



# San Gabriel Valley Council of Governments

## AGENDA AND NOTICE

### OF THE MEETING OF THE HOMELESSNESS COMMITTEE

Thursday, January 25, 2018, 12:30 PM

Monrovia Public Library – 321 S Myrtle Ave; Monrovia, CA

#### HOMELESSNESS COMMITTEE

##### Chair

Joe Lyons  
City of Claremont

##### Vice-Chair

Becky Shevlin  
City of Monrovia

#### MEMBERS

Baldwin Park  
Claremont  
Covina  
Monrovia  
Pasadena  
Pomona  
Rosemead  
San Gabriel  
West Covina  
LA County Supervisorial  
District #1  
San Gabriel Valley Water  
Districts

Thank you for participating in today's meeting. The Homelessness Committee encourages public participation and invites you to share your views on agenda items.

**MEETINGS:** *Regular Meetings of the Homelessness Committee are held on the fourth Thursday of each month at 12:30 PM at Monrovia Public Library (321 S. Myrtle, Monrovia, CA 91016).* The Meeting agenda packet is available at the San Gabriel Valley Council of Government's (SGVCOG) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, [www.sgvkog.org](http://www.sgvkog.org). Copies are available via email upon request ([sgv@sgvkog.org](mailto:sgv@sgvkog.org)). Documents distributed to a majority of the Committee after the posting will be available for review in the SGVCOG office and on the SGVCOG website. Your attendance at this public meeting may result in the recording of your voice.

**CITIZEN PARTICIPATION:** Your participation is welcomed and invited at all Committee meetings. Time is reserved at each regular meeting for those who wish to address the Board. SGVCOG requests that persons addressing the Committee refrain from making personal, slanderous, profane or disruptive remarks.

**TO ADDRESS THE COMMITTEE:** At a regular meeting, the public may comment on any matter within the jurisdiction of the Committee during the public comment period and may also comment on any agenda item at the time it is discussed. At a special meeting, the public may only comment on items that are on the agenda. Members of the public wishing to speak are asked to complete a comment card or simply rise to be recognized when the Chair asks for public comments to speak. We ask that members of the public state their name for the record and keep their remarks brief. If several persons wish to address the Committee on a single item, the Chair may impose a time limit on individual remarks at the beginning of discussion. **The Committee may not discuss or vote on items not on the agenda.**

**AGENDA ITEMS:** The Agenda contains the regular order of business of the Committee. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the Committee can be fully informed about a matter before making its decision.

**CONSENT CALENDAR:** Items listed on the Consent Calendar are considered to be routine and will be acted upon by one motion. There will be no separate discussion on these items unless a Committee member or citizen so requests. In this event, the item will be removed from the Consent Calendar and considered after the Consent Calendar. If you would like an item on the Consent Calendar discussed, simply tell Staff or a member of the Committee.



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the SGVCOG office at (626) 457-1800. Notification 48 hours prior to the meeting will enable the SGVCOG to make reasonable arrangement to ensure accessibility to this meeting.



## **PRELIMINARY BUSINESS**

1. Call to Order
2. Roll Call
3. Public Comment (*If necessary, the Chair may place reasonable time limits on all comments*)
4. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to the next regular meeting (*It is anticipated the Committee may take action*)

## **CONSENT CALENDAR**

*(It is anticipated the Committee may take action on the following matters)*

5. Homelessness Meeting Minutes - Page 1  
*Recommended Action: Approve.*
6. Correspondence - Page 3  
*Recommended Action: Receive and File.*

## **PRESENTATIONS**

*(It is anticipated the Committee may take action on the following matters)*

7. Abundant Housing Los Angeles – Mark Villianatos, Communications Director - Page 5  
*Recommended Action: For information only.*
8. SGVCOG Regional Homelessness Coordinator Report – Jan Cicco, SGVCOG Regional - Page 12  
Homelessness Coordinator  
*Recommended Action: For information only.*

## **ACTION ITEMS**

*(It is anticipated that the Committee may take action on the following matters)*

## **DISCUSSION ITEMS**

*(It is anticipated the Committee may take action on the following matters)*

## **UPDATE ITEMS**

*(It is anticipated the Committee may take action on the following matters)*

### **Regional Homeless Advisory Council**

## **COMMITTEE MEMBER ITEMS**

## **STAFF ANNOUNCEMENTS**

## **ANNOUNCEMENTS**

## **ADJOURN**



**SGVCOG Homelessness Committee Unapproved Minutes**

Date: November 30, 2017

Time: 12:30 PM

Location: Monrovia Public Library (321 S. Myrtle Ave; Monrovia, CA)

**PRELIMINARY BUSINESS**

1. Call to Order  
The meeting was called to order at 12:35 PM

2. Roll Call  
**Members Present**  
Baldwin Park  
Monrovia  
Rosemead  
Pomona  
West Covina  
Pasadena  
LA County District 1

- C. Baca
- B. Shevlin
- M. Clark
- B. DeFrank
- L. Johnson
- B. Huang

- Absent**  
Claremont  
Covina  
Water Districts

- COG Staff**  
C. Cruz, Staff

3. Public Comment  
M Powers spoke on the bike repair for homeless initiative.
4. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to the next regular meeting  
There were no changes to the agenda.

**CONSENT CALENDAR**

5. Homelessness Meeting Minutes
6. Correspondence  
**There was a motion to approve consent calendar Items 5-6 (M/S: L. Johnson/ C. Baca)**

**[Motion Passed]**

<b>AYES:</b>	Baldwin Park, Monrovia, Rosemead, Pomona, West Covina, Pasadena, LA County District 1
<b>NOES:</b>	
<b>ABSTAIN:</b>	
<b>ABSENT:</b>	Claremont, Covina, Water Districts

**PRESENTATIONS**

- 7. City of Azusa Neighborhood Connections  
Ann Graf presented on this item.
- 8. SGVCOG Regional Homelessness Coordinator Report  
J. Cicco presented on this item.

**ACTION ITEMS**

*(It is anticipated that the Committee may take action on the following matters)*

- 9. LA County Mental Health Legislative Proposal  
Christian Cruz presented on this item.  
**There was a motion to support the LA County Mental Health Legislative proposal**  
**(M/S: M. Clark/ C. Baca)**

**[Motion Passed]**

<b>AYES:</b>	Baldwin Park, Monrovia, Rosemead, Pomona, West Covina, Pasadena, LA County District 1
<b>NOES:</b>	
<b>ABSTAIN:</b>	
<b>ABSENT:</b>	Claremont, Covina, Water Districts

**DISCUSSION ITEMS**

*(It is anticipated the Committee may take action on the following matters)*

**UPDATE ITEMS**

*(It is anticipated the Committee may take action on the following matters)*

**Regional Homeless Advisory Council**

**COMMITTEE MEMBER ITEMS**

**STAFF ANNOUNCEMENTS**

**ANNOUNCEMENTS**

**ADJOURN**

The meeting was adjourned at 2:00 PM.

# Temporary trailers for homeless people planned on downtown city lot



The city plans to build temporary shelter for the homeless on a city-owned lot at the corner of Arcadia and Alameda streets in downtown Los Angeles. (Luis Sinco / Los Angeles Times)

By **Dakota Smith, Gale Holland and Doug Smith**

JANUARY 16, 2018, 12:05 AM

**L**os Angeles city leaders are planning to house dozens of homeless people in trailers on a city-owned downtown lot as a possible model for citywide temporary shelters.

A proposal that will be submitted to the City Council on Tuesday calls for installing five trailers on a parking lot at Arcadia and Alameda streets by the beginning of summer.

The trailers would house about 67 people and target the homeless population that sleeps on the sidewalks in the area around the historic El Pueblo site off of Main Street.

The shelter would operate for three years with the hope that residents placed there would move on to permanent housing within six months.

The proposal comes from a task force formed by Mayor Eric Garcetti to brainstorm on how to get thousands of unsheltered people off the streets.

If approved by the City Council, the initiative to provide temporary shelter would mark a new strategy for the city, which has focused primarily on encouraging the construction of permanent housing through \$1.2 billion in voter-approved bonds.

Garcetti has said he hopes temporary housing can be placed on other city properties throughout the city to help serve the estimated 25,000 unsheltered homeless people in the city.

Councilman Jose Huizar, who represents the downtown area, is expected to introduce the motion Tuesday to authorize city funds for the proposal, which will cost an estimated \$2.3 million for the first year. After that, running the shelter will cost \$1.3 million annually.

The initial proposal would include three trailers for housing. The other trailers would be used for showers, bathrooms and laundry and for management and services.

The Los Angeles Homeless Services Authority, a city-county agency, would contract with a nonprofit to operate the site and provide services.

The proposal comes after several council members have acknowledged that the city is not doing enough to help people who live in encampments from downtown to Sylmar and the Westside.

“I think the city has failed miserably,” West Valley Councilman Mitch Englander said late last year of the city’s street strategy.

“The mayor believes it is not humane to allow people to sleep on the streets if we have resources to provide shelter,” Matt Szabo, Garcetti’s deputy chief of staff, said in an interview last week. “It is important to the mayor that he gets as many people off the streets as possible.”

At recent events, Garcetti has given some hints about City Hall’s plans to provide temporary housing.

“You’ll see in the coming months a couple of pop-up villages that we’re looking at doing,” Garcetti said at a homelessness volunteer event in Brentwood last month.

He also said that he isn’t a fan of tent cities because “they are a temporary solution and have known problems and people don’t get out.”

In an interview last week on KNX-AM, Garcetti challenged City Council members to find places in their districts for more temporary housing, saying the city needs sites for “not just permanent housing, but for shorter-term shelter, pop-up shelters, pop-up housing, with those dollars that we have.”

Martin Schlageter, policy director for Huizar, said the intent of the councilman’s motion is that temporary shelters also go up in other parts of the city.

**[dakota.smith@latimes.com](mailto:dakota.smith@latimes.com)**

**Twitter: @dakotacdsmith**

**[gale.holland@latimes.com](mailto:gale.holland@latimes.com)**

**Twitter: @geholland**

**[doug.smith@latimes.com](mailto:doug.smith@latimes.com)**

**Twitter: @LATDoug**

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**This article is related to:** Homelessness, Eric Garcetti, Jose Huizar

# REPORT

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DATE: January 25, 2018  
TO: SGVCOG Homelessness Committee  
FROM: Marisa Creter, Interim Executive Director  
RE: **ABUNDANT HOUSING LA**

## **RECOMMENDED ACTION**

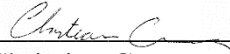
For information only.

## **BACKGROUND**

Abundant Housing LA is a non-profit organization in Los Angeles that helps communities advocate for lower rents, more housing choices, and affordable housing. Since 1980, housing prices have risen much more quickly than inflation and wage growth. In 1980, the median price for a home was \$100,000, and today it is nearly \$500,000. Increasing rents, lack of affordable housing and tenant displacement have also contributed to the rise in homelessness.

Abundant LA organizes residents to advocate for affordable housing. Through community organizing, online tools and media coverage, they empower local advocates, renters, and others to attend council meetings, hearings, submit comments and champion affordable housing developments in their communities.

Mark Vallianatos, Communications Director of Abundant Housing LA, will present at the Homelessness Committee this month. He will provide an overview of their organizing efforts and how local communities can successfully advocate for affordable housing.

