



San Gabriel Valley Council of Governments
AGENDA AND NOTICE OF THE REGULAR MEETING
OF THE SGVCOG EXECUTIVE COMMITTEE
January 8th, 2018- 12 NOON
SGVCOG Office - 1000 S. Fremont Ave., Building 10, Suite 10210,
Alhambra, California 91803

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

President
Cynthia Sternquist

1st Vice President
Margaret Clark

2nd Vice President
Joe Lyons

3rd Vice President
Becky Shevlin

Past President
Barbara Messina

Transportation Chair
John Fasana

Homelessness Chair
Joseph Lyons

EENR Chair
Denis Bertone

Water Resources Chair
Diana Mahmud

ACE Chair
Juli Costanzo

MEETINGS: *Regular Meetings of the Executive Committee are held the first Monday of every month at 12:00 p.m. at the SGVCOG Office (1000 S. Fremont Ave., Building 10, Suite 10210, Alhambra, California 91803).* The Executive Committee 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. Copies are available via email upon request (sgv@sgvcog.org). Documents distributed to a majority of the Board 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 Executive Committee meetings. Time is reserved at each regular meeting for those who wish to address the Board. SGVCOG requests that persons addressing the Executive Committee refrain from making personal, slanderous, profane or disruptive remarks.

TO ADDRESS THE EXECUTIVE COMMITTEE: At a regular meeting, the public may comment on any matter within the jurisdiction of the Board 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 Board on a single item, the Chair may impose a time limit on individual remarks at the beginning of discussion. **The Executive Committee may not discuss or vote on items not on the agenda.**

AGENDA ITEMS: The Agenda contains the regular order of business of the Executive Committee. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the Executive 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 Board 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 Executive 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 President 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 next regular meeting (*It is anticipated that the Executive Committee may take action on these matters*)

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

5. Executive Committee Meeting Minutes – Page 1
Recommended Action: Approve Executive Committee minutes.

PRESENTATION

6. Treasurer’s Report
Recommended Action: Receive and file.

CLOSED SESSION

7. PUBLIC EMPLOYMENT: Title: Executive Director pursuant to California Government Code section 54957
CONFERENCE WITH LABOR NEGOTIATORS: Agency designated representatives: Richard D. Jones, Kim Barlow, Dominic Lazzaretto, Tony Ramos, Brian Saeki and Chris Jeffers; Unrepresented employee: Executive Director pursuant to California Government Code section 54957.6.

UPDATE ITEMS

- Update on ACE/COG Integration – Page 5
- Interim Director of Finance – Page 7
- Homeless Planning Grants: Award of Contract – Page 13
- Classification and Compensation Study – Page 83
- Metro Service Sector – Page 113
- Metro Measure M Subregional Administrative Funds – Page 115
- Security at Governing Board Meetings

PRESIDENT’S REPORT

EXECUTIVE DIRECTOR’S REPORT

GENERAL COUNSEL’S REPORT

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

8. Draft Governing Board Agenda – Page 119
Recommended Action: Provide direction to staff.

ANNOUNCEMENTS

ADJOURN



**SGVCOG
Executive Committee Minutes
December 4, 2017
12:00 PM
SGVCOG Offices, Alhambra**

PRELIMINARY BUSINESS

1. Call to Order

The meeting was called to order at 12:06 P.M.

2. Roll Call

Members Present

C. Sternquist, President
M. Clark, 1st Vice President
J. Lyons, 2nd Vice President, Homelessness Chair
B. Messina, Past President
J. Fasana, Transportation Chair
D. Bertone, EENR Chair

Members Absent

B. Shevlin, 3rd Vice President
D. Mahmud, Water Policy Chair
J. Costanzo, ACE Chair

Staff/Guests:

M. Creter, Interim Executive Director
K. Ward, Staff
E. Wolf, Staff
C. Cruz, Staff

J. Cicco, Staff
M. Christoffels, ACE
K. Barlow, Jones & Mayer
D. Lazzaretto, Arcadia

3. Public Comment

There were no comments from the public.

4. Changes to Agenda Order:

There were no changes to the agenda.

CONSENT CALENDAR

5. Executive Committee Meeting Minutes

There was a motion to approve the consent calendar (M/S: J. Fasana/ D. Bertone).

[MOTION PASSES]

| | |
|-----------------|--|
| AYES: | C. Sternquist, M. Clark, J. Lyons, B. Messina, J. Fasana, D. Bertone |
| NOES: | |
| ABSTAIN: | |
| ABSENT: | B. Shevlin, D. Mahmud, J. Costanzo |

CLOSED SESSION

6. PUBLIC EMPLOYMENT: Title: Executive Director pursuant to California Government Code section 54957

CONFERENCE WITH LABOR NEGOTIATORS: Agency designated representatives: Richard D. Jones, Kim Barlow, Dominic Lazzaretto, Tony Ramos, Brian Saeki and Chris Jeffers; Unrepresented employee: Executive Director pursuant to California Government Code section 54957.6.

No action was taken.

UPDATE ITEMS

- Update on ACE/COG Integration
M. Creter reported on this item.
- Interim Salary Resolution
M. Creter and K. Barlow reported on this item.
- Homeless MOU
M. Creter and J. Cicco reported on this item.
- Metro Service Sector
No report given.
- Stipends
M. Creter reported on this item.
- Potential Governing Board Presentations
Members discussed three potential presentations for December Governing Board meeting, M. Creter reported that the LACCE is the most time sensitive due to upcoming deadlines. Staff were directed to schedule the MS4 permit presentation and LACCE presentation. The SCAG presentation will attempted to be scheduled for January.

PRESIDENT’S REPORT

The President thanked Dominic Lazzaretto, City Manager of Arcadia, for his presentation on the the City’s Coyote Management plan at the November Governing Board meeting.

EXECUTIVE DIRECTOR’S REPORT

- M. Creter reported on this item.

GENERAL COUNSEL’S REPORT

ACTION ITEMS

7. Draft Governing Board Agenda
There was a motion to approve the Governing Board agenda as amended (J. Fasana/J. Lyons).

[MOTION PASSES]

| | |
|-----------------|--|
| AYES: | C. Sternquist, M. Clark, J. Lyons, B. Messina, J. Fasana, D. Bertone |
| NOES: | |
| ABSTAIN: | |
| ABSENT: | B. Shevlin, D. Mahmud, J. Costanzo |

8. January Executive Committee Meeting
The following changes were made to the agenda:
 - Move the SCE contract to the consent calendar**There was a motion to Move the January Executive Committee meeting to January 8th. (M/S: J. Fasana/J. Lyons).**

[MOTION PASSES]

| | |
|-----------------|--|
| AYES: | C. Sternquist, M. Clark, J. Lyons, B. Messina, J. Fasana, D. Bertone |
| NOES: | |
| ABSTAIN: | |
| ABSENT: | B. Shevlin, D. Mahmud, J. Costanzo |

ANNOUNCEMENTS

ADJOURN

The meeting adjourned at 1:30 PM.

SGVCOG / ACE Integration

| | Activity | 2017 | | | | 2018 | | | | | | | | | | | | Status | |
|---|--|------|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|--------|--|
| | | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | | |
| Construction Committee | Based on JPA and Bylaws, hold elections for newly configured ACE Board | | | | | | | | | | | | | | | | | | Election process to be considered by Governing Board in January. Elections to be held in May. |
| Project Identification | Develop process for project identification, development and approval | | | | | | | | | | | | | | | | | | It is anticipated that this will begin in late December after meeting of ACE/SGVCOG staff working groups. |
| | Submit process for project identification, development and approval to GB | | | | | | | | | | | | | | | | | | |
| | Conduct outreach to member agencies to develop/ refine project list. | | | | | | | | | | | | | | | | | | |
| | Develop and approve initial project list | | | | | | | | | | | | | | | | | | |
| Personnel and Admin. Restructure | Conduct ACE/COG employee outreach | | | | | | | | | | | | | | | | | | An initial combined meeting held was held in August. |
| | Develop consolidated personnel system | | | | | | | | | | | | | | | | | | Salary/classification study expected to initiate in February and be completed in May 2017. |
| | Implement consolidated personnel system | | | | | | | | | | | | | | | | | | Action pending start of new Executive Director. |
| | Develop consolidated admin and finance system | | | | | | | | | | | | | | | | | | Action pending start of new Executive Director. |
| | Implement consolidated admin and finance system | | | | | | | | | | | | | | | | | | Action pending start of new Executive Director. |
| Budget | Develop consolidated budget | | | | | | | | | | | | | | | | | | Action pending start of new Executive Director. Anticipate fully consolidated budget to be presented for FY 19-20. |
| | Present budget to GB for approval | | | | | | | | | | | | | | | | | | |
| Office Space | Identify options for joint office space | | | | | | | | | | | | | | | | | | |
| | Present office space options to GB for approval | | | | | | | | | | | | | | | | | | |

Accomplishments:

- Developed and approved updated JPA (November 2017)
- JPA approved by a majority of member agencies (19) (December 2017)
- Developed and approved updated bylaws (December 2017)

REPORT

DATE: January 18, 2017

TO: Executive Committee
City Managers' Steering Committee
Governing Board

FROM: Marisa Creter, Interim Executive Director

RE: **EMPLOYMENT CONTRACT WITH CARLOS MONROY FOR INTERIM DIRECTOR OF FINANCE**

RECOMMENDED ACTION

Adopt Resolution 18-05 for a 180-Day Wait Period Exception and Approval of Employment Contract with Carlos Monroy for Interim Director of Finance.

INTERIM DIRECTOR OF FINANCE

The current Director of Finance for ACE, Carlos Monroy, is set to retire March 30, 2018. Given the critical importance of the Director of Finance during the ACE and SGVCOG integration process, staff is recommends hiring the current Director of Finance on a part-time basis as the Interim Director of Finance. This appointment is necessary to fill the critically needed position of Interim Director of Finance based on the following:

- Continue the financial obligations necessary for the integration of the SGVCOG and ACE;
- Prepare the combined annual budget due in May and;
- Provide guidance and assistance to a new Finance Director for his/her responsibilities.

Additionally, recruitment of a permanent Director of Finance will commence upon the start of the new SGVCOG Executive Director. Government Code Section 7522.56, requires that post-retirement employment commence no earlier than 180 days after the retirement date, which is December 7, 2018. An exception to this 180-day wait period applies if the following conditions are met:

- The retiree has not received any retirement-related incentive;
- The retiree has not and will not receive a Golden Handshake or any other retirement-related incentive; and
- The presence of an active, publicly posted recruitment for a permanent replacement.

This appointment will be limited to 960 hours per fiscal year, at an hourly rate of \$96.74. The total cost of this appointment will not exceed \$92,870. Attachment A provides a copy of the draft resolution, which outlines the employment contract and exemption to the 180-day waiting period. The funding for this position is included in the ACE and SGVCOG existing budget.

Prepared by: 

REPORT

Katie Ward
Senior Management Analyst

Approved by: Marisa Creter
Marisa Creter
Interim Executive Director

ATTACHMENTS

Attachment A – Resolution 18-05

Attachment A

Resolution No. 18-xx

Page 1 of 3

RESOLUTION NO. 18-xx

RESOLUTION FOR 180-DAY WAIT PERIOD EXCEPTION G.C. SECTIONS 7522.56 & 21221(h) AND APPROVAL OF EMPLOYMENT CONTRACT WITH CARLOS MONROY FOR INTERIM DIRECTOR OF FINANCE

WHEREAS, in compliance with Government Code section 7522.56 the San Gabriel Valley Council of Governments must provide CalPERS this certification resolution when hiring a retiree before 180 days has passed since his or her retirement date; and

WHEREAS, Carlos Monroy, CalPERS ID 7885714525 retired from the San Gabriel Valley Council of Governments (ACE Project) in the position of Director of Finance, effective March 30, 2018 and

WHEREAS, section 7522.56 requires that post-retirement employment commence no earlier than 180 days after the retirement date, which is December 7, 2018 without this certification resolution; and

WHEREAS, section 7522.56 provides that this exception to the 180-day wait period shall not apply if the retiree accepts any retirement-related incentive; and

WHEREAS, the San Gabriel Valley Council of Governments and Carlos Monroy certify that Carlos Monroy has not and will not receive a Golden Handshake or any other retirement-related incentive; and

WHEREAS, the San Gabriel Valley Council of Governments hereby appoints Carlos Monroy as an interim appointment retired annuitant to the vacant position of Director of Finance for the San Gabriel Valley Council of Governments under Government Code section 21221 (h), effective (date) of appointment); and

WHEREAS, an appointment under Government Code Section 2122 (h) requires and active, publicly posted recruitment for a permanent replacement; and

WHEREAS, the current status of this recruitment is (describe status of the recruitment); and

WHEREAS, this section 21221 (h) appointment shall only be made once and therefore will end on (termination date of appointment); and

WHEREAS, the entire employment agreement, contract or appointment document between Carlos Monroy and the San Gabriel Valley Council of Governments has been reviewed by this body and is attached herein; and

Attachment A

Resolution No. 18-xx

Page 2 of 3

WHEREAS, no matters, issues, terms or conditions related to this employment and appointment have been or will be placed on a consent calendar; and

WHEREAS, the employment shall be limited to 960 hours per fiscal year; and

WHEREAS, the compensation paid to retirees cannot be less than the minimum nor exceed the maximum monthly base salary paid to other employees performing comparable duties, divided by 173.333 to equal the hourly rate; and

WHEREAS, the maximum base salary for this position is \$16,769 monthly and the hourly equivalent is \$96.74 and the minimum base salary for this position is \$11,637 monthly and the hourly equivalent is \$67.13; and

WHEREAS, the hourly rate paid to Carlos Monroy will be (hourly rate); and

WHEREAS, Carlos Monroy has not and will not receive any other benefit, incentive, compensation in lieu of benefit or other form of compensation in addition to this hourly pay rate; and

NOW, THEREFORE, the San Gabriel Valley Council of Governments hereby certifies the nature of the employment of Carlos Monroy as described herein and detailed in the attached employment agreement / contract / appointment document and that this appointment is necessary to fill the critically needed position of Interim Director of Finance for the San Gabriel Valley Council of Governments by (date employment begins) because time is of the essence to continue the financial obligations necessary for the integration of the SGVCOG and ACE; preparation of the combined annual budget due in May and; to provide guidance and assistance to a new Finance Director for his/her responsibilities.

PASSED AND ADOPTED by the Governing Board of San Gabriel Valley Council of Governments, County of Los Angeles, in the County of Los Angeles, State of California, on the 18th day of January 2018.

San Gabriel Valley Council of Governments

Cynthia Sternquist, President

Attachment A

Resolution No. 18-xx

Page 3 of 3

Attest:

I, Marisa Creter, Interim Executive Director and Secretary of the Board of Directors of the San Gabriel Valley Council of Governments, do hereby certify that Resolution 18- __ was adopted at a regular meeting of the Governing Board held on the 18th day of January 2018 by the following roll call vote:

| | |
|-----------------|--|
| AYES: | |
| NOES: | |
| ABSTAIN: | |
| ABSENT: | |

Marisa Creter, Secretary

REPORT

DATE: January 18, 2017

TO: Executive Committee
City Managers' Steering Committee
Governing Board

FROM: Marisa Creter, Interim Executive Director

RE: AWARD OF CONTRACT FOR CITIES HOMELESS PLAN CONSULTANT

RECOMMENDED ACTION

Recommend the Governing Board authorize the Executive Director to execute a contract with LeSar Development Consultants (LDC) for an amount not to exceed \$600,000 to provide homeless planning consultant services.

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, 20 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. The following cities will participate in this joint effort:

- Alhambra
- Arcadia
- Azusa
- Baldwin Park
- Claremont
- Covina
- Duarte
- El Monte
- Glendora
- Industry
- Irwindale
- La Puente
- La Verne
- Montebello
- Monterey Park
- Pomona
- Rosemead
- San Dimas
- South El Monte
- West Covina

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 (Attachment B) 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 C 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

The cost of this contract includes \$500,000 for full city homeless plan development, with an amount not to exceed an additional \$100,000 allocated to various add-on activities based on individual city requests.

Prepared by: Jan Cicco
 Jan Cicco
 Regional Homelessness Coordinator

Approved by: Marisa Creter
 Marisa Creter
 Interim Executive Director

ATTACHMENTS

- Attachment A – City Homeless Planning Consultant RFP
- Attachment B – List of Firms
- Attachment C – Proposal



**REQUEST FOR PROPOSAL
FOR CITY HOMELESS
PLANNING**

San Gabriel Valley Council of Governments
1000 S. Fremont Avenue, Unit #42
Bldg. A10-N, Suite 10-210
Alhambra, California 91803

Proposal Issue Date: November 20th, 2017

Proposal Due: December 6th, 2017
5:00 PM

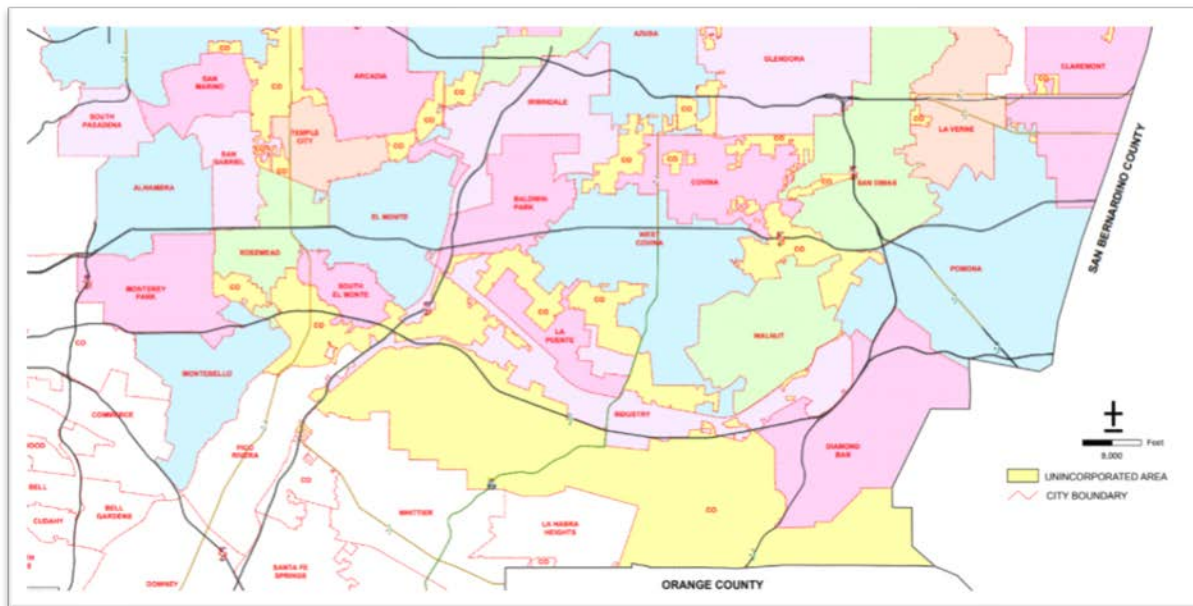
Introduction

The San Gabriel Valley Council of Governments (SGVCOG) is soliciting proposals from qualified consulting vendors, experienced in the development of city level homeless planning. The SGVCOG is a joint powers authority made up of representatives from 31 cities, 3 Los Angeles County Supervisorial Districts, and the 3 Municipal Water Districts located in the San Gabriel Valley. The SGVCOG serves as a regional voice for its member agencies and works to improve the quality of life for the more than 2 million residents living in the San Gabriel Valley. The SGVCOG works on issues of importance to its member agencies, including transportation, homelessness, the environment, and water, and seeks to address these regionally.

