



**BOARD OF SUPERVISORS
EXECUTIVE OFFICE**

REQUEST FOR SERVICES (RFS)

FOR

**AS NEEDED PUBLIC SECTOR STRATEGY
CONSULTING SERVICES**

RFS No. CAPSMA-EO-001

October 2025

**Prepared By
County of Los Angeles
Board of Supervisors, Executive Office**

**REQUEST FOR SERVICES (RFS)
FOR AS NEEDED PUBLIC SECTOR STRATEGY CONSULTING SERVICES**

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REQUEST FOR SERVICES FOR AS NEEDED PUBLIC SECTOR STRATEGY CONSULTING SERVICES

1.0 REQUEST FOR SERVICES TIMELINE

County Department/Commission: Executive Office, Board of Supervisors

Request for Services (RFS) Number: CAPSMA-EO-001

Release Date: October 14, 2025

Written Questions Due Date: The initial due date for questions is October 16, 2025. Questions received after that date will be answered on a flow basis.

Solicitations Requirements Review: October 20, 2025

Question and Answer Release: October 20, 2025

Response Due Date and Time: Initial Response due date is October 29, 2025, for first round of CAPSMA awards. RFS remains open until the needs of the EO are met. Anticipated CAPSMA Start Date: November 19, 2025, for RFS Responses received by October 29, 2025, and qualified thereafter. Later CAPSMA start dates based on receipt and qualification of additional RFS Responses.

RFS Contact: CAPSMA@bos.lacounty.gov

2.0 PROCESS

Through this RFS, Executive Office (EO) is soliciting for a Work Order, subordinate to the Consulting and Professional Services Master Agreement (CAPSMA) with a qualified corporation, firm, or individual (Vendor), who can provide as needed consulting services to the Governance Reform Task Force (Task Force) in modernizing and reforming the current governance structure of Los Angeles County. Vendors interested in this RFS, who do not have an executed CAPSMA, must also respond and be awarded a CAPSMA through the Request for Qualifications (RFQ) for a CAPSMA available at [Solicitation Search – Doing Business With](#). The selected Vendor must have an executed CAPSMA with the EO prior to award of a Work Order pursuant to this RFS.

3.0 SCOPE OF SERVICES

3.1 Background

On [July 9, 2024](#), the Los Angeles County Board of Supervisors approved a motion to amend the County Charter, launching a comprehensive overhaul of the County's governance model. This initiative, known as Measure G, offered voters the opportunity to support expanding the Board of Supervisors from five to nine members and to enact reforms across several critical areas of County operations.

Measure G was ratified by voters on November 5, 2024, marking a historic transformation in the County's approach to governance and establishing a foundation for a more inclusive and effective public institution. To implement the provisions of Measure G and the amended Charter, the County formed the Governance Reform Task Force, a multidisciplinary body composed of County officials, community leaders, and residents. The Task Force is charged with guiding the reform process, ensuring transparency, enhancing accountability, and fostering meaningful public engagement.

3.2 Purpose

To support this effort, Los Angeles County is seeking experienced public sector strategy consultants to advise the Task Force in executing the objectives of Measure G, which includes expanding the Board of Supervisors and implementing structural reforms to enhance transparency, accountability, and representation in County governance.

3.3 Services

RFS, ATTACHMENT 1 – STATEMENT OF WORK provides a range of possible services that may be required. Services will be ordered using Attachment 1B, Service Request.

4.0 MINIMUM REQUIREMENTS

Interested Vendors that can demonstrate their ability to provide at least one or more the services in RFS, ATTACHMENT 1 - STATEMENT OF WORK, are encouraged to respond to this solicitation provided they meet the following minimum requirements:

4.1 A) Vendor must have a current status as a CAPSMA contractor.

OR

B) Vendors that do not have a current status as a CAPSMA contractor may respond to this RFS if they submit a Response to EO's RFQ for CAPSMA and are issued a CAPSMA. Vendors who fall into this category must respond to BOTH the RFQ and this RFS in accordance with the timeline on page 1 of this solicitation. These Vendors must meet

the qualifications to be a CAPSMA contractor in order for their Response to this RFS to be considered. The RFQ can be found at: [Solicitation Search – Doing Business With](#)

