

Michael Baker
INTERNATIONAL

CITY OF HAWAIIAN GARDENS

CDBG ADMINISTRATION
SERVICES



MAY 17, 2021

Submitted by:

Michael Baker International

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May 17, 2021

Linda Hollinsworth
Interim City Manager

CITY OF HAWAIIAN GARDENS
21815 Pioneer Boulevard
Hawaiian Gardens, California 90716

**RE: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)
ADMINISTRATION SERVICES**

Dear Ms. Hollinsworth:

Michael Baker International (Michael Baker) is pleased to submit this proposal to administer and implement the City of Hawaiian Gardens' Community Development Block Grant (CDBG) programs. Michael Baker was founded in 1940 and over the past 80 years has evolved into a leading global provider of engineering, planning, and other consulting services. Our firm is able to offer a full complement of housing and community development services to its clients, including CDBG administration, in addition to its extensive engineering, planning, labor standards compliance, and other capabilities.

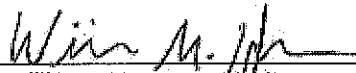
This proposal is based on the information provided in the City's Request for Proposals (RFP), as well as our familiarity with applicable federal and state regulations and our considerable experience in administering CDBG-funded programs for cities across California, and particularly for cities like Hawaiian Gardens that receive CDBG funds through the Los Angeles County Development Authority (LACDA).

Michael Baker is proposing to provide all services required for the successful administration and implementation of the City's CDBG programs at costs that fall within the activity delivery fees allowed by the LACDA for such services. The project team we have assembled is extremely well qualified to provide these services, having a combined 80+ years of housing and community development experience. Most importantly, our project team members have administered and implemented CDBG programs for numerous California cities and counties, including 12 cities that received their CDBG funds through the LACDA. Our staff is quite familiar with the policies, procedures, and expectations of the LACDA related to the utilization of CDBG funds.

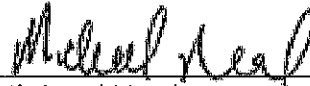
We believe that our proposal is fully responsive to the City's RFP and that the services being offered by Michael Baker will fulfill the City's needs in a comprehensive, well-integrated, and cost-effective manner. This proposal and the price quotations contained herein are firm and irrevocable for one year following consultant selection. The proposal has been signed by our associate vice president, William Hoose, who has the authority to bind the firm to proposals and execute agreements.

We sincerely appreciate the opportunity to submit this proposal and look forward to assisting the City with the administration and implementation of its CDBG programs. If you have any questions regarding this proposal, please contact Micheal Neal at (909) 261-2770 or mneal@mbakerintl.com.

Sincerely,



William Hoose, AICP
Associate Vice President



Micheal Neal
Project Manager

TABLE OF CONTENTS

TECHNICAL PROPOSAL.....	1
Firm Profile	
Approach	
Tasks	
MANAGEMENT AND STAFFING	4
PRIOR RELATED FIRM EXPERIENCE.....	5
REFERENCES.....	8
COST AND PRICING	10
APPENDIX A – RESUMES	

TECHNICAL PROPOSAL

Firm Profile

Michael Baker International (Michael Baker) is a leading global provider of engineering, planning, and other consulting services. The firm, which is a corporation, was founded in 1940 and provides a comprehensive range of innovative services and solutions to support federal, state, and municipal government agencies and other diverse clients. The firm has more than 3,500 employees in over 90 offices located across the United States and internationally.

In addition to its extensive urban and environmental planning and engineering capabilities, Michael Baker can offer its clients a full array of housing and community development services. The firm's staff is experienced in carrying out a wide range of housing and community development projects using a variety of funding sources, and particularly the federal Community Development Block Grant (CDBG) and CDBG CARES Act (CDBG-CV) programs. Based on our long-term involvement in administering housing and community programs, we have developed a thorough understanding of the program requirements of the funding agencies involved and have established sound practices and standard procedures to maintain a high level of accuracy and productivity. We have assisted numerous Southern California communities with the general administration and implementation of CDBG programs, and particularly cities like Hawaiian Gardens that receive CDBG funds through the Los Angeles County Development Authority (LACDA).

