: none">▪ Varies by task.

2.3.1 Summary of Deliverables

The list of deliverables for Year 3 and their expected due dates are listed in Table 2.

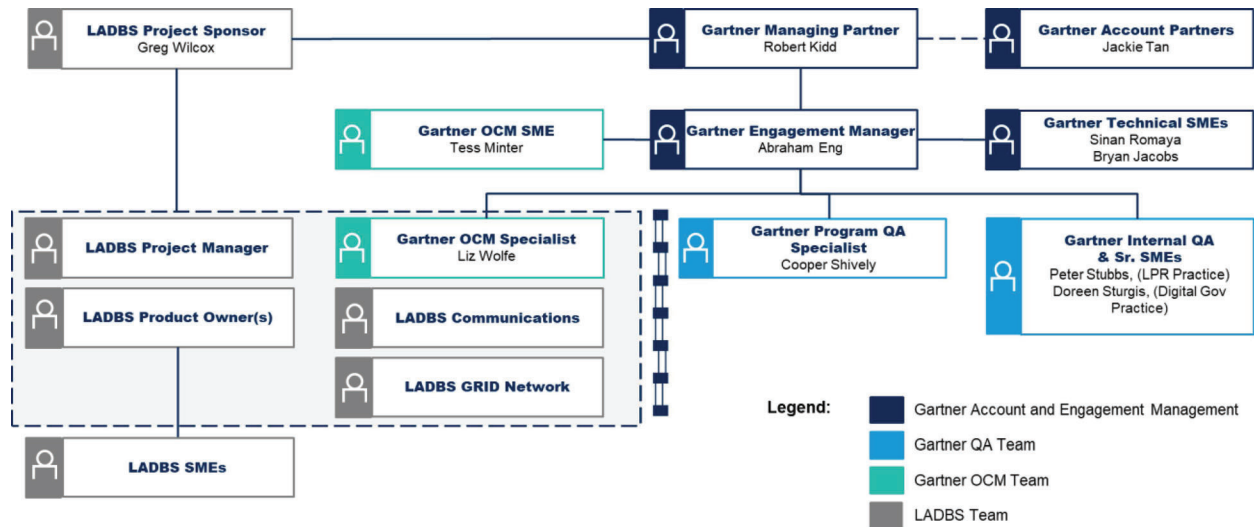
Table 2. Summary of Year 3 Deliverables

Step	Deliverables	Date
Step 1. Ongoing Risk Assessments & Quality Assurance Support	Monthly QA & OCM Reports #1 (May 2026)	Delivered the 5 th business day after the calendar month reporting period.
	Monthly QA & OCM Reports #2 (Jun 2026)	
	Monthly QA & OCM Reports #3 (Jul 2026)	
	Monthly QA & OCM Reports #4 (Aug 2026)	Invoiced the 15 th calendar day of the month following the reporting period.
	Monthly QA & OCM Reports #5 (Sep 2026)	
	Monthly QA & OCM Reports #6 (Oct 2026)	
	Monthly QA & OCM Reports #7 (Nov 2026)	
	Monthly QA & OCM Reports #8 (Dec 2026)	
	Monthly QA & OCM Reports #9 (Jan 2027)	
	Monthly QA & OCM Reports #10 (Feb 2027)	
	Monthly QA & OCM Reports #11 (Mar 2027)	
	Monthly QA & OCM Reports #12 (Apr 2027)	
Step 2. Ongoing OCM Support	Incorporated into Monthly QA & OCM Reports listed above	Monthly - OCM Support activities will be included within Monthly QA Oversight Risk Assessment Report.
Step 3. As-Needed Tasks (To Be Negotiated, Optional)	TBD: Specific tasks and associated deliverables to be negotiated and defined as needed.	TBD

2.4 Project Team Overview

Gartner has created an organizational structure for this engagement that provides high-level sponsorship and quality assurance, strong day-to-day management, a focused team of project consultants, and deep subject matter expertise. The key roles and proposed individuals for the Gartner team are shown in 4.

Figure 4. Gartner Project Team for LADBS



2.4.1 Project Team Oversight and Management

For each project, Gartner assigns a dedicated Engagement Manager and Managing Partner to oversee and manage project activities and the Gartner team, working closely with LADBS's Project Manager.