- 4.2 Vendor or Principal of Vendor must have minimum of three (3) years of experience within the last five (5) years in public sector consulting in the State of California.
- 4.4 **(This requirement only applies to Vendors that have had a County contract reviewed by the Department of the Auditor-Controller within the last 10 years).** Vendor does not have unresolved questioned costs identified by the Department of the Auditor-Controller, in an amount over \$100,000, that are confirmed to be disallowed costs by the contracting County department, and remain unpaid for six months or more from the date of disallowance, unless such disallowed costs are the subject of current good faith negotiations to resolve the disallowed costs, in the opinion of the County.

5.0 WORK ORDER TERM

The term of the Work Order is expected to be for five (5) years from the time of execution with two (2) optional one-year extension periods, as required by business needs within EO. Work Orders executed during the term of CAPSMA will have an initial term that is co-terminus with the expiration date of the CAPSMA, which will result in a Work Order initial term of less than five (5) years.

County reserves the right to further extend the term of the resultant Work Order at its sole discretion, to allow the selected Vendor additional time to complete and provide all deliverables at no additional cost to County.

6.0 CONTACT WITH COUNTY PERSONNEL

All communication regarding this Solicitation or any matter relating thereto must be in writing and e-mailed to the following:

Susanna Ponciano, Contracts Supervisor
E-mail address: CAPSMA@bos.lacounty.gov

If it is discovered that Vendor contacted and received information from any County personnel, other than the contact specified above, regarding this solicitation, County, in its sole determination, may disqualify their Response from further consideration.

7.0 VENDOR'S QUESTIONS

Vendors may submit written questions regarding this solicitation to the e-mail address identified in Section 6.0 – Contact with County Personnel. All questions

submitted will be compiled, without identifying the submitting Vendor and, along with the appropriate answers, will be issued as an addendum to the RFS and made available at [Solicitation Search – Doing Business With](#)

When submitting questions, identify the solicitation title and number in the subject line. The body of the e-mail should indicate the solicitation section number and page number and quote the language that prompted the question. County reserves the right to group similar questions when providing answers. Any questions regarding the solicitation process after the initial due date and time may be submitted to the contact listed in Section 6.0 – Contact with County Personnel.

8.0 SOLICITATION REQUIREMENTS REVIEW

Any person or entity may seek a Solicitation Requirements Review by submitting RFS, ATTACHMENT 2 – TRANSMITTAL FORM TO REQUEST A SOLICITATION REQUIREMENTS REVIEW to the EO as described in this Section. A request for a Solicitation Requirements Review may be denied, in the EO's sole discretion, if the request does not satisfy all of the following criteria:

1. The request is made within the time frame identified in the solicitation document;
2. The request includes documentation (e.g., letterhead, business card, etc.), which identifies the underlying authority of the person or entity to submit a Response;
3. The request itemizes in appropriate detail, each matter contested and factual reasons for the requested review; and
4. The request asserts that either:
 - a. application of the minimum requirements, review criteria and/or business requirements unfairly disadvantages the person or entity; or,
 - b. due to unclear instructions, the process may result in County not receiving the best possible Responses from prospective Vendors.

Requests for a Solicitation Requirements Review not satisfying all of these criteria may, in the EO's sole discretion, be denied. The Solicitation Requirements Review shall be completed and EO's determination shall be provided to the requesting person or entity, in writing, within a reasonable time prior to the Response due date.

9.0 SUBMISSION INSTRUCTIONS

Vendor shall email one (1) PDF Response to the e-mail address listed in Section 6.0 – Contact with County Personnel, by the Response Due Date and Time indicated on page 1 of this solicitation. It is the sole responsibility of the submitting

Vendor to ensure that its solicitation Response is received before the submission deadline for consideration of the initial CAPSMA awards..

