



BUREAU OF CONTRACT ADMINISTRATION
STRATEGIC PLAN
2023 - 2024

A MESSAGE FROM THE INSPECTOR OF PUBLIC WORKS



John L. Reamer, Jr.

Inspector of Public Works

Director of the

Bureau of

Contract Administration

The Bureau of Contract Administration's (Bureau's) Strategic Plan is a five-year roadmap of the steps that will be taken to fulfill our mission to ensure **quality** construction work in **compliance** with governing laws while encouraging an environment that promotes **opportunity** for those we serve for Fiscal Years (FYs) 2024 through 2028. This plan identifies our efforts to achieve our vision of *making lives better while we make things better through partnerships, process improvements and project delivery enhancements*.

The Strategic Plan begins with FY 2023-24 as Year One, which reflects the Bureau's current response to our rapidly changing environment. Through our Compliance Programs, the Bureau collaborates regularly with contractors, community members, construction crafts, civic leaders, and City agencies to deliver outreach and educational services. The Bureau's priorities include protecting stakeholders from wage abuse, educating employees and employers about career and contracting opportunities, and enabling underrepresented groups to increase participation on City contracts. This focus also places great emphasis on promoting opportunities for small, local, and diverse businesses through outreach and educational programs such as the Business Inclusion Program, Accessing LA outreach series, the Small Business Academy, and certifications of local, small, minority and women owned businesses.

The Bureau's responsibilities expanded to establish and enforce new worker protection programs and initiatives that now go beyond City Project Labor Agreements, Prevailing Wage requirements, and the Living and Minimum Wage ordinances. The Bureau now also administers Fair Chance Initiative for Hiring, Fair Work Week, and Hotel Worker Protections ordinances. These additions further increase the Bureau's ability to improve program delivery that expands opportunities for those served and solves problems together with public, private and community partners.

The Bureau's efforts to provide an Inspection Program that ensures quality and safe public works construction includes performing legally-required inspection services for all public facilities and improvements, public or private, in the City right-of-way, and processing City construction payments on formally accepted "finalized" construction work performed by private contractors on contracts awarded through City departments. This service commitment includes a continued investment in technology and training that expands virtual office capability, enhances Bureau document control efforts, and expands access to project assistance for the development community.

The Bureau remains mindful of the importance to achieve and sustain equity within the organization and in services to the diverse communities of Los Angeles. This responsibility requires the Bureau continue to promote economic opportunity through more regionalized solutions that promote gained worker earnings, greater access to more contracting and hiring opportunities by local businesses, and improved response to community concerns in the public right-of-way during construction. The Bureau pledges to approach these service delivery expectations with PRIDE.



| <u>P</u> eople | <u>R</u> espect | <u>I</u> ntegrity | <u>D</u> edication | <u>E</u> xcellence |
|--|---|---|--|---|
| <p>Protect and provide opportunities for those we serve. Champion a diverse contracting and work environment. Promote meaningful and effective partnerships.</p> | <p>Esteem the roles and responsibilities of others. Communicate with courtesy and clarity. Treat others with dignity and professionalism.</p> | <p>Invest in the truth. Operate transparently in conversation and conduct. Preserve credibility in the eyes of the community.</p> | <p>Do the right thing consistently. Be accountable to those we serve. Follow through on assignments. Finish what we begin.</p> | <p>Expect quality. Be the best provider of choice. Encourage improvement, productivity, and growth.</p> |

MISSION

Ensuring **Quality** construction work in **Compliance** with governing laws while encouraging an environment that promotes **Opportunity** for those we serve.

VISION

"**Make** lives better while we make things better." This slogan frames the Bureau's vision for the future. We seek to improve living and working conditions for those we serve to strengthen our internal capacity to provide efficient service.

The Bureau of Contract Administration is one of five Bureaus within the Department of Public Works. The Bureau is directed by the Inspector of Public Works with oversight from the Board of Public Works. Our work impacts all aspects of the City's operations from public infrastructure improvements and maintenance to minimum wage enforcement.

The Bureau provides legally-required Quality assurance inspection services for all public facilities and improvements, public or private, in the City right-of-way. In addition, Bureau inspectors ensure Compliance with all contractual and permit requirements to ensure that City standards are consistently and fairly maintained. The Office of Contract Compliance promotes Opportunity and Compliance by providing businesses and people with the access to work on City contracts and receive fair and equitable treatment. The Office of Wage Standards ensures employer Compliance with the City's Minimum Wage Ordinance.