Gartner Engagement Manager	Gartner Managing Partner	LADBS's Project Manager
Responsible for managing the project's progress and momentum, confirming Gartner activities support the client's goals, building and maintaining a long-standing relationship with the client, providing high-level oversight of the project, and taking action as needed to resolve issues.	Responsible for monitoring and achieving client satisfaction, providing project oversight, and delivering an additional layer of quality assurance.	Together with the Gartner Engagement Manager, responsible for driving the efforts and participating in regular progress review and risk management. They will agree upon a format and schedule acceptable to LADBS to report progress on the agreed-upon metrics.

2.4.2 Roles and Responsibilities

Table 3 describes the roles and responsibilities for this engagement.

Table 3. Project Team Roles and Responsibilities

Role	Responsibilities
Managing Partner Robert Kidd	<ul style="list-style-type: none"> Oversee alignment of Gartner activities to support LADBS goals. Build and maintain a long-standing relationship with LADBS. Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary.
Engagement Manager Abraham Eng	<ul style="list-style-type: none"> Day-to-day management of project initiatives to achieve on-time completion of deliverables that meet quality standards. Act as the primary point of contact for the Gartner team. Work closely with LADBS to confirm that Gartner is meeting its needs.
Project Consultant(s) TBD	<ul style="list-style-type: none"> Provide day-to-day consulting support for project steps. Provide support for data collection, data analysis, and recommendations for activities. Participate in deliverable creation, deliverable review, and client presentations as needed. Present results to LADBS as needed.
Quality Assurance Specialist Peter Stubbs – Permitting Practice Lead	<ul style="list-style-type: none"> Provide a quality assurance review of the Gartner project plan and Gartner deliverables throughout the engagement.

Role	Responsibilities
Subject Matter Expert(s) <ul style="list-style-type: none"> Tess Minter - OCM Sinan Romaya – Technical SME Doreen Sturgis – Value Assurance Bryan Jacobs – Salesforce Peter Stubbs - Permitting 	<ul style="list-style-type: none"> Provide industry, solution, and service expertise to enhance the Gartner team’s recommendations and service delivery. Share insights, leading practices, and lessons learned during the engagement as needed. Participate in deliverable reviews and client presentations as needed.
Business and Technology Insight Analyst(s) TBD	<ul style="list-style-type: none"> Support the core project team by providing a context-sensitive perspective on issues specific to LADBS based on Gartner industry-leading business and technology insights. Participate in analysis and comparisons, and review deliverables as needed.
Gartner Account Partners Jackie Tan	<ul style="list-style-type: none"> Oversee that value delivered is seamlessly integrated with all Gartner services to LADBS and that recommendations are actionable through ongoing Gartner services. Provide additional guidance and context so this engagement is aligned with, and advances, the mission-critical priorities of LADBS.

2.4.3 LADBS’s Roles and Responsibilities

Table 4. LADBS’s Roles and Responsibilities

LADBS Functional Role	Responsibilities
Department Sponsor	<ul style="list-style-type: none"> Approve Gartner’s engagement and respective scope Actively participate in engagement executive workshops/readouts Provide decision-making as necessary to support engagement Active and visible sponsorship of engagement across LADBS leadership and management
Bureau & Division Leaders	<ul style="list-style-type: none"> Attend interview(s), working session(s), and/or workshops Ensure the stakeholder surveys are completed timely
Bureau & Division Stakeholders	<ul style="list-style-type: none"> Attend working session(s) and/or workshop(s) if necessary/requested Ensure the stakeholder surveys are completed timely
LADBS Project Manager	<ul style="list-style-type: none"> Assist Gartner Engagement Manager with scheduling meetings, workshops, working sessions, and other project admin logistics Collect and provide requested LADBS documentation to Gartner Support communication efforts with stakeholders Review and facilitate approval of deliverables with appropriate LADBS stakeholders according to project schedule
Change Champions / Advocates	<ul style="list-style-type: none"> Attend OCM planning sessions Assist Gartner in understanding stakeholder questions, level of acceptance, and ongoing needs for engagement throughout the implementation