10.0 TRUTH AND ACCURACY OF REPRESENTATIONS

False, misleading, incomplete, or deceptively unresponsive statements in connection with any Response shall be sufficient cause for rejection of the Response. The review and determination in this area shall be at the sole judgment of the Executive Officer and his/her judgment shall be final. A Vendor who is disqualified pursuant to this Section 10.0 may be debarred from working with the County.

11.0 VENDOR'S RESPONSE

The RFS Response shall be submitted in PDF format, and shall contain the following content and be prepared in the following sequence:

RFS, ATTACHMENT 3 – RESPONSE COVER SHEET

RFS, ATTACHMENT 4 - RESPONSE TO REQUESTED INFORMATION

RFS, ATTACHMENT 5 – REFERENCES

RFS, ATTACHMENT 6- STAFFING AND PRICING SCHEDULE

12.0 REVIEW AND SELECTION PROCESS

County reserves the sole right to exercise its judgment concerning the selection and review of the contents of the Responses submitted pursuant to this RFS and to determine which Respondent best serves the interests of the County.

As a result of this RFS, County may:

1. Request further information, documents, presentations, demonstrations, and/or conference call(s) or in-person interviews substantiating Vendors' qualifications, experience, and readiness to provide the services described in the RFS; and/or
2. Enter into a Work Order based on Vendor's submission; or
3. Take no further action.

12.1 Response Selection Process

The selection process will begin with receipt of the Response by the initial Response Due Date and Time. Any Responses received after the "Response Due Date and Time," as listed in Section 1.0, REQUEST FOR

SERVICES TIMELINE, will be Reviewed on a flow basis as received. Review of received Responses will be conducted as follows by EO Contracts staff:

A. Adherence to the Minimum Requirements

An acceptable or unacceptable determination will be made of Vendor's Response to RFS, ATTACHMENT 4 - RESPONSE TO REQUESTED INFORMATION, Section 3.1, Vendor's Minimum Requirements, to see if Vendor meets the Minimum Requirement as outlined in Section 4.0, MINIMUM REQUIREMENTS, of this RFS. Failure by Vendor to comply and demonstrate that it meets the Minimum Requirements may, in County's sole discretion, result in its Response being disqualified without further review and consideration.

B. Verification Process

A review will be conducted of the Vendor's references provided in RFS, ATTACHMENT 5 – REFERENCES, as acceptable or unacceptable. The review also includes, but is not limited to, a review of the Auditor Controller's Intranet website, and the Contractor Alert Reporting Database reflecting past performance history on County contracts.

Vendor must provide four references (2 plus 2 alternates) who can validate Vendor's experience and dates of service listed in RFS, ATTACHMENT 5 - REFERENCES. It is the sole responsibility of Vendor to ensure that the reference contact information is up to date, and the reference contact person has been notified. County may disqualify Vendor if any reference fails to uphold any of the requested information or is unreachable within a reasonable effort.

C. Vendor's Personnel and Experience

Vendor's Response will be reviewed on the appropriateness and suitability of its response to RFS, ATTACHMENT 4 - RESPONSE TO REQUESTED INFORMATION, Section 3.2, Background and Experience to determine if Vendor has the qualifications, experience, and capacity to provide the services outlined herein.

D. Vendor's Staffing and Pricing Schedule

A review will be conducted on the appropriateness and suitability

of Vendor's response to ATTACHMENT 6 - STAFFING AND PRICING SCHEDULE.

12.2 Disqualification Review

A Response may be disqualified from consideration because EO determined it was non-responsive at any time during the review/selection process. If EO determines that a Response is disqualified due to non-responsiveness, EO shall notify Vendor in writing.

Upon receipt of the written determination of non-responsiveness, Vendor may submit a written request for a Disqualification Review within the timeframe specified in the written determination.

A request for a Disqualification Review may, in EO's sole discretion, be denied if the request does not satisfy all of the following criteria:

- A. The request for a Disqualification Review is submitted within the timeframe specified in the disqualification documents; and
- B. The request for a Disqualification Review asserts that EO's disqualification of the Response was erroneous (e.g. factual errors, etc.) and provides factual support on each ground asserted as well as copies of all documents and other material that support the assertions.