On June 13, 2017, the County of Los Angeles Board of Supervisors (Board) approved Measure H funding allocations in support of the County's Homeless Initiative (HI) strategies to prevent and combat homelessness in the County. Recognizing the important role that cities have in supporting the HI, the Board also allocated one-time funding for individual cities to develop a plan to address homelessness in their respective cities. The Home for Good Funders Collaborative is administering these City Planning Grants in partnership with the Los Angeles County Homeless Initiative.

In the San Gabriel Valley, the following 23 cities submitted applications and were funded to develop Homelessness Plans:

- Alhambra
- Arcadia
- Azusa
- Baldwin Park
- Claremont
- Covina
- El Monte
- Glendora
- Industry
- Irwindale/Duarte
(joint application)
- La Puente
- La Verne
- Monrovia
- Montebello
- Monterey Park
- Pomona
- San Dimas
- San Gabriel
- South El Monte
- South Pasadena
- West Covina



Map of the San Gabriel Valley

A number of the cities have expressed an interest in pooling resources to procure qualified consultants

to assist in the development of the individual city plans. At the time of the release of this RFP, informal statements of interest continue to be received.

With this funding, cities will collaborate with internal and external stakeholders to assess challenges and opportunities (existing and future) and develop a Homelessness Plan that will serve as a road map for the city's participation in preventing and combating homelessness locally and regionally. The County has provided a standardized planning template. Please see Attachment C.

All prospective consultants will be afforded full opportunity to submit statements of qualifications in response to this request and will not be discriminated against on the grounds of age, ancestry, color, race, gender, gender identity, gender expression, genetic information, marital status, medical condition, military and veteran status, religion, national origin, sex, sexual orientation, religious creed, transgender status or disability in consideration for an award of any contract entered into pursuant to this notice.

This Request for Proposals (RFP) is an invitation by the SGVCOG for consultants to submit an offer, which may be subject to subsequent discussion. Submittal of a proposal does not create any right or expectation to a Contract with the SGVCOG. The SGVCOG reserves the right to reject any or all proposals and the SGVCOG further declares that it will incur no financial obligations for any costs by any vendor in preparation of their proposal.

Qualified vendors should submit their proposals electronically in a PDF format on or before **December 6th, 2017 at 5:00 PM** to: kward@sgvcog.org.

Project Information

Twenty-three cities within the San Gabriel Valley applied for funding and have been conditionally awarded funding under the Home For Good City Homeless Planning Grant. This funding is contingent upon County approval of the Statements of Work. On November 29, 2017, Home For Good will conduct a mandatory Orientation for the cities. Proposing Consultants are strongly encouraged to attend the mandatory orientation meeting to gain a full understanding of the grant parameters and expectations for the final plans. Statements of Work will be submitted for approval after the Orientation.

The twenty-three cities lay within the San Gabriel Valley's 374 miles, suburban to the City of Los Angeles and within Los Angeles County. The cities range in size from small intimate communities to the sixth largest city in LA County. Each city has unique characteristics, population bases and needs. The homeless populations of these cities range none to over 800.

The Consultant will work with each city to help develop the plan. The Consultant will be contracted through a single contract with the San Gabriel Valley Council of Governments, which will administer the contract and the consultant's work on behalf of the cities.

Homeless plans must meet the needs of the individual cities. Each plan will be built upon collaboration with internal and external stakeholders and will assess challenges and opportunities (existing and future). The plans will serve as a road map for the cities' participation in preventing and combating homelessness locally and regionally. Plans will follow the standard planning template provided by the County, see Attachment C.

Plans will be developed with engagement of internal and external stakeholders, including, but not limited to homeless service providers, faith-based organizations, people with direct lived experience of homelessness, business sector, and the CES Lead provider.

Statement of Qualifications and Approach

To be considered, a proposer should possess the following:

- Capacity to work with a minimum of five municipal jurisdictions congruently and complete all work no later than June 30, 2018;
- Significant experience working with municipal jurisdictions creating homeless plans; and
- Strong knowledge of best practices, Housing First, Coordinated Entry, exits from institutions, special needs populations, asset mapping and needs assessment, capacity building, the LA County Homeless Initiative approved by the Board of Supervisors on February 9, 2016, homelessness and homeless definitions, data collection, and reporting.

The consultant should be able to provide references from other municipalities or government agencies where similar work was performed.

Criteria for Selection

The Interim Executive Director, with input from representatives from the participating cities, will evaluate each proposal and select a vendor to recommend to the SGVCOG Governing Board to enter into a contract for service. The Governing Board will provide final approval of the selection.

All proposals submitted will be evaluated using the following criteria:

- 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 vendor, including but not limited to its experience and personnel assigned to the project and any subcontractors, if any. (20%)
- Cost (20%)

Cost and Fee Arrangements

The consultant must provide a proposal with maximum cost for the project based on the project as described herein. Consultants will be paid based on time and materials provided. To the extent desired, additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this RFP.

Procurement Schedule

| TIMELINE | DATE |
|---|---|
| Request for Proposal Issued | November 20 th , 2017 |
| Questions Regarding RFP Due | November 27 th , 2017 at 5:00 PM |
| Answers to Questions Posted | November 28 th , at 5:00 PM |
| Due date for Proposals | December 6 th , 2017 at 5:00 PM |
| Interviews with Qualified Vendors | December 12 th , 2017 |
| Selected Vendor Notified | January 10 th , 2018 |
| Governing Board Review for Approval/Contract Date | January 18 th , 2018 |
| Completion Date | June 30 th , 2018 |

Scope of Work

The SGVCOG expects ongoing and open communications between designated SGVCOG representatives and the consultant over the course of each phase. All products and recommendations must comply with applicable State and Federal laws.

Proposals must describe how the proposer will work with each city to develop a Homelessness Plan that includes the following elements:

1. Overview of each participating city, the jurisdictional environment, and status of homelessness
2. Objectives to be accomplished
3. Stakeholder engagement efforts
4. Partnership reports, that includes key stakeholder engagement efforts
5. Needs assessment at regional, subregional and city levels
6. Subpopulations at the city level
7. A “fair share” model, identifying demonstrable ties of homeless persons to a city. This will help determine each city’s homeless population and the cities’ roles in local, regional, sub-regional homeless assistance. Developing a uniform agreed upon concept of each cities homeless population for prioritization while also supporting the Countywide effort

The consultant will provide a work schedule for each city and a combined schedule for sub-regional/regional effort. The consultant will coordinate schedule changes and plan communications with the SGVCOG. The consultant will also provide a customized draft Homeless Plan which will be submitted to the SGVCOG for review and recommendation to each city; cities will then provide internal approvals/submission and then submit final work product to the County on or before the final due date. Additionally, the consultant is required to provide Post Plan Submission support to the cities to help address questions and educate about the plan to city council. Coordination of a Post Plan Regional Summit with the SGVCOG is also required.

Specification for Proposals

All proposals submitted in response to this request for proposals must contain the following information in the stated order:

1. Name, address, telephone number of the Consulting vendor.
2. Description of the vendor (corporation, partnership, etc.) and year established.
3. State of incorporation, if any, and type of ownership.
4. Name and biography of all proposed consultant(s)/facilitator(s), including a description of the scope of involvement for each staff member. Resumes are sufficient to fulfill this requirement. Additionally, list any subcontractors, if any, and the scope of work they will perform.
5. Name, title and business address of person responsible for submitting the proposal.
6. Narrative proposal on scope of work and tasks as identified above. Consultants must fill out scope of work excel template provided and attach as Exhibit A. Included in this, please indicate total number of City Plans able to be developed within timeframe with available staff and subcontractors (minimum 5).
7. An estimate of time to complete the project and a proposed timeline of work tasks, with the date of final completion of the project. Reference proposed timetable on page 3 as a

- guide. Consultant must fill out schedule excel template and attach as Exhibit B.
8. A breakdown of the vendor's rates, fees and charges for services, by phase and for total project, and a proposed payment schedule. Also, list individuals working on the project and the hourly rate, as well as additional items listed in the budget excel template provided. This will be attached as Exhibit C.
 9. A narrative on relevant experience with local government level homeless planning and/or outreach related to homelessness.
 10. At least three references, including individual contact name, name of company and phone from other municipalities or government agencies where similar work was performed.

Note: Please submit responses for Items 6, 7 and 8 that reflect the scope, timeline and budget for a single city. Additionally, please clearly indicate the number of cities the vendor has the capacity to prepare plans for (minimum five) in response to Item 6. Total proposed not to exceed budget included in Attachment A shall be calculated as follows:

[Budget included in Item 8] X [Number of cities identified in Item 6]

For any questions, please direct to Katie Ward (kward@sgvcog.org, 626-457-1800).

Timetable for Submission

For consideration to be given to any proposal submitted pursuant to this RFP, an electronic PDF copy of the submittal materials must be received on **December 6th, 2017 at 5:00 PM** via email to kward@sgvcog.org.

Late proposals are not accepted. No oral, telephone, or fax proposals will be considered. The SGVCOG reserves the right to reject any or all proposals submitted.

Contact with SGVCOG Personnel

At no time shall the consultant, its agents, representatives or contracted personnel contact or otherwise communicate with SGVCOG personnel without prior arrangement from the Interim Executive Director or designee, for the purposes of negotiating, modifying, changing or interpreting the proposal or specifications. Any changes, modifications, or interpretations must be handled by one source uniformly for all consultants. All questions relating to the statements contained in the RFP are to be addressed in writing to Katie Ward, Senior Management Analyst, via e-mail at kward@sgvcog.org.

Consulting Vendor Submittal Form - Attachment A

The submittal form shall be signed by an officer of the vendor(s) and include the following:

- Vendor name, mailing address and telephone number.
- Contact name, title, telephone number and email address of the individual authorized to commit the respondent.
- Name(s), title(s), telephone number(s), and email address(s) of the individual(s) to be the official contact person(s) regarding all matters concerning the proposal.
- A statement ensuring validity of the proposal for at least 90 days.

Addenda to RFP

If it becomes necessary to revise any part of this RFP, addenda will be supplied to all vendors

receiving this Request for Proposal.

The selected provider will enter into a contract with the SGVCOG for consulting services for a term to be mutually agreed upon by the SGVCOG and selected vendor. For informational purposes, the SGVCOG's *Professional Services Agreement* is attached to this RFP as **Attachment B**.

Evaluation Procedures

The proposal review process shall include, but not be limited to, the following activities:

A. Proposed Evaluation Criteria

All proposals will be reviewed by the Interim Executive Director to determine responsiveness. Unresponsive proposals will be removed from consideration and notified in writing.

Responsive proposals will be reviewed and evaluated by the Interim Executive Director and participating cities. Staff will screen and select a smaller group of finalists for an in-depth oral interview.

Proposals will be evaluated using some or all of the following criteria in its evaluation and comparison of submitted proposals. The criteria listed are not necessarily an all-inclusive list. The order in which they appear is not intended to indicate their relative importance.

- Bidder's compliance with specifications as set forth in the RFP.
- Experience, training, credentials, and experience.
- The vendor's past experience and performance on comparable plans.
- Cost and fees.
- Proposed project timeline & completion.
- Recent references from comparable clients.

The SGVCOG shall have absolute discretion in determining the applicability and weight or relative weight of some or all of the criteria listed above and is not required to select the lowest monetary proposer.

B. Right to Reject Proposals:

The SGVCOG reserves the right to reject any or all proposals should be deemed in its best interest to do so. Any award made for this engagement will be made to the bidder which, in the opinion of the SGVCOG, is best qualified to undertake the city homeless plans. The selection of the proposal will be made at the sole discretion of the SGVCOG.

Disclosure of Proposals/Public Records Act

Proposals will be kept confidential until such time as the SGVCOG has completed its evaluation. Proposers are cautioned that the agreement and proposals submitted are public records in accordance with the California Public Records Act (Govt. Code Section 6250 et seq.).

All proposals submitted in response to this RFP will become the property of the SGVCOG and a matter of public record. The vendor must identify, in writing, all copyrighted material, trade secrets, or other

proprietary information that it claims is exempt from disclosure. Any vendor claiming such an exemption must also state in its proposal that the vendor agrees to hold harmless, indemnify and defend the SGVCOG and its agents, officials and employees in any action or claim brought against the SGVCOG for its refusal to disclose such materials, trade secrets or other proprietary information to any party making a request therefore. Any vendor failing to include such a statement shall be deemed to have waived its right to an exemption from disclosure.

Pre-Contractual Expenses

Any cost incurred by the proposer in preparation, transmittal, presentation of any proposal or material submitted in response to this RFP shall be borne solely by the proposer. The SGVCOG shall not, in any event, be liable for any pre-contractual expenses incurred by any bidder. In addition, no bidder shall include any such expenses as part of the price proposed.

Authority to Withdraw Request for Proposal and/or Not Award Contract

The SGVCOG reserves the right to withdraw this RFP at any time without prior notice. Further, the SGVCOG expressly reserves the right to postpone the opening of proposal for its own convenience and to reject any and all proposals in response to this RFP without indicating any reasons for such rejection(s).

Consultant's Independence

Consultant is an independent contractor with respect to all services performed under this Contract. Consultant accepts full and exclusive liability for the payment of any and all premiums, contributions, or taxes for worker's compensation, Social Security, unemployment benefits, health benefits, sick leave or other employee benefits now and hereinafter imposed under any state or federal law which are measured as wages, salaries or other remuneration paid to persons employed by Consultant on work performed under the terms of this Contract. Consultant shall defend, indemnify and hold harmless the SGVCOG from any claims or liability for such contributions or taxes. Nothing contained in this Contract nor any act of the SGVCOG, or consultant, shall be deemed or construed to create any third-party beneficiary or principal and agent association or relationship involving the SGVCOG. Consultant is not the SGVCOG's agent and Consultant has no authority to take any action or execute any documents on behalf of the SGVCOG.

Sub-Contractor

The use of any sub-contractor must be approved in advance in writing by the SGVCOG and must meet the requirements of this RFP. Use of sub-contractors must be clearly explained in the proposal, and major sub-consultants must be identified by name. Prime consultants shall be wholly responsible for the entire performance whether or not sub-consultants are used.

Price Changes

All prices shall be firm and not subject to increase during the period of the Contract.

Laws of Governance

The selected vendor will be required to comply with all existing State and Federal laws including

applicable equal opportunity employment provisions. The Contract shall also be construed and governed in accordance with the law of the State of California and the SGVCOG. Consultant shall comply with all federal, state and local laws, ordinances and regulations applicable to the work. Consultant, at its own expense, shall secure all occupational and professional licenses and permits from public or private sources necessary for the fulfillment of its obligations under this Contract.

Modification, Mistakes or Withdrawal of Proposals

Responses to this RFP may be modified or withdrawn by written, e-mail or facsimile notice prior to the date specified for receipt of proposals. A proposal may be withdrawn by the vendor or its authorized representative prior to December 6th. Telephone withdrawals are not permitted. If the apparent best qualified vendor discovers a mistake, of a serious and significant nature, in its proposal which is unfavorable prior to the issuance of a Contract, it may request consideration to modify or withdraw the proposal. The SGVCOG reserves the right to reject any and all requests for correction or withdrawal of proposal received after the date shown in the specifications. In all cases, the decision of the Governing Board is final. A mistake in proposal will not be considered once a contract is issued.

Reservation of Rights

The SGVCOG reserves the right to:

- Accept or reject any and all proposals received in response to this RFP, and to re-advertise for new submittals.
- Waive or modify any irregularities in proposals received after prior notification to the vendor.
- Request the submission of proposal modifications at any time before the award is made, if such is in the best interest of the SGVCOG.
- Consider proposals or modifications received at any time before the award is made, if such is in the best interest of the SGVCOG.
- Request clarification and/or additional information from the vendor during the evaluation process.
- In the event of Contract termination, enter into Contract negotiations with other qualified vendors that submitted acceptable proposals, rather than redoing the proposal process for the project.
- Negotiate with the selected consultant to include further services not identified in this RFP.

Expiration of the Proposal

By submitting a proposal, and if awarded the RFP, the vendor agrees to enter into a *Professional Services Agreement*, **Attachment B**, in which the content shall be agreed upon by both parties. The vendor's proposal shall not be revocable for 90 days following the response deadline indicated in the RFP. The SGVCOG reserves the right to waive any defects in the offer of any vendor, to reject any or all offers and to request additional information from any or all vendors.

Work Results

The work results and the reports may not be released by the Consultant without prior written consent of the SGVCOG.

Thank you in advance for your interest in the SGVCOG.