Prepared by:   
Christian Cruz  
Management Analyst

Approved by:   
Marisa Creter  
Interim Executive Director

## **ATTACHMENTS**

Attachment A – Abundant LA Presentation





Mark Vallianatos, Communications Director

# Permitted Units

Project size	Total Units Permitted				
	mid-2013	2014	2015	2016	2017
<b>1 unit</b>	641	1,299	1,373	1,776	2,367
<b>2-4 units</b>	250	587	643	792	1,022
<b>5-19 units</b>	263	906	825	1,176	1,177
<b>20-49 units</b>	500	1,366	1,903	2,140	2,039
<b>50+ units</b>	2,775	7,621	11,697	9,193	8,928
<b>Total</b>	<b>4,429</b>	<b>11,779</b>	<b>16,441</b>	<b>15,077</b>	<b>15,533</b>
<b>Per month</b>	738	982	1,370	1,256	1,294

Created by Abundant Housing LA; data source: data.lacity.org

# Historical Down-Zoning Vs Population Growth

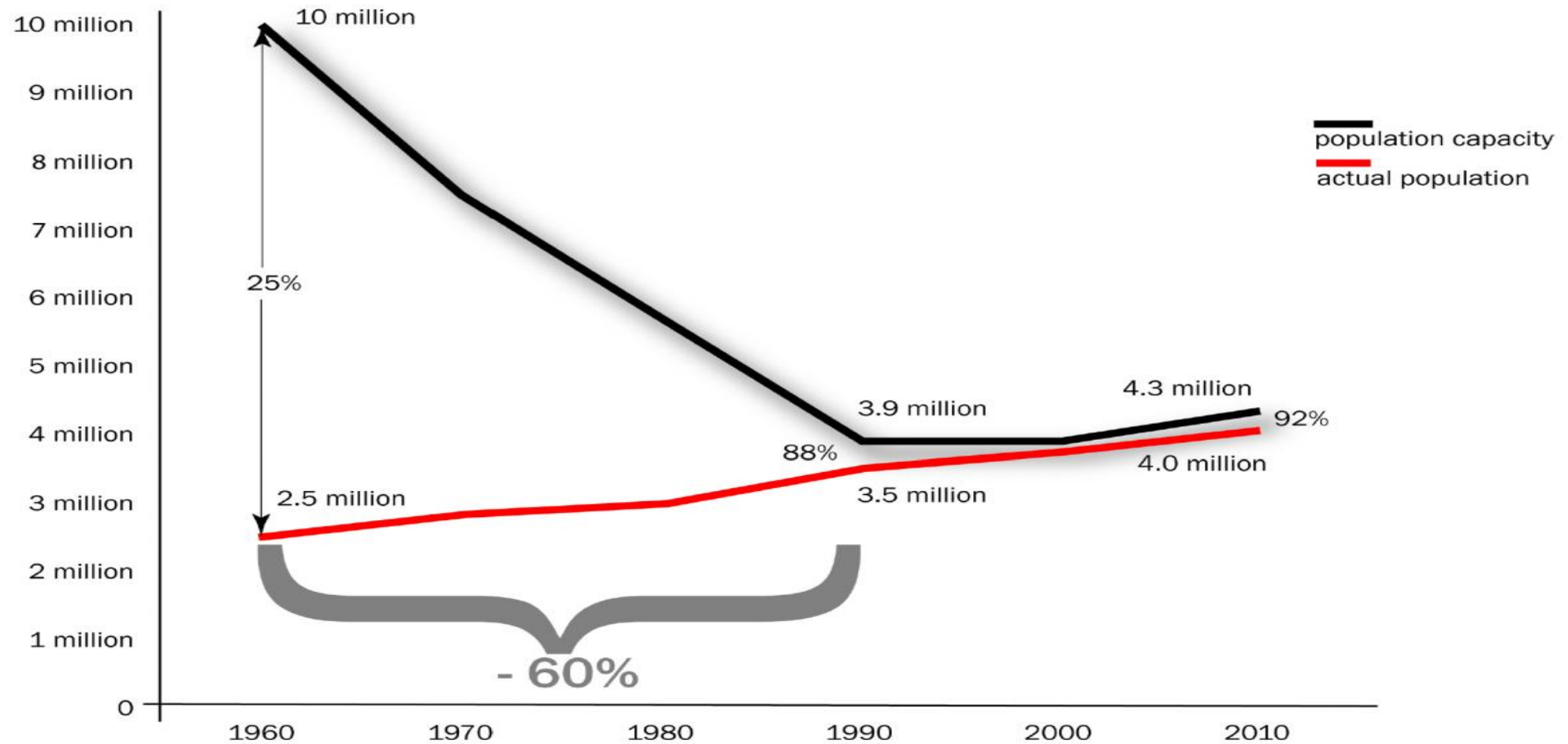
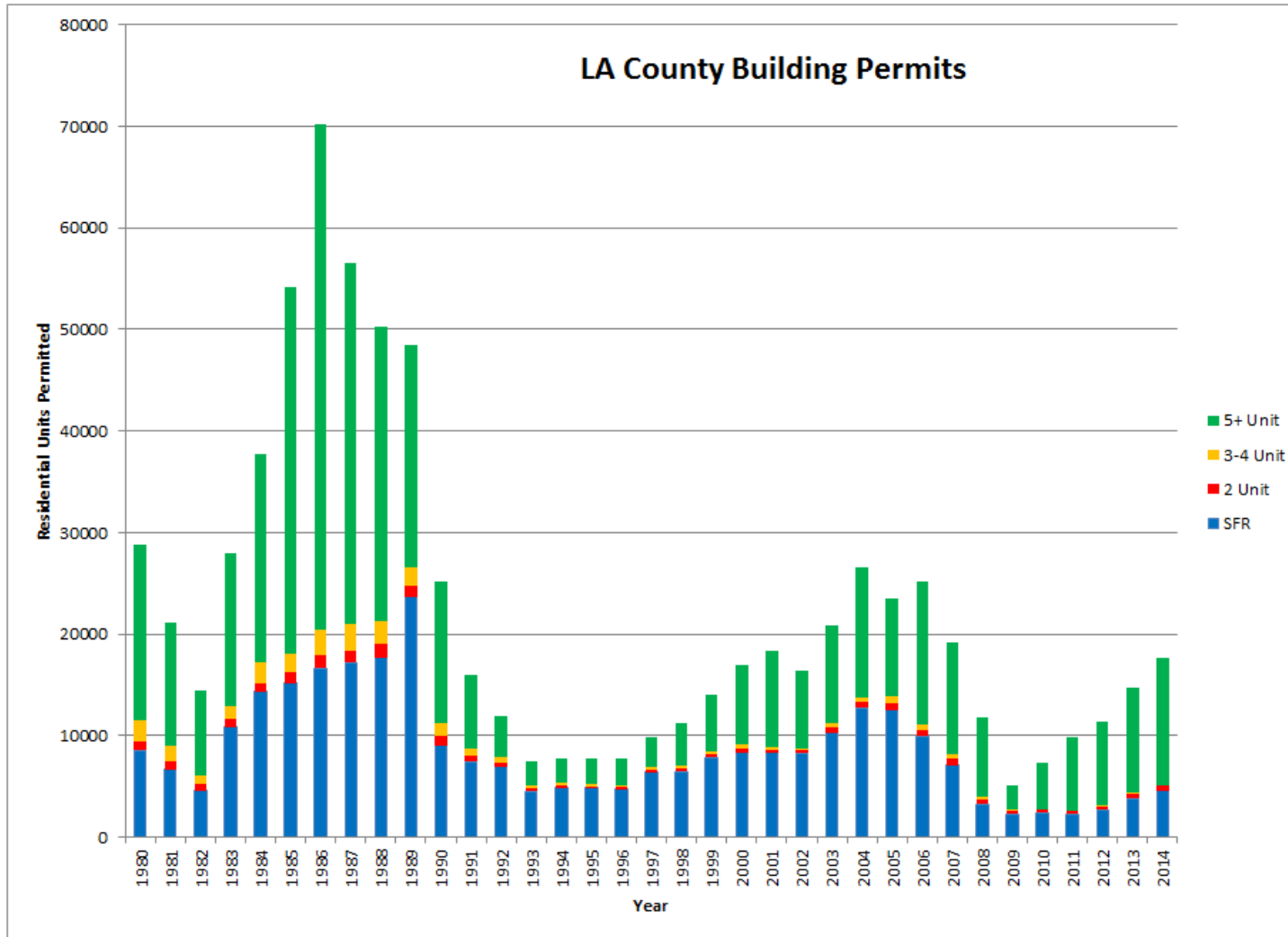


Fig. 1-1: Down-Zoning versus Population Growth

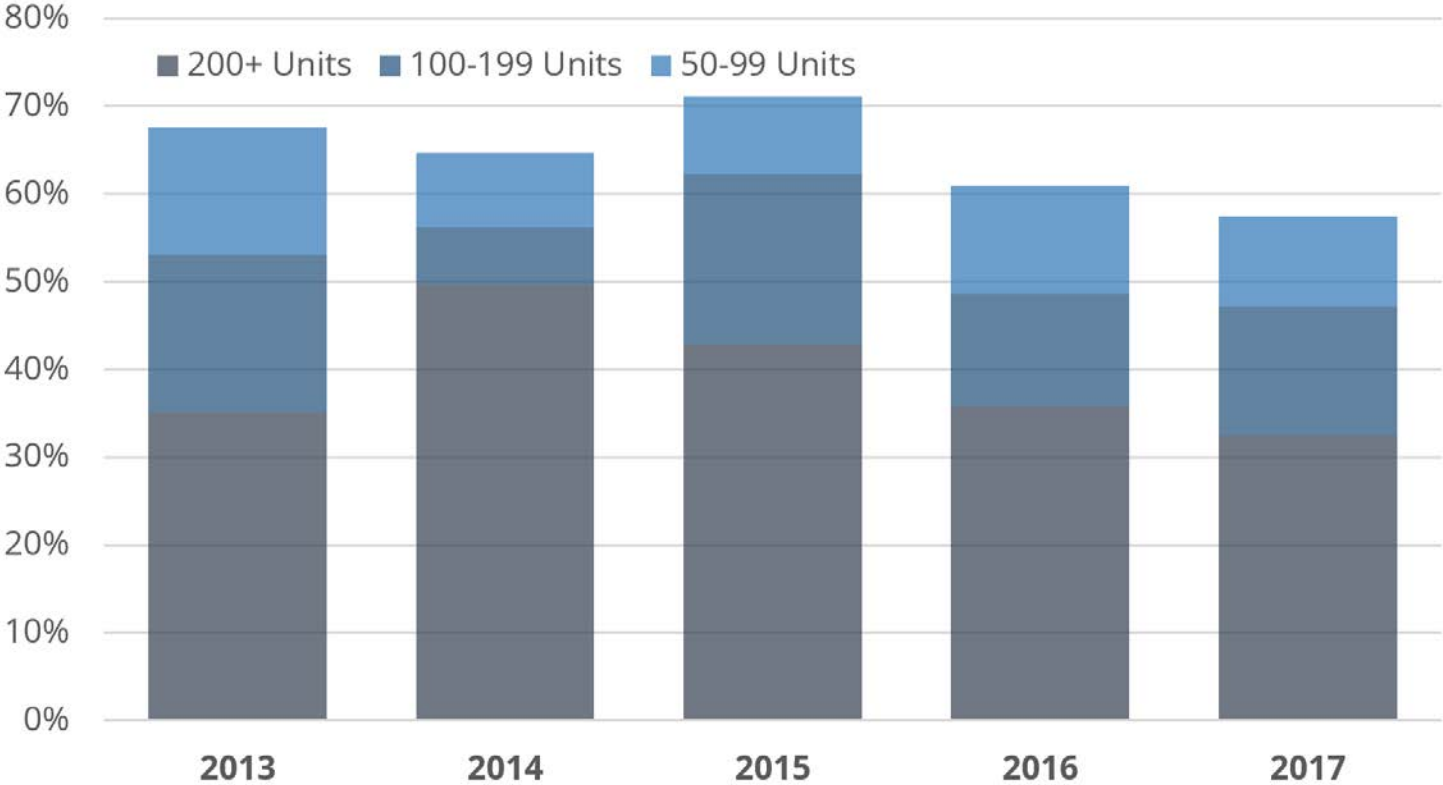
Data Sources: Census and all 104 Community Plans (cumulative population capacity)

# LA County Building Permits



# Housing Development Projects

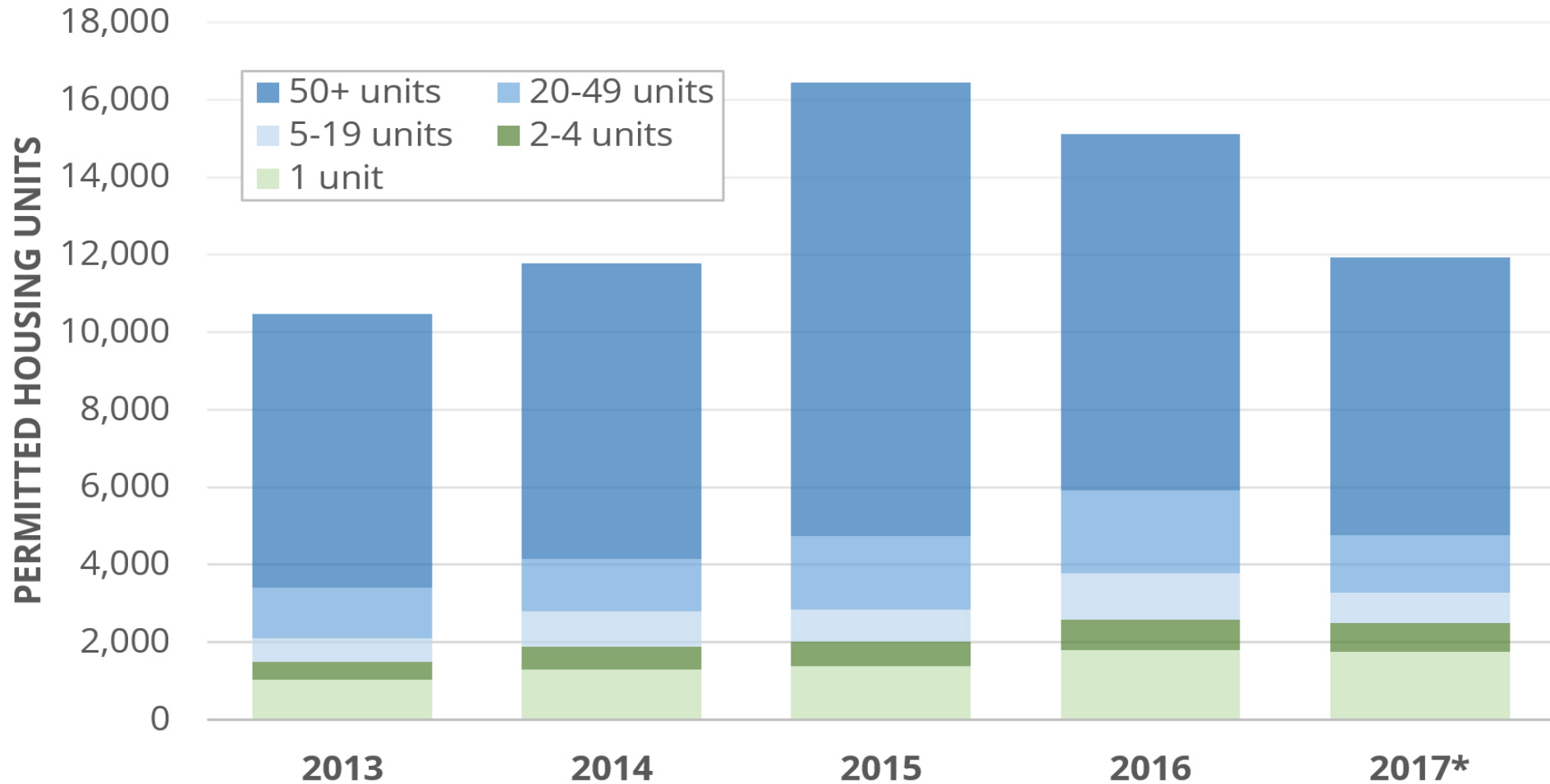
## SHARE OF TOTAL HOUSING DEVELOPMENT IN LARGE (50+ UNIT) PROJECTS



Created by Abundant Housing LA; data source: data.lacity.org

# Housing Permits

## NEW HOUSING PERMITS, CITY OF LOS ANGELES, 2013 THROUGH 3Q 2017



# REPORT

DATE: January 25, 2018  
TO: Homelessness Committee  
FROM: Jan Cicco, Regional Homelessness Coordinator

**RE: UPDATE CITY HOMELESS PLAN CONSULTANT RECOMMENDED ACTION**

## **RECOMMENDED ACTION**

For Information only

## **BACKGROUND**

Recognizing the important role that cities have in supporting the Los Angeles County Homeless Initiative, the Board of Supervisors allocated one-time funding for individual cities to develop a plan to address homelessness in their respective cities. On November 14, 2017, the San Gabriel Valley Council of Governments (SGVCOG) facilitated a meeting of cities that applied for homeless planning grant funds. At this meeting, 19 of the cities expressed an interest to partner with the SGVCOG to procure a consultant to provide homeless planning services. On November 20, 2017, the SGVCOG released a Request for Proposals (RFP) for city homeless planning. On January 18, 2018, the Governing Board authorized the Executive Director to execute a contract with LeSar Development Consultants (LDC) for an amount not to exceed \$600,000 to provide homeless planning services

The scope of work for the consulting services related to this city homeless planning grant included the following:

- Provide an overview of each participating city, the jurisdictional environment, and status of homelessness.
- Produce Partnership reports, that include key stakeholder engagement efforts.
- Conduct needs assessment at regional, subregional and city levels.
- Gather data on subpopulations at the city level.
- Develop a “fair share” model, identifying demonstrable ties of homeless persons to a city.
- Create a work schedule for each city and a combined schedule for sub-regional/regional effort.
- Coordinate schedule changes and plan communications with the SGVCOG.
- Create a customized draft homeless plan for each city.
- Provide post plan submission support to the cities to help address questions and provide education about the plan to city council.
- Coordinate a post plan regional summit with the SGVCOG is also required.

## **SELECTION PROCESS**

The RFP was sent to 6 firms and posted on the SGVCOG website. Proposals were due on December 6, at 5:00 PM. A total of two proposals were received from the following firms:

- Union Station Homeless Services
- LeSar Development Consultants (LDC)

The proposals were evaluated in accordance with the criteria set forth in the RFP. The criteria were based on the following weighted categories:

- Compliance with the RFP/understanding of the project (25%)
- Services to be provided (25%)
- Ability to complete the work within the time specified (10%)
- Qualifications of the firm, including but not limited to its experience and personnel assigned to the project and any subcontractors (20%)
- Cost (20%)

After evaluating the proposals, the highest ranked firm was selected for an interview. Based on the interview and evaluation, LDC received the highest score and met all the qualifications. Attachment B contains a complete copy of LDC's proposal. The evaluation panel for this RFP was composed of the following individuals:

- Nikole Bresciani, Assistant City Manager/Community Services Director, City of West Covina
- Anne Turner, Director of Human Services, City of Claremont
- La Shawn Butler, Community Services Director, City of Glendora
- Karen Herrera, Deputy City Manager/Public Information Officer, City of Duarte
- Brian Lee, Community Development Director, City of Covina
- Victory Rocha, Management Analyst, City of Alhambra
- Camila de Oliveira Easland, Administrative Analyst, City of Montebello
- Jan Cicco, Regional Homelessness Coordinator, SGVCOG

## **FISCAL IMPACT**

A total of 20 cities have committed to partnering with the COG in this joint procurement process. Because the cities of Duarte and Irwindale submitted a joint application to the County, they will be working together to develop a single, multi-city plan. Therefore, the consultant will be tasked with developing a total of 19 plans. The consultant fee for a basic homeless plan that meets all County requirements is \$24,000 per city. For 19 plans, the consultant fee will be \$456,000 (19 X \$24,000 = \$456,000).

As shown in Table 1 below, all cities received at least \$30,000 from the County. Therefore, cities will not be required to contribute any additional funding to develop and submit a plan that meets the requirements of the County. However, cities may elect to use their excess grant funding to undertake additional tasks with the consultant that will supplement their plan. Sample activities include conducting a SWOT analysis and developing a transit corridors strategy. The fee for these services will vary based on the level of effort requested by the city, as described in the

attached proposal, and range from \$1,000 - \$3,000. Alternatively, cities may elect to use their remaining funds to cover staff costs or other expenses.

Simultaneous to the approval of the contract with the consultant, the COG is working with each participating city to finalize its MOU, including finalizing any funding the city will be dedicating to supplemental consultant tasks. Given that cities are still finalizing these budgets, COG staff is

recommending setting an NTE contract amount of \$600,000. This will allow for up to \$144,000 in add-on tasks. Below is a summary of these consultant costs:


$$\begin{array}{rclcl}
 \text{Cost for 19 Plans} & & \text{NTE for Plan Enhancements} & & \text{NTE Amount} \\
 \$456,000 & + & \$144,000 & = & \$600,000
 \end{array}$$

However, the consultant will not bill the COG for any add-on tasks unless directed to undertake them by the COG, based on a funding commitment from a city via its MOU. All MOUs are anticipated to be finalized by March 1, 2018.

City	Amount Funded	Base Plan	SGVCOG Administration Fee	Remaining Funds Available
Alhambra	\$30,000	\$24,000	\$1,500	\$4,500
Arcadia	30,000	24,000	1,500	4,500
Azusa	50,000	24,000	1,500	24,500
Baldwin Park	50,000	24,000	1,500	24,500
Claremont	30,000	24,000	1,500	4,500
Covina	30,000	24,000	1,500	4,500
Duarte / Irwindale (Joint Plan)	60,000	24,000	1,500	34,500
El Monte	70,000	24,000	1,500	44,500
Glendora	50,000	24,000	1,500	24,500
Industry	50,000	24,000	1,500	24,500
La Puente	30,000	24,000	1,500	4,500
La Verne	30,000	24,000	1,500	4,500
Montebello	50,000	24,000	1,500	24,500
Monterey Park	30,000	24,000	1,500	4,500
Rosemead	30,000	24,000	1,500	4,500
San Dimas	30,000	24,000	1,500	4,500
So El Monte	30,000	24,000	1,500	4,500
So Pasadena	30,000	24,000	1,500	4,500
West Covina	50,000	24,000	1,500	24,500

Table 1.  
City Homeless Plan Cost Summary.

1 The city of Pomona has retained a consultant separately, but has elected to commit \$5,000 toward supplemental planning components pertaining to regional aspects of the homeless plan.

Prepared by:   
Jan Cicco  
Regional Homelessness Coordinator

Approved by:   
Marisa Creter

**ATTACHMENTS**

Attachment A – List of Firms  
Attachment B – Proposal

LIST OF FIRMS

- Corral Consulting Richard Corral  
richard@corralconsulting.com 213-840-868
- Focus Strategies  
1760 Creekside Oaks Dr., Suite 120  
Sacramento, CA 95833  
916-569-8550  
info@FocusStrategies.net
- LeSar Development  
Kris Kuntz, Senior Associate kris@lesardevelopment.com 619-964-6636
- Marbut Consulting  
Robert G. Marbut Jr., Ph.D. 6726 Wagner Way  
San Antonio, TX 78256 Marbutr@aol.com www.MarbutConsulting.org MarbutR@aol.com  
210-260-9696
- Barbara Poppe and Associates Barbara Poppe  
614.353.6321  
barbara@poppeassociates.com
- National Alliance to End Homelessness Cynthia Nagendra  
cnagendra@naeh.org via naeh.onmicrosoft.com

SUBMITTAL COVER

Response to the San Gabriel Valley Council of Governments  
City Homeless Planning

SUBMITTAL DATE: December 6, 2017

Prepared by:

LeSar Development Consultants

404 Euclid Ave., Suite 212

San Diego, CA 92114 ops@lesardevelopment.com www.LeSarDevelopment.com

Primary Contact:

Kris Kuntz, Senior Associate 619-964-6636

kris@lesardevelopment.com

#### COVER LETTER

San Gabriel Valley Council of Governments Attn: Ms. Katie Ward

1000 S. Fremont Avenue, Unit #42 Building A10-N, Suite 10-210 Alhambra, CA 92803

December 6, 2017

Dear Ms. Ward:

LeSar Development Consultants (LDC) welcomes the opportunity to submit this proposal to the San Gabriel Valley Council of Governments (SGVCOG) to assist with creating homeless plans for Cities within the region using Measure H planning grants. LDC is a woman-owned small business in operation for over 10 years with offices in San Diego, Los Angeles, and Sacramento, CA. We are a social innovation firm that assists clients with growing healthy, thriving, and vibrant communities by providing creative solutions to complex problems, applying our expertise in community development, housing affordability and homelessness, workforce and economic development, sustainability, transportation, and civic and stakeholder engagement.

LDC's experience working with government partners to address homelessness, specifically with developing homeless plans, spans nearly a decade. In 2009, LDC worked with the Los Angeles Homeless Services Authority (LAHSA) to create a ten-year plan for the City of Los Angeles, and in 2010 created a five-year plan to end homelessness in Downtown San Diego. Since then, LDC has been involved in various aspects of planning to address homelessness, including the development of a regional Coordinated Entry System plan and System Performance Monitoring Plan for the San Diego Continuum of Care (CoC). Currently, LDC is working with the City of Riverside on a Housing First-Permanent Supportive Housing Plan and with the County of San Diego's Health and Human Services Agency on an affordable housing strategy that envisions housing as platform for health for households experiencing homelessness and other vulnerable populations. Lastly, LDC is working with entities in Los Angeles County on affordable housing plans, including a 25-year vision plan for public housing for the Housing Authority of the City of Los Angeles and an affordable housing action plan for the unincorporated areas the County of Los Angeles.

LDC is familiar with the impact of homelessness on the San Gabriel Valley through its work with the City of Pomona (City) to plan and develop their Centralized Service Center (CSC). LDC worked closely with the City to conduct a physical site analysis and develop a services operations plan that aligns with best practices to address homelessness including Housing First. Recently, LDC assisted the City with creating

the Request for Proposal to onboard a service operator for the site, reviewed proposals, and developed an initial operations budget.

Again, we appreciate the opportunity to submit our proposal to assist cities within the San Gabriel Valley to create individualized homeless plans for each city while also recognizing each city's role in the larger region. LDC has the capacity to meet the minimum threshold to work with five cities; however, we are open to working with up to eight cities to complete plans by the end of June 2018, if desired by the SGVCOG.

Yours truly,

Jennifer LeSar, President and CEO LeSar Development Consultants

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## SECTION 1 – NAME AND CONTACT INFORMATION

LeSar Development Consultants  
404 Euclid Avenue, Suite 212 San Diego, CA 92114  
P: (619) 236-0612  
F: (619) 236-0613  
info@lesardevelopment.com

## SECTION 2 – DESCRIPTION OF FIRM

LeSar Development Consultants is a social innovation firm that provides clients with creative solutions to foster the growth of healthy, thriving, and vibrant communities. With its staff of strategic advisors and experienced technical experts, LDC specializes in working with diverse stakeholders to address complex public policy issues, such as housing affordability and homelessness, workforce and economic development, transportation, and community development. Through our work, we have established deep relationships with thought leaders in the public, private, nonprofit, and philanthropic sectors statewide, and excel at aligning diverse interests to achieve lasting change. Our services include:

- Strategic Planning and Implementation
- Organizational Development
- Research and Data Analysis
- Community Engagement and Outreach
- Stakeholder Outreach and Recruitment
- Meeting Design and Facilitation
- Resource Development and Structuring
- Outcomes and Impact Measurement

Founded in 2005 by Jennifer LeSar, LDC is a San Diego-based corporation with 12 employees located throughout the state, including in Los Angeles and the Bay Area.

## SECTION 3 – STATE OF INCORPORATION

LDC is certified as a Woman Business Enterprise (WBE) and Small Business Enterprise (SBE) by the State of California, and has been incorporated in the state of California since 2005.

## SECTION 4 – PROPOSED TEAM

LDC proposes engaging the following team in the development of the SCVCOG City Homeless Planning, and affirms that team members have the capacity to support the project from the pre-development meeting through the final submission of the Plan. Furthermore, none of the proposed team members will be removed or replaced without prior written agreement with the SGVCOG for the duration of the project, which is anticipated to run from December 2017 through June 2018.

See Appendix A for resumes of key personnel and a definition of roles, lines of communication, and support services.

Project Role: Strategic leadership on homelessness policy, programs, and funding sources, and engagement with key stakeholders

Kris Kuntz, Senior Associate, specializes in working with public agencies and nonprofits to create innovated data-driven solutions for ending homelessness. Prior to joining LDC, Mr. Kuntz managed the housing and social service programs of and supported planning and evaluation initiatives at Father Joe's Villages, San Diego's largest homeless services agency. In that role, he managed the research design, data collection, and analysis of Project 25—San Diego's chronically homeless frequent user effort— and worked with several managed care organizations to expand the program using Medicaid dollars. In addition to his work in homelessness and housing, Mr. Kuntz also helped create and supervise a graduate-level internship on homeless research at Cal State San Marcos, and is an adjunct faculty member in the Sociology department at San Diego City College. He received his bachelor's degree from Chico State and holds a master's degree in sociology from Cal State San Marcos. He is currently a HUD Continuum of Care Program Certified Technical Assistance provider.

As the strategic leader, Mr. Kuntz will be responsible for leading the development of the plans, progress on the scope of work, team coordination, and community engagement.

Project Role: Strategic advisor on homelessness policy, programs, and funding sources

Jonathan Hunter, Senior Principal, is a creative leader in the collaborative design of innovative solutions to address the needs of our most vulnerable citizens, including developing and funding supportive housing for people who are chronically homeless and have disabilities related to mental illness, substance use, HIV/AIDS and other chronic health conditions. Prior to joining LDC, Mr. Hunter was the Western Region Director for the Corporation for Supportive Housing (CSH). In Los Angeles, his work resulted in the creation of more than 3,000 new units of supportive housing.

Mr. Hunter received his Master of Divinity from Bethany Theological Seminary, and his Bachelor of Arts in Political Science from Juanita College.

Project Role: Project management, research and data analysis, and stakeholder engagement

Rachel Ralston, Senior Associate, focuses primarily on evaluation, data analysis, and community outreach. Prior work has included stakeholder outreach regarding homelessness and affordable housing issues, as well as social and behavioral outcomes related to health communication. She has extensive experience with survey and experimental research design, running focus groups, analyzing both qualitative and quantitative data, and producing reports and presentations for both academic and general audiences. Ms. Ralston received her PhD. and Master of Arts in Communications from Ohio State University, as well as a Bachelor of Arts in English Literature from UC Berkeley.

Project Role: Strategic leadership on homelessness policy, programs, and funding sources, and engagement with key stakeholders

Brian Gruters, Associate, is expert in homelessness and understands critical pieces of a homeless crisis response system. Prior to joining LDC, Mr. Gruters was the Central San Diego Coordinated Entry System (CES) Coordinator at the Regional Task Force on the Homeless (RTFH), San Diego's Continuum of Care lead agency. Responsibilities included regional oversight of CES, training to providers, partnership development, and CES workflow in the Homeless Management Information System (HMIS). Before

joining the RTFH, he managed Permanent Supportive Housing (PSH) programs in San Diego and in New York City. He is fluent in Spanish and has a Master's Degree in Environmental Studies from the University of Waterloo.

## California State

**Project Role:** Research and data analysis, and stakeholder engagement

Winnie Fong, Senior Associate, provides research, analysis, and writing in support of various consulting projects, especially ELP's role as Executive Director for the Westside Cities Council of Governments. Other projects include development in the historical El Pueblo District of Downtown Los Angeles, and market research for a research university. Ms. Fong received her Master of Planning from the University of Southern California, and a Bachelor of Arts in Economics for

**Project Role:** Research and data analysis, and stakeholder engagement

Artemis Spyridonidis, Senior Associate, covers housing policy issues, including structural solutions to the housing affordability crisis, consolidated plans, housing elements, accessory dwelling unit policy implementation, and regional issues across the state of California. After receiving degrees in Political Science and Spanish from Bridgewater State University in Massachusetts, she worked for the now late Congressman Joe Moakley before moving to San Diego. During her prior employment with then Councilmember Toni Atkins, she handled housing and homelessness policy. She then went on to work in the San Diego Housing Commission's Housing Finance and Development Department before attending law school. Ms. Spyridonidis also serves as a board member of the City Heights CDC, C3, and Circulate San Diego.

**Project Role:** Research, writing, and editorial support, and stakeholder engagement

Jessica Ripper, Senior Associate, specializes in partnering with multidisciplinary teams to advance policies and programs to improve the quality of life in our communities, and has extensive experience translating complex social issues into compelling stories, reports, and tools that influence stakeholders to take action. Ms. Ripper also has experience developing training curricula, conducting organizational assessments, and performing qualitative data analyses. She has worked with the County of San Diego Child Welfare Services and Walden Family Services in San Diego, and for the Annie E. Casey Foundation and Goodwill Industries International. Ms. Ripper earned her Bachelor of Arts in mass communications from American University and studied leadership at Gonzaga University.

**Project Role:** Research and data analysis, and stakeholder engagement

Veronica Cruz, Senior Associate, has over 10 years of experience in research and data analysis, with an emphasis on synthesizing and interpreting quantitative data. Ms. Cruz specializes in economic development, community development, and stakeholder engagement. Her related work includes supporting the research and data analysis for the Analysis of Impediments to Fair Housing Choice for the cities of Porterville, Cupertino, San Jose, and Mountain View. Ms. Cruz holds a Master of Planning degree with a concentration in Economic Development from the University of Southern California.

Project Role: Research and data analysis, and stakeholder engagement

Leah Hubbard, Associate, has responsibilities that include research, data analysis, and report preparation with a focus on housing and economic development projects; additionally, she assists with ArcGIS mapping. Ms. Hubbard's professional background includes work in the nonprofit, public, and philanthropic sectors, focusing on community development and stakeholder engagement.

Project Role: Research and data analysis, and editorial support

Nadine Hassoun, Research Analyst, will provide research and project support to staff and clients. Ms. Hassoun has experience in real estate market research, and trade and development research in the nonprofit and private sectors. Ms. Hassoun also volunteers with grassroots organizations focused on community development through youth empowerment in San Diego's refugee communities. She received her Bachelor in International Economics from San Diego State University and her Master of Science in Political Economy of Development from SOAS, University of London.

Project Role: Research and data analysis, and editorial support

Reza Mortaheb, Research Analyst, is an architect, urban planner, and urban researcher. Mr. Mortaheb has more than five years of professional experience in urban planning research and practice and is a PhD candidate in the Urban Systems Program at the New Jersey Institute of Technology and Rutgers University. His most recent position was at the New Jersey Innovation Institute where as a researcher, planner, and GIS analyst he contributed to the TAB Program helping distressed communities revitalize underutilized or vacant industrial and manufacturing sites and buildings. Mr. Mortaheb holds a Master's degree in architecture and a Master of Science degree in Urban and Regional Planning from KTH Royal Institute of Technology in Stockholm. Reza's area of focus is federal and state housing policies and Accessory Dwelling Units (ADUs).

## 2. Organizational Chart

LDC Staff: Artemis Spyridonidis

## SECTION 5 – PRIMARY CONTACT

Kris Kuntz, Senior Associate 404 Euclid Ave., Suite 212 San Diego, CA 92114  
619-964-6636  
kris@lesardevelopment.com

## SECTION 6 – SCOPE OF WORK

LDC has the capacity to work with 20 cities at the request of the SGVCOG. If selected, LDC does not have a preference regarding which Cities are included in its work plan and can be flexible depending on the needs of the SGVCOG. The following scope of work describes how LDC will pursue the work for a single city, with a similar model and approach applied to all cities. This model and approach can also be adapted to accommodate the unique needs of cities that choose to supplement their plans with additional activities. LDC proposes completing the work in four phases:

### Phase I: Initial Research, Kick-Off, and Planning

Once cities are assigned, LDC will immediately reach out to each City to set up an initial “Kick Off” planning call with key city stakeholders and the LDC project team and gather background information on the City’s efforts to address homelessness. Prior to the call, LDC will review these materials and conduct initial research on the City, Point-In-Time Count figures, identified sub-populations, current services being provided, non-profit local partners, housing market dynamics, and any past/current efforts to address homelessness. LDC anticipates that the initial planning call will focus on outlining key steps in the planning process, including the process of gathering stakeholder feedback, and will provide the City with an opportunity to describe its history addressing homelessness, define City-specific objectives and preliminary goals for the plan, and determine key points of contact with the city for ongoing communication. Lastly, LDC will schedule bi-weekly check-in calls with each City to last the duration of the project.

### Phase II: Stakeholder Outreach, Input, and Summarization of Key Themes

In Phase II, LDC will work with the City to identify key stakeholders and determine the best way to gather feedback, most likely through the facilitation of in-person public feedback meetings. For key stakeholders that may not be able to attend meetings, LDC can conduct one-on one or small group interviews via phone. LDC will also ensure that perspectives from individual’s currently experiencing homelessness are included, most likely through the facilitation of an in-person public meeting or targeted survey. Once a plan and schedule is finalized for stakeholder feedback, LDC will draft a work schedule with the city and provide to the SGVCOG. For the sake of budgeting, LDC expects to provide the following stakeholder outreach for each city:

- Facilitate 3 two-hour in-person public input sessions, of which 1 will be targeted to individuals or families currently experiencing homelessness in the city

- Conduct 5 one-on-one interviews with key stakeholders identified by the city

Based on feedback from a variety of public stakeholders, LDC will summarize key themes and provide to the City via summary document.

Phase III: Drafting, Reviewing, and Submitting the Homeless Plan

With input from public and key stakeholders, LDC will then conduct a half-day homeless plan visioning session to outline specific goals and subsequent supporting actions, and policy changes associated with each goal. In addition LDC will work with city staff during half day session to begin thinking about how to measure each goal, who is responsible for goal oversight, city resources that may need to be leveraged, and goal timelines. Another topic during the session will include identifying which County Homeless Initiative Strategies the city is currently participating in or is planning to participate and how it is reflected in the city plan. Lastly, LDC will discuss the city’s vision for how they participate as a regional partner.

Based on the information obtained, LDC will draft the plan using the approved City Plan to Prevent and Combat Homelessness Template. LDC will work with city stakeholders to identify who will need to review each plan and the process. LDC understands that each city may have a different process but in general LDC expects to conduct at minimum two rounds of comment periods for the draft plan. As part of the first round of plan review, LDC will provide a draft plan to the SGVCOG for feedback. LDC will incorporate recommendations from the SGVCOG and other stakeholders and provide a final draft to the city for submission to the County.

Phase IV: Presentations to Key Stakeholders, and Participation in SGVCOG Post-Plan Regional Summit

LDC will create a PowerPoint presentation and accompanying one-page summary that provides an overview of the plan for each city in preparation for two in-person meetings to present the approved plan to stakeholders identified by the city to educate and answer any questions. Lastly, LDC will participate in Post Plan Regional Summit with the SGVCOG.

Additional details about each phase of the project can be found in Exhibit A, Scope of Services Attachment.

SECTION 7 – DETAILED WORK PLAN

The following table provides an overview of the different phases of the project, the timeframe for completion, the LDC staff assigned to that phase, and the resulting deliverables. See Exhibit B for Project Schedule attachment.