Requests for a Disqualification Review not satisfying all these criteria may, in EO's sole discretion, be denied. The Disqualification Review shall be completed, and the determination shall be provided to the requesting Vendor, in writing, prior to the conclusion of the selection process.

13.0 NON-SELECTED RESPONDENT RIGHTS

13.1 Debriefing Process

Upon completion of the review, EO shall notify the remaining Vendors in writing that the Department is entering into a Work Order with another Vendor. Upon receipt of the notice, any non-selected Vendor may submit a written request for a Debriefing within the timeframe specified in the notice. A request for a Debriefing may, in EO's sole discretion, be denied if the request is not received within the specified timeframe.

The purpose of the Debriefing is to compare the requesting Vendor's Response to the Solicitation document with the review document. The requesting Vendor shall be debriefed only on its Response. Because Work Order negotiations are not yet completed, Responses from other Vendors shall not be discussed or disclosed.

Vendor may submit an appeal within two (2) days after the Debriefing if the requesting Vendor is not satisfied with the results of the Debriefing.

13.2 Protest Process

County will consider any protest regarding Vendors not recommended for award of a Work Order under this RFS or a Service Request, if such protest would change the outcome of the Work Order or Service Request award selection and is received in writing by the EO by the deadline indicated in the notice of non-selection. A protest may, in EO's sole discretion be denied if the request does not satisfy all of the following criteria.

The request for a protest is submitted timely;

The person or entity appealing asserts, in appropriate detail with factual reasons, one or more of the following grounds for review:

- A. County materially failed to follow procedures specified in its RFS.

This includes:

- 1. Failure to correctly apply the standards for reviewing the Response format requirements.
- 2. Failure to correctly apply the standards and/or follow the prescribed methods, for reviewing the Responses as specified in the RFS.
- 3. Use of review and selection criteria that was different from the criteria disclosed in the RFS.

- B. A member of the Review Committee demonstrated bias in the conduct of the review.

- C. Another basis for review as provided by State or federal law.

Vendors will be notified by EO of the decision on any protest which is received by EO in a timely manner. Such notification will explain the basis for the decision. The EO's decision on any protest will be final.

14.0 AS NEEDED WORK ORDER AWARD

An as needed Work Order will be executed with the selected Vendor(s) as authorized under delegated authority by the County's Board of Supervisors.

15.0 NOTICE TO VENDORS REGARDING THE PUBLIC RECORDS ACT

- 15.1 Responses to this solicitation shall become the exclusive property of County.
- 15.2 Exceptions to disclosure are those parts or portions of all Responses that are justifiably defined as business or trade secrets and plainly marked by the Vendor as "Trade Secret", "Confidential", or "Proprietary".
- 15.3 County shall not, in any way, be liable or responsible for the disclosure of any such record or any parts thereof, if disclosure is required or permitted under the California Public Records Act or otherwise by law. **A blanket statement of confidentiality or the marking of each page of the Response as confidential shall not be deemed sufficient notice of exception. The Vendors must specifically label only those provisions of their respective Response which are "Trade Secrets", "Confidential", or "Proprietary" in nature.**
- 15.4 In the event County is required to defend an action on a Public Records Act request for any of the aforementioned documents, information, books, records, and/or contents of a Response marked "Trade Secrets", "Confidential", or "Proprietary", Vendor agrees to defend and indemnify County from all costs and expenses, including reasonable attorneys' fees, incurred in connection with any action, proceedings, or liability arising in connection with the Public Records Act request.

16.0 COUNTY RIGHTS AND RESPONSIBILITIES

County has the right to amend, re-issue, or cancel this RFS by written addendum. County is responsible only for that, which is expressly stated in this solicitation document and any authorized written addenda thereto. Such addendum shall be made available at [Solicitation Search – Doing Business With](#). Should such addendum require additional information not previously requested, failure to address the requirements of such addendum may result in the Response not being considered, as determined in the sole discretion of County. County is not responsible for and shall not be bound by any representations otherwise made by any individual acting or purporting to act on its behalf.