LADBS Functional Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Participate in trainings, OCM engagement activities, and stakeholder communications as defined in the OCM Plan
Department Communications Lead /Public Information Officer	<ul style="list-style-type: none"> ▪ Support the LA City Permitting System project per the expectations of the Department role ▪ Review and ensure project communications are integrated and planned in concert with other Department communications
Communications Copywriter	<ul style="list-style-type: none"> ▪ Draft and finalize OCM communication and engagement materials as defined in the OCM Plan (e.g. internal emails, flyers, public newsletter, content for internal & external websites)
Training Coordinator	<ul style="list-style-type: none"> ▪ Assist Gartner in scheduling trainings identified in the OCM Plan ▪ Support trainers in developing training materials based on objectives defined in Stakeholder Engagement & Communications Plan ▪ Review & confirm required stakeholder attendance for trainings
Trainer(s)	<ul style="list-style-type: none"> ▪ Work with the Vendor to draft & finalize training materials according to Stakeholder Engagement & Communications plan, aligned to product releases ▪ With support of the Vendor, facilitate “train-the-trainer” trainings to equip change champions and enable peer-to-peer learning sessions across stakeholders

2.5 Maintaining Independence and Objectivity During the Engagement

Independence and objectivity are core to who and what Gartner is as a firm. On engagements where we are regularly engaged and building relationships, maintaining independence and objectivity can be a challenge. We successfully navigated this challenge by:

- **Being Data-Driven and Fact-Based.** Our team will gather and report on the facts. We will leverage quantitative (e.g., schedule performance, budget) and qualitative (e.g., team perceptions) data as the foundation of our analysis.
- **Balancing Discovery.** We understand there is bias in data collected via interviews and self-reported mechanisms. To mitigate this, we believe in gathering multiple inputs and perspectives on similar topics to understand commonality or disparity.
- **Understanding of the Context.** Reporting data points in isolation presents risk and bias. Gartner strives to understand the interrelationship between data points to tell the full story.
- **Being Transparent.** Gartner mitigates potential pushback by being transparent during the discovery process, evaluating risks, and formulating recommendations.
- **Trusting our Process.** Our team believes in its methodology, analysis, and recommendations. That said, we will be flexible, when required, based on introducing new information.

Gartner understands that independence and objectivity are critical to project success, and more importantly, essential for establishing and maintaining trust with all parties involved.

2.6 Assumptions

The deliverables, schedule and pricing in this Statement of Work are based on the following assumptions:

LADBS's Participation:

- LADBS will designate a project manager as the primary point of contact for this engagement. LADBS's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- LADBS will designate OCM communication specialists to draft and finalize OCM communication and engagement materials (e.g. internal emails, flyers, public newsletter, content for internal & external websites, etc.)
- The work effort described in this Statement of Work assumes LADBS's personnel are available to assist in the manner defined in this Statement of Work. If LADBS's personnel are not available, a change of scope may be necessary.
- LADBS will review and approve all documents required to facilitate project execution (collectively "Project Documents") within five business days. If no formal approval or rejection is received within this time frame, the Project Documents are considered to be accepted by LADBS to facilitate drafting of each Deliverable.
- LADBS will schedule LADBS's resources for project activities and provide meeting facilities as necessary. LADBS's personnel will be available per the final project schedule.
- Gartner will formally capture feedback on your overall experience via our client survey. This allows us to quantify our performance on this engagement and achieve a culture of continuous improvement of process and best practice.

Data Collection:

- The due diligence (as-is) data are reasonably available via interviews and documentation review. LADBS will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- Gartner will participate in up to 10 meetings or 30 hours per week, whichever is higher to allow time for internal Gartner meetings and time to draft work products and deliverables to provide to LADBS.
- LADBS will arrange all meetings with LADBS's personnel and Vendor teams.
- Gartner will conduct up to three (3) Vendor deliverable formal QA reviews per month at LADBS' direction. In the event there are more than 3 Vendor deliverables provided in a month, Gartner will propose which deliverables should be prioritized for review.
- Gartner will support execution and analysis of periodic Stakeholder Engagement & Change Readiness surveys at LADBS' direction, but on a basis less frequently than monthly. The survey tool to be used will be determined by Gartner.

- Gartner to make formal Change Readiness Assessment updates up to a quarterly frequency. All data collection and interviews/workshops will occur via telephone or video conferencing as described in this Statement of Work and/or as agreed to at the project kickoff.

Key Personnel:

- Resumes/biographies of key personnel provided in this Statement of Work are included solely for illustrative purposes and do not indicate the commitment of a specific named associate. Upon signing of a contract, we will identify those associates with the appropriate skills and background to deliver fully on the undertakings defined in the Statement of Work.
- If unforeseen circumstances require the replacement of an associate on an engagement, Gartner will inform LADBS as soon as reasonably possible and substitute appropriate associates with comparable skills.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.

