REQUEST FOR PROPOSAL
Revised September 18, 2017

SEEKING:
CLASSIFICATION AND COMPENSATION STUDY SERVICES

Contact Person:
Connie Chan
Senior Human Resources Analyst

LACERA
Gateway Plaza
300 North Lake Avenue, Suite 630
Pasadena, CA 91101
The Los Angeles County Employees Retirement Association (LACERA) invites interested qualified, professional consulting services to submit written proposals to evaluate, analyze, and prepare a comprehensive Classification and Compensation Study of all Secretary Positions.

Background

Los Angeles County Employees Retirement Association - LACERA, administers and manages the retirement fund for the County of Los Angeles. It is the largest county retirement system in the United States, with approximately $52 billion in assets, serving 156,000 members and more than 54,000 benefit recipients. Its membership is comprised of individuals from a diverse range of careers, age groups, and ethnicities – all contributing to the greater welfare of Los Angeles County.

LACERA is an independent governmental entity, separate and distinct from the County of Los Angeles. Its fiduciary responsibility is to promote, enhance, and efficiently administer a financially sound retirement and health care benefits program through prudent investment and conservation of plan assets.

LACERA has 429 budgeted positions for FY 17-18. Presently, there are two (2) Collective Bargaining Units representing a majority of full-time employees, excluding Management, some Supervisors and confidential employees.

LACERA is Governed by Two Boards

Board of Investments (BOI) – This Board is responsible for establishing LACERA's investment policy and objectives as well as exercising authority over the investment management of the fund. Diversified investments include Stocks/Equities, Fixed Income/Bonds, Real Estate and Alternative Assets.

Board of Retirement (BOR) – This Board is responsible for the overall management of the retirement system. Under the policy guidance of the BOR and the direction of the Chief Executive Officer, LACERA strives to create innovative ways to streamline and expedite retirement processes, integrate new technologies, and introduce new member services options and upgrades.
LACERA’s Mission and Values

Mission - To Produce, Protect and Provide the Promised Benefits

Values - Professionalism, Respect, Open Communication, Fairness, Integrity & Teamwork

Purpose

LACERA is budgeted twenty-eight (28) Secretarial positions for Fiscal Year 2017-18. The last comprehensive study of the positions was in 2002. LACERA’s classification and compensation plan requires review to ensure parity of salaries with the external market and class specifications that reflect current job duties and requirements of the position, including Fair Labor Standards Act (FLSA) status and essential job functions to comply the American with Disabilities Act (ADA).

RFP Questions and Answers

Any questions regarding this RFP shall be directed to Connie Chan, Senior Human Resources Analyst by letter or email; no questions will be answered by telephone:

Los Angeles County Employees Retirement Association
300 North Lake Avenue, Suite 630
Pasadena CA 91101
Email Address: cchan@lacera.com

Questions will be accepted up to 5:00 P.M. on September 27, 2017. All questions received will be compiled and disseminated to all responding participants at least 3 days before the RFQ submission deadline. Questions and answers will be posted on LACERA.com in the RFP section under “Classification and Compensation Study (FASD)” by October 3, 2017.

Scope of Services Requested

A. Classification Study
   a. Update the classification plan for twenty-eight (28) full-time classifications.
      I. Executive Secretary - 2 Positions
      II. Management Secretary - 2 Positions
      III. Secretary - 4 Positions
      IV. Senior Management Secretary - 8 Positions
      V. Senior Secretary - 12 Positions
   b. Review background materials including existing classifications, organizational charts, budgets, salary resolutions and schedules, Civil Service Rules, LACERA Personnel Handbook, applicable Memorandums of Understanding, and related information.
   c. Conduct orientation and briefing session(s) with employees, the assigned labor union, and LACERA Management.
d. Develop a comprehensive questionnaire to be completed by all Secretarial employees.

e. Conduct interviews with all employees requiring additional clarification of information provided, a representative sample of employees in multiple position classifications, and appropriate management personnel to validate the information.

f. Allocate all employees included within the scope of the study to an appropriate job title, job classification and exempt/non-exempt designation pursuant to the FLSA.

g. Revise current class specifications or develop new class specifications as needed to reflect current duties and requirements of the position, including physical requirements and essential job functions.

h. The class specifications shall include the following items:
   i. A definition of the job classification;
   ii. Position Description;
   iii. Example of Duties;
   iv. Requirements of education, experience, knowledge, skills and abilities;
   v. Supervision exercised and received with definition of lead or supervisory roles;
   vi. Working environment and/or conditions;
   vii. Licenses, certifications, driving requirements and physical requirements in compliance with the ADA; and
   viii. Appropriate exempt and non-exempt designation under the FLSA.

i. The consultant will coordinate the varying presentation styles of the project team to ensure a unified philosophy and standardization across all LACERA classifications.

j. Present draft class specifications to management for review and approval.

k. Present the final classification and listing showing the recommended allocation of each position.

l. The classification plan shall include an introductory section that describes class concepts and provides information about distinctions of various levels within a class series and other pertinent information.

B. Compensation Study

   a. Identify private survey and public labor market data, including classifications that most closely match LACERA. This will include an explanation of the specific methodology used to identify the survey agencies.

   b. Meet with LACERA to finalize the list of comparable agencies data to be used in the survey.

   c. Conduct a comprehensive total compensation survey using comparable agencies, using not only job titles, but duties and responsibilities based upon the class specifications from LACERA.

   d. Complete an internal base salary relationship analysis, including the development of appropriate internal relationship guidelines for secretarial positions.

   e. Develop external competitive and internal equitable salary recommendations for each classification included within the study.

   f. Assign a salary range to each classification which reflects the results of the market survey and the analysis of the internal relationships.

   g. Present draft results of the survey to management in a group meeting.
C. Findings/Recommendations
   a. Consultant to prepare written report of recommendations, including discussion of methods, techniques and data used to develop the Classification and Compensation Plan.
   b. Consultant to provide draft of full report for LACERA review prior to finalizing.
   c. Consultant to provide instructional information to allow LACERA Staff to conduct individual salary audits and adjustments consistent with study methods until the next formal study is conducted.
   d. Consultant to attend meetings, if requested, throughout the process with LACERA Staff to explain methodology, survey results and recommendations. The Consultant should budget for two Board meetings and two meetings with LACERA Staff, not including one kick-off meetings with employees.

Submittal of Proposals

Proposals should include:
1. Your firm's location, experience and qualifications.
2. Names, qualifications and experience of each individual who will serve as project manager, including references related to similar projects completed in the past 3 to 5 years.
3. Provide examples of the last three (3) similar projects completed in the past 3 to 5 years demonstrating the Consultant’s experience working with similar public agencies similar in size, scope, and purpose.
4. Provide three (3) client references applicable to the scope of services. Include contact names, telephone numbers, and e-mail addresses.
5. Identify all team and their titles and responsibilities for the project, including resumes.
6. Explain the proposed methodology that will be used and provide a detailed work plan and time line indicating how each task under the Scope of Services will be accomplished.
7. Proposed cost/fee structure, including travel expenses, incidental expenses and payment schedule.
9. State any exceptions to or deviations from the requirements of this RFP, segregating "technical" exceptions from "contractual" exceptions. Where Proposer(s) wishes to propose alternative approaches to meeting the LACERA’s technical or contractual requirements, these should be thoroughly explained.
10. Other information applicable to the project.

Timeline
The goal of LACERA is to complete the study by February 28, 2018. Respondents should provide any specific milestone dates and actions that would be required to achieve completion of the Study within the timeframe identified above.
Delivery of Proposal

Please deliver four (4) hard copies of your proposal no later than 5:00 PM, October 10, 2017, to:

Connie Chan
Senior Human Resources Analyst
Los Angeles County Employees Retirement Association
300 N. Lake Avenue, Suite 630
Pasadena, CA 91101

By submitting a proposal, the proposer represents that it has thoroughly examined and has become familiar with the requested services and the contents of this Request for Proposal ("RFP") and that it is capable of performing quality services to achieve LACERA’s objectives. The proposer is responsible for requesting clarification of any deficiency, ambiguity, error or omission contained in this RFP, or any provision in this RFP that the proposer fails to understand. Any communication regarding this RFP must be submitted by email or hardcopy.

The information you submit in response to this RFP becomes the exclusive property of LACERA. LACERA will not return your proposal or reimburse you for proposal preparation expenses.

Pre-Contract Expenses

LACERA shall not in any event be liable for any expenses incurred by the proposer in the preparation or submission of its proposal. The proposer shall not include any such expenses as part of its proposal.

Proposal Review, Evaluation, Negotiation and Selection

LACERA will initially review all proposals to determine the responsiveness to this RFP. LACERA will perform an evaluation of each proposal. Criteria used as the basis for evaluation and ranking shall include:

- Professional capability, demonstrated competence, and specialized experience of the proposer
- Staffing capability, workload and ability to meet schedules
- Experience and education of key personnel
- Nature and quality of completed services for other clients
- Reliability and continuity of firm
- Work plan and methodology
- Proposed Agreement terms and Price Proposal
The evaluation criteria may be applied in any manner consistent with a sound approach to evaluating the proposals.

LACERA may request selected proposers to participate in an interview. Selected proposers will be asked to reserve one hour for interviews and will be notified in advance of the exact time and place for the interview.

LACERA may reject all proposals without further discussion or commence negotiations with the best qualified proposer. If LACERA commences negotiations, LACERA may negotiate any component of the proposal. The proposer on the other hand, may raise issues only to the extent they are interrelated with negotiated topics raised by LACERA.

In the event negotiations with the initial proposer are not successful, LACERA may suspend negotiations with the initial proposer and commence negotiations with the next best-qualified proposer. This process shall be followed until negotiations are successfully concluded or LACERA, at any time, rejects all proposals.

Additional Information

LACERA may at any time request additional information or clarification from the proposer or may request the proposer to verify or certify certain aspects of its proposal.

