



**LOS ANGELES COUNTY  
PROBATION DEPARTMENT**

**REQUEST FOR INFORMATION**

**FOR AN**

**AUTOMATED STAFF SCHEDULING SYSTEM**

**MARCH 8, 2019**

**Prepared by  
County of Los Angeles**

**RFI #6401901**

**REQUEST FOR INFORMATION (RFI)  
AUTOMATED STAFF SCHEDULING SYSTEM**

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**1.0 PURPOSE**

- 1.1. The Los Angeles County Probation Department (Probation) is seeking information from vendors who can implement an automated staff scheduling system (System) for three juvenile halls and seven residential treatment facilities. The System will be used to improve efficiency in staff deployment to accommodate various shift patterns, shift rotations, and work assignments.
- 1.2 Probation seeks a System that will:
- Allow administrative personnel to manage up to 2,500 sworn staff, located in 10 geographical locations within the Los Angeles County
  - Ensure that minimum staffing ratios are met
  - Provide the capability to track and manage overtime
  - Provide statistical ad-hoc reports
  - Provide dashboard capabilities to view real-time staffing information that facilitates informed decision making
  - Be delivered in a Software as a Service (SaaS) model
- 1.3 This RFI is issued solely for information and planning purposes. It does not constitute a competitive solicitation or a promise to issue a competitive solicitation in the future. However, the County of Los Angeles (COUNTY) reserves the right to use the information gathered in response to the RFI to develop future solicitations. This RFI does not commit the COUNTY to contract for any services whatsoever. The COUNTY shall not be liable in any way or have any responsibility for any costs incurred in connection with the preparation, submittal, or presentation of any information, in response to this RFI.
- 1.4 The COUNTY reserves the right, at its sole discretion, to invite any responding vendors ( Respondents) to this RFI to provide a non-competitive presentation. The presentation is intended for information gathering purposes only as part of this RFI process. In addition, there may be a functionality demonstration and testing component administered through a separate process. The COUNTY may also require access to the software to assess factors such as user friendliness, availability of standard management reports, special enhancements such as one way integration to current application systems and any other desirable functionality.

1.5 The goal is to implement a System that will provide:

- An effective tool to ensure staff compliance with the minimum youth-to-staff ratios
- Ability to access scheduling information electronically from any location
- Reduce the amount of unnecessary overtime
- Increase efficiency in timekeeping
- Provide real-time reporting
- Eliminate manual reports
- Reduce data entry workloads for scheduling staff
- Reduce redundant paperwork
- Ability to integrate with County Active Directory (AD) for single sign on authentication

1.6 To achieve the described objectives the System must:

- Manage up to 2500 staff
- Provide functionality based on facility and the schedule types in place
- Provide various access levels including administrative functionality to create scheduling rules
- Send automated alerts to available on-call staff when overtime shifts are available via email or text messaging
- Provide ability to assign staff to overtime
- Provide real-time facility staffing levels and assignments to improve deployment of staff based on immediate needs
- Provide robust security controls to ensure county information maintains integrity and remains confidential

**2.0 BACKGROUND:**

- 2.1 Probation's Detention Services Bureau (DSB) and Residential Treatment Services Bureau's (RTSB) primary goal is to provide a safe and secure environment for staff and youth within the juvenile detention facilities. The objective is to build behavior and social skills that youth can use to make their re-entry into the community successful. A focus on education, health treatment, mental health treatment, mentoring, and employment is vital to reintegrate youth into the community.
- 2.2 Juvenile halls provide provisional housing for youth pending the disposition of court proceedings. Currently, juvenile halls operate with approximately 1,000 staff, which provide services for roughly 600 youth. The 600 youth are housed in a number of housing units with an average of 30 youth per unit. Each unit is staffed with an average of five staff to abide by a minimum staffing ratio of 8:1, youth to staff.
- 2.3 Probation's current manual process consists of a dedicated 'Scheduler', completing an MS Excel workbook. The Scheduler in each juvenile hall can manage information for up to 400 staff and up to 75 staff per 8-hour shift. Schedulers must update time-off requests, trainings, and work restrictions. Mistakes and miscommunications associated with the current manual process result in unnecessary overtime, inefficient deployment of staff, and inaccurate information provided for managerial decisions.
- 2.4 Juvenile halls run 24 hours a day, 7 days a week. Juvenile staff that monitor, counsel, and direct the youth in detention work 8 hour shifts five days a week. Their shift can vary from working 6AM to 2PM weekdays, to working two morning shifts from 6AM to 2PM, and three evening shifts from 2PM to 10PM, to working five evening shifts with some weekdays and some weekends. There are a significant number of special assignments with varying schedules that include:
- School Posts – 7AM to 3PM Weekdays
  - Transportation Staff – 8AM to 6PM Weekdays
  - Grievance Officers – 8AM to 4PM Weekdays
- 2.5 RTSB operates seven residential treatment camps that house youth after a juvenile court judge orders them to be placed in a camp community setting. Youth can be ordered to camp for periods that include 5 months, 7 months, 9 months or 12 months. RTSB operate with approximately 730 staff, which provide services for roughly 230 youth. RTSB minimum staffing ratio can vary between 10:1 and 7:1 youth to staff ratio.
- 2.6 Residential treatment camp staff scheduling presents a unique challenge because the staff members work a straight 56-hour shift. Staff have different