Phase	Description (including proposed meetings and LDC staff assignments)	Timeframe
Phase 1:	Initial Research, Kick-Off, and Planning	Team Members: Kris Kuntz, Rachel Ralston, and LDC/ELP staff as necessary
Deliverable:	Work Schedule Developed for City and Sent to SGVCOG	January 18- January 31, 2018
Phase 2:	Stakeholder Outreach, Input, and Summarization of Key Themes	Team Members: Kris Kuntz, Rachel Ralston, and various LDC/ELP staff

Deliverable: Summary Document of Key Themes from Stakeholder Outreach February 1 – March 31, 2018

Phase 3: Drafting, Reviewing, and Submitting the Homeless Plan Team Members: Kris Kuntz, Rachel Ralston, Jonathan Hunter, and LDC/ELP staff

Deliverables: Draft Plan Sent to SGVCOG and Completion of Final Plan to City April 1 – May 15, 2018

Phase Description (including proposed meetings and LDC staff assignments) Timeframe

Phase 4: Presentations to Key Stakeholders, and Participation in SGVCOG Post-Plan Regional Summit Team Members: Kris Kuntz and Rachel Ralston

Deliverables: City Submission of Plan to County, Two Community Presentations, and Participation in Post-Plan Regional Summit May 15—June 30, 2018

## SECTION 8 – FEE PROPOSAL

LDC is proposing a fixed fee cost per phase with a total amount of \$24,000 per Homeless Plan per city. The following table outlines the cost per phase and proposed payment schedule. Included in these phases is overall project management costs that include regular communication with the city and the SGVCOG as well as internal workload planning and coordination. Also see Exhibit C for Proposed Budget Attachment

Phase Fixed Fee Cost Payment Schedule

Phase 1: Initial Research, Kick-Off, and Planning \$5,000 Feb 1 after submission of work schedule to SGVCOG

Phase 2: Stakeholder Outreach, Input, and Summarization of Key Themes \$10,000 April 1 after completion of outreach summary document

Phase 3: Drafting, Reviewing, and Submitting the Homeless Plan \$5,000 NA

Phase 4: Presentations to Key Stakeholders, and Participation in SGVCOG Post-Plan Regional Summit

\$4,000 July 1 after completion of final plan, community meetings, and attendance at regional summit. Final payment will include fixed fee payments for Phase 3 and Phase 4.

Fee Schedule for Additional Add-Ons to the Base City Homeless Plan Costs

The following items are additional add-on items that a City can request for additional costs.

1. Create a plan logic model
2. Develop a process for responding to homeless inquiries
3. Identify homeless prevention strategies
4. Conduct a SWOT analysis
5. Assist in identifying promising innovations and best practices
6. Develop a plan to expand rapid rehousing

7. Employment strategies for homeless and those at-risk
8. Create measurement tools
9. Evaluate and draft policies
10. Develop safe and healthy library strategies
11. Evaluate General Plan within homeless context
12. Evaluate Zoning and Value Capture strategies
13. Evaluate legislative activity and funding opportunities
14. Document and provide training on how to increase supportive services including mental health and substance misuse, build trust and increase participation in services
  
15. Assist Cities with creating a high level funding plan specific to city's homeless strategies
16. Develop Safe and Healthy Parks, Trails and Riverbeds strategies
17. Develop Transit Corridors strategies
18. Assist City with Homeless Population Demographics and Subpopulations
19. HMIS Analysis
20. Assist Cities to pursue a cost analysis of the impact of homelessness on core city services including police, public works, ambulance, jails and hospitals. Identify strategies to alleviate these costs.
21. Assist Cities to pursue a homeless cost to business analysis The add-on pricing for each item is as follows:  
 \$0 - Basic component of selected add - on informing the plan \$0 as long as it falls within the time allotted by the consultant. May include basic templates.

\$1,000 - If a particular add-on is of keen interest to the city's effort, a city may choose to more deeply pursue this component with the consultant. This will require additional time beyond the base plan fee. A separate summary supporting 1 - 2 page document providing city specific information will be provided.  
 \$1,000

\$3,000 - If a city chooses one or more add-ons for more detailed exploration, the fee will be \$3,000 each. A standalone supporting document of 3 - 5 pages with city specific information will be provided.

Specifically for #18 above:

If a city has a small homeless population it can elect to obtain information about this population by using one of the city's 3 engagement / planning meetings. For 1-20 people, this information can be included in the cost of a base plan. Data will not be extensive.

A city may elect to work with local service providers, outreach workers and volunteers to conduct surveys. The implementation of the survey is up to the city. The Consultant will crunch the data and produce a one- page table similar to that produced by LAHSA for the County, City of Los Angeles and SPA data at the City level. The confidence level of the data will be solely dependent upon the number of surveys relative to the total homeless population and the quality of the surveyor's techniques. The cost to analyze the data will be \$10 per survey.

## SECTION 9 – RELEVANT EXPERIENCE

- A. Experience Preparing Homelessness Plans

LDC's experience assisting clients in preparing and implementing plans to address homeless spans nearly a decade, beginning with the development of a plan to rehabilitate residential hotels in Los Angeles' Skid Row as low-income housing at the direction of then Mayor Antonio Villaraigosa. LDC also prepared a comprehensive implementation plan for ending chronic and family homelessness for the Los Angeles Homeless Services Authority (LAHSA). LDC has since worked with a number of public agencies and nonprofits on a variety of plan adoption and system redesign efforts, including the United Way of San Diego County on its plan to end chronic homelessness. Other recent projects include the development of the City of San Diego's three-year plan to end homelessness and align its policies and programs with a "Housing First" approach, the creation of a plan to implement a regional Coordinated Entry System as well as a System Performance Monitoring plan for the San Diego Continuum of Care (CoC), and evaluations of emergency shelter sites in San Diego, and site planning and operations for crisis housing and a services site in the City of Pomona.

Project lead, Kris Kuntz currently serves as an advisor to the San Diego City Council Select Committee on Homelessness, provides technical assistance as a certified HUD CoC Technical Assistance (TA) provider via a subcontracting relationship with the Cloudburst Group. HUD TA projects have included national Homeless Management Information System (HMIS) projects and Coordinated Entry TA. Mr. Kuntz and LDC Senior Principal Jonathan Hunter also serve as advisors to Anthem Healthcare on strategies to create health and housing partnerships nationwide. In addition, Mr. Kuntz leads a team, which includes Senior Associates Rachel Ralston and Jessica Ripper, that is developing an affordable housing and homelessness strategy that integrates housing as a platform to address health for the County of San Diego Health and Human Services Agency.

In the last year, Mr. Kuntz has developed a deep understanding of homelessness within the San Gabriel Valley through work for the City of Pomona. Working with the City of Pomona, Mr. Kuntz developed a site and operations plan for the creation of a Centralized Service Center (CSC). In addition, LDC assisted in the creation of the RFP for the City to onboard a site operator for the CSC, reviewed applications, helped develop an initial site operations budget, and has worked with the City and the selected site operator on best-practice approaches for crisis housing.

Other relevant projects include the development of a strategy and road map to create, implement, and operate permanent supportive housing for the City of Riverside, and the development of a market scan and strategic plan for the Los Angeles County Flexible Housing Subsidy Pool's coordinating partner, Brilliant Corners. Mr. Kuntz leads the work for the City of Riverside, with support from Ripper and Research Analyst Nadine Hassoun. Ralston and Ripper manage the work with Brilliant Corners.

Ralston also leads a team that is developing a 25-year transformation plan for the Housing Authority of the City of Los Angeles (HACLA). To date, LDC has conducted an assessment of HACLA's housing portfolio; researched best practices at federal, state, and local levels; created an asset map of community strengths and resources; identified innovative partnership opportunities; and led extensive financial feasibility and organizational analyses.

#### Experience with Completing Homeless Plans - Representative Projects

Project Name: Technical Assistance and Strategic Advising  
Client(s): San Diego City Council Select Committee on Homelessness

Scope of Work: As part of the consulting services to the City Council Committee, LDC prepared a work plan for the San Diego City Council Select Committee on Homelessness to drive the direction of the committee over the course of the first year. The plan was divided into four sections: Land Use, Housing and Public Facilities, Programs and Protocols, and Legislative Policies, Declarations, and Revenue. The plan is meant to guide immediate efforts within the City as well as begin working on long-term solutions.

Dates: July 2017- Present

Project Name: HACLA Public Housing Vision Plan

Client(s): Housing Authority of the City of Los Angeles

Scope of Work: LDC is working with HACLA to develop a 25-year vision plan for its public housing portfolio and key real estate assets, as well as manage a large-scale community outreach process to deliver a vision plan that has broad support and community buy-in. The project incorporates deep research into best practices at federal, state, and local levels, as well as innovative partnership opportunities and community asset mapping. It also includes extensive financial feasibility and organizational analyses to better position HACLA as a leading housing authority. LDC will produce the draft and final versions of the Vision Plan and assist HACLA with presenting the plan to governing bodies and other public entities, as well as ensure ongoing stakeholder engagement. One-third of households served by HACLA are formerly homeless.

Dates: October 2016-Present

Project Name: Housing First-Permanent Supportive Housing Plan

Client(s): City of Riverside

Scope of Work: LDC is working with the City of Riverside to create a Permanent Supportive Housing plan that will identify how the City pursues both the development and operation of supportive housing in the City.

Dates: October 2017-Present

Project Name: Affordable Housing Action Plan

Client(s): County of Los Angeles Department of Regional Planning

Scope of Work: LDC and partner agency Estolano LeSar Perez is working with the LA County Department of Regional Planning on creating an affordable housing action plan to address the unique housing needs of the unincorporated areas of the County.

Dates: February 2017-Present

Project Name: 25 Cities Leadership Team Resources Alignment Plan

Client(s): United Way of San Diego County

Scope of Work: In 2015, LDC created a Resource Alignment Plan for the 25 Cities Leadership Team that included a "roadmap" of current funding for homeless assistance as well as future funding opportunities at the local, state, and federal levels.

Dates: 2015

Project Name: Three Year Work Plan Toward the Goal of Ending Homelessness in the City of San Diego

Client(s): San Diego Housing Commission

Scope of Work: Created a three-year work plan for SDHC toward the goal of ending homelessness in the City of San Diego that included identifying gaps, new resources, and using data to measure progress.

Dates: June 2014

Project Name: The City of San Diego Fiscal Year 2015-2019 Consolidated Plan and Fiscal Year 2015 Action Plan

Client(s): The City of San Diego's Planning, Neighborhood's, and Economic Development Department

Scope of Work: In 2015, LDC created the City of San Diego 2015-2019 Consolidated Plan and 2015 Action Plan, which helps to determine community needs and allocation of funds, including CDBG, HOME, ESG, and HOPWA, to assist low-to-moderate income (LMI) individuals and families.

The planning process to create the Consolidated Plan served as the framework for a community dialogue to identify housing, economic, and community development priorities.

Dates: 2015

Project Name: Implementation of the Plan to End Chronic Homelessness

Client(s): United Way of San Diego County

Scope of Work: Created and implemented a work plan for the United Way of San Diego County to effectively and efficiently reduce chronic homelessness within San Diego and to ultimately end homelessness in the region. As part of this work, LDC served as the backbone

organization and official coordinator for The Campaign to End Homelessness in Downtown San Diego.

Dates: May 2013 – June 2015

Project Name: Five Year Work Plan Toward the Goal of Ending Homelessness in Downtown San Diego

Client(s): Civic San Diego

Scope of Work: Created the Five-Year Work Plan Toward the Goal of Ending Homelessness in Downtown San Diego for Civic San Diego, which was designed to serve as a guide for the organization to use as it sought to increase its impact on ending homelessness in downtown San

Diego.

Dates: July 2010 – September 2011

Project Name: 10-Year Implementation Plan to End Homelessness in the City of Los Angeles

Client(s): Los Angeles Homeless Services Authority (LAHSA)

Scope of Work: In 2009, LDC prepared the 10-Year Implementation Plan to End Homelessness in the City of Los Angeles, which provided a comprehensive plan for the City of Los Angeles to use in its efforts to prevent and end family and chronic homelessness.

Dates: 2009

Project Name: Central City East Vision and Action Plan

Client(s): City of Los Angeles Mayor's Office, Liberty Hill Foundation

Scope of Work: LDC conducted large-scale stakeholder outreach and property financing assessment in the Central City East (Skid Row) area of Los Angeles. Stakeholders ranged from market-rate and affordable housing developers to downtown business owners, neighborhood leaders, advocates, and homeless, low-income, and market-rate residents. The project synthesized areas of stakeholder consensus and financing strategies to find a path forward for community revitalization that preserved affordable housing and services while addressing the needs of businesses and residents.

Dates: 2008

B. Experience with Coordinated Entry Systems – Representative Projects

Project Name: HUD Coordinated Entry Technical Assistance  
Client(s): Nashville, TN Continuum of Care and Central Tennessee Continuum of Care  
Scope of Work: As a subcontractor to the Cloudburst Group, LDC staff Kris Kuntz is currently providing HUD funded TA on Coordinated Entry to the Nashville, TN CoC and previously to the Central Tennessee CoC.  
Dates: October 2017 - Present

Project Name: Regional Coordinated Entry Work Plan  
Client(s): San Diego Regional Continuum of Care Council (CoC)  
Scope of Work: LDC prepared a work plan for the CoC to develop a region wide Coordinated Entry System.  
The work plan incorporated bringing the 25 Cities structure under the CoC and then tasks for planning, implementing, and evaluating the Coordinated Entry System.  
Dates: October 2015-February 2016

C. Experience with Best Practices/Capacity Building – Representative Projects

Project Name: Housing and Homelessness Technical Assistance  
Client(s): Anthem Healthcare  
Scope of Work: Provide on-going TA to Anthem's national housing and homeless team on best practices and strategies for better serving their Medicaid members who are experiencing homelessness. LDC has provided trainings, conducted market assessments of high cost homeless regions, and is currently working on an HMIS Playbook for the company.  
Dates: December 2016 - Present

Project Name: Homefinder Program  
Client(s): Alpha Project for the Homeless  
Scope of Work: Provide on-going TA to Alpha Project's County of San Diego Behavioral Health Services Homefinder Program, an outreach and housing navigation program for homeless individuals with severe mental illness. TA includes providing trainings including a recent training on Housing First, support with data and evaluation activities, and the creation of a centralized roommate matching program via 211 San Diego  
Dates: July 1, 2016 - Present

Project Name: Permanent Supportive Housing Technical Assistance  
Client(s): LINC Housing Corporation  
Scope of Work: Provide on-going TA to LINC Housing on issues related to Permanent Supportive Housing.  
Work includes staff capacity building and training, logic model development, and working with partners such as Property Management.  
Dates: July 1, 2016 - Present

Project Name: Data Literacy/Data Maturity Trainings  
Client(s): HUD Technical Assistance via Cloudburst Group  
Scope of Work: Senior Associate Kris Kuntz helped design and create a HUD funded training for CoC's on how they can better understand their local HMIS data and begin using it to drive local policy decision making. He is also a trainer of the curriculum and has conducted training for the State of Utah, the Central Florida CoC, and the City of San Diego.  
Dates: July 1, 2016 - Present

Project Name: Evaluation of the City of San Diego's Emergency Shelter Programs  
Client(s): San Diego Housing Commission  
Scope of Work: Conducted an evaluation of the three emergency shelter programs funded by the City of San Diego. The shelters include two for single adults and one for families. The evaluation was focused on how the shelters were applying the Housing First model, how they were connected to the Coordinated Entry System, and how they were using their data to better serve homeless households. LDC then worked with each shelter to implement recommendations as developed a toolkit for the City.  
Dates: August 2016-March 2017

Project Name: Trainings to the City of San Diego Homeless Services Providers  
Client(s): San Diego Housing Commission  
Scope of Work: Provided a series of trainings to non-profit agencies funded by the City of San Diego to provide housing and homeless services. Trainings included best practices in emergency shelter and transitional housing, best practices in Rapid Re-Housing and Permanent Supportive Housing, and Trauma-Informed Care.  
Dates: September 2015-May 2016

#### SECTION 10 - REFERENCES

1. San Diego Housing Commission (City of San Diego Public Housing Authority) Melissa Peterman, Vice President, Homeless Housing Innovations Department (619) 578-7529  
melissap@sdhc.org
2. City of Pomona  
Benita DeFrank, Director of Neighborhood Services (909) 620-2094  
benita\_defrank@ci.pomona.ca.us
3. The Cloudburst Group (HUD Technical Assistance Provider)  
Jamie Taylor, Manager, Public Health (860) 716-7392  
jamie.taylor@cloudburstgroup.com

#### EXHIBIT A – SCOPE OF SERVICES ATTACHMENT

Task	Description	Deliverables
Phase 1:	Initial Research, Kick Off, and Planning	

1.1 Background research on city Conduct background research on city and its past and current efforts to address homelessness, including a basic needs assessment, gaps analysis, and asset map. Review all data include

Point-In-Time Counts, housing market data, and any past reports/public documents. NA

1.2 Initial “Kick Off” Call Kick off call with city team to discuss current status of homelessness, City-specific objectives and preliminary goals for the plan, and key steps in the planning process, including the process of gathering stakeholder feedback. Define and determine key points of contact with the city for ongoing communication, and get tentative meeting schedule dates on calendar NA

1.3 Finalize Work Schedule with city Work with city team to finalize stakeholder outreach dates and create final work schedule NA

1.4 Submit work schedule to SGVCOG Submit final work schedule to SGVCOG Submit final work schedule to SGVCOG

Phase 2: Stakeholder Outreach, Input, and Summarization of Key Themes

2.1 Prepare agenda

for Stakeholder Outreach meetings With city team, create agenda for stakeholder outreach meetings NA

2.2 Prepare meeting questions and interview questions With city team, draft outreach meeting questions and interview questions NA

2.3 Facilitate stakeholder outreach meetings Facilitate three stakeholder outreach meetings including one targeted to currently homeless households Facilitate 3 sessions

2.4 Conduct Key Stakeholder Interviews Conduct five one on one interviews with key stakeholders identified by the city Conduct 5 interviews

2.5 Summarize stakeholder feedback into Summary Document Summarize input gathered through stakeholder outreach meetings and interviews into themes and create document Submit summary document to city team

Phase 3: Draft Homeless Plan, Review Process, and Submitting Final Plan

3.1 Plan Visioning Session Facilitate half-day Homeless Plan visioning session with city team to identify specific components of plan including goals, actions, policy changes, metrics, ownership, and connections to County

Homeless Initiative. Facilitate half day session

3.2 Draft Initial Plan for Review Draft plan using approved Homeless Plan template. The plan will include:

- City-specific objectives and goals
- Findings from the needs assessment, gaps analysis, and asset mapping
- Key strategies and an implementation plan, including City employees or other stakeholders leading plan NA

Task Description Deliverables  
implementation

- Description of collaborative structures and partnerships, including linkages to LA County homelessness initiatives and the Coordinated Entry System
- Federal, state, and local funding opportunities

- Summary of the City’s interest in the development of shelters, shared housing, and affordable or permanent supportive housing
- 3.3 Finalize all feedback from two rounds of feedback Submit draft for two rounds of review. First round of review will include SGVCOG and other stakeholders identified by city. Second round will include key city team Send draft plan to SGVCOG
- 3.4 Prepare final plan for submission to city Incorporate all input from two rounds of review and complete final plan. Submit final plan to city. Complete final plan
- Phase 4: Presentations to Key Stakeholders and Participation in SGVCOG Post Plan Regional Summit
- 4.1 Create PowerPoint Presentation and One-Page Summary Create PowerPoint presentation and one-page summary of the final plan. PowerPoint Presentation
- 4.2 Conduct Two Education/Question and Answer Meetings Conduct/facilitate two community meetings to present the plan to educate community members and allow for questions/answers Facilitation of two community meetings
- 4.3 Participate Post Plan Summit Participate in SGVCOG Post Plan Regional Summit Attendance at Summit
- Overall Project Management
- 5.1 Communication with city team, SGVCOG, and sub- regional groups Regular communication with city team including bi-weekly check- ins, and discussions of how to advance “fair share” parameters and models NA
- 5.2 Internal Workload Planning Internal workload planning and coordination among LDC project team NA

EXHIBIT B – SCHEDULE OF SERVICES ATTACHMENT

Task	Months After NTP					
	Jan.	Feb.	March	April	May	June
Phase 1: Initial Research, Kick Off, and Planning						
1.1 Background research on city	X					
1.2 Initial “Kick Off” Call	X					
1.3 Finalize Work Schedule with city					X	
1.4 Submit work schedule to SGVCOG					X	
Phase 2: Stakeholder Outreach, Input, and Summarization of Key Themes						
2.1 Prepare agenda for Stakeholder Outreach meetings						X
2.2 Prepare meeting questions and interview questions						X
2.3 Facilitate stakeholder outreach meetings			X	X		
2.4 Conduct Key Stakeholder Interviews				X	X	
2.5 Summarize stakeholder feedback into Summary Document						X
Phase 3: Draft Homeless Plan, Review Process, and Submitting Final Plan						
3.1 Plan Visioning Session					X	
3.2 Draft Initial Plan for Review					X	
3.3 Finalize all feedback from two rounds of feedback				X	X	
3.4 Prepare final plan for submission to city					X	
Phase 4: Presentations to Key Stakeholders and Participation in SGVCOG Post Plan Regional Summit						
4.1 Create PowerPoint Presentation of Plan						X
4.2 Conduct Two Education/Question and Answer Meetings						X

4.3 Participate Post Plan Summit						X
Overall Project Management						
5.1 Communication with city team	X	X	X	X	X	X
5.2 Communication with SGVCOG	X	X	X	X	X	X
5.3 Internal Workload Planning	X	X	X	X	X	

EXHIBIT C – BUDGET ATTACHMENT

Staff Level      Staff Name      2018 Billing Rate  
 Senior Principal Jonathan Hunter      \$270

Senior Associate 3  
 Kris Kuntz, Rachel Ralston, Artemis Spyridonidis Jessica Ripper  
 \$ 175

Senior Associate 2      Winnie Fong, Veronica Cruz      \$165

Associate      Leah Hubbard      \$145

Research Analyst      Nadine Hassoun, Reza Mortaheb, Andres Carrasquillo      \$90

Cost Categories	Max Hourly Rate	Phase 1	Phase 2	Phase 3	Phase 4	Grant Totals	Total Hours	Total \$	
H	\$	\$	H	\$	H	\$			
Senior Principal	\$270	2	\$540	2	\$540	1	\$270	5	\$1,350
Senior Associate 3	\$175	8	\$1,400	23	\$4,025	10	\$1,750	16	\$2,800
	\$9,975								
Senior Associate 2	\$165	8	\$1,320	11	\$1,815	4.5	\$743	5	\$825
	\$4,703								
Associate	\$145	5	\$725	11	\$1,595	4.5	\$652	5	\$725
Research Analyst	\$90	17	\$1,485	22					
5	\$2,025	15	\$1,350	4.5	\$450	58	\$5,310		
Grand Total Per City		38	\$5,000	70	\$10,000		36	\$5,000	31.5
	\$24,000								
Grand Total for 19 Cities			\$95,000		\$190,000				
	\$95,000		\$76,000	1,392	\$456,000				

LDC still anticipates that with economies of scale it will cost \$24,000 per plan per city since most of the work is in- person meetings/interviews. LDC understands that some cities are at varying levels of addressing homelessness and would work with each depending where they are at. LDC is open to negotiating with cities to include additions instead of some of the base plan package (Kick off call, 3 input sessions, 5 interviews, half day vision session, final presentation of plan) if they are farther along with their homelessness planning.

Fee Schedule for Additional Add-Ons to the Base City Homeless Plan Costs

The following items are additional add-on items that a City can request for additional costs.

22. Create a plan logic model
23. Develop a process for responding to homeless inquiries
24. Identify homeless prevention strategies
25. Conduct a SWOT analysis
26. Assist in identifying promising innovations and best practices
27. Develop a plan to expand rapid rehousing
28. Employment strategies for homeless and those at-risk
29. Create measurement tools
30. Evaluate and draft policies
31. Develop safe and healthy library strategies
32. Evaluate General Plan within homeless context
33. Evaluate Zoning and Value Capture strategies
34. Evaluate legislative activity and funding opportunities
35. Document and provide training on how to increase supportive services including mental health and substance misuse, build trust and increase participation in services
36. Assist Cities with creating a high level funding plan specific to city's homeless strategies
37. Develop Safe and Healthy Parks, Trails and Riverbeds strategies
38. Develop Transit Corridors strategies
39. Assist City with Homeless Population Demographics and Subpopulations
40. HMIS Analysis
41. Assist Cities to pursue a cost analysis of the impact of homelessness on core city services including police, public works, ambulance, jails and hospitals. Identify strategies to alleviate these costs.
42. Assist Cities to pursue a homeless cost to business analysis The add-on pricing for each item is as follows:

\$0 - Basic component of selected add - on informing the plan \$0 as long as it falls within the time allotted by the consultant. May include basic templates.

\$1,000 - If a particular add-on is of keen interest to the city's effort, a city may choose to more deeply pursue this component with the consultant. This will require additional time beyond the base plan fee. A separate summary supporting 1 - 2 page document providing city specific information will be provided.  
\$1,000

\$3,000 - If a city chooses one or more add-ons for more detailed exploration the fee will be \$3,000 each. A standalone supporting document of 3 - 5 pages with city specific information will be provided.

Specifically for #18 above:

If a city has a small homeless population it can elect to obtain information about this population by using one of the city's 3 engagement / planning meetings. For 1-20 people, this information can be included in the cost of a base plan. Data will not be extensive.

A city may elect to work with local service providers, outreach workers and volunteers to conduct surveys. The implementation of the survey is up to the city. The Consultant will crunch the data and produce a one- page table similar to that produced by LAHSA for the County, City of Los Angeles and SPA data at the City level. The confidence level of the data will be solely dependent upon the number of surveys relative to the total homeless population and the quality of the surveyor's techniques. The cost to analyze the data will be \$10 per survey.

## EXHIBIT D – RESUMES OF KEY PERSONNEL

Kris Kuntz  
Senior Associate

### EDUCATION

Master of Arts Sociological Practice California State University San Marcos, CA

Bachelor of Arts  
Sociology  
California State University Chico, CA

### ADJUNCT FACULTY

San Diego City College and San Diego Community College District  
Sociology Department 2013 – Present    PROFESSIONAL EXPERIENCE

#### PROGRAM AND RESEARCH ANALYST

FATHER JOE'S VILLAGES, San Diego, CA | 2007-2015

Responsible for supporting evaluation activities on the various housing and services programs at Father Joe's Villages. Participated in several local committees on various topics related to homelessness including the Continuum of Care (CoC) Data Advisory Committee, CoC Systems Modeling Committee, Whole Person Care Workgroup, and the Community Information Exchange Advisory Committee. In partnership with Corporation for Supportive Housing (CSH) developed, coordinated, and provided trainings for San Diego's SOAR initiative, which is designed to assist homeless individuals access SSI/SSDI benefits quickly. Created a partnership with the graduate program in sociology at Cal State San Marcos to provide a research and evaluation internship paired with a graduate course on poverty and homelessness.

#### PROJECT 25 PROGRAM ANALYST | 2011 – 2013

Responsible for research design, data collection, reporting, and analysis of Project 25, a United Way funded program that provided Permanent Supportive Housing to San Diego's most costly chronically homeless individuals.

#### SOCIAL SERVICES/CLINICAL TEAMS MANAGER | 2008-2011

Responsible for administrative management of the social service and clinical programs at Father Joe's Villages. Programs included case management, mental health and substance abuse treatment, intake/assessment, as well as a SAMHSA funded Assertive Community Treatment (ACT) model. Services were targeted to individuals and families in emergency shelter, transitional, and permanent supportive housing.

#### ASSESSMENT SPECIALIST/SUPERVISOR | 2007-2008

Supervised and performed biopsychosocial assessments on individuals and families entering shelter.

Jonathan Hunter  
Senior Principal

#### EDUCATION

Master of Divinity  
Bethany Theological Seminary Oakbrook, IL

Bachelor of Arts Political Science Juanita College Huntingdon, PA

#### AWARDS (selected)

Housing California, Recognized for three years of service as President of the Board

Housing Works, 2011 Tom McGuiness Community Leadership Award

LINC Housing, 2013 William F. McKenna Award for Leadership in Affordable Housing

#### AFFILIATIONS

Board of Directors, Housing California

Appointed by Senator Steinberg to serve on the Board of the California Housing Finance Agency  
Jonathan Hunter is a creative leader in collaborative design of innovative solutions to address the needs of our most vulnerable citizens, including developing and funding supportive housing for people who are chronically homeless and have disabilities related to mental illness, substance use, HIV/AIDS and other chronic health conditions. In Los Angeles, his work resulted in the creation of more than 3,000 new units of supportive housing.

#### PROFESSIONAL EXPERIENCE

WESTERN REGION MANAGING DIRECTOR (2008 – 2014)

Corporation for Supportive Housing ( CSH )

Provided leadership and coordination for CSH's work throughout the western United States. Implemented strategies for developing collaborations of public and private organizations to develop and fund supportive housing for people who are chronically homeless and who have disabilities related to mental illness, substance use, HIV/AIDS and other chronic health conditions. Oversaw CSH's lending and granting activities within the region. Led the expansion of CSH's Los Angeles Program and CSH's work in the southwestern United States. Led CSH's work in Los Angeles adding more than 3,000 units of supportive housing to the inventory over the past six years. Developed and oversaw California statewide technical assistance contract to provide assistance to all counties in implementing the \$400 million Mental Health Services Act Housing Program.

**CALIFORNIA PROGRAM DIRECTOR (2004 – 2007)**

Corporation for Supportive Housing ( CSH )

Provided oversight and strategic direction for the agency's work throughout California. Supervised staff of 10 individuals and annual budget of \$2MM. Oversaw the provision of training, grants, loans, and technical assistance to the supportive housing industry statewide. Led the Frequent Users of Health Services Initiative (FUHSI), a six-county demonstration pilot, which connected homeless, frequent users of crisis care to health care.

**California Program Manager and Associate Director (2000 – 2004) Corporation for Supportive Housing ( CSH )**

Provided statewide technical assistance on the development and delivery of services in supportive housing. Created and delivered statewide training on successfully housing people with substance use issues. Supervised expansion of CSH work in Southern California by securing the first grants to expand CSH work in Los Angeles.

**Executive Vice President and Chief Operating Officer (1993 – 2000)**

**Episcopal Community Services**

Aided in organizational growth from an operating budget of just over \$3,000,000 to more than \$12,000,000. Provided oversight of programs that employed more than 400 people and over 1500 volunteer hours per year. Programs included drug and alcohol recovery, employment, mental health, transitional and permanent supportive housing, Head Start, primary care clinics and Chaplaincy.

**ASSISTANT CHIEF ADMINISTRATIVE OFFICER FOR PROGRAMS (1991 – 1993)**

Episcopal Community Services

Reported to the Chief Administrative Officer of the agency, supervised the Directors of the four program areas of the agency, primary responsibility for contract negotiations and program development.

**DIRECTOR OF TRANSITION PROGRAMS (1989 – 1990)**

Episcopal Community Services

Supervised programs responding to homelessness and extreme poverty in downtown San Diego. Provided oversight for Job Training Partnership Act contracts that utilized pay for performance structure to meet employment needs of homeless adults with multiple barriers to success. Provided oversight of social enterprise that provided casual labor/on the job training opportunities for homeless adults with sales that included hand bindery, property maintenance and packaging

**DIRECTOR (1987 – 1989)**

Friend-to-Friend Clubhouse, Episcopal Community Services | 1987 – 1989

Day center, peer companion program for homeless adults with a severe mental illness. Recognized as innovation in outreach by the National Association of Counties

**PARISH MINISTER (1977 – 1987)**

Church of the Brethren

Served congregations in Maryland and Pennsylvania. Appointed by Board of Supervisors, Frederick County to the County Children's Council. Developed emergency assistance and employment programs

for Christian Churches United in Harrisburg, PA. Dean of Center for Biblical Studies and Leadership Preparation

Rachel Ralston  
Senior Associate

## EDUCATION    PROFESSIONAL EXPERIENCE

Ph.D. in Communication The Ohio State University August 2016

Master of Arts in Communication  
The Ohio State University May 2015

Bachelor of Arts in English Literature  
UC Berkeley December 2001    SENIOR ASSOCIATE (2016-present)  
LeSar Development Consultants, San Diego, CA

As Senior Associate, Rachel Ralston focuses primarily on evaluation, data analysis, and community outreach. Prior work has included stakeholder outreach regarding homelessness and affordable housing issues, as well as social and behavioral outcomes related to health communication. She has extensive experience with survey and experimental research design, running focus groups, analyzing both qualitative and quantitative data, and producing reports and presentations for both academic and general audiences.

MARKETING AND COMMUNICATIONS MANAGER (2010-2011)  
LeSar Development Consultants

Client project work, including evaluating first time homebuyer loan packages; managing and drafting all materials related to marketing, business development, and internal and external communications within the company, overseeing administrative staff.

OPERATIONS MANAGER (2009-2010)

LeSar Development Consultants

Client project work; overseeing and coordinating budget preparation, business development, overseeing administrative staff, infrastructure, contract compliance, billing, and productivity.

EXECUTIVE ASSISTANT (2007-2009)

LeSar Development Consultants

Client project work; overseeing contract management, RFP/RFQ preparation, scheduling, billing, and marketing.

ASSOCIATE/WEB EDITOR (2005-2007)

San Diego Gay & Lesbian Times

Managing assignments for staff reporters, weekly columnists, and freelance reporters and writers. Writing occasional editorials, news stories, features and entertainment articles on a variety of topics pertinent to the gay, lesbian, bisexual and transgender community.

Conceptualizing, planning and implementing content for Gay & Lesbian Times.

ASSISTANT EDITOR (2004-2005)

San Diego Gay & Lesbian Times

In addition to staff reporter duties, copyediting and proofreading in addition to assisting editor with choosing feature topics, weekly news and entertainment stories. Working with columnists and feature writers to develop and coordinate content.

Winnie Fong  
Senior Associate

Estolano LeSar Perez  
ADVISORS

#### EDUCATION

Master of Planning University of Southern California  
2014

Bachelor of Arts  
Economics  
California State University, Sacramento  
2004

#### SELECTED ELP PROJECTS

Westside Cities Council of Governments (WSCCOG) Executive Director Consulting Services  
Park 101 District (Phase 3)  
Metro Union Station Master Plan Sustainability Plan  
Metro Joint Development Program RFP Services  
LANLT Park and Housing Fee Analysis

#### AFFILIATIONS/SPEECHES/ COMMUNITY/OTHER

Urban Land Institute (ULI), Member  
Women's Transportation Seminar (WTS), Member  
AECOM Toastmasters Club, Member  
USC Ross Minority Program in Real Estate Graduate  
USC Engaging the Asian City Symposium Speaker  
April, 2, 2013

Winnie Fong joined ELP Advisors in June 2014. In her current role as Associate, she provides research, analysis writing, and project management in support of various consulting projects, especially ELP's role as Project Director for the Westside Cities Council of Governments. Other projects include the development of the Park 101 District Project finance strategy and project management, as well as

working with Metro on the Union Station Master Plan Sustainability Plan and providing RFP services for Metro's Joint Development Program.

GRADUATE RESEARCH ASSISTANT (2014)

Lincoln Institute of Land Policy, Cambridge MA (c/o USC Sol Price School of Public Policy)

Conducted research to document the land use and development changes along the LACMTA Metro rail lines to understand the basis of why the transit-oriented development occurred in the Los Angeles County

URBAN PLANNER INTERN (Summer 2013)

China Academy of Urban Planning and Design, Beijing China

Prepared case studies on economic benefits and community development from tourism development; conducted policy research on affordable housing for the Housing and Urban Planning Development Dept.

MUNICIPAL FINANCE OFFICER (2011-2012)

California Infrastructure and Economic Development Bank, Sacramento CA Measured economic benefits from projects financed through the Department Infrastructure State Revolving Fund Program using IMPLAN

ASSOCIATE GOVERNMENTAL PROGRAM ANALYST (2009-2011)

California Department of Industrial Relations, San Francisco CA

Managed multiple facility planning projects for the Department's statewide programs, including site location research, space needs evaluations, feasibility reports, cost analyses, and floor plan reviews

ASSOCIATE CONSULTANT (2007-2009)

Economic & Planning Systems Inc., Sacramento CA

Developed comprehensive quantitative models for redevelopment feasibility studies, commercial and residential market analyses, development impact fee proposals, and economic impact analyses

Artemis Spyridonidis

Senior Associate

EDUCATION

Juris Doctor Thomas Jefferson School of Law 2011

Bachelor of Arts

Political Science Bridgewater State University 1999

Bachelor of Arts

Spanish

Bridgewater State University 1999

ASSOCIATIONS

(current)

Citizens Coordinate for Century 3

Board Member  
City Heights Community Development Corporation Board Member  
Circulate San Diego  
Board Member

#### ACHIEVEMENTS

Recognized as a “Woman Who Moves the City” by San Diego Magazine, 2008

#### PROFESSIONAL EXPERIENCE

##### ATTORNEY AT LAW (2013-2017)

Law Office of Artemis Spyridonidis

Corporate Counsel to For Profit and Nonprofit Corporations, including matters ranging from formation, federal, state, and local government filings; labor and employment; ABC licensing; contract drafting and review; real estate lease review; negotiations; litigation; board governance; Public Policy advisement.

##### LAW CLERK/RESEARCH ASSISTANT AND INTERPRETER - APPOINTED

U.S. District Court Southern District of California (2009-2013)

Researched legal issues and drafted complex motions; conducted Spanish- language client interviews; drafted discovery requests and responses; summarized and analyzed depositions and court transcripts.

##### CHIEF EXECUTIVE OFFICER

Business Improvement District (BID) Council (2006-2008)

Maintained relationships with elected officials and government agencies; acted as spokesperson for BID Council and Balboa Park December Nights in the US and in Mexico; established the board’s first Legislative Committee, Governance Committee, and ADA Committee; created the organization’s first strategic plan; represented the organization on several boards.

##### SENIOR PROGRAM ANALYST – REGULATION OF PROGRAMS

San Diego Housing Commission (2004-2006)

Administered, researched, and analyzed the City of San Diego’s Condo Conversion policy; managed Community Development Block Grants; worked with HUD, the San Diego City Council, and the Centre City Development Corporation to improve access to affordable housing.

##### COUNCIL REPRESENTATIVE

Office of Councilmember Toni Atkins (2000-2004)

Drafted communications; represented the councilmember at community meetings; and researched and advised on legislative issues such as housing, social services, pension, and open government.

Jessica Ripper  
Senior Associate

EDUCATION      PROFESSIONAL EXPERIENCE

Master of Arts Communications and Leadership (In Progress) Gonzaga University Spokane, WA

Bachelor of Arts

Foreign Language and Communications Media The American University Washington, DC NONPROFIT CONSULTANT, San Diego, CA | 2014-2017

Partnered with clients to develop and implement strategies that achieve results. Collaborated with the County of San Diego Child Welfare

Services to develop messages, presentations, print collateral, and videos for an organizational change initiative, resulting in a 38% increase in best practice proficiency among frontline child welfare staff.

WALDEN FAMILY SERVICES, San Diego, CA | 2015-2016

Director of Marketing

Led message and collateral development, managed digital communications, and conducted media outreach to increase public support for Walden's foster care, adoption, and parenting programs throughout Southern California.

ANNIE E. CASEY FOUNDATION, Baltimore, MD | 2008-2014

Senior Communications Associate

Developed print and digital communications, organized policy advocacy events, and managed media relations for the foundation's child welfare and evidence-based practice units. Led strategic communications planning for the launch of Evidence2Success, a prevention-based framework to guide public investment in evidence-based programs for children and youth. Collaborated with senior staff and consultants on the launch of a campaign to increase federal funding for prevention-focused child welfare services.

ALEXANDER GRAHAM BELL ASSOCIATION, Washington, DC | 2004-2007

GOODWILL INDUSTRIES INTERNATIONAL, INC., Bethesda, MD | 1998-2003

Veronica Cruz

Senior Associate

Estolano LeSar Perez

ADVISORS

## EDUCATION

Master of Planning Emphasis: Economic Development University of Southern California 2012

Bachelor of Business Administration with Distinction Emphases: Finance; Economics University of Michigan 2004

## SELECTED ELP PROJECTS

American Red Cross: PrepareLA

County of Los Angeles Community Development Commission: Economic Development Roundtable

Jacobs Center for Neighborhood Innovation: Master Development Program Strategy

Los Angeles County: Redevelopment Dissolution

Los Angeles County Board of Supervisors: Economic Development Fund White Paper

South County EDC: Economic Development Strategic Plan

#### AFFILIATIONS/SPEECHES/ COMMUNITY/OTHER

UM Alumni Association of Los Angeles Social Committee 2014

Veronica joined ELP Advisors as an Associate in September 2013, and provides research, writing, and preparation of reports and materials in the areas of strategic planning, visioning, affordable housing, redevelopment, and community and economic development. Recently, Veronica led the process to draft an economic development strategic plan for the region of South County San Diego. The project required her to create an economic strategy that threads various opportunities in South County, captures and builds on the synergy among these projects, and provides a unified vision of economic growth and sustainability that will support future planning and development. Veronica also routinely provides research and support on redevelopment dissolution, including analyses and financial modeling of enforceable obligations and future funding.

#### PROFESSIONAL EXPERIENCE

##### ASSOCIATE – INNOVATION AND RESEARCH (2013)

LeSar Development Consultants, Los Angeles, CA Assisted clients with community development and social innovation by performing data gathering and analysis and by providing research support for professional reports and client presentations. Conducted research on innovative financing mechanisms and provided strategic assessments on potential capital opportunities and improved performance metrics.

##### PROJECT INTERN – PLANNING & ECONOMIC DEVELOPMENT (2011)

Community Redevelopment Agency of the City of Los Angeles, Los Angeles, CA Conducted research and organized outreach and marketing activities for the healthy food initiative and corner store conversion program. Performed research and writing on a variety of policy, planning, affordable housing, and development projects.

##### PROJECT INTERN – ECONOMIC DEVELOPMENT & TAX CREDITS (2011) Strategic Development Solutions, Los Angeles, CA

Managed tax credit allocations and project details, as well as maintained database of second-tier alternative projects, for New Market Tax Credit pipelines. Conducted research on potential financing mechanisms and pursued partner organizations, new clients, and new projects to expand the scope of company's consulting services.

##### SENIOR RESEARCH ANALYST – COMPETITIVE INTELLIGENCE (2005-2010) Zenith

Optimedia, New York, NY

Developed department into the cornerstone of business development by providing analysis and pitching clients to acquire new business and/or enlarge current client contracts. Conducted recurring research studies to aid in strategic decision-making for both agency and client management.

Leah Hubbard

Associate

Estolano LeSar Perez

ADVISORS

## EDUCATION

Master of Public Administration University of Southern California 2016

Bachelor of Arts

Sociology and Music

Loyola Marymount University 2013

## SELECTED ELP PROJECTS

Open Society Foundation: Buffalo, NY Leadership Scan

Los Angeles Bioscience Hub: Implementing the Bioscience Corridor Strategy

County of Los Angeles: LA Bioscience Cluster Community Engagement

City of Glendale Tech Cluster Strategy

## COMMUNITY

FWD.us Los Angeles Chapter, Member

Participatory Budgeting Project, Volunteer Copy Editor

Leah Hubbard joined ELP Advisors in January 2016 as a Research Analyst. In her current role as an Associate, she provides a variety of project support, largely focused on economic development and housing. Her responsibilities include research analysis, report preparation, as well as geospatial data mapping using ArcGIS software, as needed. Currently, she is carrying out research for the Housing Authority of the City of Los Angeles' 20-year Vision Plan. Ms. Hubbard's professional background includes work in the nonprofit, public, and philanthropic sectors, focusing on community development and stakeholder engagement.

## PROFESSIONAL EXPERIENCE

### SOCIAL MEDIA AND COMMUNICATIONS INTERN (2015)

The Goldhirsh Foundation, Los Angeles, CA

Effectively carried out social media, press releases, blog, and back-end grant support. Participated in evaluation of over 300 submissions to determine the 10 LA County-based organizations that received \$100,000 in project support from LA2050.

### OFFICE OF PUBLIC ENGAGEMENT INTERN (2015)

Office of Mayor Eric Garcetti, Los Angeles, CA

Moved policy forward at the local, state, and national levels through research, authoring memos, and synthesizing City Council motions, assisting the Mayor's team. Planned and staffed mayoral events.

### PROGRAM INTERN (2014-2015)

Operation Progress, Los Angeles, CA

Oversaw organizational communications, developed and introduced program evaluation tools, and tutored elementary school students on a weekly basis.

### NEIGHBORHOOD REVITALIZATION INITIATIVE VISTA (2013-2014)

Twin Cities Habitat for Humanity, Minneapolis, MN

Managed community outreach and neighborhood evaluation initiatives with local stakeholders in Minneapolis and St. Paul, promoting Habitat's housing programs and expanding local capacity to address community needs.

Photo Not Available

Nadine Hassoun  
Research Analyst

## EDUCATION

Master of Science in Political Economy of Development SOAS, University of London 2016

Bachelor of Arts in International Economics San Diego State University 2009

## PROFESSIONAL EXPERIENCE

### RESEARCH ASSOCIATE 2014-2015

CoStar Group, San Diego

Performed extensive research to build and maintain commercial real estate inventory, conducted interviews with brokers, developers, investors and other real estate professionals to obtain real-time property and transaction data, dissected trends and collaborated with regional-based teams to verify quarterly data and identify patterns within the market. Wrote news articles on significant commercial real estate deals in the market.

### RESEARCH ASSOCIATE / INTERIM PROJECT COORDINATOR

World Trade Center, San Diego (2013-2014)

Conducted market research on tariffs and duties, and disseminated findings through reports, supervised and coordinated market research on twelve countries in the MENA region, developed a training guide and provided training to new research associates.

ASSISTANT AT CENTER FOR FINANCIAL OPPORTUNITY AND TUTOR

International Rescue Committee (2011-2013)

Tutored college students on a one-to-one basis to improve academic performance or prepare for the California High School Exit Examination (CAHSEE), assisted students in improving GPA by teaching classroom success skills and assessed their progress throughout tutoring sessions. Translated informational pamphlets into Arabic, estimated to have reached 1500 Arabic speaking clients.

Photo Not Available

Reza Mortaheb  
Research Analyst

EDUCATION

PhD Candidate, Urban Systems  
New Jersey Institute of Technology and Rutgers University  
2017 (Expected)

MSc in Urban and Regional Planning  
KTH Royal Institute of Technology  
2011

Master's in Architecture

Azad University 2005 PROFESSIONAL EXPERIENCE

RESEARCH ASSISTANT/PLANNER/ GIS ANALYST

NJIT TAB Program (Jan – June 2016)

Collaborated with the Technical Assistance to Brownfields Communities Program, known as NJIT TAB, which helps distressed communities revitalize underutilized or vacant industrial and manufacturing sites and buildings, responsible conducting research on a wide range of solutions for Brownfields redevelopment, such as Green Stormwater Infrastructure (GSI), Urban Agriculture, Healthfields, Infill Development, Sustainability-Resiliency, and Tourism; Devised planning tools to help communities regenerate brownfield sites, on the one hand, and achieve a sustainable living environment and preserve natural resources on the other hand, carried out literature review and wrote a report on Return on Investments (ROI) for Brownfield Redevelopment, and served as GIS analyst for various civil infrastructure and planning projects.

RESEARCH ASSISTANT

New Jersey Institute of Technology – Van Houten Library (May- August 2016) Collaborated with the Digital Archive of Newark Architecture program, including information on specific buildings, architects, public art, public spaces, as well as collections of images and textual materials, responsible conducting

literature review on Newark's historic landmarks, analyzed relevant graphic and archival materials. and updated the relevant information for each landmark on the DANA interface

#### USER INTERFACE ANALYST

New Jersey Institute of Technology (May – June 2016)

Participated in the user interface evaluation project for two BLUNSO Tool Interfaces, received training in the underlying concepts and theories about terminologies and the two types of Abstraction Networks, solved a set of problems using the two interfaces, generated a comprehensive report on user experience and compared the tools in terms of navigation features, visualization of taxonomies, etc.

#### ADJUNCT INSTRUCTOR

New Jersey Institute of Technology (Jan – May 2016)

Co-taught ARCH 382: History of Architecture IV; examined the history of modern and contemporary architecture, city planning, and urbanism from World War II to the early 21st century; taught one section of the class, administered recitation seminars, gave assignments, met with students upon request, and graded all written work, including final exam papers.

Brian B. Gruters

6617 Tanglewood Road, San Diego, CA 92111 bbgruters@gmail.com • 928-864-9378

#### PROFESSIONAL EXPERIENCE:

The Regional Task Force on the Homeless San Diego, California 11/2016-Present  
Community Coordinator for Central Region

- Oversee participation of CoC- and ESG-funded housing providers in the regional Coordinated Entry System (CES), including development of tools and protocol for monitoring compliance.
- Develop policy and procedures related to CES; design and implement CES workflow in HMIS.
- Coordinate alignment of assessment, navigation, and housing resources through CES and build relationships with stakeholders in the community to further expand system resources.
- Supervise RTFH housing navigators and CES referral specialists (“matchers”).

Language Translation, Inc. San Diego, California 10/2015-11/2016

Project Manager

- Managed translation projects for local language service provider, with emphasis on excellent customer service, attention to project-specific details, and meeting deadlines.
- Maintained relationships with individual and agency linguists, ensuring consistent performance, and evaluated new linguists as needed.

Mental Health Systems, Inc. San Diego, California 04/2014-09/2015

Housing Manager

- Directed six HUD- and MHSa-funded housing programs serving 300+ formerly homeless and low-income clients, administered all program budgets, and oversaw CoC compliance.
- Led annual HUD grant renewal efforts and contract monitoring; oversaw housing-related grant applications and participated in additional program funding requests.

Breaking Ground New York, New York 03/2011-12/2013

Assistant Director for Programs, the Prince George Hotel

- Managed rent collection, leasing, legal, compliance, tenant services and daily crisis intervention for a 416- unit supportive housing residence in Midtown Manhattan.

Urban Homesteading Assistance Board (UHAB) New York, New York 09/2008-03/2011

Project Associate

- Oversaw programmatic aspects of limited-equity housing cooperative development in Manhattan's Lower East Side, including technical assistance and coordination with contractors.

**VOLUNTEER EXPERIENCE:**

Casa Cornelia Law Center - Pro bono Spanish-English translator (02/2014-present)

**EDUCATION:**

University of Waterloo Waterloo, Ontario 08/2006-05/2008

Master of Environmental Studies degree in Environment and Resource Studies

University of Arizona Tucson, Arizona 08/1999-12/2003 Bachelor of Arts degree in Spanish

**SKILLS AND ABILITIES:**

Languages: Spanish (professional-level fluency) Computer: Proficient in Windows 10; MS Office; MR