ONGOING PRIORITIES AND GOALS

To ensure **Quality**, the Bureau conducts bi-weekly Con Ad STAT meetings where management and supervision examine efforts to provide outstanding services to residents and businesses in the most effective and economical ways possible. The Bureau currently measures the following areas:

QUALITY

- ❖ Complete subcontractor approvals within 3 days/substitutions within 10 days.
- ❖ Provide next-day inspection services through the Bureau's Dispatch system and the City BuildLA portal.
- ❖ Ensure prompt payment of construction contract progress payments.
- ❖ Expedite approvals for releases and clearances on projects successfully completed with zero corrections.
- ❖ Achieve bond release within 10 days of project completion.
- ❖ Process retention release to the Office of Accounting within 30 days of project completion.

COMPLIANCE

- ❖ Complete subcontractor approvals within 3 days/substitutions within 10 days.
- ❖ Provide next-day inspection services through the Bureau's Dispatch system and the City BuildLA portal.
- ❖ Ensure prompt payment of construction contract progress payments.
- ❖ Expedite approvals for releases and clearances on projects successfully completed with zero corrections.

OPPORTUNITY

- ❖ Conduct Business Inclusion Section (BIS) outreach review in 40 days.
- ❖ Increase Project Labor Agreement (PLA) enforcement to ensure 30% local hire; 50% local apprentices; 10% transitional workers.
- ❖ Continue to provide 5,600 hours of education about doing business with the City to Small Local Business Equivalent.
- ❖ Utilize City trainee programs, such as Target Local Hire and Bridge to Jobs, when appropriate to fill vacancies.



QUALITY/COMPLIANCE SERVICE IMPROVEMENTS

PARTNERSHIPS

The Bureau continues to partner with City departments, local cities, the construction building trades, and other agencies to keep major transportation and capital improvement projects on track and to utilize prequalified contractors to ensure a ready pool of qualified bidders to fix critical infrastructure such as sidewalks and sewers.

The Bureau and Bureau of Engineering (BOE) are enhancing a utility permit tracking system and updating ordinances and standards to ensure permits are expedited timely.

PROCESS IMPROVEMENTS

The Bureau remains committed to a Virtual Office that will reduce reliance on paper and save the time consumed by antiquated recordkeeping, routing, and storage procedures. The Virtual Office facilitates electronic data storage and prioritizes harnessing data from Project Inspectors in the field, analysts in the office, and other departments. Other process improvements include improving and expanding electronic document submittals and management.

PROJECT DELIVERY

The primary focus of the Bureau's project delivery goals align with the Mayor's efforts to address homelessness and affordability. A fully-employed Los Angeles is a sustainable Los Angeles. Three overarching initiatives are covered in this section: accelerating the process to get private development projects accepted and contracts awarded, using electronic document management to increase responses to submittals, and getting monies earned and refunds due back to our customers by using technology to improve process workflows. Pre-qualifying contractors allows the City to expedite the award process putting people to work faster. Electronic submittals reduce time wasted transferring paper. Managing and establishing a Virtual Office (automated) payment process through departmental collaborations to ensure the timeline from "discussion to deposit" keeps people employed, contractors in business, and money moving through the Los Angeles economy.

CONSTRUCTION INSPECTION

The Board of Public Works tasked the Bureau of Contract Administration with protecting the City/Public interest as an independent **Quality** assurance agency responsible for ensuring that all Public Works projects are constructed and administered in **Compliance** with the plans, specifications, contract provisions, state and federal laws, and **Safety** provisions as necessary to achieve a quality product. These construction administration responsibilities also include approving and processing project payments, approving subcontractors, and determining project acceptance. The Bureau's strategic plan continues to reflect service improvement in three categories, Partnerships, Process Improvements, and Project Delivery.

QUALITY/COMPLIANCE—INSPECTION

PARTNERSHIPS

YEAR 1

FISCAL YEAR
2023-24

- ✦ Continue to partner with Metro, City departments, and the Mayor's Office on all transit, capital improvements and private development projects to ensure safe and quality construction, delivered on time
- ✦ Implement a Prioritized Inspection process for temporary shelters and permit inspection on affordable housing projects, including having staff available for same-day inspection when needed.
- ✦ Implement a Permit Case Management process with dedicated staff to serve as case managers to work with the City project team to proactively resolve problems early on so private development work can continue.

YEAR 3

FISCAL YEAR
2025-26

- ✦ Continue to partner with Metro, City departments, and the Mayor's Office on all projects to ensure safe and quality construction, delivered on time.
- ✦ Continue prioritized inspection for temporary shelters and permit inspection on affordable housing projects, including having staff available for same-day inspection when needed.
- ✦ Continue Permit Case Management commitment and assign dedicated staff to serve as case managers to work with the City project team to proactively resolve problems early on so private development work can continue.