day and start times. For example, a staff member that starts a shift on Sunday at 6AM will complete the shift on Tuesday at 2PM. Staff can begin their shift at either 6AM or 2PM any day of the week. As staff begin and finish their shifts, the Scheduler's responsibility is to maintain the minimum staffing ratio to supervise the youth housed at the facility.

2.7 Residential treatment camps also have staff members who work a variety of shifts to include 8-hour shifts, 5 days a week, and 10-hour shifts, 4 days a week to fill special functions, and administrative roles.

2.8 DSB and the RTSB scheduling personnel use MS Excel workbooks to generate daily and monthly schedules. The current process puts a significant amount of responsibility on the Scheduler to update, track and manage staff assignments. (Refer to Attachment A)

2.8.1 To create a monthly schedule, the Scheduler must consider:

- Anticipated population based on yearly trends and operational changes
- Anticipated staff returning to full capacity from injury or medical restrictions
- Scheduled training
- Staffing requirements for youth programs
- Scheduled vacation
- School activities

2.9 Once the monthly schedule is created it is distributed and posted at various locations within the facility where staff can review it. The monthly schedule is then used to create a daily schedule. Once daily schedules are created, Officers of the Day (OD) in DSB and Acting Directors (AD) in RTSB which are the supervisors that run day-to-day operations, use them to ensure proper staffing within the facilities. They are responsible for deploying staff within the facility based on operational needs. (Refer to Attachment B)

2.9.1 Staffing requirements can change in an instant creating immediate shortages. Requirements can change due to:

- Call outs
- Escalated staffing requirements to ensure the safety of youth who require one-on-one monitoring

- Increased population levels
- Injuries to staff while on duty

2.10 There are several challenges created by the current manual process including:

- Inaccurate staffing information due to mistakes in MS Excel workbook entries that result in staffing shortages or payment of unnecessary overtime to fill perceived staff shortages
- Inefficient deployment of staff due to lack of real-time staffing information
- Perceived favoritism in distribution of overtime shifts
- Violations of policies that prohibit the use of untrained or inexperienced staff for certain functions
- Unwarranted time off denials based on perceived staff shortages

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### **3.0 RFI FORMAT AND INSTRUCTIONS**

#### **3.1 Response Format**

In order to facilitate the analysis of responses to this RFI, Respondents shall prepare submissions in accordance with the instructions outlined below. Submissions shall provide a straightforward and concise description of the Respondent's ability to submit information to provide a software solution that meets the System objectives described in page 2, Section 1.6 and functional descriptions in pages 7-12, Sections 2A through 2G, of this document.

**The County requests that responses be organized as follows:**

##### **A. Cover Page**

##### **B. Narrative**

- 1. Organizational Experience and Capability**
- 2. Service of Interest**
- 3. Other Features**
- 4. Pricing**

#### **3.2 Format Specifications**

##### **3.2.1 Cover Page**

The Cover Page must be on company letterhead, be brief and concise, and include the following:

1. Title must be "Response to County of Los Angeles Probation Department RFI #6401901"
2. Contact name, title, business and mailing addresses, telephone number, and email address;
3. Summary of firm's responses to RFI; and
4. Original signature of the authorized Officer of firm.