Place of Performance:

- All Gartner services will be performed at Gartner locations. Office space, telephones, printing/copying services, and access to the open internet will be made available on a reasonable basis to Gartner at LADBS's locations for on-site project time.

Deliverables:

- Any requests for additional information or resources (beyond the details described in the tasks above) that LADBS makes will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Proposal). All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).

Gartner Independence and Objectivity:

- Gartner Business & Technology Insights and Consulting recommendations are produced independently by the Company's analysts and consultants, respectively, without the influence, review, or approval of outside investors, shareholders, or directors. For further information on the independence and integrity of Gartner Business & Technology Insights, see "[Guiding Principles on Independence and Objectivity](#)" on our website, gartner.com, or contact the Office of the Ombuds at ombuds@gartner.com or +1 203 316 3334.

Addition Terms & Conditions:

- This Proposal contains confidential, protected, restricted, trade secret and/or proprietary information. In the event this Proposal is required by law or requested via legal statute to be shared outside LADBS, the following information is to be redacted or removed as confidential and proprietary: names and/or logos of Gartner clients, contact information of Gartner references, pricing breakdown and/or rates, sample deliverables, excerpts of Gartner Business and Technology Insight or Gartner Intellectual Property.
- LADBS hereby consents to allow Gartner Consulting to reference LADBS in connection with the current Gartner solution/scope of work only in future Gartner Consulting proposals.

2.7 Investment Summary

2.7.1 Fees and Billing

Gartner will conduct the engagement as outlined in this Proposal for a firm fixed-price of US\$1,248,000 inclusive of travel and other reimbursable expenses.

Gartner will bill for the professional fees at the conclusion of each milestone upon LADBS's acceptance of the deliverable(s) for that milestone based on Table 5 below.

This Task Order Agreement modifies Table 1. "Deliverable Costs and Invoice Amounts" in Exhibit 1 of City Contract C-144799 by deleting row numbers 53 and 54 in their entirety and replacing it with the following table of 13 rows.

Table 5. Pricing Table

Project Name: Year 3, Monthly QA Oversight & OCM Support

SOW Reference: Appendix 9

New rows in Table 1. of City Contract: C-144799:

Deliverable Name	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
Monthly QA & OCM Report #1 (May 2026)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #2 (Jun 2026)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #3 (Jul 2026)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #4 (Aug 2026)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #5 (Sep 2026)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #6 (Oct 2026)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #7 (Nov 2026)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #8 (Dec 2026)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #9 (Jan 2027)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #10 (Feb 2027)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #11 (Mar 2027)	\$104,000.00	\$10,400.00	\$93,600.00
Monthly QA & OCM Report #12 (Apr 2027)	\$104,000.00	\$10,400.00	\$93,600.00
Year 3 Withholds	N/A	N/A	\$124,800.00

Updated footnotes for Exhibit 1 in City Contract C-144799:

Note:

11. See Gartner Appendix 9 – LADBS QA Oversight & OCM Support – Year 3, dated 11/5/2025.

2.7.2 Invoicing

Invoicing terms for this SOW are those set forth in City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services, which states that all invoices shall be submitted within thirty (30) calendar days of service, or monthly, and shall be payable to Gartner no later than thirty (30) calendar days after acknowledged receipt of a complete invoice.

2.7.3 Changes to Scope

The scope of this engagement is defined by this Proposal. All LADBS's requests for changes to the Proposal must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise LADBS of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, "changes" are defined as work activities or work products not originally planned for or specifically defined by this Proposal. By way of example and not limitation, changes may include the following:

- Any activities not specifically set forth in this Proposal.
- Providing or developing any deliverables not specifically set forth in this Proposal.
- Any change in the respective responsibilities of Gartner and LADBS, including any reallocation or any changes in engagement or project manager staffing.
- Any rework of completed activities or accepted deliverables.
- Any investigative work to determine the cost or other impact of changes requested by LADBS.
- Any additional work caused by a change in the assumptions set forth in this Proposal.
- Any delays in deliverables caused by modification of acceptance criteria in this Proposal.
- Any changes to Business and Technology Insight Analysts' time or resources.

2.8 Authorization

When signed by Gartner, Inc., and LADBS, this Proposal is incorporated in and governed by City Contract Number C-144799 between the City of Los Angeles and Gartner Inc. for Project Management and Information Technology Consulting Services. These two documents (the Proposal and governing terms) set forth the relationship between the parties for this engagement.