YEAR 5

FISCAL YEAR
2027-28

- ✦ Continue to partner with Metro, City departments, and the Mayor's Office on all projects to ensure safe and quality construction, delivered on time.
- ✦ Continue prioritized inspection for temporary shelters and permit inspection on affordable housing projects, including having staff available for same-day inspection when needed.
- ✦ Continue Permit Case Management commitment and assign dedicated staff to serve as case managers to work with the City project team to proactively resolve problems early on so private development work can continue.

QUALITY/COMPLIANCE – INSPECTION

PROCESS IMPROVEMENTS

YEAR 1 FISCAL YEAR 2023-24

- ❖ Continue to work with Public Works Bureaus to finalize policy and legislative actions that strengthen oversight of the conduct and work quality of utility contractors operating in our City streets. Stronger Municipal Codes combined with the Bureau’s evaluation and warranty inspections will improve the quality of our neighborhood streets and parkways, and the sustainability of our infrastructure.
- ❖ Develop a Virtual Office for a standardized electronic record-keeping system for tracking inspection data, metrics for payments, and bid items that is compatible with mobile platform capability.
- ❖ Establish and implement, in collaboration with LADBS, BOE and other agencies, the BuildLA platform to consolidate and expedite the City’s private development processes.
- ❖ Establish and implement Project Assistance Meetings (PAM) to facilitate easy access to a live inspector who can answer questions and provide guidance for public work permit requirements.



QUALITY/COMPLIANCE – INSPECTION

YEAR 3 FISCAL YEAR 2025-26

- ✧ Continue policy and legislative actions to strengthen oversight of the conduct and work quality of utility contractors operating in our City streets.
- ✧ Fully implement standardized electronic record-keeping system with mobile device capabilities.
- ✧ Integrate the Bureau’s Virtual Office and Virtual Counter to enhance internal and external communication efficiencies.

YEAR 5 FISCAL YEAR 2027-28

- ✧ Continue to monitor the conduct and work quality of utility contractors operating in our City streets.
- ✧ Continue to maintain and operate the Bureau’s Virtual Office.
- ✧ Continue to strengthen the collaborative efforts with other City Departments to provide outstanding contract administration services to Angelinos.



QUALITY/COMPLIANCE – INSPECTION

PROJECT DELIVERY

YEAR 1 FISCAL YEAR 2023-24

- ❖ Process 75% of all progress payments in 30 days or less.
- ❖ Process 90% of Sidewalk Program progress payments within 15 calendar days from “discussion to deposit” or agreement between the contractor and inspector in the field to check issues or electronic transfer to the contractor.
- ❖ Process all progress payments to Small Local Business, prime contractors in 28 days or less from discussion to deposit or agreement between the contractor and inspector in the field to check issues or electronic transfer to the contractor.
- ❖ Continue partnership with several City departments and the Mayor’s Office to address mitigation of late payments and the use of technology to improve process workflows.
- ❖ Begin development of a virtual payment system through departmental collaborations.

YEAR 3 FISCAL YEAR 2025-26

- ❖ Process 95% of all progress payments in 30 days or less.
- ❖ Continue to process all Sidewalk Program progress payments within 15 calendar days from “discussion to deposit” or agreement between the contractor and inspector in the field to check issues or electronic transfer to the contractor.
- ❖ Continue to process all progress payments to Small Local Business prime contractors in 28 days or less from discussion to deposit or agreement between the contractor and inspector in the field to check issues or electronic transfer to the contractor.
- ❖ Manage virtual payment system to aid in 95% of all payments processed in 30 days or less from “discussion to deposit”.

YEAR 5 FISCAL YEAR 2027-28

- ❖ Process 100% of all progress payments in 30 days or less.
- ❖ Process all progress payments to Small Local Business prime contractors in 28 days or less from discussion to deposit or agreement between the contractor and inspector in the field to check issues or electronic transfer to the contractor.
- ❖ Continue to manage the virtual payment system with emphasis on transparency to the customer.

OPPORTUNITY/COMPLIANCE – OFFICE OF CONTRACT COMPLIANCE

The Office of Contract Compliance (OCC) is responsible for implementing various contract compliance programs for the City. These programs consist of the enforcement of prevailing wage and apprenticeship standards as a state-approved Labor Compliance Program; the management of ten (10) City ordinances: Slavery Disclosure, Disclosure of Border Wall Contracting, Equal Benefits, Nondiscrimination/ Equal Employment Opportunity/ Affirmative Action, Worker Retention, Living Wage, First Source Hiring, Fair Chance Initiative for Hiring, Local Business Preference, and the Local Small and State Local Disabled Veteran Business Enterprise; and under the Business Inclusion Program, the outreach, pledge, and utilization of business enterprises, as well as certifications and/or verifications of Small Business Enterprise, Emerging Business Enterprise, Disabled Veteran Business Enterprise, Disadvantaged, Minority, Women Business Enterprises, Small Business Enterprise-Proprietary, Very Small Business Enterprise-Harbor, State Local Disabled Veteran Business Enterprise, Local Business Enterprise, Local Small Business, Local Transitional Employer, and Lesbian, Gay, Bisexual, Transitional Business Enterprises. The OCC also investigates contract violations and enforces compliance with City, state, and federal laws.

In addition, the OCC partners with other agencies, community groups, and departments to bring clarity and consistency to the contracting process through CLEAR Contracting. CLEAR Contracting reflects the Bureau's desire for Consistent service delivery, which will Level the playing field for all businesses interested in competing for City contracts. It provides Education that equips contractors with information to eliminate confusion, making the contracting process more Accessible for stakeholders and thereby helping to ensure Responsible behavior by all participants in the contracting process.

CLEAR Contracting provides educational, advisory, technical assistance, and development services to increase employment and utilization of minorities, women, and local residents or businesses doing business with the City. This is achieved through the provision of workshops and training on subjects such as bidding on City contracts, complying with Prevailing Wage, Local Hire, and Project Labor Agreements (PLA), as well as maintaining a Small Business Academy focused on small, emerging, and local business development. Additionally, through its AccessingLA outreach and education events, small and diverse businesses are provided educational seminars and the opportunity for individual meetings with large prime contractors, including the observance of small business pitches with instant feedback from contracting experts. These businesses can also participate in some seminars conducted entirely in Spanish. Finally, the OCC has partnered with Public Works bureaus and other City departments to develop Community Level Contracting - the unbundling of larger contracts or portions thereof into small work packages that provide small businesses, many of which are First Time Bidders, the opportunity to contract with the City and develop best practices in order to be successful.

PARTNERSHIPS

YEAR 1 FISCAL YEAR 2023-24

- ❖ Continue to enforce the PLA goals, which are: 30% of total project hours worked for local residents; 50% of all apprentice hours performed by local residents; and 10% of project hours worked by transitional workers.
- ❖ Enhance relationships with the Federal Department of Labor, the State of California Department of Industrial Relations, Community stakeholders, and city departments to strategically combat Wage Theft.
- ❖ Increase opportunities for small and local contractors by partnering with the Chief Procurement Office and other departments to implement Community Level Contracting.
- ❖ Continue to provide 5,600 hours of education about doing business with the City to Small Local Business Equivalents through events like the Accessing LA series and Small Business Academy while also increasing the number of certified businesses and preparing for upcoming economic opportunities.
- ❖ Partner with the Chief Procurement Officer, City departments, and regional partners to advance CLEAR Contracting goals and procurement reform.

YEAR 3 FISCAL YEAR 2025-26

- ❖ Maintain the established working relationships with Federal, State, and local stakeholders to strategically maintain a strong wage enforcement effort.
- ❖ Maintain a collaborative working relationship with the Building Trades that allows the OCC access to a healthy exchange of information necessary to enforce prevailing wage and apprenticeship utilization standards.
- ❖ Continue to enhance existing project performance reporting technologies and maintain data transparency by showcasing data and metrics of importance to City officials, City departments, and various community stakeholders.
- ❖ Continue to expand outreach and educational efforts that increase the number of certified businesses and facilitates economic opportunities for small businesses.

YEAR 5
FISCAL YEAR
2027-28

- ✧ Routinely review all the ordinances to continue to improve their effectiveness by preparing recommendations to the "Rules and Procedures," as necessary.



PROCESS IMPROVEMENTS

YEAR 1 FISCAL YEAR 2023-24

- ✧ Advance CLEAR Contracting objectives by advocating for standardization and consistency in the contracting process, while continuing to partner with the Chief Procurement Office and the Information Technology Agency (ITA) to enhance the Regional Alliance Marketplace for Procurement (RAMP).
- ✧ Provide the Chief Procurement Office and ITA with the necessary information to enhance RAMP to facilitate transparent and consistent interdepartmental collaboration in contract processing and enforcement. This effort will emphasize tracking the Contractor Performance Evaluation form and the Contractor Responsibility Ordinance Questionnaire in order to ensure that the City does business with contractors who act responsibly and comply with contractual obligations.
- ✧ Provide the Chief Procurement Office and ITA with the necessary information to enhance RAMP to integrate business certification applications, processing, and approvals through the business' RAMP profile.

YEAR 3 FISCAL YEAR 2025-26

- ✧ Work with the Chief Procurement Office to provide City departments with best practices information for implementing Community Level Contracting.

YEAR 5 FISCAL YEAR 2027-28

- ✧ Assist in developing and implementing a fully electronic contract bid process integrated into other RAMP enhancements for City contracts which will ultimately achieve consistency in the contracting process.

PROJECT DELIVERY

YEAR 1 FISCAL YEAR 2023-24

- ✦ Continue partnering with City departments and community organizations to develop specialized workshops for the business community.

YEAR 3 FISCAL YEAR 2025-26

- ✦ Continue to develop online training workshops.

YEAR 5 FISCAL YEAR 2027-28

- ✦ Expand upon the Bureau's partnerships and project delivery success.



The Office of Wage Standards (OWS) was established to implement a new minimum wage and wage theft program for the City of Los Angeles. The OWS is responsible for administering and enforcing the City's minimum wage that became effective on July 1, 2016, as well as numerous other worker protection laws including the Fair Chance Initiative for Hiring Ordinance that removes a barrier to employment of persons who have been convicted of a crime. In FY 2022-23, the OWS also became responsible for implementing the Fair Work Week program that provides fair scheduling protections for certain retail workers, as well as worker protection laws for freelance workers and hotel workers.



PARTNERSHIPS

YEAR 1
FISCAL YEAR
2023-24

- ❖ Improve coordination with community-based organizations to expand access points for workers interested in filing complaints.
- ❖ Issue Task Order for on-call outreach consultants to educate impacted workers on minimum wage, paid sick leave, and Fair Work Week rights.
- ❖ Draft and finalize a renewal Memorandum of Understanding with the U.S. Department of Labor, Wages, and Hour Division to maintain a strong enforcement partnership in the region.

YEAR 3
FISCAL YEAR
2025-26

- ❖ Evaluate OWS capacity for expanded strategic enforcement initiatives with community-based organizations. Implement pilot programs where possible.

YEAR 5
FISCAL YEAR
2027-28

- ❖ Evaluate the performance by on-call consultants (as measured by their progress toward the contract performance metrics) and utilize lessons learned in drafting a successor Request for Qualifications.

JULY 1, 2023
READY FOR THE
\$16.78 MINIMUM WAGE?
QUESTIONS ABOUT
PAID SICK LEAVE?

RAISE THE WAGE
LA

PROCESS IMPROVEMENTS

YEAR 1 FISCAL YEAR 2023-24

- ❖ Utilize metrics to target outreach to geographic areas and industries with high concentrations of inquiries and complaints.
- ❖ Enhance the SNOW database to improve data management and reporting capabilities.

YEAR 3 FISCAL YEAR 2025-26

- ❖ Upgrade the existing website to include interactive modules, additional content, and an enhanced user experience.
- ❖ Expand the SNOW database to include modules for new labor standards programs including Fair Work Week and Freelance Worker Protections laws.

YEAR 5 FISCAL YEAR 2027-28

- ❖ Evaluate impact and effectiveness of strategic enforcement efforts.

CITY OF LOS ANGELES OFFICE OF WAGE STANDARDS

We're here to help!

 <http://wagesla.lacity.org>

 WagesLA@lacity.org
1-844-WAGESLA (924-3752)



**RAISE THE WAGE
LA**



PROJECT DELIVERY

YEAR 1
FISCAL YEAR
2023-24

- ✧ Develop procedures for Fair Work Week complaint investigations, assessments, and settlement negotiations.
- ✧ Expand social media outreach efforts.

YEAR 3
FISCAL YEAR
2025-26

- ✧ Report back to the City Council, as directed, with information regarding the type and profile of the Freelance Worker Protection Ordinance complaints received, including the dollar amount of freelance contracts under dispute, and the industries affected.

YEAR 5
FISCAL YEAR
2027-28

- ✧ Evaluate various methods of minimum wage outreach and reallocate resources according to results to ensure maximum effectiveness.

JULY 1, 2023

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RAISE THE WAGE
LA

As a result of the 2018 election, the City of Los Angeles is now a "strongly unionized" city. The City of Los Angeles is committed to the highest standards of transparency and accountability in its operations.