**3.2.2 Narrative**

**1. Organizational Experience and Capability**

This must be a brief, non-technical executive overview of the company. At a minimum, it shall provide an overview of the company and the company’s experience as a recognized major provider in developing and implementing a staff scheduling system.

The section shall also include a description of size of the company’s operations, locations served and ability to handle the COUNTY’s workload.

**2. Service of Interest**

Probation is seeking a vendor who can provide a SaaS model for a System. The services of interest below are some of the features we are looking for in the System. Please respond and describe how your proposed system meets each of the following functions.

2.A Line Staff - Ability to perform the following:

<b>Functional Description</b>	<b>Configurability information:</b> out-of-box, need configuration, enhancements, future plans, or not available.
Ability to submit a request for time off from multiple devices including COUNTY mobile devices and computers.	
Ability to submit a request to swap a shift with a fellow employee without impacting staffing requirements.	
Ability to receive approval and denial updates regarding requests for time off and shift swaps via email or text.	
Ability to provide employees access to view schedules on COUNTY mobile devices and computers.	
Ability to alert staff of work schedules, post assignments, lunch breaks and when overtime	

is available via automated, text, email or voice call.	
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2.B Supervisor - Ability to perform the following:

<b>Functional Description</b>	<b>Configurability information:</b> out-of-box, need configuration, enhancements, future plans, or not available.
Ability to submit time off requests submitted by employees to management for approval.	
Ability to view daily and monthly schedules.	
Ability to approve or deny requests for time off.	
Ability to provide supervisors and managers the ability to view time worked, vacation, training, and sick time for time-keeping approval.	
Ability to perform all functions described in Section 2.A - Line Staff	

2.C Return to Work Coordinator - Ability to perform the following:

<b>Functional Description</b>	<b>Configurability information:</b> out-of-box, need configuration, enhancements, future plans, or not available.
Ability to update system with work restrictions and dates.	
Ability to monitor the progress of injured workers and update work restrictions and dates.	
Ability to enter and upload information from staff returning from medical leave or family leave in the system.	
Ability to generate reports for medical leave and family leave.	
Ability to monitor work restrictions based on injury or medical constraints.	

## 2.D Staff Training Coordinator – Ability to perform the following:

<b>Functional Description</b>	<b>Configurability information:</b> out-of-box, need configuration, enhancements, future plans, or not available.
Ability to update system if an employee is scheduled for training.	
Ability to track training/dates for all employees.	
Ability to create ad-hoc reports of prior and upcoming staff trainings.	

## 2.E Assistant Superintendent – Ability to perform the following:

<b>Functional Description</b>	<b>Configurability information:</b> out-of-box, need configuration, enhancements, future plans, or not available.
Ability to approve or reject time off requests.	
Ability to have full administrative rights to override or make changes to the system.	
Ability to create and view ad-hoc reports.	
Ability to generate a daily report of all covered and uncovered positions located throughout each facility.	
Ability to report how many overtime hours an employee has worked in a work period.	
Ability to prevent employees from signing up for overtime if they exceed the overtime limits.	
Ability to generate reports for callouts and approved absences.	
Ability to provide automated alerts to key staff when staffing shortages are identified via email or text messaging.	

2.F Scheduler – Ability to perform the following:

Functional Description	Configurability information: out-of-box, need configuration, enhancements, future plans, or not available.
Ability to schedule assignments and accommodate shifting patterns, shift rotations, and post assignments once approved by Assistant Superintendent.	
Ability to assign staff to a schedule for assigned shifts, alternative shifts, regular shifts, special events, and specialized assignments.	
Ability to assign staff on a daily, weekly and monthly schedule based on established business rules.	
Ability to prioritize schedules based on seniority.	
Ability to track and manage overtime.	
Ability to consider family leave, medical leave and training when generating schedules.	
<p>Ability to track the following when filling vacancies:</p> <ul style="list-style-type: none"> <li>• Vacation time</li> <li>• Callouts</li> <li>• Holiday Time</li> <li>• Sick Time</li> <li>• Personal Time</li> <li>• Training</li> <li>• Family Leave</li> <li>• Overtime</li> <li>• Shift Swap</li> <li>• Jury Duty</li> <li>• Military Leave</li> <li>• Bereavement</li> <li>• Seniority</li> </ul>	