This Proposal may be modified at any time provided such changes (i) are agreed by the parties in writing and (ii), where applicable, are in accordance with the Change to Scope provision.

This Proposal is valid for 60 days from 11 November 2025.

Gartner requires a signature on the SOW to place Client's order.

SUBMITTED ON BEHALF OF GARTNER, INC.



SIGNATURE

Robert Kidd, Managing Partner

PRINT NAME AND TITLE

11 November 2025

DATE

AGREED ON BEHALF OF CITY OF LA DEPARTMENT OF BUILDING AND SAFETY

SIGNATURE

PRINT NAME AND TITLE

DATE

Not Applicable

PO NUMBER - Client confirms that no Purchase Order (PO) is required.

**Any questions regarding this Proposal
should be addressed to:**

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**This Proposal was prepared for
City of LA Department of Building and Safety:**

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Table 1. Deliverable Costs and Invoice Amounts (proposed edits 2-23-2026)

#	Project Name	Deliverable Name	SOW Reference	All-Inclusive Price	Less Withhold (10%)	Invoice Amount
1	LA City Permitting - Additional Negotiation Support	2B.2: Remaining Implementation Contract Negotiations SME Support (1 week)	Appendix 1	\$19,444.44	\$1,944.44	\$17,500.00
2	LA City Permitting - Additional Negotiation Support	2B.3: Additional Implementation Services Negotiation Item Analysis	Appendix 1	\$26,527.78	\$2,652.78	\$23,875.00
3	LA City Permitting - Additional Negotiation Support	2C: Maintenance Service Negotiation Item Analysis	Appendix 1	\$26,527.78	\$2,652.78	\$23,875.00
4	LA City Permitting - Additional Negotiation Support	Final Withholds Payment	Appendix 1	N/A	N/A	\$7,250.00
5	Enterprise Architecture Bricks & Final Report	Task 2B: Build EA Bricks	Appendix 2	\$52,500.00	\$5,250.00	\$47,250.00
6	Enterprise Architecture Bricks & Final Report	Task 4: Final Report & Communications	Appendix 2	\$30,000.00	\$3,000.00	\$27,000.00
7	Enterprise Architecture Bricks & Final Report	Final Withholds Payment	Appendix 2	N/A	N/A	\$8,250.00
8	Project QA Oversight & OCM Support - Phase 1	1A: OCM Assessment & Strategy	Appendix 3	\$140,000.00	\$14,000.00	\$126,000.00
9	Project QA Oversight & OCM Support - Phase 1	1B: Baseline Risk Assessment	Appendix 3	\$125,000.00	\$12,500.00	\$112,500.00
10	Project QA Oversight & OCM Support - Phase 1	Phase 1 Withholds	Appendix 3	N/A	N/A	\$26,500.00
11	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly OCM Report #0	Appendix 4 ¹	\$67,000.00	\$6,700.00	\$60,300.00
12	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #1	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
13	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #2	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
14	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #3	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
15	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #4	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
16	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #5	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
17	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #6	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
18	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #7	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
19	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #8	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
20	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #9	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
21	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #10	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
22	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #11	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
23	Project QA Oversight & OCM Support - Phase 2 - Year 1	Monthly QA & OCM Report #12	Appendix 4	\$98,000.00	\$9,800.00	\$88,200.00
24	Project QA Oversight & OCM Support - Phase 2 - Year 1	Phase 2 - Year 1 Withholds	Appendix 4	N/A	N/A	\$124,300.00
25	LAC Permitting System Project - Interim PM Support	Month 1 - Interim PM Report	Appendix 5 ⁷	\$65,000.00	\$6,500.00	\$58,500.00
26	LAC Permitting System Project - Interim PM Support	Month 2 - Interim PM Report	Appendix 5 ⁷	\$65,000.00	\$6,500.00	\$58,500.00
27	LAC Permitting System Project - Interim PM Support	Month 3 - Interim PM Report	Appendix 5 ⁷	\$65,000.00	\$6,500.00	\$58,500.00
28	LAC Permitting System Project - Interim PM Support	Month 3.5 - Interim PM Report	Appendix 5 ⁷	\$32,500.00	\$3,250.00	\$29,250.00
29	LAC Permitting System Project - Interim PM Support	Interim PM Services withholdings	Appendix 5 ⁷	N/A	N/A	\$22,750.00
30	LAC Permitting System Project - Interim PM Support Extension	Month 1 - Interim PM Report	Appendix 6 ⁸	\$60,450.00	\$6,045.00	\$54,405.00
31	LAC Permitting System Project - Interim PM Support Extension	Interim PM Services withholdings	Appendix 6 ⁸	N/A	N/A	\$6,045.00
32	LAC Permitting System Project - Interim PM Support Extension #2	Month 1 - Interim PM Report - Extension#2	Appendix 7 ⁹	\$60,450.00	\$6,045.00	\$54,405.00
33	LAC Permitting System Project - Interim PM Support Extension #2	Month 2 - Interim PM Report - Extension#2	Appendix 7 ⁹	\$60,450.00	\$6,045.00	\$54,405.00
34	LAC Permitting System Project - Interim PM Support Extension #2	Month 2.5 - Interim PM Report - Extension#2	Appendix 7 ⁹	\$30,225.00	\$3,022.50	\$27,202.50
35	LAC Permitting System Project - Interim PM Support Extension #2	Interim PM Services withholdings	Appendix 7 ⁹	N/A	N/A	\$15,112.50
36	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #1	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
37	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #2	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
38	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #3	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
39	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #4	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
40	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #5	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
41	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #6	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
42	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #7	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
43	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #8	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
44	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #9	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
45	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #10	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
46	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #11	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
47	Project QA Oversight & OCM Support - Phase 2 - Year 2	Monthly QA & OCM Report #12	Appendix 8 ¹⁰	\$101,000.00	\$10,100.00	\$90,900.00
48	Project QA Oversight & OCM Support - Phase 2 - Year 2	Phase 2 - Year 2 Withholds	Appendix 8 ¹⁰	N/A	N/A	\$121,200.00
49	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #1	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
50	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #2	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
51	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #3	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
52	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #4	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
53	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #5	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
54	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #6	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
55	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #7	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
56	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #8	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
57	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #9	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
58	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #10	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
59	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #11	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
60	Project QA Oversight & OCM Support - Year 3	Monthly QA & OCM Report #12	Appendix 9 ¹¹	\$104,000.00	\$10,400.00	\$93,600.00
61	Project QA Oversight & OCM Support - Year 3	Phase 2 - Year 3 Withholds	Appendix 9 ¹¹	N/A	N/A	\$124,800.00
62	Project Support - Year 4	Phase 2 - Year 4 Project Support	TBD ³	\$1,285,440.00	\$128,544.00	\$1,156,896.00
63	Project Support - Year 4	Phase 2 - Year 4 Withholds	TBD ³	N/A	N/A	\$128,544.00