Michael Baker is proposing to provide all the services being requested by the City as identified in the Scope of Services section of the RFP and at costs that fall within the activity delivery fees allowed by the US Department of Housing and Urban Development (HUD) and the LACDA for such services. These services will be provided by a highly qualified team of housing and community development specialists based in our Long Beach office. Most importantly, they have an extensive working knowledge of the processes, procedures, performance expectations, and financial reporting requirements of the LACDA.

Approach

It is our understanding that the City of Hawaiian Gardens is seeking a consultant for the administration and implementation of the City's CDBG programs. The consultant to be assigned to the position must exhibit extensive experience in the implementation and administration of the programs and contract administration. We further understand that the City participates in the Los Angeles Urban County CDBG programs. As such, the City receives its annual allocation of CDBG funds from HUD through the LACDA, which will require experience and knowledge of the processes, procedures, performance expectations, and financial reporting requirements associated with participation in the LACDA administered CDBG programs.

During the 2021–2022 fiscal year, the City will have approximately \$198,544 in CDBG funds available. The City is looking for a consultant who can ensure proper and timely expenditure of these CDBG program funds.

Michael Baker's technical approach to administering the City's annual CDBG grant involves assigning a well-qualified team to provide the services requested by the City. Our designated project manager, Micheal Neal, will report directly to City staff in delivering the desired services. He will serve as the lead person for the general administration of the City's annual CDBG grant and CDBG-CV funds. Shannon Andrews will assist Mr. Neal with the preparation of annual planning documents, the submittal of required financial and performance reports to the LACDA, and the monitoring of CDBG-funded programs.

The qualifications and roles of our team members are further discussed in the proposal's Management and Staffing section.

Mr. Neal will establish schedules for the preparation of work products in concert with City. He will be responsible for ensuring adherence to the established schedules and keeping City staff apprised of the status of the work being performed. He will also inform the City of any problems or obstacles to program implementation as soon as they are encountered. Any work products requiring the City's approval, prior to submittal to the LACDA, will be prepared with adequate time for the City's review and approval.

Our customer service is evident from the outset of each assignment, as we typically attempt to schedule our initial meeting with all pertinent City staff. Another key feature of our commitment to customer service is the development and maintenance of effective ongoing communication with all participants throughout the year. Our staff members can be reached by cellular phone or at our 1-800 number, and all messages will be returned within a 24-hour period, excluding weekends and holidays. Our project manager will provide City staff with monthly reports on the status of all CDBG- and CDBG-CV program activities.

Tasks

The Scope of Services section of the RFP includes a detailed listing of the tasks to be performed in administering and implementing the City's CDBG programs. Michael Baker affirms that it intends to perform all the tasks identified in the following Scope of Services. The fees quoted in the Cost and Pricing section of this proposal are inclusive of all services listed in the Scope of Services noted below:

CDBG ADMINISTRATION AND IMPLEMENTATION

Michael Baker proposes to provide staffing and other resources as required to provide as-needed assistance and guidance to Hawaiian Gardens staff so that staff can complete the following for all approved City CDBG projects:

City of Hawaiian Gardens
Proposal For CDBG Administration Services
Page 3

- Day-to-day management of CDBG Program, including project implementation and financial management (in consultation with the Administration, Community Development and Finance Departments).
- Preparation of the annual CDBG Program budget, including incorporation of project funding recommendations.
- Preparation of reimbursement Funding Requests to LACDA.
- Preparation of all required public notices.
- Preparation and/or oversight of all documents required for implementation of CDBG funded projects, as well as any required amendments thereto.
- Preparation of Quarterly Performance Reports and other reports required as part of the annual administration of the CDBG Program.
- Tracking and reporting compliance with applicable labor standards for CDBG funded construction projects.
- Monitoring CDBG funded activities for compliance with applicable regulations and reporting requirements.
- Preparation of monitoring of CDBG funded activities and assistance in responding to any monitoring finding, including implementation of any necessary corrective actions.
- Provision of technical assistance to City departments and subrecipient agencies with the implementation of CDBG funded projects, as needed.

All other CDBG-related work as directed by City's Director of Community Development. All work items will be carried out in conjunction with City staff direction, input, and review.

MANAGEMENT AND STAFFING

All work will be performed by Michael Baker employees; no subcontractors will be utilized. Our staff is prepared to perform all tasks identified in the City's RFP. Our project team has considerable experience in administering annual CDBG grants and implementing CDBG-funded public service and public works projects. Proposed project team members are listed below.

Albert Warot, Project Director

Mr. Warot will be responsible for corporate oversight of the services provided to the City of Hawaiian Gardens and will serve as Michael Baker's QA/QC officer. He will also be available to provide backup and technical assistance to the project manager, if needed. Mr. Warot's 40-plus years of experience in the planning field in California span every aspect of planning. Much of his career has been spent administering CDBG, HOME, and other state/federal grant-funded projects and programs for cities across California, including oversight of numerous CDBG-funded construction projects. Mr. Warot served as chairman of the former City Advisory Committee for the Los Angeles Urban County CDBG Program, has a long-standing working relationship with the LACDA, and previously served as contract CDBG Program Manager for the City of Hawaiian Gardens for a number of years.

Micheal Neal, Project Manager

Mr. Neal will serve as project manager for the administration and implementation of the City's CDBG programs. He will be responsible for the general administration of the City's annual CDBG grant and the management of the City's CDBG-funded public service and public works projects. He will be the City's primary point of contact for all project activities. Mr. Neal is particularly well qualified to serve in this capacity with over 25 years of experience administering state and federal grant-funded programs. He has administered CDBG grants and/or managed CDBG-funded projects for 18 Southern California cities. Of these cities, 12 are communities that receive their CDBG funds through the LACDA, similar to the City of Hawaiian Gardens.

Shannon Andrews, Grants Specialist

Ms. Andrews will assist Mr. Neal with the day-to-day administration of the City's CDBG programs. She is extremely familiar with the LACDA's reporting requirements and is fully capable of performing labor standards compliance monitoring. She is well qualified to serve in this capacity, having assisted with the administration of CDBG programs for the other LACDA participating cities, including Bell Gardens, Beverly Hills, Calabasas, Hawaiian Gardens, Lawndale, Lomita, Rancho Palos Verdes, Rolling Hills Estates, San Fernando, Signal Hill, and Westlake Village.

Résumés for these team members are contained in **Appendix A** to this proposal.

FIRM EXPERIENCE

Michael Baker's staff is experienced in carrying out a wide range of housing and community development projects using a variety of funding sources. These include local, state, and federal sources such as CDBG, Home Investment Partnerships (HOME), Neighborhood Stabilization Program (NSP) and CalHome grants, tax credits, Successor Agency Housing Trust funds, and tax-exempt bond financing. Michael Baker staff has assisted jurisdictions with procuring and administering state and federal grants for a variety of activities, including housing rehabilitation, first-time homebuyer assistance, commercial revitalization, code enforcement, public facilities, and most relevant to the City of Hawaiian Gardens public services and public works projects.

Based on our long-term involvement in administering housing and community programs, we have developed a thorough understanding of the program requirements of the funding agencies involved and have established sound practices and standard procedures to maintain a high level of accuracy and productivity. We have developed excellent working relationships with the respective funding agencies, including the California Department of Housing and Community Development (HCD), HUD, and the LACDA. Our staff regularly attends workshops and training sessions sponsored by these agencies in order to remain current with the agencies' changing regulations and procedures. Based on their education, career training, and work experience, Michael Baker staff members are extremely well qualified to provide the services being requested by the City of Hawaiian Gardens.