ATTACHMENT A
PROPOSAL FOR
CITY HOMELESS PLANS

CONSULTING VENDOR SUBMITTAL FORM

_____ (Consulting Vendor) agrees to provide the SGVCOG with professional consulting services and we will provide the following:

Total Project \$ _____

By submitting a proposal, and if awarded the RFP, the vendor agrees to enter into a Professional Services Agreement (Attachment B) which the content shall be agreed upon by both parties. The vendor's proposal shall not be revocable for 90 days following the response deadline indicated in the RFP.

Signature

Date

Printed Name

Title

Individual Authorized to Commit Respondent

Name: _____ Title: _____

Telephone Number: _____

Email Address: _____

Consulting Vendor's Mailing Address: _____

Telephone Number: _____

Website: _____

Official Contact(s) Regarding All Matters Concerning Proposal

Name: _____ Title: _____

Telephone Number: _____

Email Address: _____

ATTACHMENT B

**SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS
AGREEMENT FOR CONSULTANT SERVICES
WITH**

This Agreement for Consultant Services (“Agreement”) is made and entered into this ___ day of ___, by and between the San Gabriel Valley Council of Governments (“SGVCOG”) _____ (“Consultant”).

In consideration of the mutual covenants and conditions set forth herein, the parties agree as follows:

Term of Agreement.

Subject to the provisions of Section 17, the term of this Agreement shall be for a period of _____ from the date of execution of this Agreement. Such term may be extended upon written agreement of both parties to this Agreement.

Scope of Services.

Consultant shall provide the SGVCOG consultant services in accordance with the proposal attached hereto as Exhibit “A” and incorporated herein by reference. Consultant shall not be compensated for any services rendered in connection with its performance of this Agreement that are in addition to or outside of those described in this section unless such additional services are authorized in advance and in writing by the SGVCOG. Consultant shall be compensated for any such additional authorized services in the amounts and in the manner agreed to in writing by the SGVCOG.

Compensation and Method of Payment.

The total compensation to be paid to Consultant pursuant to this Agreement shall not exceed _____. Consultant shall be compensated in the manner and in the amounts specified in Exhibit A.

Each month Consultant shall furnish to SGVCOG an original invoice for all work performed and expenses incurred during the preceding month. SGVCOG shall independently review each invoice submitted by the Consultant to determine whether the work performed and expenses incurred are in compliance with the provisions of this Agreement. The invoice shall include the following columns: Project Task, Labor Category, Date, Detailed Comments of Worked Performed, Hourly Rate and Hours. In the event that no charges or expenses are disputed, the invoice shall be approved and paid according to the terms set forth in subsection (c). In the event any charges or expenses are disputed by SGVCOG, SGVCOG shall withhold that portion of the invoice that is in dispute and remit the remainder.

Except as to any charges for work performed or expenses incurred by Consultant to the extent disputed by SGVCOG, SGVCOG will use its best efforts to cause Consultant to be paid within thirty (30) days of receipt of Consultant's invoice.

Consultant's Books and Records.

Consultant shall maintain any and all documents and records demonstrating or relating to Consultant's performance of services pursuant to this Agreement. Consultant shall maintain any and all

ledgers, books of account, invoices, vouchers, canceled checks, or other documents or records evidencing or relating to work, services, expenditures and disbursements charged to SGVCOG pursuant to this Agreement. Any and all such documents or records shall be maintained in accordance with generally accepted accounting principles and shall be sufficiently complete and detailed so as to permit an accurate evaluation of the services provided by Consultant pursuant to this Agreement. Any and all such documents or records shall be maintained for three years from the date of execution of this Agreement and to the extent required by laws relating to audits of public agencies and their expenditures.

Ownership of Documents

All original maps, models, designs, drawings, photographs, studies, survey, reports, data, notes, computer files, files and other documents prepared, developed or discovered by Consultant in the course of providing any services pursuant to this Agreement shall be the sole property of the SGVCOG upon final payment to Consultant and may be used, reused or otherwise disposed of by the SGVCOG without the permission of the Consultant. Upon satisfactory completion of, or in the event of expiration, termination, suspension, or abandonment of this Agreement, Consultant shall turn over to SGVCOG all such maps, models, designs, drawings, photographs, studies, surveys, reports, data, notes, computer files, files and other documents which Consultant may have temporarily retained for use by Consultant staff. With respect to computer files, Consultant shall make available to the SGVCOG, upon reasonable written request by the SGVCOG, the necessary computer software and hardware for purposes of accessing, compiling, transferring and printing computer files.

Consultant will not be held liable for reuse of maps, models, designs, drawings, photographs, studies, survey, reports, data, notes, computer files, files and other documents produced under this Agreement or modifications thereof for any purpose other than those authorized under this Agreement without the written authorization of Consultant.

Status of Consultant.

Consultant is and shall at all times remain a wholly independent contractor and not an officer, employee or agent of SGVCOG. Consultant shall have no authority to bind SGVCOG in any manner, nor to incur any obligation, debt or liability of any kind on behalf of or against SGVCOG, whether by contract or otherwise, unless such authority is expressly conferred under this Agreement or is otherwise expressly conferred in writing by SGVCOG.

The personnel performing the services under this Agreement on behalf of Consultant shall at all times be under Consultant's exclusive direction and control. Neither SGVCOG, nor any elected or appointed boards, officers, officials, employees, members or agents of SGVCOG, shall have control over the conduct of Consultant or any of Consultant's officers, employees or agents, except as set forth in this Agreement. Consultant shall not at any time or in any manner represent that Consultant or any of Consultant's officers, employees or agents are in any manner officials, officers, employees, members or agents of SGVCOG.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by SGVCOG, including but not limited to eligibility to enroll in PERS as an employee of SGVCOG and entitlement to any contribution to be paid by SGVCOG for employer contribution and/or employee contributions for PERS benefits.

PERS Eligibility Indemnification: In the event that Consultant or any employee, agent, or subcontractor

subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of SGVCOG, Consultant shall indemnify SGVCOG for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of Consultant.

Deficient Services.

Consultant represents and warrants that it has the qualifications, experience and facilities necessary to properly perform the services required under this Agreement in a thorough, competent and professional manner. Consultant shall at all times faithfully and competently, perform all services described herein. In meeting its obligations under this Agreement, Consultant shall employ, at a minimum, generally accepted standards and practices utilized by persons engaged in providing services similar to those required of Consultant under this Agreement. SGVCOG may disapprove services that do not conform to these standards and practices and may withhold or deny compensation for deficient services. Upon disapproval of services by SGVCOG, Consultant shall immediately re-perform, at its own costs, the services that are deficient. SGVCOG must notify Consultant in writing of the existence of such deficient services within a reasonable time, not to exceed sixty (60) days after its discovery thereof, but in no event later than one (1) year after the completion of such deficient services. No approval, disapproval, or omission to provide approval or disapproval shall release Consultant from any responsibility under this Agreement.

Compliance With Applicable Laws; Permits and Licenses.

Consultant shall keep itself informed of and comply with all applicable federal, state and local laws, statutes, codes, ordinances, regulations and rules in effect during the term of this Agreement. Consultant shall obtain any and all licenses, permits and authorizations necessary to perform the services set forth in this Agreement. Neither SGVCOG, nor any elected or appointed boards, officers, officials, employees, members or agents of SGVCOG, shall be liable, at law or in equity, as a result of any failure of Consultant to comply with this section.

Nondiscrimination.

Consultant shall not discriminate in any way against any person on the basis of race, color, religious creed, national origin, ancestry, sex, age, physical handicap, pregnancy, medical condition or marital status in connection with or related to the performance of this Agreement.

Unauthorized Aliens.

Consultant hereby promises and agrees to comply with all of the provisions of the Federal Immigration and Nationality Act, 8 U.S.C.A. § 1101 *et seq.*, as amended, and in connection therewith, shall not employ unauthorized aliens as defined therein. Should Consultant so employ such unauthorized aliens for the performance of work and/or services covered by this Agreement, and should any liability or sanctions be imposed against SGVCOG for such use of unauthorized aliens, Consultant hereby agrees to and shall reimburse SGVCOG for the cost of all such liabilities or sanctions imposed, together with any and all costs, including reasonable attorney fees, incurred by SGVCOG.

Conflicts of Interest

Consultant covenants that neither it, nor any officer or principal of its vendor, has or shall acquire any interest, directly or indirectly, (but not including ownership of stock in a publicly traded company), which would conflict in any manner with the interests of SGVCOG or which would in any way hinder Consultant's performance of services under this Agreement. Consultant further covenants that in the performance of this Agreement, no person having any such interest shall be employed by it as an officer, employee, agent or subcontractor without the express written consent of the SGVCOG. Consultant agrees to at all times avoid conflicts of interest or the appearance of any conflicts of interest with the interests of SGVCOG in the performance of this Agreement.

Assignment.

The expertise and experience of Consultant are material considerations for this Agreement. SGVCOG has an interest in the qualifications of and capability of the persons and entities who will fulfill the duties and obligations imposed upon Consultant under this Agreement. In recognition of that interest, Consultant shall not assign or transfer this Agreement or any portion of this Agreement or the performance of any of Consultant's duties or obligations under this Agreement without the prior written consent of the SGVCOG. Any attempted assignment shall be ineffective, null and void, and shall constitute a material breach of this Agreement entitling SGVCOG to any and all remedies at law or in equity, including summary termination of this Agreement.

Indemnification.

SGVCOG and its respective elected and appointed boards, officials, officers, agents, employees, members and volunteers (individually and collectively, "Indemnitees") shall have no liability to Consultant or any other person for, and, consistent with California Civil Code section 2782.8, Consultant shall indemnify, defend, protect and hold harmless Indemnitees from and against, any and all liabilities, claims, actions, causes of action, proceedings, suits, damages, judgments, liens, levies, costs and expenses, including reasonable attorneys' fees and disbursements (collectively "Claims"), which Indemnitees may suffer or incur or to which Indemnitees may become subject arising out of, pertaining to, or relating to the negligence, recklessness, or willful misconduct of Consultant, its agents, officers, directors, subcontractors or employees, committed in performing any of the services under this Agreement.

If any action or proceeding is brought against Indemnitees by reason of any of the matters against which Consultant has agreed to indemnify Indemnitees as provided above, Consultant, upon notice from SGVCOG, shall defend Indemnitees at Consultant's expense by counsel acceptable to SGVCOG, such acceptance not to be unreasonably withheld. The insurance required to be maintained by Consultant under Section 13 shall ensure Consultant's obligations under this section to the extent that the Claims suffered or incurred by SGVCOG arise out of any injury to or death of any person(s), damage to property, loss of use of property, economic loss or otherwise occurring as a result of negligent action or omissions of Consultant, but the limits of such insurance shall not limit the liability of Consultant hereunder. The provisions of this section shall survive the expiration or earlier termination of this Agreement.

Insurance.

Consultant agrees to obtain and maintain in full force and effect during the term of this Agreement the insurance policies set forth in this Section 14. Without limiting its obligations pursuant to this Agreement, the Consultant shall procure and maintain, at Consultant's own cost and expense and for the duration of this Agreement, insurance coverage as set forth in Section 14. All insurance policies shall be subject to approval by SGVCOG as to form and content. These requirements are subject to amendment

or waiver if so approved in writing by the SGVCOG. Consultant agrees to provide SGVCOG with copies of required policies or certificates evidencing the required policies upon request.

Consultant shall provide and maintain insurance acceptable to the SGVCOG in full force and effect throughout the term of this Agreement, against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by Consultant, its agents, representatives or employees. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII. Consultant shall provide the following scope and limits of insurance:

Minimum Scope of Insurance. Coverage shall be at least as broad as:

Insurance Services Office form Commercial General Liability coverage (Occurrence Form CG 0001).

Insurance Services Office form number CA 0001 (Ed. 1/87) covering Automobile Liability, including code 1 "any auto" and endorsement CA 0025, or equivalent forms subject to the written approval of the SGVCOG.

Workers' Compensation insurance as required by the Labor Code of State of California and Employer's Liability insurance and covering all persons providing services on behalf of the Consultant and all risks to such persons under this Agreement.

Professional liability insurance appropriate to the Consultant's profession.

Limits of Insurance. Consultant shall maintain limits of insurance no less than:

General Liability: \$1,000,000 general aggregate for bodily injury, personal injury and property damage.

Automobile Liability: \$1,000,000 per accident for bodily injury and property damage.

Workers' Compensation and Employer's Liability: Workers' Compensation as required by the Labor Code of the State of California and Employers Liability limits of \$1,000,000 per accident.

Professional Liability: \$1,000,000 per claim and aggregate.

Other Provisions. Insurance policies required by this Agreement shall contain the following provisions:

All Policies. Each insurance policy required by this Section 13 shall be endorsed and state the coverage shall not be cancelled by the insurer or Consultant except after 30 days' prior written notice by Certified mail, return receipt requested, has been given to SGVCOG. Consultant shall provide to SGVCOG notice of suspension or voiding of coverage, or reduction in coverage, or limits below those required in this Section 14.

General Liability and Automobile Liability Coverages.

SGVCOG, and its respective elected and appointed officers, officials, members and employees are to be covered as additional insureds as respects: liability arising out of activities Consultant performs; products and completed operations of Consultant; premises owned, occupied or used by Consultant; or automobiles owned, leased, hired or borrowed by Consultant. The coverage shall contain no special

limitations on the scope of protection afforded to SGVCOG, and its respective elected and appointed officers, officials, members or employees.

Consultant's insurance coverage shall be primary insurance with respect to SGVCOG, and its respective elected and appointed officials, its officers, members and employees. Any insurance or self insurance maintained by SGVCOG, and its respective elected and appointed officers, officials, members or employees, shall apply in excess of, and not contribute with, Consultant's insurance.

Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

Any failure to comply with the reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to SGVCOG, and its respective elected and appointed officers, officials, members or employees.

Workers' Compensation and Employer's Liability Coverage. Unless the SGVCOG otherwise agrees in writing, the insurer shall agree to waive all rights of subrogation against SGVCOG, and its respective elected and appointed officers, officials, members and employees for losses arising from services performed by Consultant.

Other Requirements. Consultant agrees to deposit with SGVCOG, at or before the effective date of this contract, certificates of insurance necessary to satisfy SGVCOG that Consultant has complied with the insurance provisions of this Agreement. The SGVCOG's general counsel may require that Consultant furnish SGVCOG with copies of original endorsements effecting coverage required by this Section. The certificates and endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. SGVCOG reserves the right to inspect complete, certified copies of all required insurance policies, at any time.

Consultant shall furnish certificates and endorsements from each subcontractor identical to those Consultant provides.

Any deductibles or self-insured retentions must be declared to and approved by SGVCOG, such approval not to be unreasonably withheld.

The procuring of such required policy or policies of insurance shall not be construed to limit Consultant's liability hereunder nor to fulfill the indemnification provisions and requirements of this Agreement.

Termination of Agreement

SGVCOG may terminate this Agreement, with or without cause, at any time by giving thirty (30) days' written notice of termination to Consultant. In the event such notice is given, Consultant shall cease immediately all work in progress. Consultant may terminate this Agreement at any time upon thirty (30) days' written notice of termination to SGVCOG. If either Consultant or SGVCOG fail to perform any material obligation under this Agreement, then, in addition to any other remedies, either Consultant, or SGVCOG may terminate this Agreement immediately upon written notice. Upon termination of this Agreement, Consultant shall furnish to SGVCOG a final invoice for work performed and expenses incurred by Consultant, prepared as set forth in Section 3 of this Agreement. This final invoice shall be reviewed and paid in the same manner as set forth in Section 3 of this Agreement.

Default

In the event that Consultant is in default under the terms of this Agreement, SGVCOG shall not have any obligation or duty to continue compensating Consultant for any work performed after the date of default and may terminate this Agreement immediately by written notice to the Consultant. For purposes of this section only, "date of default" shall be deemed to be the date that SGVCOG personally delivers or transmits by facsimile a Notice of Default to the person(s) at the address or facsimile number as set forth in Section 19 of this Agreement. "Default" shall mean the failure to perform the terms, covenants or conditions of this Agreement.

Notices

All notices required or permitted to be given under this Agreement shall be in writing and shall be personally delivered, or sent by facsimile or certified mail, postage prepaid and return receipt requested, addressed as follows:

To SGVCOG: Marisa Creter, Interim Executive Director
San Gabriel Valley Council of Governments
The Alhambra
1000 South Fremont Avenue, Unit #42
Building A-10, Suite 10220
Alhambra, CA 91803

with a copy to: Richard D. Jones, General Counsel
San Gabriel Valley Council of Governments
Jones & Mayer
3777 N. Harbor Blvd
Fullerton, CA 92835

To Consultant: _____

Notice shall be deemed effective on the date personally delivered or transmitted by facsimile or, if mailed, three (3) days after deposit of the same in the custody of the United States Postal Service.

Authority to Execute.

The person or persons executing this Agreement on behalf of Consultant represents and warrants that he/she/they has/have the authority to so execute this Agreement and to bind Consultant to the performance of its obligations hereunder.

Binding Effect.

This Agreement shall be binding upon the heirs, executors, administrators, successors and assigns of the parties.

Waiver.

Waiver by any party to this Agreement of any term, condition, or covenant of this Agreement shall not constitute a waiver of any other term, condition, or covenant. Waiver by any party of any breach of the provisions of this Agreement shall not constitute a waiver of any other provision, nor a waiver of any

subsequent breach or violation of any provision of this Agreement. Acceptance by SGVCOG of any work or services by Consultant shall not constitute a waiver of any of the provisions of this Agreement.

Law to Govern; Venue.

This Agreement shall be interpreted, construed and governed according to the laws of the State of California. In the event of litigation between the parties, venue in state trial courts shall lie exclusively in the County of Los Angeles. In the event of litigation in a U.S. District Court, venue shall lie exclusively in the Central District of California, in Los Angeles.

Attorney Fees, Costs and Expenses.

In the event litigation or other proceeding is required to enforce or interpret any provision of this Agreement, the prevailing party in such litigation or other proceeding shall be entitled to an award of reasonable attorney fees, costs and expenses, in addition to any other relief to which it may be entitled.

Entire Agreement.

This Agreement, including the exhibits attached hereto, which are incorporated herein by this reference, is the entire, complete, final and exclusive expression of the parties with respect to the matters addressed therein and supersedes all other agreements or understandings, whether oral or written, or entered into between Consultant and SGVCOG prior to the execution of this Agreement. No statements, representations or other agreements, whether oral or written, made by any party which are not embodied herein shall be valid and binding. No amendment to this Agreement shall be valid and binding unless in writing duly executed by the parties or their authorized representatives. Any attempt to waive the requirement for a written amendment shall be void.

Section Headings.

The section headings contained in this Agreement are for convenience and identification only and shall not be deemed to limit or define the contents to which they relate.

Severability.

If any term, condition or covenant of this Agreement is declared or determined by any court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions of this Agreement shall not be affected thereby and the Agreement shall be read and construed without the invalid, void or unenforceable provision(s).

Time is of the Essence.

Time is of the essence in the performance of this Agreement.

Excusable Delays.

Consultant shall not be liable for damages, including liquidated damages, if any, caused by delay in performance or failure to perform due to causes beyond the control of Consultant. Such causes include, but are not limited to, acts of God, acts of the public enemy, acts of federal, state or local governments, court orders, fires, floods, epidemics, strikes, embargoes, and unusually severe weather. The term and price of this Agreement shall be equitably adjusted for any delays due to such causes.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

“CONSULTANT”

By _____

Title: President

SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS

By _____

Title: Interim Executive Director

APPROVED AS TO FORM:

Richard D. Jones, General Counsel

**ATTACHMENT C
PLANNING TEMPLATE**

STATEMENT OF WORK

Cities to fill in the information notated in red.

Section I. Overview

On June 13, 2017, the County of Los Angeles Board of Supervisors (Board) approved Measure H funding allocations in support of the County's Homeless Initiative (HI) strategies to prevent and combat homelessness in the County. The Board also allocated funding for individual cities to develop a plan to address homelessness in their respective cities, in collaboration with the County and its contractors.

In a paragraph format, please provide a brief overview of the following;

1. Name of your City
2. What is your City's population?
3. What is the County Service Planning Area of City?
4. What is the County Supervisorial District of City?
5. Brief description of your City's state of homelessness (similar to the description given in your proposal).

Section II. Objective

1. Brief description of your City's goal of what the planning grant will help accomplish.

Section III. Tasks/Deliverables

Task I: Coordinate with Recommended Partners for the Development of the City's Homelessness Plan

The City of ___ shall engage in diverse community partnerships to develop a comprehensive plan to prevent and combat homelessness. Recommended vital stakeholders are listed below (but are not limited to):

Please fill in the boxes below with the names of the agencies that will be involved in your city's homelessness planning efforts. Should there be additional partners that will be included in your efforts, please include it in your city's final Plan.

Recommended Planned Partners for City Homelessness Planning Efforts

City

| |
|--|
| <p>Please check the Departments that will be involved.</p> <p><input type="checkbox"/> City Council</p> <p><input type="checkbox"/> City Manager</p> |
|--|

| | |
|---|---|
| | <input type="checkbox"/> Public Housing Authority (if applicable) <input type="checkbox"/> City Departments (Select departments that apply) <input type="checkbox"/> Community Development <input type="checkbox"/> Planning Division <input type="checkbox"/> Economic Development <input type="checkbox"/> Housing Department _____ <input type="checkbox"/> Library <input type="checkbox"/> Parks and Recreation <input type="checkbox"/> Community Services <input type="checkbox"/> Public Works <input type="checkbox"/> Public Safety <input type="checkbox"/> Others: |
| City Commission(s) | |
| Other cities if your city is partnering with another city in development of your plan . | |
| Council of Governments | |
| Coordinated Entry System Lead Homeless Service Provider(s) | A list of CES leads may be viewed here . |
| Other homeless service providers | |
| Community based providers (other non-profits providing non-homeless related services) | |
| Homeless Coalitions | |
| Business sector and corporate partners (i.e. Chamber of Commerce) | |
| Faith-based organizations (i.e. churches, temples, synagogues) | |
| Affordable & Supportive Housing Developers | |
| Apartment Associations/Landlords/Property Managers | |
| Neighborhood Associations | |
| Healthcare Sector (i.e. Hospitals and clinics) | |
| Educational Sector (i.e. Schools, Universities and Districts) | |
| Others (Please insert additional lines as needed) | |

Deliverable 1: Partnership Report

The City shall provide a final report describing the completion of Task 1, Coordination with Community Partners. A final report will be due to the County upon deliverable date below.

Task 2: Development of Homelessness Plan

The City shall use the Statement of Work Exhibit A-1, City Homelessness Plan Template to develop the Homelessness Plan with its community partners.

Deliverable 2: Homelessness Plan Completion

The City shall provide a final Homelessness Plan as the deliverable for Task 2.

Deliverable Report Schedule

| Deliverable | Due Date |
|-------------------------|--|
| Partnership Report | December 15, 2017 |
| Draft Homelessness Plan | (One month before Final Plan) |
| Homelessness Plan | Please fill in the date that was stated in your City's proposal. Should additional time be needed to complete a comprehensive planning process, you may submit a request for an extension that must be approved by the County Homeless Initiative. |

The Partnership Report and Homelessness Plan (draft and final) shall be submitted to County Chief Executive Office - Homeless Initiative at the following email address: Samangi Mudalige, Sr. Analyst smudalige@ceo.lacounty.gov

PRICING SCHEDULE

Total budget for project is \$xx,xxx, to be paid by County of Los Angeles upon deliverable of the City Homelessness Plan.

If you are using a Consultant to assist with the development of the plan, please fill in the Consultant's overall cost. If not, please leave blank.

If you are including City staff time in your cost, please fill in the City staff's overall cost. If not, please leave blank.

Please include costs, if any, for community meetings. Costs do not need to be broken out by line items.

| | |
|-----------------------------------|-----------------|
| CITY PLANNING GRANT BUDGET | |
| <i>CONSULTANT COSTS</i> | |
| CONSULTANT COST TOTAL | \$XX,XXX |
| <i>CITY ADMINISTRATIVE COSTS</i> | |
| STAFFING COST TOTAL | \$XX,XXX |
| <i>COMMUNITY MEETINGS</i> | |
| MEETING EXPENSES | \$X,XXX |
| PROGRAM BUDGET TOTAL | XX,XXX |

Please provide the following information:

| | |
|---|--|
| Name of the City's authorized official (who can sign/bind the contract) | |
| City's mailing address | |
| City's Tax ID number | |

Please register your City with the County as a vendor at the County Internal Services Division website - <http://camisvr.co.la.ca.us/webven/>

EXHIBIT "A" SCOPE OF SERVICES

| Homeless Plan | | |
|--|-------------|--------------|
| Task | Description | Deliverables |
| Task 1. Program Management | | |
| | 1.1 | |
| | 1.2 | |
| | 1.3 | |
| | 1.4 | |
| | 1.5 | |
| | 1.6 | |
| | 1.7 | |
| | 1.8 | |
| | 1.9 | |
| | 1.10 | |
| Task 2. Stakeholder Outreach | | |
| | 2.1 | |
| | 2.2 | |
| | 2.3 | |
| | 2.4 | |
| | 2.5 | |
| | 2.6 | |
| | 2.7 | |
| | 2.8 | |
| | 2.9 | |
| | 2.10 | |
| Task 3. Reports, Plan & Post-Plan Support | | |
| | 3.1 | |
| | 3.2 | |
| | 3.3 | |
| | 3.4 | |
| | 3.5 | |
| | 3.6 | |
| | 3.7 | |
| | 3.8 | |
| | 3.9 | |
| | 3.10 | |
| Number of City Plans Vendor has the capacity to facilitate | | |

Example

[INSERT SCOPE]

Exhibit "B" SCHEDULE OF SERVICES

| PROJECT SCHEDULE | | | | | | |
|---------------------------|---|-------------------------|----------|----------|----------|----------|
| City Homeless Plan | | | | | | |
| Task Number | Task Title | Months after NTP | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | <i>Task 1. Program Management</i> | | | | | |
| 1.1 | 0 | | | | | |
| 1.2 | 0 | | | | | |
| 1.3 | 0 | | | | | |
| 1.4 | 0 | | | | | |
| 1.5 | 0 | | | | | |
| 1.6 | 0 | | | | | |
| 1.7 | 0 | | | | | |
| 1.8 | 0 | | | | | |
| 1.9 | 0 | | | | | |
| 1.10 | 0 | | | | | |
| 2 | <i>Task 2. Stakeholder Outreach</i> | | | | | |
| 2.1 | 0 | | | | | |
| 2.2 | 0 | | | | | |
| 2.3 | 0 | | | | | |
| 2.4 | 0 | | | | | |
| 2.5 | 0 | | | | | |
| 2.6 | 0 | | | | | |
| 2.7 | 0 | | | | | |
| 2.8 | 0 | | | | | |
| 2.9 | 0 | | | | | |
| 2.10 | 0 | | | | | |
| 3 | <i>Task 3. Reports, Plan & Post-Plan Support</i> | | | | | |
| 3.1 | 0 | | | | | |
| 3.2 | 0 | | | | | |
| 3.3 | 0 | | | | | |
| 3.4 | 0 | | | | | |
| 3.5 | 0 | | | | | |
| 3.6 | 0 | | | | | |
| 3.7 | 0 | | | | | |
| 3.8 | 0 | | | | | |
| 3.9 | 0 | | | | | |
| 3.10 | 0 | | | | | |

Example

[INSERT SCHEDULE]

Exhibit "C" BUDGET

| LINE ITEM BUDGET | | | | | | | | | |
|---|------------------------|-------------------------------|---------------|---------------------------------|---------------|--|---------------|----------------------------|---------------|
| (a) | (b) | (c) | (d) | (e) | (f) | (g) | (h) | (m) | (n) |
| Cost Categories | Maximum Hourly Rate | Task 1. Program Management | | Task 2. Stakeholder Outreach | | Task 3. Reports, Plan & Post-Plan Support | | Grand Total (All tasks) | |
| | | Hours | Amount | Hours | Amount | Hours | Amount | Hours | Amount |
| <u>Labor Classification(s):Name & Title</u> | | | | | | | | | |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| | | | \$0.00 | | \$0.00 | | \$0.00 | 0.00 | \$0.00 |
| Subtotal - Labor | | 0.00 | \$0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 |
| <u>Other Direct Costs (ODCs)</u> | | | | | | | | | |
| Travel | | | | | | | | | 0.00 |
| Printing | | | | | | | | | 0.00 |
| Outreach Supplies | | | | | | | | | 0.00 |
| Other Expenses | | | | | | | | | 0.00 |
| | | | | | | | | | |
| Subtotal - ODCs: | | | \$0.00 | | \$0.00 | | \$0.00 | | \$0.00 |
| <u>Subconsultant(s)*</u> | | | | | | | | | |
| | 0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 |
| | | | | | | | | | |
| Subtotal -Subconsultant(s): | | 0.00 | \$0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 |
| GRAND TOTAL | | 0.00 | \$0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 | 0.00 | \$0.00 |

Example

[INSERT RATES & AUTHORIZED REIMBURSABLE EXPENSES]

Attachment B

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

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.

Kris Kuntz
Senior Associate, LeSar Development Consultants



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.

Jonathan Hunter
Senior Principal, LeSar Development Consultants



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.

Rachel Ralston
Senior Associate, LeSar Development Consultants



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.

Winnie Fong
Senior Associate, Estolano LeSar Perez Advisors



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

California State

**Artemis Spyridonidis
Senior Associate, LeSar Development Consultants**



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.

**Jessica Ripper
Senior Associate, LeSar Development Consultants**



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.

**Veronica Cruz
Senior Associate, Estolano LeSar Perez Advisors**



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.

Leah Hubbard
Associate, Estolano LeSar Perez Advisors



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.

Nadine Hassoun
Research Analyst, LeSar Development Consultants

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.

Reza Mortaheb
Research Analyst, LeSar Development Consultants

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).

SECTION 5 – PRIMARY CONTACT

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

LDC has the capacity to work with five to eight cities, but is open to working with additional 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. (See Appendix E, Fee Schedule for Additions to Homelessness Plans). 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 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 \$25,000 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 | \$5,000 | 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. |

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: <ul style="list-style-type: none"> • 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 |
|---|---|--|
| | <p>implementation</p> <ul style="list-style-type: none"> • 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 | 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 |

LDC reserves the right to use other staff for internal, non-client facing, work.

| Cost Categories | Max Hourly Rate | Phase 1 | | Phase 2 | | Phase 3 | | Phase 4 | | Grant Totals | |
|--------------------------|-----------------|---------|----------|---------|----------|---------|----------|---------|----------|--------------|-----------|
| | | H | \$ | H | \$ | H | \$ | H | \$ | Total Hours | Total \$ |
| 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 | 57 | \$9,975 |
| Senior Associate 2 | \$165 | 8 | \$1,320 | 11 | \$1,815 | 4.5 | \$743 | 5 | \$825 | 28.5 | \$4,703 |
| Associate | \$145 | 5 | \$725 | 11 | \$1,595 | 4.5 | \$652 | 5 | \$725 | 25.5 | \$3,697 |
| 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 | \$5,000 | 174 | \$25,000 |
| Grand Total for 5 Cities | | | \$25,000 | | \$50,000 | | \$25,000 | | \$25,000 | 870 | \$125,000 |
| Grand Total for 8 Cities | | | \$40,000 | | \$80,000 | | \$40,000 | | \$40,000 | 1,392 | \$200,000 |



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

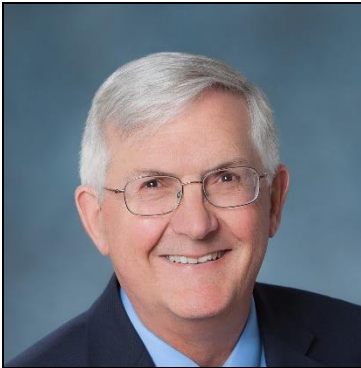
PROGRAM AND RESEARCH ANALYST

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 McGuinness 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

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

PROFESSIONAL EXPERIENCE

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

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

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

PROFESSIONAL EXPERIENCE

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

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

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.

EXHIBIT E – FEE SCHEDULE FOR ADDITIONS TO CITY HOMELESS PLANS

| DESCRIPTION | FEE |
|--|---------------------|
| Create a plan logic model | \$5,000 |
| Develop a process for responding to homeless inquiries | \$2,500 |
| Identify homeless prevention strategies | \$2,500 |
| Conduct a SWOT analysis | \$3,000-\$5,000 |
| Provide staff and community homeless education | \$1,000-\$3,000 |
| Assist in identifying promising innovations and best practices | \$2,500-\$5,000 |
| Develop a rapid rehousing | \$5,000 |
| Identify and provide training opportunities | \$1,000-\$3,000 |
| Create measurement tools | \$3,000 |
| Evaluate and draft policies | \$5,000 |
| Conduct a community education, engagement and-support building meeting | \$2,500 |
| Develop safe and healthy library strategies | \$1,000-\$3,000 |
| Develop homeless toolkits | \$3,000-\$5,000 |
| Other additions | Priced upon request |

ADDENDUM

Additional Items Requested by San Gabriel Valley Council of Governments

The following includes the additional items requested by the San Gabriel Valley Council of Governments (SGVCOG) on 12/18/2017.

1. Outcomes from LeSar Development Consultants Homeless Projects

The following provides a summary of current and past LeSar Development Consultants projects along with specific outcomes achieved from work:

| | |
|-----------------------|---|
| 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 |
| Outcomes: | Based on work plan created by LDC, the City has accomplished the following: <ol style="list-style-type: none"> 1. Created temporary camp zone 2. Created three temporary emergency shelters that will provide 700 beds over the next two years 3. Expanded Safe Parking Program 4. Created draft homeless policy for City that will be voted on in February 2018 5. Developing flexible housing fund to rapidly place households into permanent housing as outlined in work plan |

| | |
|-----------------------|---|
| 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 |
| Outcomes: | <ol style="list-style-type: none"> 1. Created comprehensive draft for public comment that will be released January 2nd that will act as policy guide for the City to build 400 units of Permanent Supportive Housing. Final draft is anticipated to be approved by the City Council in February 2018. |

| | |
|----------------------|--|
| Project Name: | Centralized Service Center Technical Assistance |
| Client(s): | City of Pomona |

San Diego Office
 404 Euclid Ave, Suite 212
 San Diego, CA 92114
 619-236-0612 phone
 619-236-0613 fax

Sacramento Office
 1400 N Street, Suite 7
 Sacramento, CA 95814
 619-459-6292 phone