Project Name (Deliverables)	Deliverables	Withholds	Total Price
LA City Permitting - Additional Negotiation Support (Deliverables 1-4) ¹	\$65,250	\$7,250	\$72,500
Enterprise Architecture Bricks & Final Report (Deliverables 5-7) ²	\$74,250	\$8,250	\$82,500
Project QA Oversight OCM Support - Phase 1 (Deliverables 12 - 14) ¹	\$238,500	\$26,500	\$265,000
Project QA Oversight OCM Support - Phase 2 - Year 1 (Deliverables 15 - 28) ¹⁴	\$1,118,700	\$124,300	\$1,243,000
Interim PM Support - LAC Permitting System Project (Deliverables 29-33) ³	\$204,750	\$22,750	\$227,500
Interim PM Support Extension - LAC Permitting System Project (Deliverables 34-35) ³	\$54,405	\$6,045	\$60,450
Interim PM Support Extension#2 - LAC Permitting System Project (Deliverables 36-39) ³	\$136,013	\$15,113	\$151,125
Project QA Oversight OCM Support - Phase 2 - Year 2 (Deliverables 40-52) ¹⁴	\$1,090,800	\$121,200	\$1,212,000
Project QA Oversight OCM Support - Phase 2 - Year 3 (Deliverables 49-61) ¹¹	\$1,123,200	\$124,800	\$1,248,000
Project Support - Phase 2 - Year 4 (Deliverables 62-63) ³	\$1,156,896	\$128,544	\$1,285,440
	Total Encumbered Funds		\$5,847,515