Ability to provide automated alerts to key personnel when staffing shortages are identified via email or text messaging.	
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2.G Officer of the Day – Ability to perform the following:

<b>Functional Description</b>	<b>Configurability information:</b> out-of-box, need configuration, enhancements, future plans, or not available.
Ability to track the average daily population and ensure minimum staffing is maintained based on operational requirements.	
Ability to identify staff that does not have the proper skills, experience, or training to work posts with special requirements.	
Ability to assign staff to posts based on operational requirements.	
Ability to assign staff to any post position at any time.	
Ability to send alerts if staff overages or staff shortages occur.	
Ability to create a pool of staff from various locations to fill vacancies.	
Ability to track and fill shift vacancies in post assignments for the next shift, day, or week.	
Ability to track the following when filling vacancies: <ul style="list-style-type: none"> <li>• Meals</li> <li>• Nurse Visits</li> <li>• School Movement</li> <li>• Focus Groups</li> <li>• Outdoor Recreation</li> <li>• Court Visits</li> <li>• Religious Events</li> <li>• Visiting Hours</li> <li>• Medical Appointments</li> </ul>	

Ability to inform management and scheduling staff when an individual has reached the overtime limit as determined by Probation rules.	
Ability to rank employees according to the number of overtime hours worked within a work period.	
Ability to view and report the total number of overtime hours worked within a month, year or pay period.	
Ability to generate reports specifying the reason for overtime usage.	
Ability to provide automated alerts to key personnel when staffing shortages are identified via email or text messaging.	

**3. Other Features**

Describe and discuss any other features, services, options or considerations you believe would be beneficial in enhancing the COUNTY’S Staff Scheduling System at Probation facilities as set forth in Attachment C.

**4. Pricing**

Describe and estimate your company’s pricing for the System based on information provided and Respondent’s experience in providing similar services to large organizations.

**3.3 RFI Questions**

Respondent(s) may submit written questions regarding this RFI by e-mail, only to the Contract Analyst identified below. All written questions must be received by **12:00 P.M. PT, Monday, March 18, 2019**. All questions will be compiled and answered appropriately without attributing the questions to the company submitting the question. Questions should be e-mailed to Contract Analyst, Oscar Rivas at e-mail: [Oscar.Rivas@Probation.lacounty.gov](mailto:Oscar.Rivas@Probation.lacounty.gov)

### **3.4 Submission Requirements**

Responses to this RFI may be delivered in person, sent via United States Postal Service or commercial express carriers. Responses to this RFI are due on or before **12:00 P.M. PT, Thursday, April 11, 2019**.

Respondent(s) shall submit their response to RFI in a sealed package. The original, and six (6) copies shall be submitted. The sealed package should be plainly marked in the upper left-hand corner with name and address of the Respondent and bear the words:

RFI for Automated Staff Scheduling System.

RFI No. #6401901

This shall include responses in accordance with Format Specifications stated in Paragraph 3.2. The response(s) shall be delivered or mailed to:

**County of Los Angeles Probation Department  
Contracts and Grants Management Division  
9150 East Imperial Highway, Downey, CA 90242, Room D-29  
Attention: Contract Analyst, Oscar Rivas**

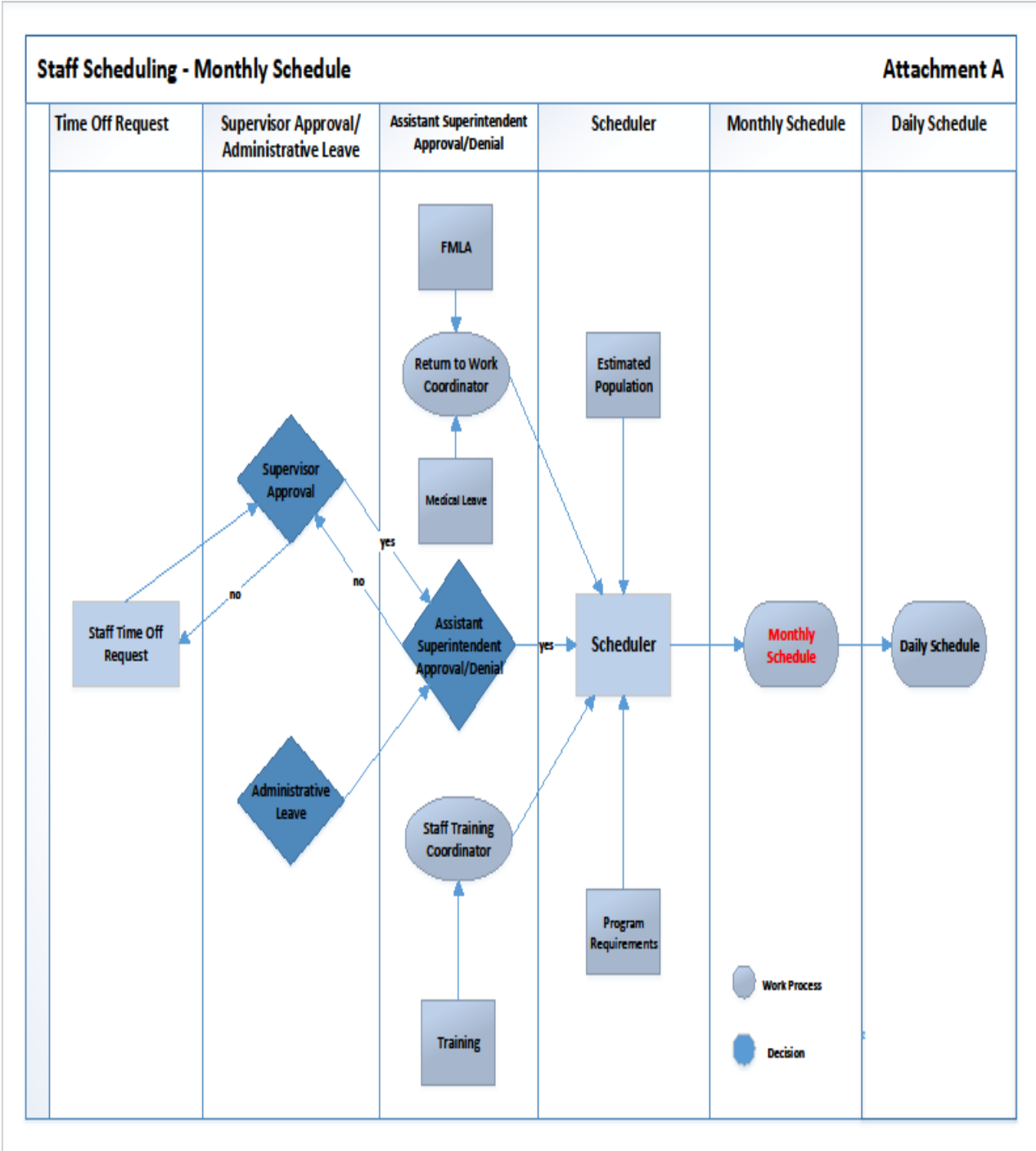
### **3.5 County Responsibility**

This is a request for information only. It is issued solely for information and planning purposes. It does not constitute a Request for Proposals (RFP) or a promise to issue a RFP in the future. This RFI does not commit the COUNTY to contract for any services whatsoever. The COUNTY will not pay for any information or administrative costs incurred in the response to this RFI.