Los Angeles Office
 448 S. Hill Street, Suite 618
 Los Angeles, CA 90013
 213-612-4545 phone
 213-488-3468 fax

www.lesardevelopment.com

| | |
|-----------------------|--|
| Scope of Work: | LDC is working with the City of Pomona on planning activities related to the creation of a Centralized Service Center that will include crisis and bridge housing beds, various services, a community clinic, and a public meal program. |
| Dates: | September 2016-Present |
| Outcomes: | <ol style="list-style-type: none"> 1. Conducted initial site analysis plan that the City Council approved and which lead to the purchasing of a property for the CSC 2. Developed Request for Proposal for City that lead to the on-boarding of a service operator for CSC |

| | |
|-----------------------|--|
| 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 |
| Outcomes: | <p>From the evaluation the City has done the following:</p> <ol style="list-style-type: none"> 1. Updated all emergency shelter contracts with evaluation recommendations 2. Included recommendations in all new emergency shelter tent contracts 3. Provided an array of training to shelter providers on evaluation recommendations 4. Evaluation helped inform currently under development CoC regional plan |

| | |
|-----------------------|---|
| Project Name: | Infrastructure Organization Business Plan |
| Client(s): | San Diego Continuum of Care |
| Scope of Work: | LDC created a strategic business plan for the San Diego Continuum of Care to develop an infrastructure organization to manage and carry out HUD mandated CoC functions/activities. Plan included options of consolidating a local non-profit, new organizational charts, and funding plan. |
| Dates: | October 2015-February 2016 |
| Outcomes: | <p>Based on plan LDC created, the CoC has since accomplished the following:</p> <ol style="list-style-type: none"> 1. Consolidated activities of local non-profit into the CoC infrastructure organization 2. Reconfigured the CoC board to act as the non-profits board 3. Acquired new CoC funding for the building out of Coordinated Entry tasks 4. Through a national search, hired new Executive Director and Chief Operating Officer |

| | |
|-----------------------|---|
| Project Name: | System Performance Monitoring Plan |
| Client(s): | San Diego Continuum of Care |
| Scope of Work: | LDC created a region wide performance monitoring plan to measure all homelessness activities throughout the county. Plan included the creation of specific metrics for various housing interventions, metric targets, and a strategy on how to measure along with responsibilities. |
| Dates: | October 2015-February 2016 |
| Outcomes: | <p>Based on plan the CoC has since accomplished the following:</p> <ol style="list-style-type: none"> 1. Developed public data dashboards that have received national attention |

| | |
|--|--|
| | <ol style="list-style-type: none"> 2. Incorporated metrics into approved CoC Written Standards 3. Reallocated nearly all Transitional Housing programs in yearly HUD NOFA to Housing First models including Permanent Supportive Housing or Rapid Re-Housing |
|--|--|

| | |
|-----------------------|---|
| 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 |
| Outcomes: | <p>Based on plan the CoC has since accomplished the following:</p> <ol style="list-style-type: none"> 1. Received new HUD funding for new Coordinated Entry positions 2. Built out Coordinated Entry responsibilities and positions within the CoC 3. Divided region into 4 sub-regions with regional leadership 4. Implemented Coordinated Entry within the Homeless Management Information System (HMIS) 5. Developed Coordinated Entry Policies and Procedures document 6. Established training protocols for all staff in region on Coordinated Entry |

| | |
|-----------------------|--|
| Project Name: | City of San Diego Performance Monitoring Tools |
| Client(s): | San Diego Housing Commission |
| Scope of Work: | Developed performance outcomes and outputs for City of San Diego funded homeless projects. Created performance monitoring tools and standard guidebook for City funded agencies to use to tools and report back to the City |
| Dates: | 2016 |
| Outcomes: | <ol style="list-style-type: none"> 1. City adopted performance outputs and outcomes 2. City adopted performance monitoring tools 3. City of San Diego now has standard tools and reporting strategies for all City funded homeless services |

| | |
|-----------------------|--|
| 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. As part of work plan, conducted an eight week internal management training on homelessness |
| Dates: | June 2014 |
| Outcomes: | <ol style="list-style-type: none"> 1. Plan led to the creation of Housing First San Diego and a commitment from the City to invest \$70-\$100 million in homeless funding 2. Created Housing Our Heroes Program that devoted resources to house 1,000 homeless Veterans in one year which was accomplished |

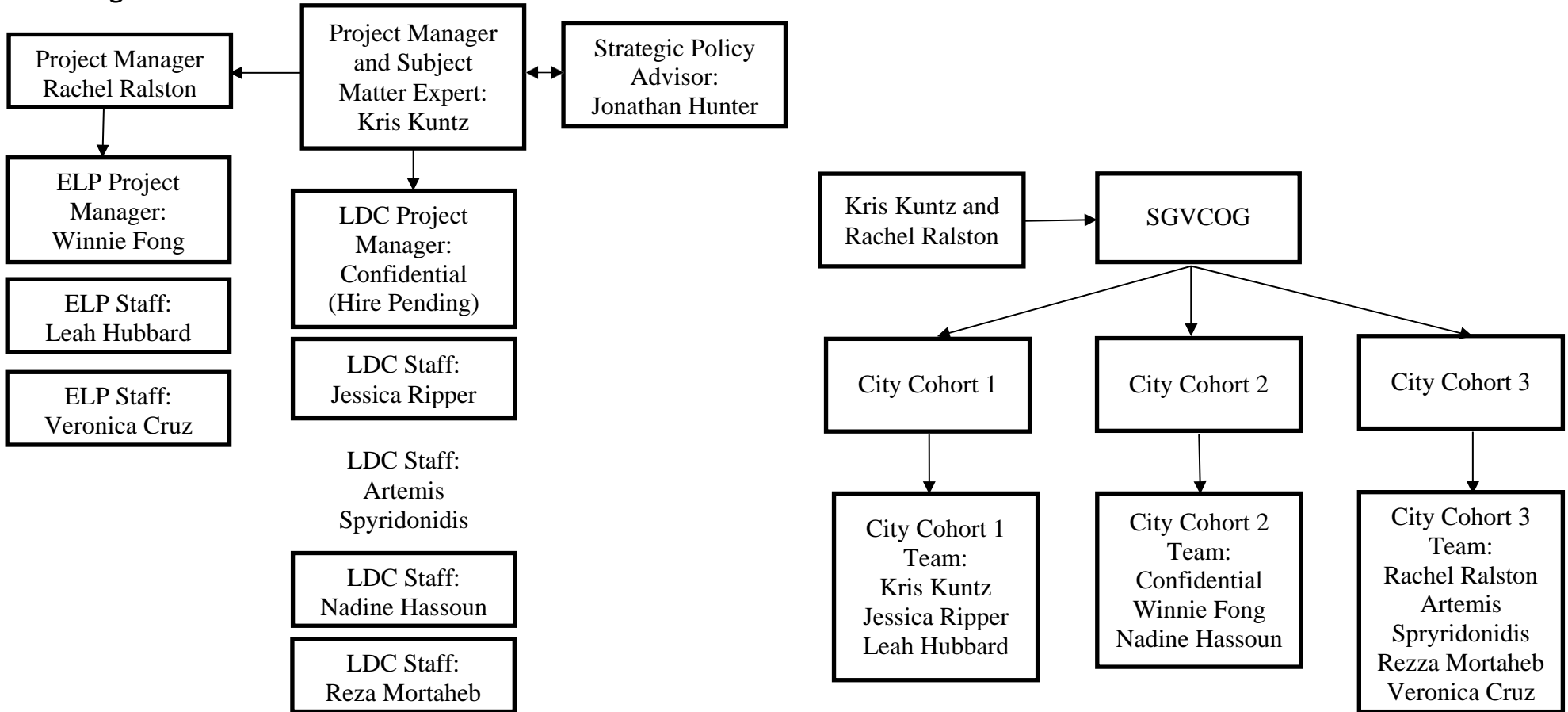
| | |
|-----------------------|---|
| Project Name: | Implementation of the Plan to End Chronic Homelessness |
| Client(s): | United Way of San Diego County |
| Scope of Work: | Created and implemented a work plan for the United Way of San Diego County to effectively and efficiently reduce chronic homelessness 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 |
| Outcomes: | <ol style="list-style-type: none"> 1. Created countywide commitment to Housing First 2. Reseated the CoC Governance Board in anticipation for requirements of HEARTH Act becoming law |

| | |
|-----------------------|--|
| 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 |
| Outcomes: | <ol style="list-style-type: none"> 1. First table setting plan in San Diego that introduced national best-practices including Housing First and provided continued investment in Permanent Supportive Housing until redevelopment ended in 2012 |

| | |
|-----------------------|---|
| Project Name: | 10-Year Implementation Plan to End Homelessness in the City of Los Angeles |
| Client(s): | Mayor’s Office, City of LA and Community Redevelopment Agency of the City of LA |
| 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 |
| Outcomes: | This plan preceded United Way’s involvement in homelessness and was used to craft their initial plan under Homeforgood. |

2. Organizational Chart



San Diego Office
 404 Euclid Ave, Suite 212
 San Diego, CA 92114
 619-236-0612 phone
 619-236-0613 fax

Sacramento Office
 1400 N Street, Suite 7
 Sacramento, CA 95814
 619-459-6292 phone

Los Angeles Office
 448 S. Hill Street, Suite 618
 Los Angeles, CA 90013
 213-612-4545 phone
 213-488-3468 fax

3. New Fee Schedule

| Cost Categories | Max Hourly Rate | Phase 1 | | Phase 2 | | Phase 3 | | Phase 4 | | Grant Totals | |
|---------------------------|-----------------|---------|----------|---------|----------|---------|----------|---------|----------|--------------|-----------|
| | | H | \$ | H | \$ | H | \$ | H | \$ | Total Hours | Total \$ |
| 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 | 57 | \$9,975 |
| Senior Associate 2 | \$165 | 8 | \$1,320 | 11 | \$1,815 | 4.5 | \$743 | 5 | \$825 | 28.5 | \$4,703 |
| Associate | \$145 | 5 | \$725 | 11 | \$1,595 | 4.5 | \$652 | 5 | \$725 | 25.5 | \$3,697 |
| 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 | \$5,000 | 174 | \$25,000 |
| Grand Total for 18 Cities | | | \$40,000 | | \$80,000 | | \$40,000 | | \$40,000 | 1,392 | \$450,000 |

LDC still anticipates that with economies of scale it will still cost \$25,000 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.

4. Additions to City Homeless Plans

| DESCRIPTION | FEE | Comments |
|--|---------|--|
| Create a plan logic model | \$1,000 | Will create template that could be used across region. LDC will populate logic model template with city specific strategies |
| Develop a process for responding to homeless inquiries | \$0 | Will be incorporated into plan if City adopts this as a specific goal |
| Identify homeless prevention strategies | \$0 | Will be incorporated into plan if City adopts this as a specific goal |
| Conduct a SWOT analysis | \$3,000 | Keep price as is since will require in-person time for each city as well as individualized report. Elements of a SWOT analysis will be in base package plan. |

San Diego Office
404 Euclid Ave, Suite 212
San Diego, CA 92114
619-236-0612 phone
619-236-0613 fax

Sacramento Office
1400 N Street, Suite 7
Sacramento, CA 95814
619-459-6292 phone

Los Angeles Office
448 S. Hill Street, Suite 618
Los Angeles, CA 90013
213-612-4545 phone
213-488-3468 fax

| | | |
|--|-----------------|--|
| Provide staff and community homeless education | \$1,000-\$3,000 | Would do this at a regional level. Could negotiate costs depending on need and topics. Would work with SGVCOG to identify. |
| Assist in identifying promising innovations and best practices | \$0 | Will be incorporated into all plans |
| Develop a rapid rehousing | \$0 | Will be incorporated into plan if City adopts this as a specific goal |
| Identify and provide training opportunities | \$1,000-\$3,000 | Would do this at a regional level. Could negotiate costs depending on need. Would work with SGVCOG to identify. |
| Create measurement tools | \$1,000 -3,000 | Negotiate based on complexity of tools desired |
| Evaluate and draft policies | \$0-\$1,000 | Evaluation of current policies will be in plan but drafting of new policies can be negotiated based on complexity |
| Conduct a community education, engagement and-support building meeting | \$2,500 | Would do this at a regional level. Could negotiate costs depending on need. Would work with SGVCOG to identify. |
| Develop safe and healthy library strategies | \$0 | Will be incorporated into plan if City adopts this as a specific goal |
| Develop homeless toolkits | \$3,000-\$5,000 | Would do this at a regional level. Could negotiate costs depending on need. |

5. Assist City with Homeless Population Demographics and Subpopulations

If Cities are interested in having LDC assist them with better understanding “who” is experiencing homelessness within their city, LDC could offer the following:

Survey Analysis- \$5,000 per city (This can be negotiated based on level of detail in final report)

- Determine cities interested in this process. Set up initial call to gather input on what they would like to see on the survey. (questions, target populations – unsheltered vs sheltered, both)
- Create initial draft survey that could be used by various cities in the region (as desired). Would create initial draft of survey and have interested cities provide feedback.
- Work with each city to determine best ways to distribute the surveys (1 day blitz, over the course of a month without duplicating, outreach partners, etc...)
- LDC would not be involved in actual distribution or collection of surveys
- LDC summarizes data collected through surveys and creates final report. Comparisons are made to LA County data.

HMIS Analysis - \$3,000-\$5,000 (This can be negotiated based on level of detail in final report)

- Analysis of HMIS data from programs operating within the city. If the city has programs that operate in its jurisdiction and use HMIS, LDC could do initial HMIS analysis of demographic data and service pathways of current programs.
- LDC would rely on City to engage partners to run reports with de-identified data
- LDC summarizes data collected through surveys and creates final report. Comparisons are made to LA County data.

Continue Next Page

REPORT

DATE: January 8, 2017

TO: Executive Committee

FROM: Marisa Creter, Interim Executive Director

RE: **CLASSIFICATION AND COMPENSATION STUDY**

RECOMMENDED ACTION

For information only.

BACKGROUND

On November 8, 2017, the San Gabriel Valley Council of Governments (SGVCOG) released a Request for Proposals (RFP) for a classification and compensation study (Attachment A). This study was initiated as a component of the integration of the Alameda Corridor-East Construction Authority (ACE) and SGVCOG under a single personnel system. At the October Governing Board meeting, the Board approved a budgeted amount of \$25,000 for this study. The study is anticipated to be completed by June 30, 2018.

The scope of work for the consulting services related to this classification and compensation study included the following:

- Review current job descriptions and compensation system to assure internal equity and external competitiveness and may include desk audits where concerns may arise.
- Conduct a comprehensive survey of external regional labor market agencies, impacting the San Gabriel Valley area job market for all full-time and regular part-time benefited positions. This includes a review of public sector jobs within the same essential duties and functions, as well as a review and market analysis of salary and benefits including but not limited to: base salary, employer paid retirement contributions, longevity pay, certification pay, educational incentive and specialty pay, standby pay, employer paid insurance contributions for health, dental, vision insurance, life insurance including accidental death and dismemberment, long term disability, leave benefits including holiday, sick leave, and vacation.
- Make recommendations for changes to current classification system which assures internal equality and external competitiveness. The method in which to perform this analysis is to be determined by the consultant. The data will be based on wages and benefits established for fiscal year 2017-2018. SGVCOG's fiscal year begins July 1st and ends June 30th.
- Present the results of the survey to the Executive Director and members of the Executive Committee, City Managers Steering Committee and the ACE Ad Hoc Integration Committee.
- Undertake additional tasks necessary as related to the SGVCOG and ACE integration.

SELECTION PROCESS

The RFP was sent to 17 firms (Attachment B) and posted on the SGVCOG website. Proposals were due on December 6, at 5:00 PM. A total of five proposals were received from the following firms:

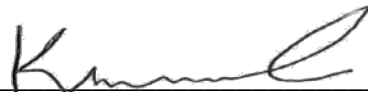
- CPS HR Consulting
- Koff & Associates
- Public Sector Personnel Consultants
- Reward Strategy Group
- Springsted Incorporated


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, if any. (20%)
- Cost (20%)

After evaluating the proposals, the two highest ranked firms were selected for an interview, which will take place on January 3rd. The evaluation panel for this RFP is composed of the following individuals:

- Dominic Lazzaretto, City Manager, City of Arcadia
- Brian Saeki, City Manager, City of Covina
- Bob Russi, City Manager, City of La Verne
- Katie Ward, Senior Management Analyst, SGVCOG

Prepared by:  _____
 Katie Ward
 Senior Management Analyst

Approved by:  _____
 Marisa Creter
 Interim Executive Director

ATTACHMENTS

- Attachment A – Classification and Compensation RFP
- Attachment B – List of Firms



**REQUEST FOR PROPOSAL
FOR CLASSIFICATION AND
COMPENSATION STUDY**

San Gabriel Valley Council of Governments
1000 S. Fremont Avenue, Unit #42
Bldg. A10-N, Suite 10-210
Alhambra, California 91803

Proposal Issue Date: November 8th, 2017

Proposal Due: December 6th, 2017
5:00 PM

Introduction

The San Gabriel Valley Council of Governments (SGVCOG) is soliciting proposals from qualified consulting firms, experienced in the development of a job evaluation and compensation system. The SGVCOG is a joint powers authority made up of representatives from 31 cities, 3 Los Angeles County Supervisorial Districts, and the 3 Municipal Water Districts located in the San Gabriel Valley. The SGVCOG serves as a regional voice for its member agencies and works to improve the quality of life for the more than 2 million residents living in the San Gabriel Valley. The SGVCOG works on issues of importance to its member agencies, including transportation, housing, economic development, the environment, and water, and seeks to address these regionally.

The Alameda Corridor-East Construction Authority (ACE) was created by the SGVCOG in 1998 as a subsidiary of the SGVCOG, with a narrow mission to address the traffic congestion caused by the expansion of freight rail traffic from the Ports of Los Angeles and Long Beach. Beach. As a subsidiary, ACE operates a separate personnel system from that of the SGVCOG. For the past 18 years, ACE has had great success in securing more than \$1.6 billion in funding to construct grade separations to facilitate freight railroad movement through the southern portion of the San Gabriel Valley.

At the August 2017 Governing Board meeting, the Board approved the integration of ACE into the SGVCOG to accomplish the following objectives:

- Restructure ACE so it will be an ongoing operation as a division of SGVCOG, and not expire at the end of its mission (currently estimated to be in FY 2022-23).
- Expand the jurisdiction of ACE as a construction and projects entity that can serve all of the San Gabriel Valley.
- Restructure the ACE Board so that it has representation from the entire San Gabriel Valley and revise its role so it is no longer a separate Board with management control over ACE but instead will be a standing committee advisory to the Governing Board regarding the ACE operation.
- Integrate SGVCOG and ACE staff under a single personnel system reporting to the Executive Director of SGVCOG.

Our desire is to obtain a consultant who will assist in developing a single, integrated personnel system for the SGVCOG and ACE. This assistance shall be in the form of reviewing the existing job descriptions and compensation system including all benefits, analyze the current jobs performed by employees, determine the correct market pay for each position, establish the market value of the employee benefits package and provide a market analysis of the total compensation including salary and benefits for both organizations. Some positions within each organization are overlapping in terms of title and responsibilities, so synthesizing these aspects will be key to the consultant. Additionally, recommendations are desired for any adjustments to pay, benefits and/or reclassification as needed to provide for a complete integration for both of the organizations.

All prospective consultants will be afforded full opportunity to submit statements of qualifications in response to this request and will not be discriminated against on the grounds of age, ancestry, color, race, gender, gender identity, gender expression, genetic information, marital status, medical condition, military and veteran status, religion, national origin, sex, sexual orientation, religious creed, transgender status or disability in consideration for an award of any contract entered into pursuant to this notice.

This Request for Proposals (RFP) is an invitation by the SGVCOG for consultants to submit an offer,

which may be subject to subsequent discussion. Submittal of a proposal does not create any right or expectation to a Contract with the SGVCOG. The SGVCOG reserves the right to reject any or all proposals and the SGVCOG further declares that it will incur no financial obligations for any costs by any firm in preparation of their proposal.

Qualified firms should submit their proposals electronically in a PDF format on or before **December 6th, 2017 at 5:00 PM** to: kward@sgvcog.org

Statement of Qualifications and Approach

To be considered, a vendor must be a consulting firm with expertise in evaluating pay scales, benefits, job descriptions and market pay/benefit analyses. The consultant should be able to provide references from other municipalities or government agencies where similar work was performed.

Criteria for Selection

The Interim Executive Director, with input from representatives from the SGVCOG City Managers’ Steering Committee, will evaluate each proposal and select a firm to recommend to the SGVCOG Governing Board to enter into a contract for service. The Governing Board will provide final approval of the selection.

All proposals submitted will be evaluated using the following criteria:

- 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, if any. (20%)
- Cost (20%)

Cost and Fee Arrangements

The consultant must provide a proposal with maximum cost for the project based on the project as described herein. To the extent desired, additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this Request for Proposal.

San Gabriel Valley Council of Governments Background Information

Currently the SGVCOG has a range and merit-based compensation system. There are 8 positions on an exempt and non-exempt basis. Salary range adjustments are annual and merit based.

The SGVCOG employs approximately 5 full-time employees, 2 regular part- time benefited employees, and 6 part-time non-benefited employees. The positions are as follows:

| | Full – Time | Part – Time (Benefited) | Part-Time (Un-Benefited) |
|--------------------|-------------|-------------------------|--------------------------|
| Executive Director | 1 | | |

| | | | |
|-----------------------------------|---|---|---|
| Assistant Executive Director | 1 | | |
| Regional Homelessness Coordinator | 1 | | |
| Senior Management Analyst | 1 | | 1 |
| Management Analyst | 1 | | |
| Project Assistant | | 2 | |
| Office Assistant | | | |
| Intern | | | 5 |

Alameda Corridor-East Construction Authority Background Information

Currently ACE has a range and merit-based compensation system. There are 19 positions on an exempt and non-exempt basis. Salary range adjustments are annual, and merit based.

ACE employs approximately 24 full-time employees, 0 regular part- time benefited employees, and 1 part-time non-benefited employee. The positions are as follows:

| | Full – Time | Part – Time (Benefited) | Part-Time (Un-Benefited) |
|--|-------------|-------------------------|--------------------------|
| Accounting Technician | 2 | | |
| Administrative Assistant | 2 | | |
| Administrative Services Manager | 1 | | |
| Labor Compliance/Procurement Admin | 1 | | |
| Contracts Auditor | 1 | | |
| Contracts Manager | 1 | | |
| Director of Finance | 1 | | |
| Director of Government and Community Relations | 1 | | |
| Manager of Audits and Grants | 1 | | |
| Manager of Information Technologies | 1 | | |
| Program Manager | 1 | | |
| Secretary/Document Control | 1 | | |
| Senior Accountant | 1 | | |
| Senior Contracts Auditor | 1 | | |
| Senior Contracts Administrator | 1 | | |
| Senior Project Manager | 4 | | |
| Utility Coordinator | 1 | | |
| Chief Executive Officer | 1 | | |
| Intern | | | 1 |

Scope of Work

The SGVCOG expects ongoing and open communications between designated SGVCOG representatives and the consultant over the course of each phase. All products and recommendations must comply with applicable State and Federal laws and enhance the SGVCOG’s ability to recruit and retain qualified personnel.

| Proposed Timeline | DATE |
|---|---|
| Request for Proposal Issued | November 8 th , 2017 |
| Questions Regarding RFP Due | November 20 th , 2017 at 5:00 PM |
| Answers to Questions Posted | November 22 nd , at 5:00 PM |
| Due date for Proposal | December 6 th , 2017 at 5:00 PM |
| Selected Firm Notified | January 10 th , 2018 |
| Governing Board Review for Approval/Contract Date | January 18 th , 2018 |
| Completion Date | June 30 th , 2018 |

The SGVCOG will provide the following information to the successful consultant:

- Copies of all existing job descriptions
- Copies of all wage and salary schedules
- Copies of all employee benefit schedules
- Copy of SGVCOG and ACE Organizational Charts

Specifications for Job Evaluation/Compensation

The following are the consulting services related to the classification and compensation study:

- The consultant will review the current job descriptions and compensation system to assure internal equity and external competitiveness and may include desk audits where concerns may arise.
- Conduct a comprehensive survey of external regional labor market agencies, **Attachment A**, impacting the San Gabriel Valley area job market for all full-time and regular part-time benefited positions in **Attachment B**. This shall include public sector jobs within the same essential duties and functions. This will include a review and market analysis of salary and benefits including but not limited to: base salary, employer paid retirement contributions, longevity pay, certification pay, educational incentive and specialty pay, standby pay, employer paid insurance contributions for health, dental, vision insurance, life insurance including accidental death and dismemberment, long term disability, leave benefits including holiday, sick leave, and vacation.
- Make recommendations for changes to current classification system which assures internal equality and external competitiveness. The method in which to perform this analysis is to be determined by the consultant. The data will be based on wages and benefits established for fiscal year 2017-2018. SGVCOG's fiscal year begins July 1st and ends June 30th.
- The consultant will provide SGVCOG staff with electronic copies of the final compensation study.
- The Consultant will present the results of the survey to the Executive Director and members of the Executive Committee, City Managers Steering Committee and the ACE Ad Hoc Integration Committee.
- Additional tasks necessary as related to the SGVCOG and ACE integration.
- If required, the Consultant will meet with the SGVCOG Governing Board to review results.

Specification for Proposals

All proposals submitted in response to this request for proposals must contain the following information in the stated order:

1. Name, address, telephone number of the Consulting firm.
2. Description of the firm (corporation, partnership, etc.) and year established.
3. State of incorporation, if any, and type of ownership.
4. Name and biography of all proposed consultant(s)/facilitator(s).
5. Name, title and business address of person responsible for submitting the proposal.
6. Listing of any subcontractors, if any, and the scope of work they will perform.
7. Description of the scope of involvement with staff.
8. Narrative proposal on what approach and techniques the consultant will use in identifying and evaluating information provided.
9. Describe the process used and submit the forms, questionnaires and instruments used or proposed for use in this study.
10. Narrative proposal on scope of work as identified above.
11. An estimate of time to complete the project and a proposed timeline of work tasks, with the date of final completion of the project. Reference proposed timetable on page 3 as a guide.
12. A breakdown of the firm's rates, fees and charges for services, by phase and for total project, and a proposed payment schedule.
13. At least three references, including individual contact name, name of company and phone from other municipalities or government agencies where similar work was performed.

Timetable for Submission

For consideration to be given to any proposal submitted pursuant to this RFP, an electronic PDF copy of the submittal materials must be received on **December 6th, 2017 at 5:00 PM** via email to kward@sgvcog.org.

Late proposals are not accepted. No oral, telephone, or fax proposals will be considered. The SGVCOG reserves the right to reject any or all proposals submitted.

Contact with SGVCOG Personnel

At no time shall the consultant, its agents, representatives or contracted personnel contact or otherwise communicate with SGVCOG and ACE personnel without prior arrangement with the Executive Director or designee, for the purposes of negotiating, modifying, changing or interpreting the proposal or specifications. Any changes, modifications, or interpretations must be handled by one source uniformly for all consultants. All questions relating to the statements contained in the RFP are to be addressed in writing to Katie Ward, Senior Management Analyst, via e-mail at kward@sgvcog.org.

Consulting Firm Submittal Form - Attachment C

The submittal form shall be signed by an officer of the firm(s) and include the following:

- Firm name, mailing address and telephone number.

- Contact name, title, telephone number and email address of the individual authorized to commit the respondent.
- Name(s), title(s), telephone number(s), and email address(s) of the individual(s) to be the official contact person(s) regarding all matters concerning the proposal.
- A statement ensuring validity of the proposal for at least 90 days.

Addenda to RFP

If it becomes necessary to revise any part of this RFP, addenda will be supplied to all firms receiving this Request for Proposal.

The selected provider will enter into a contract with the SGVCOG for consulting services for a term to be mutually agreed upon by the SGVCOG and selected firm. For informational purposes, the SGVCOG's *Professional Services Agreement* is attached to this RFP as **Attachment D**.

Evaluation Procedures

The proposal review process shall include, but not be limited to, the following activities:

A. Proposed Evaluation Criteria

All proposals will be reviewed by the Interim Executive Director to determine responsiveness. Unresponsive proposals will be removed from consideration and notified in writing.

Responsive proposals will be reviewed and evaluated by the Interim Executive Director with input from members of the Executive Committee, City Managers Steering Committee and the ACE Ad Hoc Integration Committee. Staff will screen and select a smaller group of finalists for an in-depth oral interview.

Proposals will be evaluated using some or all of the following criteria in its evaluation and comparison of submitted proposals. The criteria listed are not necessarily an all-inclusive list. The order in which they appear is not intended to indicate their relative importance.

- Bidder's compliance with specifications as set forth in the RFP.
- Experience, training, credentials, and experience.
- The firm's past experience and performance on comparable studies.
- Cost and fees.
- Proposed project timeline & completion.
- Recent references from comparable clients.

The SGVCOG shall have absolute discretion in determining the applicability and weight or relative weight of some or all of the criteria listed above and is not required to select the lowest monetary proposer.

B. Right to Reject Proposals:

The SGVCOG reserves the right to reject any or all proposals should be deemed in its best interest to

do so. Any award made for this engagement will be made to the bidder which, in the opinion of the SGVCOG, is best qualified to conduct the classification and compensation study. The selection of the proposal will be made at the sole discretion of the SGVCOG.

Disclosure of Proposals/Public Records Act

Proposals will be kept confidential until such time as the SGVCOG has completed its evaluation. Proposers are cautioned that the agreement and proposals submitted are public records in accordance with the California Public Records Act (Govt. Code Section 6250 et seq.).

All proposals submitted in response to this RFP will become the property of the SGVCOG and a matter of public record. The vendor must identify, in writing, all copyrighted material, trade secrets, or other proprietary information that it claims is exempt from disclosure. Any firm claiming such an exemption must also state in its proposal that the firm agrees to hold harmless, indemnify and defend the SGVCOG and its agents, officials and employees in any action or claim brought against the SGVCOG for its refusal to disclose such materials, trade secrets or other proprietary information to any party making a request therefore. Any firm failing to include such a statement shall be deemed to have waived its right to an exemption from disclosure.

Pre-Contractual Expenses

Any cost incurred by the proposer in preparation, transmittal, presentation of any proposal or material submitted in response to this RFP shall be borne solely by the proposer. The SGVCOG shall not, in any event, be liable for any pre-contractual expenses incurred by any bidder. In addition, no bidder shall include any such expenses as part of the price proposed.

Authority to Withdraw Request for Proposal and/or Not Award Contract

The SGVCOG reserves the right to withdraw this RFP at any time without prior notice. Further, the SGVCOG expressly reserves the right to postpone the opening of proposal for its own convenience and to reject any and all proposals in response to this RFP without indicating any reasons for such rejection(s).

Consultant's Independence

Consultant is an independent contractor with respect to all services performed under this Contract. Consultant accepts full and exclusive liability for the payment of any and all premiums, contributions, or taxes for worker's compensation, Social Security, unemployment benefits, health benefits, sick leave or other employee benefits now and hereinafter imposed under any state or federal law which are measured as wages, salaries or other remuneration paid to persons employed by Consultant on work performed under the terms of this Contract. Consultant shall defend, indemnify and hold harmless the SGVCOG from any claims or liability for such contributions or taxes. Nothing contained in this Contract nor any act of the SGVCOG, or consultant, shall be deemed or construed to create any third-party beneficiary or principal and agent association or relationship involving the SGVCOG. Consultant is not the SGVCOG's agent and Consultant has no authority to take any action or execute any documents on behalf of the SGVCOG.

Sub-Contractor

The use of any sub-contractor must be approved in advance in writing by the SGVCOG and must meet the requirements of this RFP. Use of sub-contractors must be clearly explained in the proposal, and major sub-consultants must be identified by name. Prime consultants shall be wholly responsible for the entire performance whether or not sub-consultants are used.

Price Changes

All prices shall be firm and not subject to increase during the period of the Contract.

Laws of Governance

The selected firm will be required to comply with all existing State and Federal laws including applicable equal opportunity employment provisions. The Contract shall also be construed and governed in accordance with the law of the State of California and the SGVCOG. Consultant shall comply with all federal, state and local laws, ordinances and regulations applicable to the work. Consultant, at its own expense, shall secure all occupational and professional licenses and permits from public or private sources necessary for the fulfillment of its obligations under this Contract.

Modification, Mistakes or Withdrawal of Proposals

Responses to this RFP may be modified or withdrawn by written, e-mail or facsimile notice prior to the date specified for receipt of proposals. A proposal may be withdrawn by the vendor or its authorized representative prior to December 6th. Telephone withdrawals are not permitted. If the apparent best qualified firm discovers a mistake, of a serious and significant nature, in its proposal which is unfavorable prior to the issuance of a Contract, it may request consideration to modify or withdraw the proposal. The SGVCOG reserves the right to reject any and all requests for correction or withdrawal of proposal received after the date shown in the specifications. In all cases, the decision of the Governing Board is final. A mistake in proposal will not be considered once a contract is issued.

Reservation of Rights

The SGVCOG reserves the right to:

- Accept or reject any and all proposals received in response to this RFP, and to re-advertise for new submittals.
- Waive or modify any irregularities in proposals received after prior notification to the vendor.
- Request the submission of proposal modifications at any time before the award is made, if such is in the best interest of the SGVCOG.
- Consider proposals or modifications received at any time before the award is made, if such is in the best interest of the SGVCOG.
- Request clarification and/or additional information from the vendor during the evaluation process.
- In the event of Contract termination, enter into Contract negotiations with other qualified firms that submitted acceptable proposals, rather than redoing the proposal process for the project.
- Negotiate with the selected consultant to include further services not identified in this RFP.

Expiration of the Proposal

By submitting a proposal, and if awarded the RFP, the firm agrees to enter into a *Professional Services Agreement, Attachment D*, in which the content shall be agreed upon by both parties. The firm's proposal shall not be revocable for 90 days following the response deadline indicated in the RFP. The SGVCOG reserves the right to waive any defects in the offer of any vendor, to reject any or all offers and to request additional information from any or all vendors.

Work Results

The work results and the reports may not be released by the Consultant without prior written consent of the SGVCOG.

Thank you in advance for your interest in the SGVCOG.

San Gabriel Valley Council of Governments
1000 S. Fremont Avenue, Unit #42
Bldg. A10-N, Suite 10-210
Alhambra, California 91803

ATTACHMENT A

Labor Market Agencies

| |
|---|
| Los Angeles County Metropolitan Transportation Authority |
| Southern California Association of Governments |
| Orange County Transportation Authority |
| Foothill Transit |
| Metro Gold Line Foothill Extension Construction Authority |
| San Bernardino County Transportation Authority |
| South Bay Cities Council of Governments |
| Including 5 to 6 additional comparable agencies |

ATTACHMENT B
List of Positions – 26

| | |
|--|-----------------------------------|
| Accounting Technician | Executive Director |
| Administrative Assistant | Assistant Executive Director |
| Administrative Services Manager | Regional Homelessness Coordinator |
| Labor Compliance/Procurement Admin | Senior Management Analyst |
| Contracts Auditor | Management Analyst |
| Contracts Manager | Project Assistant |
| Director of Finance | Office Assistant |
| Director of Government and Community Relations | Intern |
| Manager of Audits and Grants | |
| Manager of Information Technologies | |
| Program Manager | |
| Secretary/Document Control | |
| Senior Accountant | |
| Senior Contracts Auditor | |
| Senior Contracts Administrator | |
| Senior Project Manager | |
| Utility Coordinator | |
| Chief Executive Officer | |
| | |



ATTACHMENT C
PROPOSAL FOR
CLASSIFICATION AND COMPENSATION STUDY
CONSULTING FIRM SUBMITTAL FORM

_____ (Consulting Firm) agrees to provide the SGVCOG with professional consulting services and we will provide the following:

Total Project \$ _____

Along with this proposal we have included the information listed on page 4 of this Request for Proposal.

By submitting a proposal, and if awarded the RFP, the firm agrees to enter into a Professional Services Agreement (Attachment D) which the content shall be agreed upon by both parties. The firm's proposal shall not be revocable for 90 days following the response deadline indicated in the RFP.

Signature

Date

Printed Name

Title

Individual Authorized to Commit Respondent

Name: _____ Title: _____
Telephone Number: _____
Email Address: _____

Consulting Firm's Mailing Address: _____

Telephone Number: _____
Website: _____

Official Contact(s) Regarding All Matters Concerning Proposal

Name: _____ Title: _____
Telephone Number: _____
Email Address: _____

ATTACHMENT D

**SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS
AGREEMENT FOR CONSULTANT SERVICES
WITH**

This Agreement for Consultant Services (“Agreement”) is made and entered into this ___ day of ___, by and between the San Gabriel Valley Council of Governments (“SGVCOG”) _____ (“Consultant”).

In consideration of the mutual covenants and conditions set forth herein, the parties agree as follows:

Term of Agreement.

Subject to the provisions of Section 17, the term of this Agreement shall be for a period of _____ from the date of execution of this Agreement. Such term may be extended upon written agreement of both parties to this Agreement.

Scope of Services.

Consultant shall provide the SGVCOG consultant services in accordance with the proposal attached hereto as Exhibit “A” and incorporated herein by reference. Consultant shall not be compensated for any services rendered in connection with its performance of this Agreement that are in addition to or outside of those described in this section unless such additional services are authorized in advance and in writing by the SGVCOG. Consultant shall be compensated for any such additional authorized services in the amounts and in the manner agreed to in writing by the SGVCOG.

Compensation and Method of Payment.

The total compensation to be paid to Consultant pursuant to this Agreement shall not exceed _____). Consultant shall be compensated in the manner and in the amounts specified in Exhibit A.