Contract Ceiling		\$4,633,050
Initial Encumbered Funds		\$4,207,000
Initial Contingency		\$631,050
Required Additional Funding		\$1,134,440
Requested Additional Contingency		\$170,166
Proposed New Contract Ceiling		\$6,142,656

Funding Updates		
Contingency Encumbrance ^{4,7,8,9}		\$506,075
Original Contingency Balance		\$124,975
Additional Contingency		\$170,166
TOTAL Contingency Balance (A&R Contract)		\$299,141

Notes:

- 1-See Garner Appendix 1 - LADBS LA City Permitting Additional Negotiation Support, dated 6/16/2023
- 2-See Garner Appendix 2 - LADBS Enterprise Architecture Bricks and Final Report, dated 6/14/2023
- 3-Deliverables pending completion of Scope of Work and approval of Task Order.
- 4-See Garner Appendix 3 - LADBS QA Oversight & OCM Support - Phase 1, dated 9/28/2023
- 5-See Garner Appendix 4 - LADBS QA Oversight & OCM Support - Phase 2, Year 1, dated 3/12/2024
- 6-Original Contingency to fund cost for new Deliverable #15 - Appendix 4 - Phase 2, Year 1 - Monthly OCM Report #0
- 7-Original Contingency to fund cost for new Deliverables #29-33 - Appendix 5 - LAC Permitting System Project - Interim PM Support, dated 9/4/2024
- 8-Original Contingency to fund cost for new Deliverables #34-35 - Appendix 6 - LAC Permitting System Project - Interim PM Support Extension, dated 1/29/2024
- 9-Original Contingency to fund cost for new Deliverables #36-39 - Appendix 7 - LAC Permitting System Project - Interim PM Support Extension #2, dated 1/27/2025
- 10-See Garner Appendix 8 - LADBS QA Oversight & OCM Support - Phase 2, Year 2, dated 4/8/2025; fixed pricing type for deliverable 40-52 6/10/25
- 11-See Garner Appendix 9 - Project QA & OCM Support - Year 3, dated 11/11/2025

TASK ORDER FORM

Provided for in Section 5.1 of Contract Number C-**TBD**

EXHIBIT 2

This form is to be used to request and authorize fixed-price additional services as described in Section 5.1 of this Contract. These services must be within the scope of work described in this Contract. All other aspects of this Contract apply to the services authorized on this form, including review, acceptance, and payment for deliverables.

1. REQUEST INITIATION		
Request Tracking # <small>(Requests must have a tracking number and be logged):</small>	Request Title <small>(Be descriptive):</small>	
Requested By:	Submitted Date:	
Requestor's Phone:	Requestor's Email:	
Request Details:		
Requested Start Date:		Estimated Completion Date:
Attachments <small>(list quantity and titles of all that apply):</small>		
Approved as Requested <input type="checkbox"/>	Not Approved <input type="checkbox"/>	<i>Next Step: The Project Manager informs the requester, Vendor, and relevant project team members of the status. If approved, schedule the work to be done. Make sure all relevant timelines and related document manage reports include this authorized work.</i>
Approved as Revised <input type="checkbox"/>		
2. CITY PRELIMINARY REVIEW		
Request Reviewed By City (Print):	(Sign):	
Reviewer's Title:	Date Reviewed:	
3. Contractor REVIEW AND ESTIMATED TIME, EFFORT, COST, AND IMPACT TO COMPLETE WORK		
Reviewed By:	Received Date:	
Contractor's Phone:	Contractor's Email:	
Estimated Billable Hours:	Estimated Cost:	
Resources Required (Include Classification and Quantity):		Start Date:
		End Date:
Impact to Unfinished Authorized Work Under this Contract (If none, write "No Impact"):		
Comments (Required):		
Attachments <small>(list quantity and titles of all that apply):</small>		
4. FINAL APPROVAL STATUS		
Approved as Requested <input type="checkbox"/>	Not Approved <input type="checkbox"/>	<i>Next Step: The Project Manager informs the requester, Vendor, and relevant project team members of the status. If approved, schedule the work to be done. Make sure all relevant timelines and related document manage reports include this authorized work.</i>
Approved as Revised <input type="checkbox"/>		
Authorized Signatures <small>(Must be signed in the order listed.)</small>	Vendor Project Manager:	Date Signed:
	City Project Manager:	Date Signed:
	LADBS Chief Accountant:	Date Signed:
	LADBS Contract Administrator:	Date Signed:
	LADBS Executive Approval (General Manager):	Date Signed: