

CITY OF LOS ANGELES

CALIFORNIA



ANTONIO R. VILLARAIGOSA

MAYOR

9/19/2008

DEPARTMENT OF
PUBLIC WORKS

BUREAU OF SANITATION

ENRIQUE C. ZALDIVAR
DIRECTOR

TRACI J. MINAMIDE
CHIEF OPERATING OFFICER

VAROUJ S. ABKIAN
ADEL H. HAGEKHALIL
ALEXANDER E. HELOU
ASSISTANT DIRECTORS

WASTEWATER ENGINEERING SERVICES DIVISION
2714 MEDIA CENTER DRIVE
LOS ANGELES, CA 90065
TEL: (323) 342-6210
FAX: (323) 342-6211

File: TOS-S5-INI-COR-CLA

To: Bureau of Sanitation Pre-Qualified On-call Contract Consultants

**Subject: Issuance of Task Order Solicitation No. 5 (TOS-S5)
Project Management Coaching and Mentoring Support**

The City is soliciting responses from the entire Pre-Qualified On-Call Consultant List. Attached are details of the Task Order Solicitation (TOS) required services.

The Pre-proposal meeting will be held on September 30, 2008 at 9:00 A.M. in the Board Room at 2714 Media Center Drive, Los Angeles, CA 90065. Questions regarding this TOS must be submitted before or at the Pre-proposal meeting to Michael.Simpson@lacity.org.

Proposal shall be submitted by October 17, 2008, no later than 2:00 p.m., to:
Wastewater Engineering Services Division
2714 Media Center Drive, Los Angeles, CA 90065
Attention: Debbie Pham

Thank you for your interest and we look forward to receiving your response to this Task Order. Should you have any questions, please contact Michael Simpson at (323) 342-6047.

Sincerely,

for Brent Lorscheider, Acting Division Manager
Wastewater Engineering Services Division
Bureau of Sanitation

cc: Varouj Abkian, BOS/Exec
Debbie Pham, WESD

Adel Hagekhalil, BOS/Exec
Timeyin Dafeta, IWMD

Ali Poosti, WESD
Michael Simpson, IWMD

**City of Los Angeles
Department of Public Works
Bureau of Sanitation**

Pre-Qualified Sanitation On-call Consultant Services Contract

Task Order Solicitation for Project Management Coaching and Mentoring Support

September 2008

1. Introduction

The Bureau released its inaugural edition of the Project Management Guidelines (Guidelines) in July 2007. Assistance is now needed in the continued rollout of the Guidelines to ensure Bureau project managers apply the Guidelines to their projects. It is recognized that project management performance will improve to the extent staff is familiar and knowledgeable of the guidelines and encouraged to follow the procedures set forth therein.

The Bureau is seeking assistance with initiation of the following three aspects to make the Guidelines the resource of choice for project managers.

- ⇒ A coaching and mentoring Program for a select few project managers (PMs) in BOS.
- ⇒ Creation of a pilot study to assess project management matrix.
- ⇒ Assist the Bureau in communicating and marketing the PMG to BOS employees

2. Scope of Services

The Bureau is currently looking for part-time Civil Engineer(s) with exceptional project management skills as described below:

- Minimum Education: BS in Civil Engineering with a minimum of 15 years of service
- Expertise in managing environmental engineering projects and programs and related applications such as: IT efforts, TMDL development, report and studies, public service responsibilities, operations and maintenance work, procurements, and regulatory compliance.
- Specific knowledge in the areas of: scheduling, budgeting and monitoring of environmental engineering and regulatory permit projects. Skill in developing work breakdown structures, performance template, and communication plans to support project development and execution. Knowledge of the City's project approval process. Expertise in coaching or teaching project managers to deliver successful projects and building a community of practice and project management network.
- Good communication skills, both written and oral.
- Familiarity in working within City / civil service organizations is desired.

Consultant staff will provide the following services:

Task 1: Coaching, Mentoring and Creation of a Project Management Network

The Bureau is interested in implementing a Coaching and Mentoring Program for five selected Project Managers in BOS. The provider will meet with the five Project Managers and develop goals, schedules, budgets, communication plan and other documents mentioned in the PMG to actively control and manage a project. Also, the consultant shall have a coaching plan for each individual in the program a month after the initial meeting. The plan should focus on what core competencies will be developed and what approaches will be used. After the initial meeting, the Coaching provider shall have two meetings per month, for one year, with each project manager. The meetings held after the initial conference can be telephonic with a face-to-face meeting occurring at least once a quarter or at the decision of the program manager. Each session should be well documented with emphasis placed on using the PMG in managing the project, with powerful questioning, creating awareness and defining actions to assist the PM so he/she can be successful.

One of the ways the Bureau wants to get the message to employees concerning this new tool is through the use of a network. The BOS' PM network will be developed among the 5 selected employees for mentoring and, at a minimum, 10 others to communicate and educate each and others about the PMG and other project management techniques and successful processes. The network will meet quarterly and the consultant shall provide a discussion topic or guest speaker and a brown bag lunch at one quarterly meeting. To facilitate the building of the network, the consultant should develop a reading circle, create a contest, secure guest speakers, facilitate a mentoring program, distribute white papers, use PM experience to populate the lesson learned database and form a stretch assignment exchange.

