

**REQUEST FOR SERVICES
STATEMENT OF WORK
FOR
AS NEEDED PUBLIC SECTOR STRATEGY
CONSULTING SERVICES**

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ATTACHMENTS

- Attachment 1A – Contractor Discrepancy Report (CDR)
- Attachment 1B – Service Request

STATEMENT OF WORK (SOW)

This Attachment 1 sets forth the general terms of the Statement of Work (SOW) for As Needed Public Sector Strategy Consulting Services (Services or services). Due to the as needed nature of the Services, there is no guarantee that a Contractor will be requested to perform Services.

1.0 BACKGROUND AND OVERVIEW

Over time, the County of Los Angeles has undergone a series of transformative developments that have shaped its current governance framework. In response to a rapidly growing and increasingly diverse population, County leaders recognized the need to modernize the existing governance structure to ensure more transparent, accountable, and responsive government operations.

On July 9, 2024, the Los Angeles County Board of Supervisors approved a motion to amend the County Charter, initiating a comprehensive reconfiguration of the County's governance model. This proposal, designated as Measure G, presented voters with the opportunity to decide on expanding the Board of Supervisors from five to nine members and implementing reforms across several key areas of County administration.

On November 5, 2024, Measure G was approved by voters, marking a historic shift in how Los Angeles County is governed and laying the foundation for a more representative and effective public institution. In order to carry out the objectives of Measure G and the Charter amendment, the County established a Governance Reform Task Force (Task Force), which will oversee the implementation of the voter-approved Charter amendment while promoting transparency, accountability, and public engagement. The Task Force consists of County representatives, community leaders, and residents, working collaboratively to guide key reforms and provide informed recommendations.

The County is seeking qualified public sector strategy consultants to assist the Task Force on an as needed basis in modernizing and reforming the governance structure of Los Angeles County while addressing longstanding concerns about transparency, accountability, and representation.

2.0 DEFINITIONS

Unless defined herein, the terms and phrases used throughout this SOW will have the meanings given to such terms in the Master Agreement or the RFS. The terms and phrases used throughout this SOW, with the initial letter capitalized where applicable, will have the meanings specified below in this Section 2.0.

2.1 Contract Discrepancy Report (CDR): A County issued report to the Contractor based on the form set forth in Attachment A to this SOW. The

CDR will be used by County's Program Manager to record discrepancies or problems with Contractor's compliance with the provisions of the Master Agreement, including the SOW for this Work Order. A copy of the CDR will be provided to Contractor for response and corrective action as necessary.

3.0 SERVICES

The Executive Office is seeking various consultants to provide their expertise in modernizing and reforming the County's governance structure. Services may include, but are not limited to, the items below. If providing Services, Contractor shall integrate diversity, equity, and inclusion principles into any process design, stakeholder engagement, and policy recommendations; and leverage their familiarity with County or local government operations, public commissions, and Task Force procedures to enhance effectiveness.

3.1 Strategic Leadership and Executive Support

- a. May serve in a project director type role, providing information, analysis, advice, strategic guidance and operational support to the Executive Office senior leadership and/or Task Force on an as-needed basis.
- b. May provide oral and/or written analysis to inform and support EO decision-making processes across governance, policy, and administrative functions.

3.2 Governance Expertise

- a. May apply knowledge of Measure G and county governance structures to inform and assist Task Force activities on an as needed basis orally and/or in writing.
- b. May prepare written reports and give oral presentations and briefings.

3.3 Meeting Management and Facilitation (In-person and virtual)

- a. May organize and lead ad hoc and formal Task Force meetings, ensuring quorum and procedural compliance.
- b. May facilitate discussions, synthesize input, prepare meeting notes and track follow-up actions to completion.

3.4 Governance Reform and Policy Analysis

- a. May provide oral and written analysis of prior governance reform initiatives, incorporating best practices and lessons learned.
- b. May analyze Charter amendments, Board directives, and other governing documents; prepare clear write policy analysis and provide actionable

guidance to the Task Force.

3.5 Strategic Insight and Influence

- a. May identify emerging opportunities and challenges relevant to the Task Force's mission.
- b. May make oral and/or written recommendations for strategic influence and to strengthen policy and/or procedural recommendations related to the Task Force.

3.6 Stakeholder Engagement and Consensus Building

- a. May meet and collaborate with Task Force members and other stakeholders, including those with conflicting perspectives.
- b. May conduct or foster constructive dialogue with Task Force members and other stakeholders to build consensus around shared goals.

3.7 Communication and Documentation

- a. May draft reports, summaries, talking points, and public-facing communication material.
- b. When drafting items in a., present and apply best practices for each deliverable

3.8 Project and Workflow Management

- a. May assist EO and Task Force in managing multiple priorities, deadlines, and deliverables in a dynamic, fast-paced environment.
- b. May conduct an evaluation of known and emerging risks or issues that might adversely affect the achievement of expected benefits and outcomes.

A form, substantially similar to Attachment 1B, Service Request, will be issued by the EO to order Services from CAPSMA Contractors with existing as needed Work Orders for Services. The Service Request will include the required scope, additional Contractor qualifications and/or requirements, timeframe for completion, selection criteria, and any other information necessary for Contractor to respond with a price and staff resumes.

When a Contractor is selected, the Service Request will be signed and incorporated by reference into Contractor's Work Order.

4.0 COUNTY RESPONSIBILITIES

County will administer the Work Order according to Master Agreement, Paragraph

6.0, ADMINISTRATION OF MASTER AGREEMENT - COUNTY.

5.0 CONTRACTOR RESPONSIBILITIES

5.1 Work Order Manager

- 5.1.1** Contractor must provide a Work Order Manager, and a designated alternate, who will be responsible for day-to-day activities and management and coordination of the Work Order. County must have access to the Work Order Manager/designated alternate during regular Business Hours. Contractor shall notify County in writing of any change in name or address of the Work Order Manager and alternate.
- 5.1.2** Work Order Manager/designated alternate will act as a central point of contact with County regarding the Work Order and any Service Requests.
- 5.1.3** Work Order Manager and alternate must have a minimum of three (3) years of experience within the last five years of experience with providing consulting services on local government processes and governance reform initiatives.
- 5.1.4** Work Order Manager/designated alternate will have full authority to act on behalf of Contractor regarding all matters relating to the daily operations of the Work Order.
- 5.1.5** Work Order Manager/designated alternate must be able to effectively communicate, in English, both orally and in writing.

5.2 Personnel

- 5.2.1** The Contractor shall assign a sufficient number of personnel to perform the Services in any subsequent Service Request. All personnel must be approved by the County Program Manager before being assigned to the Service Request.
- 5.2.2** All of Contractor's personnel providing Services must be able to effectively communicate in English, both orally and in writing.
- 5.2.3** Contractor must institute and maintain appropriate supervision of all personnel providing Services on behalf of Contractor pursuant to the Service Request.

5.3 Materials and Equipment

The purchase of all materials/equipment to provide the needed Services is the responsibility of Contractor. Contractor must use materials and equipment that

are safe for the environment and safe for use by the employee.

6.0 OTHER

6.1 Meetings

Contractor must attend any scheduled meetings (e.g. in person, telephone/video conference) with County staff, as required by County.

6.2 County Observations

In addition to departmental contracting staff, other County personnel may observe performance, activities, and review documents relevant to this Work Order at any time during normal Business Hours. However, these personnel may not unreasonably interfere with Contractor's performance.

6.3 Contractor Discrepancy Report (Attachment 1A)

Verbal or written notification of a discrepancy will be made to the Contractor's Work Order Manager as soon as possible whenever a discrepancy is identified. The problem must be resolved within a time period mutually agreed upon by County and Contractor. County's Program Manager will determine whether a formal CDR (Attachment 1A) will be issued. Upon receipt of this document, Contractor is required to respond in writing to County within five (5) business days of receipt of the CDR, provide to County's Program Manager a written response, which must include a corrective action plan and proposed timeframe(s) for improving performance to an acceptable level and preventing re-occurrence of the deficiencies identified in the CDR.

CONTRACT DISCREPANCY REPORT

CONTRACTOR RESPONSE DUE BY _____ (enter date and time)

Date:		Contractor Response Received:			
Contractor:	Contract No.	County's Project Manager:			
Contact Person:	Telephone: () -	County's Project Manager Signature:			
Email:		Email:			
A contract discrepancy(s) is specified below. Contractor will take corrective action and respond back to County personnel identified above by the date required. Failure to take corrective action or respond to this Contract Discrepancy Report by the date specified may result in the deduction of damages.					
No.	Contract Discrepancy	Contractor's Response*	County Use Only		
			Date Correction Due	Date Completed	Approved
1					
2					
3					
4					

*Use additional sheets if necessary

Contractor's Representative Signature

Date Signed

**Additional
Comments:**

SERVICE REQUEST

Number:	Date Requested:	Response Date Due:
Minimum Requirements:		
Scope of Services:		
Deliverables:		
Service Start and End Dates:		
Pricing:		

County

Contractor

_____ Date _____