Michael Baker offers a broad range of grant application, administration, and implementation services. Selected relevant ongoing assignments involving the general administration of CDBG grants and the implementation of CDBG-funded projects and programs are described below.

City of Bell Gardens

CDBG Grant Administration and Housing Rehabilitation Programs Implementation
Michael Baker administers the City's annual CDBG grant received through the LACDA and assists with the implementation of CDBG-funded public service and public works projects.

City of Beverly Hills

CDBG Grant Administration and Housing Rehabilitation Programs Implementation
Michael Baker is currently administering the City's annual CDBG grant received through the LACDA, as well as performing all tasks associated with the implementation of the City's CDBG-funded single-family housing rehabilitation and multi-family handyworker programs, as well as their CDBG Senior Activities and Rental & Utility Assistance programs.

City of Calabasas

CDBG Grant Administration and Housing Rehabilitation Programs Implementation
Michael Baker performs all tasks associated with the implementation of the City's CDBG-funded housing rehabilitation loan and grant program and assists with the general administration of the City's annual CDBG grant received through the LACDA.

City of Lawndale

CDBG Grant Administration and Program Implementation
Michael Baker administers the City's annual CDBG grant received through the LACDA and assists with the implementation of CDBG-funded public service and public works projects.

City of Lomita

CDBG Grant Administration and Program Implementation
Michael Baker administers the City's annual CDBG grant received through the LACDA and performs all tasks associated with the implementation of the City's CDBG-funded single-family housing rehabilitation, Lifeline program, and Job Creation & Business Incentive Loan program. Michael Baker also performs subrecipient monitoring for CDBG-funded public service programs.

City of Rancho Palos Verdes

CDBG Grant Administration and Program Implementation
Michael Baker administers the City's annual CDBG grant received through the LACDA and performs all tasks associated with the implementation of the City's CDBG-funded public works projects.

City of Redondo Beach

CDBG Grant Administration and Program Implementation
Michael Baker administers the City's annual CDBG grant received directly from HUD, performs labor standards compliance for CDBG-funded public works/facilities projects, monitors the activities of CDBG-funded public service agencies, and operates a CDBG-funded Mobility Access/Emergency Repair Program.

City of Rolling Hills Estates

CDBG Grant Administration and Program Implementation
Michael Baker administers the City's annual CDBG grant received through the LACDA and assists with the implementation of CDBG-funded public works projects and Senior Activities program.

City of San Fernando

CDBG Grant Administration and Labor Standards Compliance
Michael Baker performs labor standards compliance monitoring for the City's CDBG-funded public works projects and assists with the general administration of the City's annual CDBG grant received through the LACDA, as well as the City's CDBG-funded Residential Food Distribution and Personal Protective Equipment Business Assistance programs.

City of Signal Hill

CDBG Grant Administration and Labor Standards Compliance

Michael Baker administers the City's annual CDBG grant received through the LACDA and performs labor standards compliance monitoring for the City's CDBG-funded public works project and Senior Activities program.

City of Westlake Village

CDBG Grant Administration and Housing Rehabilitation Programs Implementation

Michael Baker performs all tasks associated with the implementation of the City's CDBG-funded housing rehabilitation grant program and assists with the general administration of the City's annual CDBG grant received through the LACDA.

REFERENCES

References for Michael Baker assignments involving the services requested by the City of Hawaiian Gardens are as follows:

City of Bell Gardens

Gustavo Romo, Community Development Director
(562) 806-7724
gromo@bellgardens.org

City of Calabasas

John Bingham, Admin Services Manager
(818) 224-1663
jbingham@cityofcalabasas.com

City of Lawndale

Sean Moore, Director of Community Development
(310) 973-3237
smoore@lawndalecity.org

City of Lomita

Gary Sugano, Assistant City Manager
(310) 325-7110
g.sugano@lomitacity.org

City of Rancho Palos Verdes

Lorna Cloke, Senior Administrative Analyst
(310) 544-5276
lornac@rpvca.gov

City of Redondo Beach

Laurie Koike, Interim Director, Community Services
(310) 318-0610
laurie.koike@redondo.org

City of Hawaiian Gardens
Proposal For CDBG Administration Services
Page 9

City of Rolling Hills Estates

Mike Whitehead, Administrative Services Director
(310) 377-1577
mikew@ci.rolling-hills-estates.ca.us

City of San Fernando

Nick Kimball, City Manager
(818) 898-7307
nkimball@sfcity.org

City of Signal Hill

Aly Mancini, Community Services Director
(562) 989-7320
amancini@cityofsignalhill.org

City of Westlake Village

Audrey Brown, Assistant City Manager
(818) 706-1613
audrey@wlv.org

COST AND PRICING

Michael Baker proposes the following not-to-exceed (NTE) amounts to provide Community Development Block Grant (CDBG) Administration Services to the City of Hawaiian Gardens for one year, with the option of four one-year extensions (totaling five years). The proposed NTE cost of **\$19,855** for Fiscal Year 2021-2022 CDBG Administration is based on the City's available CDBG monies.

CDBG Administration and Implementation	\$19,855
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Regarding the upcoming Permanent Local Housing Allocation (PLHA) funds, Michael Baker also proposes to provide all the services associated with the City's allocation of \$118,548 for the PLHA once it has been implemented by LACDA:

PLHA Administration and Implementation	\$11,855
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The fees quoted above are not-to-exceed amounts and are inclusive of all project costs. These fees are based on the anticipated number of hours to be devoted by the various team members at the following hourly rates:

NAME/TITLE	HOURLY RATE
Albert Warot, Project Director	\$250
Micheal Neal, Project Manager	\$140
Shannon Andrews, Grants Specialist	\$140

The City will not be charged for travel but only for the hours worked by Mr. Neal or other staff at our offices in administering and implementing the City's annual CDBG programs. These price quotations will remain firm and irrevocable for one year following consultant selection.

APPENDIX A

RESUMES

ALBERT WAROT, PROJECT DIRECTOR

Mr. Warot has more than 46 years of professional planning experience involving both public and private sector employment. His experience spans all aspects of planning, including current, advance, and environmental planning, as well as housing and community development. Most of his career has been spent assisting California cities in addressing their housing and community development needs through securing state and federal grants and administering grant-funded activities. As an operations manager, Mr. Warot is responsible for managing and overseeing numerous projects in a number of Michael Baker International's service areas.

Education

BS, Geography | Northern Arizona University
Graduate Studies/ Teaching Assistant, Geography | University of Arizona

Relevant Project Experience

City of Hanford. Directed the operation of housing rehabilitation programs funded by Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME).

City of Lake Forest. Directed the preparation of the City's Consolidated Plan and Annual Action Plan for continued CDBG funding from the federal Department of Housing and Urban Development (HUD).

County of Orange. Directed the preparation of the Consolidated Plan and Annual Action Plan for the Orange Urban County CDBG program.

City of Simi Valley. Directed the preparation of the City's Consolidated Plan and Annual Action Plan for continued CDBG funding from HUD.

City of Greenfield. Directed the administration of a HOME-funded housing rehabilitation program.

City of Barstow. Managed the updating of the Housing Element of the City's General Plan.

Professional Affiliations and Service

- American Planning Association
- Association of Environmental Professionals
- National Association of Housing and Redevelopment Officials
- Sustainable City Committee, City of Signal Hill
- Oversight Board, City of Signal Hill
- Los Cerritos Wetlands Restoration Advisory Committee, City of Long Beach
- Chairman, City Advisory Committee, Los Angeles Urban County CDBG Program

Awards and Honors

- Distinguished Leadership Award from the Los Angeles Section of the American Planning Association

Team Member since 2014

City of Westlake Village. Managed two updates of the Housing Element of the City's General Plan certified by the California Department of Housing and Community Development (HCD).

City of Tehama. Managed a series of CDBG-funded housing studies for the City, which included household income and housing condition surveys and an investigation of potential funding sources to assist low-income residents with housing costs.

Tulare County. Managed a CDBG-funded urbanization and blight analysis for the County's Redevelopment Agency that involved approximately 600 parcels in the community of Tipton.

City of Ontario Redevelopment Agency. Managed a survey of physical blight conditions for a proposed amendment to the Cimarron Redevelopment Project Area Plan. Managed the provision of on-call redevelopment and planning services to the City and its Redevelopment Agency and Housing Authority.

City of San Gabriel. Assisted the City with the administration of its CDBG program.

City of Marysville. Assisted the City in securing HOME funding for and subsequently administering a housing rehabilitation program.

Humboldt County. Managed a CDBG-funded urbanization and blight analysis involving eight redevelopment survey areas containing approximately 2,200 parcels.

City of La Puente. Assisted the City with the administration of its CDBG program. Managed the updating of the General Plan Housing Element certified by HCD.

City of Hawaiian Gardens. Assisted the City with the administration of its annual CDBG program as needed. Responsible for training City staff in the administration of the grant, providing direction in the formulation and implementation of projects, and satisfying federal reporting requirements. The City was recognized by the County's Community Development Authority for overall program performance and for the Project of the Year in the Urban County of Los Angeles.

City of Calimesa. Managed two updates of the City's General Plan Housing Element certified by HCD. Assisted the City with the procurement and general administration of multiple CDBG/HOME grants and the implementation of various CDBG- and HOME-funded activities, including the initiation of a housing rehabilitation program, a park feasibility study, and household income and housing condition surveys.

City of Cudahy. Assisted the City with the administration of its CDBG program.

City of Agoura Hills. Conducted a community development needs assessment that resulted in the establishment of a CDBG-funded housing rehabilitation program. Coordinated the preparation of guidelines and all other materials needed for the operation of the program.

Placer County. Directed the administration of CDBG- and HOME-funded housing rehabilitation programs.

City of Susanville. Assisted the City in procuring \$1 million in state CDBG funds for housing rehabilitation purposes and subsequently oversaw the operation of the housing rehabilitation program.

City of Colusa. Responsible for oversight of a \$1 million housing rehabilitation program. As a prerequisite to using state CDBG funds, updated the General Plan Housing Element, a process that was completed in a period of five months, including certification by HCD. Prepared a successful application for \$500,000 in state CDBG funds for continued operation of the program.

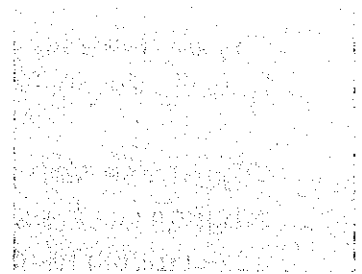
Los Angeles County. As chairman of the City Advisory Committee for the Los Angeles Urban County CDBG program, served as spokesperson for the 48 cities that comprise the country's largest urban county program. Served in this position for several years while representing the County's First Supervisorial District as CDBG coordinator from the City of Rosemead.

City of Torrance. As the associate planner in charge of community development, responsible for administering an annual CDBG entitlement of \$1.3 million, a rental assistance program involving 254 Section 8 certificates, and the implementation of a redevelopment program consisting of three project areas.

MICHEAL NEAL, PROJECT MANAGER

Mr. Neal has over 25 years of experience in administering Community Development Block Grant (CDBG)/Home Investment Partnerships (HOME) grants, assisting with the implementation of residential rehabilitation programs, conducting Section 8 Housing Quality Standards inspections, and interpreting and applying provisions of the US Department of Housing and Urban Development rules and regulations pertinent to housing rehabilitation programs and other CDBG/HOME-funded activities.

Team Member since 2013



Education

BA, Liberal Studies | California State Polytechnic University, Pomona

Relevant Project Experience

City of Westlake Village. Administered the City's CDBG-funded housing rehabilitation program.

City of Hawaiian Gardens. Administered the City's annual CDBG grant.

City of Norco. Administered a housing trust/bond-funded housing rehabilitation program.

City of Lomita. Administered the City's CDBG program and managed the housing rehabilitation program.

City of Signal Hill. Administered the City's CDBG program and implemented funded projects and programs.

City of Redondo Beach. Managed the City's CDBG-funded Mobility Access/Emergency Repair Program.

City of Calabasas. Administered the City's CDBG-funded housing rehabilitation program.

City of Beverly Hills. Administered the City's CDBG program and managed the housing rehabilitation program.

City of Calimesa. Assisted the City with the administration of a HOME-funded housing rehabilitation program and managed a CDBG-funded housing rehabilitation program for the City.

City of San Bernardino. Served as project coordinator for the City's EECBG-funded Green Home Makeover Program, working with homeowners and scheduling energy audits and energy efficiency improvements.

City of Hawaiian Gardens. Managed the operation of a redevelopment agency-funded Housing Rehabilitation Loan and Grant Program.

City of San Gabriel. Performed the general administration of the City's annual CDBG program and managed the operation of CDBG-funded housing and commercial rehabilitation programs.

City of Rosemead. Performed general administration of the City's CDBG and HOME programs, including compliance with reporting requirements and the management of projects. Assisted with the operation of CDBG-funded public service and residential and commercial rehabilitation programs.

City of Goleta. Provided technical assistance in monitoring public services agencies to ensure compliance with federal requirements.

City of Culver City, Culver City Housing Authority. Conducted housing quality inspections for the Housing Authority's Section 8 program.

City of Hawthorne, Hawthorne Housing Authority. Conducted housing quality inspections for the Housing Authority's Section 8 program.

SHANNON ANDREWS, GRANTS SPECIALIST

Ms. Andrews serves as a technical specialist and projects manager in support of Michael Baker International's housing and community development assignments throughout the State of California. She has considerable experience in securing and subsequently administering grants for Michael Baker clients. Ms. Andrews also has extensive working knowledge of the housing rehabilitation process using State and Federal grants. Her experience also includes grant writing and grant administration for over \$10-million dollars in State and Federal grants (owner-occupied housing rehabilitation; new park construction; energy efficiency of City Hall and Citywide street lights; General Plan update; small business economic development programs), as well as extensive compiling and preparing annual, semi-annual, quarterly, and monthly reports for the following outside agencies: CDBG and HOME through HCD; MSHCP reports for the Riverside Conservancy Agency; TUMF reports for the Western Riverside Council of Governments.

Professional Affiliations

- California Association of Code Enforcement Officers (CACEO)

Training/Seminars

- Fair Housing Equal Opportunity Certification by California HCD
- Certification in Income Determination by the California HCD
- Advanced Certification from CACEO

Team Member since 2016

PROJECT EXPERIENCE

City of Bell Gardens. Administered the City's CDBG programs and implemented funded projects and programs.

City of Calabasas. Administered the City's CDBG-funded Rental Assistance Program.

City of Calimesa. Assisted the City with the administration of a HOME-funded housing rehabilitation program and managed a CDBG-funded housing rehabilitation program for the City.

City of Hawaiian Gardens. Administered the City's CDBG program and implemented funded projects and programs.

City of Lawndale. Administered the City's CDBG program and implemented funded projects and programs.

City of Lomita. Administered the City's CDBG program and managed the housing rehabilitation program.

City of Norco. Administered a housing trust/bond-funded housing rehabilitation program.

City of Rancho Palos Verdes. Administered the City's CDBG program and implemented funded projects and programs.

City of San Fernando. Administered the City's CDBG program and implemented funded projects and programs.