Each month Consultant shall furnish to SGVCOG an original invoice for all work performed and expenses incurred during the preceding month. SGVCOG shall independently review each invoice submitted by the Consultant to determine whether the work performed and expenses incurred are in compliance with the provisions of this Agreement. The invoice shall include the following columns: Project Task, Labor Category, Date, Detailed Comments of Worked Performed, Hourly Rate and Hours. In the event that no charges or expenses are disputed, the invoice shall be approved and paid according to the terms set forth in subsection (c). In the event any charges or expenses are disputed by SGVCOG, SGVCOG shall withhold that portion of the invoice that is in dispute and remit the remainder.

Except as to any charges for work performed or expenses incurred by Consultant to the extent disputed by SGVCOG, SGVCOG will use its best efforts to cause Consultant to be paid within thirty (30) days of receipt of Consultant's invoice.

Consultant's Books and Records.

Consultant shall maintain any and all documents and records demonstrating or relating to Consultant's performance of services pursuant to this Agreement. Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, or other documents or records evidencing or relating to work, services, expenditures and disbursements charged to SGVCOG pursuant to this Agreement. Any and all such documents or records shall be maintained in accordance with generally accepted accounting principles and shall be sufficiently complete and detailed so as to permit an accurate evaluation of the services provided by Consultant pursuant to this Agreement. Any and all such documents or records shall be maintained for three years from the date of execution of this Agreement and to the extent required by laws relating to audits of public agencies and their expenditures.

Ownership of Documents

All original maps, models, designs, drawings, photographs, studies, survey, reports, data, notes, computer files, files and other documents prepared, developed or discovered by Consultant in the course of providing any services pursuant to this Agreement shall be the sole property of the SGVCOG upon final payment to Consultant and may be used, reused or otherwise disposed of by the SGVCOG without the permission of the Consultant. Upon satisfactory completion of, or in the event of expiration, termination, suspension, or abandonment of this Agreement, Consultant shall turn over to SGVCOG all such maps, models, designs, drawings, photographs, studies, surveys, reports, data, notes, computer files, files and other documents which Consultant may have temporarily retained for use by Consultant staff. With respect to computer files, Consultant shall make available to the SGVCOG, upon reasonable written request by the SGVCOG, the necessary computer software and hardware for purposes of accessing, compiling, transferring and printing computer files.

Consultant will not be held liable for reuse of maps, models, designs, drawings, photographs, studies, survey, reports, data, notes, computer files, files and other documents produced under this Agreement or modifications thereof for any purpose other than those authorized under this Agreement without the written authorization of Consultant.

Status of Consultant.

Consultant is and shall at all times remain a wholly independent contractor and not an officer, employee or agent of SGVCOG. Consultant shall have no authority to bind SGVCOG in any manner, nor to incur any obligation, debt or liability of any kind on behalf of or against SGVCOG, whether by contract or otherwise, unless such authority is expressly conferred under this Agreement or is otherwise expressly conferred in writing by SGVCOG.

The personnel performing the services under this Agreement on behalf of Consultant shall at all times be under Consultant's exclusive direction and control. Neither SGVCOG, nor any elected or appointed boards, officers, officials, employees, members or agents of SGVCOG, shall have control over the conduct of Consultant or any of Consultant's officers, employees or agents, except as set forth in this Agreement. Consultant shall not at any time or in any manner represent that

Consultant or any of Consultant's officers, employees or agents are in any manner officials, officers, employees, members or agents of SGVCOG.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by SGVCOG, including but not limited to eligibility to enroll in PERS as an employee of SGVCOG and entitlement to any contribution to be paid by SGVCOG for employer contribution and/or employee contributions for PERS benefits.

PERS Eligibility Indemnification: In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of SGVCOG, Consultant shall indemnify SGVCOG for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of Consultant.

Deficient Services.

Consultant represents and warrants that it has the qualifications, experience and facilities necessary to properly perform the services required under this Agreement in a thorough, competent and professional manner. Consultant shall at all times faithfully and competently, perform all services described herein. In meeting its obligations under this Agreement, Consultant shall employ, at a minimum, generally accepted standards and practices utilized by persons engaged in providing services similar to those required of Consultant under this Agreement. SGVCOG may disapprove services that do not conform to these standards and practices and may withhold or deny compensation for deficient services. Upon disapproval of services by SGVCOG, Consultant shall immediately re-perform, at its own costs, the services that are deficient. SGVCOG must notify Consultant in writing of the existence of such deficient services within a reasonable time, not to exceed sixty (60) days after its discovery thereof, but in no event later than one (1) year after the completion of such deficient services. No approval, disapproval, or omission to provide approval or disapproval shall release Consultant from any responsibility under this Agreement.

Compliance With Applicable Laws; Permits and Licenses.

Consultant shall keep itself informed of and comply with all applicable federal, state and local laws, statutes, codes, ordinances, regulations and rules in effect during the term of this Agreement. Consultant shall obtain any and all licenses, permits and authorizations necessary to perform the services set forth in this Agreement. Neither SGVCOG, nor any elected or appointed boards, officers, officials, employees, members or agents of SGVCOG, shall be liable, at law or in equity, as a result of any failure of Consultant to comply with this section.

Nondiscrimination.

Consultant shall not discriminate in any way against any person on the basis of race, color, religious creed, national origin, ancestry, sex, age, physical handicap, pregnancy, medical condition or marital status in connection with or related to the performance of this Agreement.

Unauthorized Aliens.

Consultant hereby promises and agrees to comply with all of the provisions of the Federal Immigration and Nationality Act, 8 U.S.C.A. § 1101 *et seq.*, as amended, and in connection therewith, shall not employ unauthorized aliens as defined therein. Should Consultant so employ such unauthorized aliens for the performance of work and/or services covered by this Agreement, and should any liability or sanctions be imposed against SGVCOG for such use of unauthorized aliens, Consultant hereby agrees to and shall reimburse SGVCOG for the cost of all such liabilities or sanctions imposed, together with any and all costs, including reasonable attorney fees, incurred by SGVCOG.

Conflicts of Interest

Consultant covenants that neither it, nor any officer or principal of its firm, has or shall acquire any interest, directly or indirectly, (but not including ownership of stock in a publicly traded company), which would conflict in any manner with the interests of SGVCOG or which would in any way hinder Consultant's performance of services under this Agreement. Consultant further covenants that in the performance of this Agreement, no person having any such interest shall be employed by it as an officer, employee, agent or subcontractor without the express written consent of the SGVCOG. Consultant agrees to at all times avoid conflicts of interest or the appearance of any conflicts of interest with the interests of SGVCOG in the performance of this Agreement.

Assignment.

The expertise and experience of Consultant are material considerations for this Agreement. SGVCOG has an interest in the qualifications of and capability of the persons and entities who will fulfill the duties and obligations imposed upon Consultant under this Agreement. In recognition of that interest, Consultant shall not assign or transfer this Agreement or any portion of this Agreement or the performance of any of Consultant's duties or obligations under this Agreement without the prior written consent of the SGVCOG. Any attempted assignment shall be ineffective, null and void, and shall constitute a material breach of this Agreement entitling SGVCOG to any and all remedies at law or in equity, including summary termination of this Agreement.

Indemnification.

SGVCOG and its respective elected and appointed boards, officials, officers, agents, employees, members and volunteers (individually and collectively, "Indemnitees") shall have no liability to Consultant or any other person for, and, consistent with California Civil Code section 2782.8, Consultant shall indemnify, defend, protect and hold harmless Indemnitees from and against, any and all liabilities, claims, actions, causes of action, proceedings, suits, damages, judgments, liens, levies, costs and expenses, including reasonable attorneys' fees and disbursements (collectively "Claims"), which Indemnitees may suffer or incur or to which Indemnitees may become subject

arising out of, pertaining to, or relating to the negligence, recklessness, or willful misconduct of Consultant, its agents, officers, directors, subcontractors or employees, committed in performing any of the services under this Agreement.

If any action or proceeding is brought against Indemnitees by reason of any of the matters against which Consultant has agreed to indemnify Indemnitees as provided above, Consultant, upon notice from SGVCOG, shall defend Indemnitees at Consultant's expense by counsel acceptable to SGVCOG, such acceptance not to be unreasonably withheld. The insurance required to be maintained by Consultant under Section 13 shall ensure Consultant's obligations under this section to the extent that the Claims suffered or incurred by SGVCOG arise out of any injury to or death of any person(s), damage to property, loss of use of property, economic loss or otherwise occurring as a result of negligent action or omissions of Consultant, but the limits of such insurance shall not limit the liability of Consultant hereunder. The provisions of this section shall survive the expiration or earlier termination of this Agreement.

Insurance.

Consultant agrees to obtain and maintain in full force and effect during the term of this Agreement the insurance policies set forth in this Section 14. Without limiting its obligations pursuant to this Agreement, the Consultant shall procure and maintain, at Consultant's own cost and expense and for the duration of this Agreement, insurance coverage as set forth in Section 14. All insurance policies shall be subject to approval by SGVCOG as to form and content. These requirements are subject to amendment or waiver if so approved in writing by the SGVCOG. Consultant agrees to provide SGVCOG with copies of required policies or certificates evidencing the required policies upon request.

Consultant shall provide and maintain insurance acceptable to the SGVCOG in full force and effect throughout the term of this Agreement, against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by Consultant, its agents, representatives or employees. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII. Consultant shall provide the following scope and limits of insurance:

Minimum Scope of Insurance. Coverage shall be at least as broad as:

Insurance Services Office form Commercial General Liability coverage (Occurrence Form CG 0001).

Insurance Services Office form number CA 0001 (Ed. 1/87) covering Automobile Liability, including code 1 "any auto" and endorsement CA 0025, or equivalent forms subject to the written approval of the SGVCOG.

Workers' Compensation insurance as required by the Labor Code of State of California and Employer's Liability insurance and covering all persons providing services on behalf of the Consultant and all risks to such persons under this Agreement.

Professional liability insurance appropriate to the Consultant's profession.

Limits of Insurance. Consultant shall maintain limits of insurance no less than:

General Liability: \$1,000,000 general aggregate for bodily injury, personal injury and property damage.

Automobile Liability: \$1,000,000 per accident for bodily injury and property damage.

Workers' Compensation and Employer's Liability: Workers' Compensation as required by the Labor Code of the State of California and Employers Liability limits of \$1,000,000 per accident.

Professional Liability: \$1,000,000 per claim and aggregate.

Other Provisions. Insurance policies required by this Agreement shall contain the following provisions:

All Policies. Each insurance policy required by this Section 13 shall be endorsed and state the coverage shall not be cancelled by the insurer or Consultant except after 30 days' prior written notice by Certified mail, return receipt requested, has been given to SGVCOG. Consultant shall provide to SGVCOG notice of suspension or voiding of coverage, or reduction in coverage, or limits below those required in this Section 14.

General Liability and Automobile Liability Coverages.

SGVCOG, and its respective elected and appointed officers, officials, members and employees are to be covered as additional insureds as respects: liability arising out of activities Consultant performs; products and completed operations of Consultant; premises owned, occupied or used by Consultant; or automobiles owned, leased, hired or borrowed by Consultant. The coverage shall contain no special limitations on the scope of protection afforded to SGVCOG, and its respective elected and appointed officers, officials, members or employees.

Consultant's insurance coverage shall be primary insurance with respect to SGVCOG, and its respective elected and appointed officials, its officers, members and employees. Any insurance or self insurance maintained by SGVCOG, and its respective elected and appointed officers, officials, members or employees, shall apply in excess of, and not contribute with, Consultant's insurance.

Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

Any failure to comply with the reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to SGVCOG, and its respective elected and appointed officers, officials, members or employees.

Workers' Compensation and Employer's Liability Coverage. Unless the SGVCOG otherwise agrees in writing, the insurer shall agree to waive all rights of subrogation against SGVCOG, and its respective elected and appointed officers, officials, members and employees for losses arising from services performed by Consultant.

Other Requirements. Consultant agrees to deposit with SGVCOG, at or before the effective date of this contract, certificates of insurance necessary to satisfy SGVCOG that Consultant has complied with the insurance provisions of this Agreement. The SGVCOG's general counsel may require that Consultant furnish SGVCOG with copies of original endorsements effecting coverage required by this Section. The certificates and endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. SGVCOG reserves the right to inspect complete, certified copies of all required insurance policies, at any time.

Consultant shall furnish certificates and endorsements from each subcontractor identical to those Consultant provides.

Any deductibles or self-insured retentions must be declared to and approved by SGVCOG, such approval not to be unreasonably withheld.

The procuring of such required policy or policies of insurance shall not be construed to limit Consultant's liability hereunder nor to fulfill the indemnification provisions and requirements of this Agreement.

Termination of Agreement

SGVCOG may terminate this Agreement, with or without cause, at any time by giving thirty (30) days' written notice of termination to Consultant. In the event such notice is given, Consultant shall cease immediately all work in progress. Consultant may terminate this Agreement at any time upon thirty (30) days' written notice of termination to SGVCOG. If either Consultant or SGVCOG fail to perform any material obligation under this Agreement, then, in addition to any other remedies, either Consultant, or SGVCOG may terminate this Agreement immediately upon written notice. Upon termination of this Agreement, Consultant shall furnish to SGVCOG a final invoice for work performed and expenses incurred by Consultant, prepared as set forth in Section 3 of this Agreement. This final invoice shall be reviewed and paid in the same manner as set forth in Section 3 of this Agreement.

Default

In the event that Consultant is in default under the terms of this Agreement, SGVCOG shall not have any obligation or duty to continue compensating Consultant for any work performed after the date of default and may terminate this Agreement immediately by written notice to the Consultant. For purposes of this section only, "date of default" shall be deemed to be the date that SGVCOG personally delivers or transmits by facsimile a Notice of Default to the person(s) at the address or facsimile number as set forth in Section 19 of this Agreement. "Default" shall mean the failure to perform the terms, covenants or conditions of this Agreement.

Notices

All notices required or permitted to be given under this Agreement shall be in writing and shall be personally delivered, or sent by facsimile or certified mail, postage prepaid and return receipt requested, addressed as follows:

To SGVCOG: Cynthia Sternquist, President
San Gabriel Valley Council of Governments
The Alhambra
1000 South Fremont Avenue, Unit #42
Building A-10, Suite 10220
Alhambra, CA 91803

with a copy to: Richard D. Jones, General Counsel
San Gabriel Valley Council of Governments
Jones & Mayer
3777 N. Harbor Blvd
Fullerton, CA 92835

To Consultant: _____

Notice shall be deemed effective on the date personally delivered or transmitted by facsimile or, if mailed, three (3) days after deposit of the same in the custody of the United States Postal Service.

Authority to Execute.

The person or persons executing this Agreement on behalf of Consultant represents and warrants that he/she/they has/have the authority to so execute this Agreement and to bind Consultant to the performance of its obligations hereunder.

Binding Effect.

This Agreement shall be binding upon the heirs, executors, administrators, successors and assigns of the parties.

Waiver.

Waiver by any party to this Agreement of any term, condition, or covenant of this Agreement shall not constitute a waiver of any other term, condition, or covenant. Waiver by any party of any breach of the provisions of this Agreement shall not constitute a waiver of any other provision, nor a waiver of any subsequent breach or violation of any provision of this Agreement. Acceptance by SGVCOG of any work or services by Consultant shall not constitute a waiver of any of the provisions of this Agreement.

Law to Govern; Venue.

This Agreement shall be interpreted, construed and governed according to the laws of the State of California. In the event of litigation between the parties, venue in state trial courts shall lie exclusively in the County of Los Angeles. In the event of litigation in a U.S. District Court, venue shall lie exclusively in the Central District of California, in Los Angeles.

Attorney Fees, Costs and Expenses.

In the event litigation or other proceeding is required to enforce or interpret any provision of this Agreement, the prevailing party in such litigation or other proceeding shall be entitled to an award of reasonable attorney fees, costs and expenses, in addition to any other relief to which it may be entitled.

Entire Agreement.

This Agreement, including the exhibits attached hereto, which are incorporated herein by this reference, is the entire, complete, final and exclusive expression of the parties with respect to the matters addressed therein and supersedes all other agreements or understandings, whether oral or written, or entered into between Consultant and SGVCOG prior to the execution of this Agreement. No statements, representations or other agreements, whether oral or written, made by any party which are not embodied herein shall be valid and binding. No amendment to this Agreement shall be valid and binding unless in writing duly executed by the parties or their authorized representatives. Any attempt to waive the requirement for a written amendment shall be void.

Section Headings.

The section headings contained in this Agreement are for convenience and identification only and shall not be deemed to limit or define the contents to which they relate.

Severability.

If any term, condition or covenant of this Agreement is declared or determined by any court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions of this Agreement shall not be affected thereby and the Agreement shall be read and construed without the invalid, void or unenforceable provision(s).

Time is of the Essence.

Time is of the essence in the performance of this Agreement.

Excusable Delays.

Consultant shall not be liable for damages, including liquidated damages, if any, caused by delay in performance or failure to perform due to causes beyond the control of Consultant. Such causes include, but are not limited to, acts of God, acts of the public enemy, acts of federal, state or local governments, court orders, fires, floods, epidemics, strikes, embargoes, and unusually severe weather. The term and price of this Agreement shall be equitably adjusted for any delays due to such causes.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

“CONSULTANT”

By _____

Title: President

SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS

By _____

Title: President

APPROVED AS TO FORM:

Richard D. Jones, General Counsel

EXHIBIT "A" SCOPE OF SERVICES

[INSERT SCOPE]

Exhibit "B" SCHEDULE OF SERVICES

[INSERT SCHEDULE]

Exhibit "C" COMPENSATION

[INSERT RATES & AUTHORIZED REIMBURSABLE EXPENSES]

Attachment B

| Company Name |
|---|
| Barry Newton of Creative Management Solutions, Inc. |
| CPS HR Consulting |
| Cooperative Personnel Services |
| Diversified Management Group (DMG) |
| Ewing Consulting Services |
| Johnson & Associates, LLC. |
| Koff & Associates, Inc. |
| Public Sector Personnel Consultants |
| Ralph Anderson & Associates |
| Reward Strategy Group (RSG) |
| RJA Management Services, INC. |
| Springsted Incorporated |
| The Mercer Group |
| The Segal Company |
| The Waters Consulting Group |
| Eureka Talibita and Associates LLC |
| Arthur J Gallagher & Co |



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

November 28, 2017

Marisa Creter
Interim Executive Director
San Gabriel Valley Council of Governments
1000 S. Fremont Ave., Unit 42
Alhambra, CA 91803



Re: Annual Appointment to San Gabriel Valley Service Council

Dear Ms. Creter:

The terms of three of the nine positions on each of Metro's Service Councils expire on June 30 of each year in accordance with Service Council Bylaws. We've been informed that San Gabriel Valley Council of Governments (COG) appointee Bruce Heard will resign from the San Gabriel Valley Service Council effective December 11, 2017 due to health concerns. His current term will expire on June 30, 2018.

Metro's Service Councils are charged with making decisions about bus routes and schedules for Metro bus lines operating in their region. As such, Service Council Bylaws require that nominees live, work, or represent in the region they would represent and that they ride public transit at least on a monthly basis. Service Council Members may serve more than one three-year term. The San Gabriel Valley Service Council currently meets on the second Monday of each month at 5:00 p.m. at Metro's El Monte Division 9 Building

Metro strives to appoint Service Council members reflective of the demographics of their respective region. For your reference, the 2010 Census demographics of the San Gabriel Valley Council region are:

| % Region Total | Hispanic | White | Asian | Black | Other | Total Pop |
|--------------------|----------|-------|-------|-------|-------|-----------|
| San Gabriel Valley | 50.0% | 19.9% | 24.9% | 3.3% | 2.0% | 100.0% |

The current demographic makeup of the San Gabriel Valley Service Council consists of three (3) Hispanic, four (4) White, one (1) Asian, and one (1) other member in terms of racial/ethnic identity. The gender makeup of the Council is eight (8) men and one (1) woman.

We respectfully request that the San Gabriel Valley COG submit a letter nominating a replacement appointee or appointees to complete the remainder of the July 1, 2015 - June 30, 2018 term and to serve during the July 1, 2018 – June 30, 2021 term at your earliest convenience to ensure that a fully appointed Service Council is maintained.

Nominations should be submitted to the following address or email:

Gary Spivack
Deputy Executive Officer, Metro Service Councils
1 Gateway Plaza, MS 99-7-2
Los Angeles, CA 90012
spivackg@metro.net

Service Council staff will then prepare and submit the required Board Report requesting that the Metro Board of Directors approve your nominee(s) at a subsequent Board meeting.

Please provide details of any COG application process so that we can share that information with any interested parties, and if we can otherwise assist with recruiting potential candidates. We are confident that the San Gabriel Valley COG will continue to nominate highly qualified and dedicated candidates to serve on the San Gabriel Valley Service Council. Should you or your staff have any questions, please contact me at spivackg@metro.net or 213.418.3234.

Sincerely,



Gary Spivack
Deputy Executive Officer
Regional Service Councils

cc: The Honorable Eric Garcetti, Chair, Metro Board of Directors, Mayor, City of
Los Angeles
The Honorable Cynthia Sternquist, President, San Gabriel Valley Council of Governments,
Mayor, City of Temple City
Phillip A. Washington, Chief Executive Officer
Stephanie Wiggins, Deputy Chief Executive Officer

REPORT

DATE: January 8, 2018
TO: Executive Committee
FROM: Marisa Creter, Interim Executive Director
RE: **SUBREGIONAL PLANNING FUNDS**

RECOMMENDED ACTION

Discuss and provide direction to staff.

BACKGROUND

In February, the Governing Board directed staff to develop a Transportation Planner/Program Manager position and secure Measure M dollars to fund this position. Since that time, SGVCOG staff has participated in the Measure M Policy Advisory Council (PAC) to provide comment on the draft Measure M Guidelines. One objective of this participation was to secure this funding.

In June, the Metro Board of Directors adopted the Measure M guidelines at their June 22 meeting, and these guidelines identify a process by which these funds will be programmed by the subregional entities, including the SGVCOG, through the development of five-year subregional fund programming plans. These plans will be submitted to the Metro Board of Directors for adoption and will then guide the flow of funding to various specific projects that fall within each program. The guidelines also allow for up to 0.5% of the funding from each program to be used to for the development of these five-year programming plans, including conducting the necessary public outreach and coordination with jurisdictions and other stakeholders. As shown in Table 1 below, for the programs in the San Gabriel Valley, this 0.5% cap averages to \$185,125 annually.

| Program | Total Funding (in millions) | Average Funding Per Year (in millions) | 0.5% (per year) |
|------------------------------------|------------------------------------|---|------------------------|
| Active Transportation | \$231 | \$5.78 | \$28,875 |
| Bus System Improvement | \$55 | \$1.38 | \$6,875 |
| First/last mile & Complete Streets | \$198 | \$4.95 | \$24,750 |
| Highway Demand | \$231 | \$5.78 | \$28,875 |
| Goods Movement | \$33 | \$0.83 | \$4,125 |
| Highway Efficiency | \$534 | \$13.35 | \$66,750 |
| Subregional Equity | \$199 | \$4.98 | \$24,875 |
| TOTAL | \$1,481 | \$37 | \$185,125 |

Table 1.
SGVCOG Subregional Program Funding.

In October, Metro staff released the draft revenue forecasts for the first five years of Measure M. These revenue forecasts are shown in Table 2, as well as the 0.5% available for administration for each of the funded programs.

| Program | Total Funding (in millions) FY 17-22 | Percent of 40-year Total | 0.5% (total) FY 17-22 |
|------------------------------------|--------------------------------------|--------------------------|-----------------------|
| Active Transportation | \$12.2 | 5.3% | \$61,000 |
| Bus System Improvement | \$2.9 | 5.3% | \$14,500 |
| First/last mile & Complete Streets | \$10.4 | 5.3% | \$52,000 |
| Highway Demand | \$12.2 | 5.3% | \$61,000 |
| Goods Movement | - | - | - |
| Highway Efficiency | - | - | - |
| Subregional Equity | - | - | - |
| TOTAL | \$37.7 | 2.5% | \$188,000 |

**Table 2.
FY 2017-22 SGVCOG Programmatic Funds**

As shown in Table 2, the SGVCOG’s programs are essentially “underfunded” in the first five years. That is, given the 40-year time frame of the programmatic funds, the baseline assumption would be that subregions would receive 12.5% of its programmatic funds in each of the 8 five-year programming periods. There are several reasons for this assumption. First, the SGVCOG, as well as some other subregions, have large capital projects, such as the Gold Line Phase 2B, programmed in the initial five-year period. Second, some of the SGVCOG’s programs (notably the highway programs) were not scheduled to receive funding until the final 10 years of the initial 40-year plan. Finally, Metro staff indicated that they were conservative with revenue estimates during the initial years of Measure M.

Given this revenue forecast, it is not feasible at this time to fund a transportation program manager using Measure M subregional administrative funds as the sole funding source. Averaged over the five years, the current funding provides for \$37,600 per year. Using the average of the proposed salary range for the position, it is estimated that the annual cost of the position (including salary and benefits) would be approximately \$120,000. Staff is proposing three alternatives for consideration and direction:

- **Option A:** Utilize the available funding to offset the cost of existing staff. Currently, existing SGVCOG staff performs these functions, to the extent possible. Additionally, the SGVCOG contracts with ACE for additional assistance and technical expertise. In FY 2017-18, the MOU with ACE for this work is budgeted at \$25,000.¹ These additional funds could be used to either offset or supplement this funding.
- **Option B:** Utilize the funding to hire a consulting firm to develop a five-year programming plan, conducting outreach to member agencies and other stakeholders. There has been extensive discussion at the Metro Policy Advisory Committee (PAC), led by the transit users group, about the desire to undertake a comprehensive public participation plan in developing the five-year programming plans. The Metro Board of Directors has not yet provided guidance on this subject. However, the SGVCOG could choose to dedicate a significant portion of the administrative funds to this purpose.

¹ While the SGVCOG and ACE are in the process of integrating staff, the SGVCOG would still need sufficient funds to cover the cost of former “ACE staff” working on “SGVCOG activities” regardless of whether these is a single personnel structure.

- **Option C:** Approve a special assessment equal to 0.5% of cities' Measure M local return for this initial five-year period in order to fund this full-time position.² This would mirror the 0.5% administrative funding available under the subregional programs. Table 3 shows the cost per city based on the estimated annual local return revenue. Combined with the subregional funds, this would provide a total of \$163,068 annually, which would be sufficient to fully fund the position.

| City | Local Return | 0.5% (Annual) | 0.5% (5 year Total) |
|------------------------|----------------------|-------------------|------------------------|
| Alhambra | \$ 1,215,300 | \$ 6,077 | \$ 30,383 |
| Arcadia | 820,600 | 4,103 | 20,515 |
| Azusa | 702,200 | 3,511 | 17,555 |
| Baldwin Park | 1,094,600 | 5,473 | 27,365 |
| Bradbury | 15,400 | 77 | 385 |
| Claremont | 515,400 | 2,577 | 12,885 |
| Covina | 694,400 | 3,472 | 17,360 |
| Diamond Bar | 805,100 | 4,026 | 20,128 |
| Duarte | 310,300 | 1,552 | 7,758 |
| El Monte | 1,644,800 | 8,224 | 41,120 |
| Glendora | 731,100 | 3,656 | 18,278 |
| Industry | 6,300 | 32 | 158 |
| Irwindale | 20,900 | 105 | 523 |
| La Puente | 578,100 | 2,891 | 14,453 |
| La Verne | 469,400 | 2,347 | 11,735 |
| Monrovia | 531,400 | 2,657 | 13,285 |
| Montebello | 910,700 | 4,554 | 22,768 |
| Monterey Park | 881,700 | 4,409 | 22,043 |
| Pomona | 2,165,400 | 10,827 | 54,135 |
| Rosemead | 781,600 | 3,908 | 19,540 |
| San Dimas | 493,200 | 2,466 | 12,330 |
| San Gabriel | 575,600 | 2,878 | 14,390 |
| San Marino | 190,600 | 953 | 4,765 |
| Sierra Madre | 158,200 | 791 | 3,955 |
| South El Monte | 296,100 | 1,481 | 7,403 |
| Temple City | 515,300 | 2,577 | 12,883 |
| Walnut | 429,900 | 2,150 | 10,748 |
| West Covina | 1,540,000 | 7,700 | 38,500 |
| LA County ³ | 14,943,600 | 30,000 | 150,000 |
| Total | \$ 34,037,200 | \$ 125,468 | \$ 627,340 |

**Table 3.
Proposed Matching Funds for Subregional Planning.**

² This special assessment would only include cities included in the San Gabriel Valley subregion under Measure M, as well as the County.

³ The annual local return estimate for LA County represents the total funding across the County for all unincorporated communities. Based on estimates of the unincorporated population in the San Gabriel Valley, an assessment of \$10,000 per Supervisorial District was included in this chart.

NEXT STEPS

On November 16, this report and each of its funding proposals were presented to the Transportation Committee. The Committee directed that all options in this report be presented to the City Managers' Steering Committee, Public Works TAC, and Planning Directors' TAC at each of their next meetings. The Transportation Committee would like to solicit the opinion of each of these committees on this matter before deciding how to proceed.

Based on direction from the Transportation Committee, this item will be presented to the Executive Committee and City Managers' Steering Committee for further input before being presented to the Governing Board.

Prepared by: Marisa Creter
Marisa Creter
Interim Executive Director



AGENDA AND NOTICE OF THE REGULAR MEETING OF THE
SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS GOVERNING BOARD

JANUARY 18, 2018 - 6:00 P.M.

**Upper San Gabriel Valley Municipal Water District Office
602 E. Huntington Drive, Suite B, Monrovia, California 91016**

SGVCOG Officers

President
Cynthia Sternquist

1st Vice President
Margaret Clark

2nd Vice President
Joe Lyons

3rd Vice President
Becky Shevlin

Members

Alhambra
Arcadia
Azusa
Baldwin Park
Bradbury
Claremont
Covina
Diamond Bar
Duarte
El Monte
Glendora
Industry
Irwindale
La Cañada Flintridge
La Puente
La Verne
Monrovia
Montebello
Monterey Park
Pasadena
Pomona
Rosemead
San Dimas
San Gabriel
San Marino
Sierra Madre
South El Monte
South Pasadena
Temple City
Walnut
West Covina

**First District, LA County
Unincorporated Communities**

**Fourth District, LA County
Unincorporated Communities**

**Fifth District, LA County
Unincorporated Communities**

SGV Water Districts

Thank you for participating in tonight's meeting. The Governing Board encourages public participation and invites you to share your views on agenda items.

MEETINGS: *Regular Meetings of the Governing Board are held on the third Thursday of each month at 6:00 PM at the Upper San Gabriel Valley Municipal Water District Office (602 E. Huntington Drive, Suite B, Monrovia, California 91016).* The Governing Board 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.sgvco.org. Copies are available via email upon request (sgv@sgvco.org). Documents distributed to a majority of the Board 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 Governing Board meetings. Time is reserved at each regular meeting for those who wish to address the Board. SGVCOG requests that persons addressing the meeting refrain from making personal, slanderous, profane or disruptive remarks.

TO ADDRESS THE GOVERNING BOARD: At a regular meeting, the public may comment on any matter within the jurisdiction of the Board 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. There is a three minute limit on all public comments. Proxies are not permitted and individuals may not cede their comment time to other members of the public. **The Governing Board may not discuss or vote on items not on the agenda.**

AGENDA ITEMS: The Agenda contains the regular order of business of the Governing Board. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the Governing Board 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 Board 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 Governing Board.

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

5 MINUTES

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Public Comment (*If necessary, the President may place reasonable time limits on all comments*)
5. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to next regular meeting

LIAISON REPORTS

10 MINUTES

6. Gold Line Foothill Extension Construction Authority
7. San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy
8. Southern California Association of Governments
9. League of California Cities
10. San Gabriel Valley Economic Partnership
11. South Coast Air Quality Management District

CLOSED SESSION

10 MINUTES

12. PUBLIC EMPLOYMENT: Title: Executive Director pursuant to California Government Code section 54957
CONFERENCE WITH LABOR NEGOTIATORS: Agency designated representatives: Kim Barlow, Richard D. Jones, Dominic Lazzaretto, Bob Russi, Brian Saeki, and Chris Jeffers; Unrepresented employee: Executive Director pursuant to California Government Code section 54957.6.

PRESENTATION

60 MINUTES

13. Industrial MS4 Permit – Irma Munoz, Chair, Los Angeles Regional Water Board
Recommended Action: For information only.
14. Regional Housing Needs Assessment (RHNA) Local Input Process – Hasan Ikhata, Executive Director, Southern California Association of Governments (SCAG)
Recommended Action: For information only.

CONSENT CALENDAR

5 MINUTES

(It is anticipated that the SGVCOG Governing Board may take action on the following matters)

15. Governing Board Meeting Minutes
Recommended Action: Adopt Governing Board minutes.
16. Monthly Cash Disbursements/Balances/Transfers
Recommended Action: Approve Monthly Cash Disbursements/Balances/Transfers.
17. ACE Minutes
Recommended Action: Receive and file.
18. ACE Monthly Report
Recommended Action: Receive and file.
19. Committee Attendance
Recommended Action: Receive and file.
20. Treasurer's Report
Recommendation Action: Receive and file.
21. Chief Engineer
Recommended Action: Adopt Resolution 18-01 approving Chief Engineer as interim title for ACE CEO.
22. Award of Contract – Homeless Planning Grants
Recommended Action: Authorize the Executive Director to execute a contract with XX for

- an amount not to exceed (NTE) XX to develop city-level homeless planning grants for participating cities.*
23. Stormwater Legislative Priorities for 2018
Recommended Action: Adopt Resolution 18-02 identifying stormwater legislative priorities for 2018 and direct Water Committee to engage with State and Federal legislators to support these priorities.
24. SGVCOG Position on Safe, Clean Water Program Elements
Recommended Action: Adopt Resolution 18-03 establishing SGVCOG position on the Safe, Clean Water Program elements.
25. Extension of Office Lease
Recommended Action: Authorize Executive Director to execute a six-month extension of the SGVCOG office lease with "The Alhambra" through December 31, 2018.
26. Construction Committee Election Process
Recommend Action: Adopt Resolution 18-04 creating an election process for members of the Capital Projects and Construction Committee.
27. Award of Contract – Compensation and Classification Study
Recommended Action: Authorize the Executive Director to execute a contract with XX for an amount not to exceed (NTE) XX to conduct a classification and compensation study.

ACTION ITEMS

40 MINUTES

(It is anticipated that the SGVCOG Governing Board may take action on the following matters)

28. 180-Day Wait Period Exception and Approval of Employment Contract for Interim Director of Finance
Recommended Action: Adopt Resolution 18-05 for a 180-Day Wait Period Exception and Approval of Employment Contract with Carlos Monroy for Interim Director of Finance
29. Upper LA River (UPAR) Coordinate Integrated Monitoring Program (CIMP) Marketing
Recommend Action: Authorize staff to market ULAR CIMP monitoring services to Individual Industrial and Industrial General Permittees.
30. Governing Board Stipends
Recommend Action: Adopt Resolution 18-06 updating the stipend amounts for Governing Board meetings. Provide direction to staff regarding stipends for SGVCOG committees.

PRESIDENT'S REPORT

5 MINUTES

EXECUTIVE DIRECTOR'S REPORT

10 MINUTES

31. Update on SGVCOG/ ACE Integration
Recommended Action: For information only.
32. Security at Governing Board Meetings
Recommended Action: For information only.

GENERAL COUNSEL'S REPORT

5 MINUTES

COMMITTEE REPORTS

10 MINUTES

- 33. Transportation Committee
- 34. Homelessness Committee
- 35. Energy, Environment and Natural Resources Committee
- 36. Water Committee

PROJECT REPORTS

5 MINUTES

- 37. The ACE Project
- 38. Homeless Coordination Efforts
- 39. San Gabriel Valley Energy Wise Partnership

BOARD MEMBER ITEMS

ANNOUNCEMENTS

ADJOURN