Addenda

LACERA may from time to time, amend this RFP by addenda.

Withdrawal of Proposals

The proposer may withdraw its proposal before the due date by means of a written request signed by the proposer or its properly authorized representative. Such written request must be delivered to LACERA.

Period for Award of Contract

LACERA may award a Contract for any accepted proposal up to 120 days from the date that proposals are due. The pricing, terms and conditions stated in your response must remain valid for 120 days from the deadline for proposals date (October 10, 2017).

LACERA’s Rights Regarding RFP

LACERA reserves the right to:

- Disqualify any proposer in accordance with the instructions herein;
• Reject any and all proposals, at their discretion, including proposals found to be conditional or incomplete, contain irregularities or found to be not responsive to this RFP;
• Investigate the qualifications of any proposer under consideration;
• Require confirmation of information furnished by the proposer;
• Require additional evidence of qualifications to perform the services described in this RFP;
• Contact the submitted references regarding the information provided in the proposal;
• Postpone or cancel the entire RFP or a portion thereof;
• Postpone the proposal opening or award for its own convenience;
• Award a contract to other than the low proposer;
• Award a contract in part or in combination of items, negotiate in part or in combination of items;
• Issue subsequent RFPs;
• Appoint evaluation committees to review the proposals;
• Seek the assistance of outside technical experts to evaluate the proposals;
• Disqualify a proposal upon evidence of collusion, with intent to defraud, or other illegal practices on the part of the proposer; and
• Waive any errors or informalities in any proposal to the extent permitted by law.
• LACERA have no obligation to consider any proposal unless it is responsive to this RFP.

This RFP does not commit LACERA to enter into a contract.

Notice to Respondents Regarding the California Public Records Act and Ralph M. Brown Act

The information you submit in response to this RFP (“Proposal”) will be subject to public disclosure pursuant to the California Public Records Act (Cal. Gov. Code section 6250 et. seq.). The Act provides generally that all records relating to a public agency's business are open to public inspection and copying, unless specifically exempted under one of several exemptions set forth in the Act. In addition, if LACERA staff chooses to recommend your firm to its’ Boards for hiring, such recommendation and the relevant proposal(s) will appear on a publicly posted agenda for a public meeting in accordance with the Ralph M. Brown Act (Cal. Gov. Code section 54950 et seq.), and your proposal may be included in the agenda packet that is available to the public generally. If it is included in the agenda packet, your proposal will not be exempt from disclosure under the Act.

If you believe that any portion of your proposal is exempt from public disclosure under the Act, you must mark such portion “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY,” make it readily separable from the balance of your response, and offer a brief explanation for the exemption under the Act. Proposals marked “TRADE SECRET,” “CONFIDENTIAL,” OR “PROPRIETARY” in their entirety will not be honored, and LACERA will not deny public disclosure of all or any portion of proposals so marked.
By submitting a proposal with material marked “TRADE SECRET,” “CONFIDENTIAL,” or “PROPRIETARY,” you represent you have a good faith belief that the material is exempt from disclosure under the Act; however, such designations will not necessarily be conclusive. You may be required to further justify in writing why such material should not, upon request, be disclosed by LACERA under the Act. Fee and pricing proposals are not considered “TRADE SECRETS”, “CONFIDENTIAL”, or “PROPRIETARY”.

If a request is made pursuant to the Act for materials you have marked “TRADE SECRET,” “CONFIDENTIAL,” or “PROPRIETARY”, and if LACERA agrees that the material requested is not subject to disclosure under the Act, LACERA will either notify you so you can seek a protective order at your own cost and expense, or LACERA will not disclose those materials. If LACERA denies disclosure, then by submitting your proposal you agree to reimburse LACERA for, and to indemnify, defend, and hold harmless LACERA, its officers, fiduciaries, employees, and agents from and against any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs, and expenses including, without limitation, attorneys' fees, expenses and court costs of any nature whatsoever (collectively, “Claims”) arising from, in connection with, or relating to LACERA's non-disclosure. By submitting your proposal, you also agree to defend, indemnify, and hold LACERA harmless from and against any and all Claims arising from, in connection with, or relating to LACERA's public disclosure of any such designated portions of your proposal if LACERA reasonably determines disclosure is deemed required by law, or if disclosure is ordered by a court of competent jurisdiction.

**Ex Parte Communications**

Commencing on the date of this RFP and continuing until award of the Contract or cancellation of this RFP, no proposer shall have any *ex parte* communications regarding this RFP with any member of LACERA's staff, its Retirement Board, or any of its contractors or consultants involved with the procurement, unless expressly permitted by this RFP. Any proposer engaging in such prohibited communications may be disqualified at the sole discretion of LACERA. The foregoing shall not preclude any proposer from participation in public meetings of LACERA's Retirement Board.

**Labor Laws**

All labor performed under the Contract shall conform to the laws of the State of California, as more specifically set forth in the Labor Code. In addition to Labor law requirements, the Contractor must comply with nondiscrimination and compliance requirements (2 CCR § 8201).