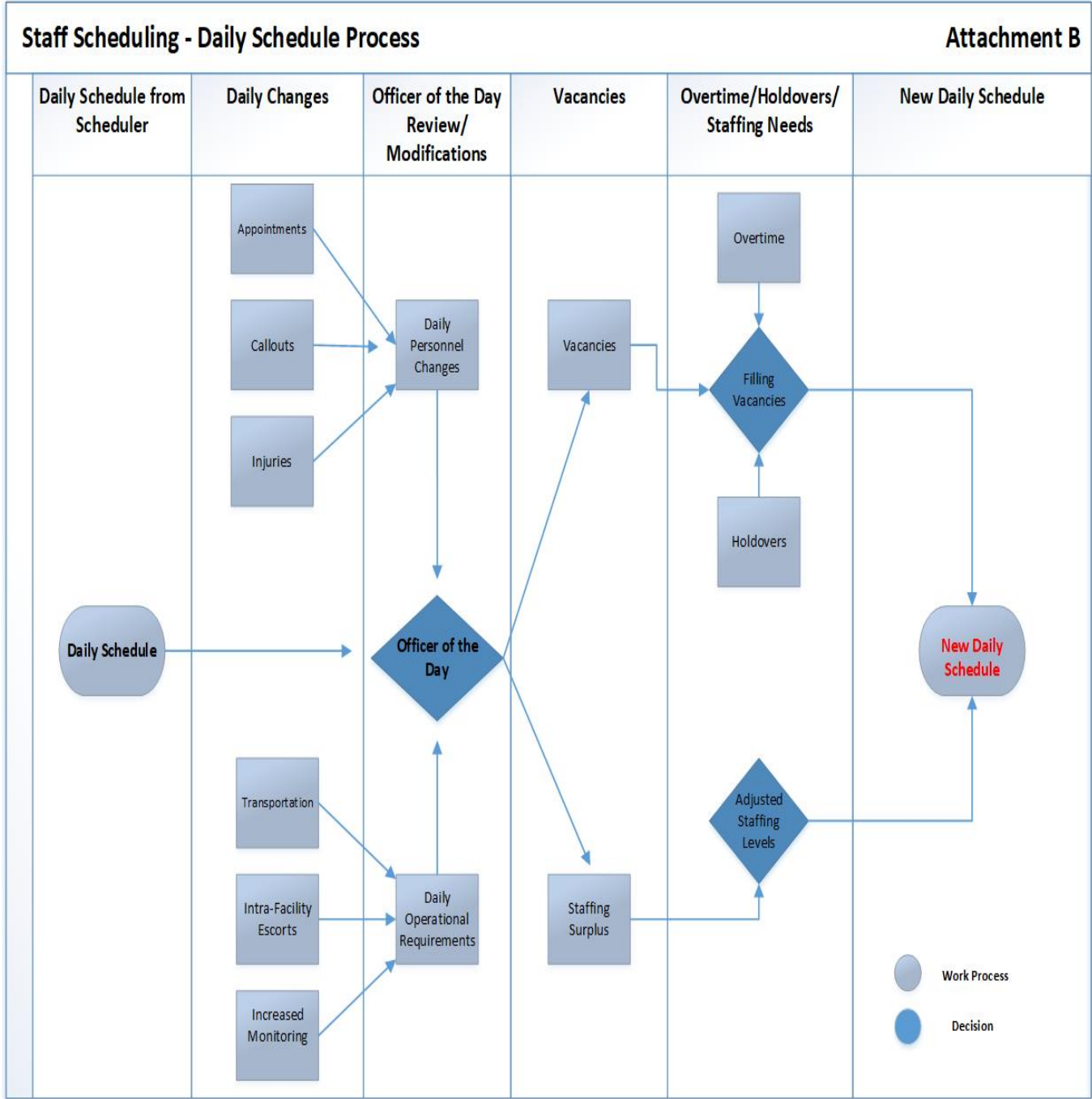
### **3.6 Notice to Respondents Regarding the Public Records Act**

Responses to this RFI shall become the exclusive property of the COUNTY. Responses to the RFI become a matter of public record, with the exception of those parts of each proposal which are justifiably defined as business or trade secrets, and, if by the Respondent(s), plainly marked as "Trade Secrets", "Confidential", or "Proprietary" in nature.

The 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 making of each page of the response to the RFI as confidential shall not be deemed sufficient notice of exception. The Respondent must specifically label only those provisions of their respective proposal which are "Trade Secrets", "Confidential", or "Proprietary" in nature.







## PROBATION FACILITIES

Los Padrinos Juvenile Hall 7285 Quill Dr. Downey, CA 90242	Rockey (Camp) 1900 N. Sycamore Canyon Road. San Dimas, CA 91773
Central Juvenile Hall 1605 Eastlake Ave. Los Angeles, CA 90033	Scott (Camp) 28700 Bouquet Canyon Road Santa Clarita, CA 91390
Barry J. Nidorf Juvenile Hall 16350 Filbert St. Sylmar, CA 91342	Challenger Memorial Youth Center 5300 W. Ave I Lancaster, CA 93536
Afflerbaugh (Camp) 6631 N. Stephens Ranch Road La Verne, CA 91750	
Dorothy Kirby Center 1500 S. Mc Donnell Ave. Los Angeles, CA 90022	
Kilpatrick (Camp) 427 S. Encinal Canyon Road. Malibu, CA 90265	
Paige (Camp) 6601 N. Stephen Ranch Road. La Verne, CA 91750	