Deliverables:

- Coaching and Mentoring five (5) project managers with goals, schedules, budgets, and communication plan and other documents mentioned in the PMG to actively control and manage their projects.
- A coaching plan for each project manager.
- Coaching meeting minutes for each coaching session.
- Report identifying potential training areas to make the PM more effective.
- Quarterly report assessing the progress of projects against baseline values.
- The Bureau requires a report at the end of 12 months to summarize the status of actual schedules in comparison to the original schedule for each project.
- Detail Plan for developing and implementing the PM network.
- Quarterly report illustrating the events that have taken place and benefits of the network.

Task 2: Project Management Matrix

Since we will be developing timelines and other measurable devices, this will be a great opportunity to assess performance data collected during the coaching and mentoring of the project managers. It is anticipated that performance data collected during the first year of monitoring will become the basis against which improvement is assessed in the future. The Bureau anticipates the selection of three (3) specific processes to be monitored in this first year of performance management.

Deliverables:

- A quarterly memo to report the status of each process.
- Develop template for duration of specific processes and analyze for improvement.

Task 3: Communicating and Marketing the PMG

The Bureau vision is to make the manual a first “go to” resource tool for the PM for consistent guidance on how to deliver a project through the City of Los Angeles cumbersome and complex system of processes. PMs in the Bureau need to know that this well-designed employee driven tool exists and will make managing projects less difficult. To keep the momentum and communication flowing concerning the PMG, we need to release articles to the Bureau’s newsletter, maintain the “Ask the Experts” electronic resource, create interconnecting map sheets, continue to provide Introductory Training sessions on the manual and on specific PMG updates or hot topics.

Deliverables:

- 4 quarterly articles to be used for the Bureau Newsletter and the PMG Website Bulletin.
- Quarterly training with a BOS staff on one specific aspect on the PMG or hot topic.
- Assist in the Presentation on the “Status of Project Management Practice in the Bureau” at the bi-monthly Division Head Meeting.

Task 4: Contract Negotiation skills

The Bureau wishes to improve the contract negotiation skills of its’ Project Managers. A full one-day training session will be given to at a minimum 20 project managers in the Bureau. Content for the training session will be developed jointly with the Bureau and the Board President will be involved in the mock negotiation exercises.

Task 5: Master check list development

A master checklist of the Bureau procedures must be developed, for all PMs to follow. The consultant will assist the Bureau in producing this checklist and creating an electronic scorecard for reporting the status of the list.

Task 6: Scheduling Skills

The Bureau is interested in increasing the scheduling skills of its Project Managers, in order to achieve this goal; a half-day (four hours) course must be developed and taught.

3. Term of Engagement

The term of engagement is one year with an optional one-year extension. It is estimated that the cost ceiling for this TOS is approximately \$150,000.

4. Solicitation Schedule

- Issue Task Order SolicitationDate of Cover Letter
- Receive Solicitation Responses28 days after issuance of TOS
- Select and Negotiate.....6 weeks after issuance of TOS
- Issue Task Work Order.....8 weeks after issuance of TOS

5. Solicitation Response Requirements

Solicitation Responses shall not exceed 7 pages, exclusive of cover, dividers and resumes. 5 copies shall be submitted no later than 2:00 PM, 28 days after the date the TOS was issued. Solicitation Responses shall be submitted to:

Wastewater Engineering Services Division
2714 Media Center Drive, Los Angeles, CA 90065
Attention: Debbie Pham

Solicitation Responses shall include:

- Resumes demonstrating that the consultant’s staff is capable of meeting the requirements of the Scope of Work. Resumes shall include education history, work experience history with dates, and references from past employers, owners, and/or organizations.
- Cost calculations for each individual consultant’s staff member over a one-year period considering all direct and indirect costs allowed by the firm’s agreement with the City.
- MBE/WBE/OBE subcontractors utilized and the percent utilization.
- Statement pertaining to the final consultant’s availability.

6. Selection Criteria

The selection team will evaluate all proposals with the following criteria:

- Capability and qualifications of the firm to provide the Scope of Services as demonstrated by the solicitation response - 30%
- The Project Team's and /or individual Team member's experience as it relates to the scope of this project including detailed knowledge of the Bureau's Project Management Guidelines, accompanying PMG electronic eRoom site and familiarity with the process and procedures within the project life cycle recognized by the Bureau - 40%
- The value offered to the City considering cost in comparison to capabilities and experience of the candidates - 20%
- History of the firm in successful budget and schedule compliance - 10%

7. Suggested MBE/WBE Participation Levels

A participation level of 18 percent for MBE and 4 percent for WBE in all subcontractors is call for per this task order solicitation.

8. Contract Manager

The City's Contract Manager is Mr. Ali Poosti, Assistant Division Manager, Wastewater Engineering Services Division, (323) 342-6228. The Task Manager for this designated task is Michael Simpson, Assistant Division Manager, Industrial Waste Management Division, and (323) 342-6047.

9. Disclaimer

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