

Exhibit A



January 9, 2020

Perry Brents  
Director of Community Services  
City of Rialto  
214 N. Palm Avenue  
Rialto, CA 92376

**Subject: Letter Proposal - Preparation of Consolidated Plan and Analysis of Impediments**

Dear Mr. Brents:

LDM Associates, Inc. (LDM) is pleased to submit the attached letter proposal to provide consulting services to prepare the City's Five-Year Consolidated Plan and Analysis of Impediments to Fair Housing Choice along with the associated Citizen Participation Plan and Limited English Proficiency Plan (LEP) in conjunction with its Community Development Grant (CDBG) program. LDM has been providing high-quality services to municipal agencies and private clients for over 34 years. Our consulting team is comprised of highly qualified professional staff with expertise in all aspects of CDBG Program administration and the development of associated documents such as the Five-Year Consolidated Plan, Analysis of Impediments to Fair Housing Choice, One-Year Action Plans, and Consolidated Annual Performance and Evaluation Reports (CAPERs).

Provided herewith, is the information requested. You may contact me at the following address, telephone number or e-mail should you have any questions regarding this proposal:

LDM Associates, Inc.  
Rudy E. Munoz, Senior Vice President  
10722 Arrow Route, Suite 822  
Rancho Cucamonga, CA 91730  
(909) 476-6006  
[rmunoz@mdg-ldm.com](mailto:rmunoz@mdg-ldm.com)

If you have any questions regarding this matter, please do not hesitate to call me at your convenience.

Respectfully Submitted

A handwritten signature in black ink, appearing to read "Rudy E. Muñoz", is written over the text "Respectfully Submitted". The signature is stylized and somewhat cursive.

Rudy E. Muñoz, Senior Vice President

Enclosure: Proposal

## COMPANY BACKGROUND AND STRUCTURE

### Firm History

LDM Associates, Inc. (LDM) was established in 1986 and has undergone steady growth since its inception. LDM is a corporation registered in the State of California. In response to our clients' needs, LDM and its affiliate MDG Associates, Inc. (MDG) provide a wide variety of Community Development consulting services including, but not limited to Grants Management; Project Management; Construction Management; Architectural Design; Urban Planning; and Labor Compliance Monitoring.

### Firm's Personnel

LDM Associates, Inc. is comprised of individuals with a wide variety of expertise including the services specifically requested by the City. Currently, LDM has thirty-two (32) staff members. Thirteen (13) of the 25 staff members are knowledgeable and experienced in the administration of CDBG, HOME, ESG, and the CalHome Programs in addition to projects funded under these Programs.

## PRIME OFFICE LOCATION

### LDM Associates, Inc. Contact Information

Rudy Muñoz, Senior Vice President

[rmunoz@mdg-ldm.com](mailto:rmunoz@mdg-ldm.com)

(909) 476-6006 ext. 103

10722 Arrow Route, Suite 822

Rancho Cucamonga, CA 91730

Phone: (909) 476-6006

## STATEMENT OF QUALIFICATIONS AND EXPERIENCE

### Firm's Qualifications and Experience

LDM provides administrative and management services to government agencies that are seeking a consultant that can act as an extension of their staff and look after the best interests of the City.

### Grants Planning:

LDM and its affiliate MDG specializes in assisting HUD grantees with their housing and community development planning processes. Since 2010, LDM and MDG have completed 32 Consolidated Plans, 25 Analysis of Impediments to Fair Housing Choice and two (2) Assessments of Fair Housing.

Consolidated Plans	
Albuquerque, NM (2018-2022)	Menifee (2017-2021)
Baldwin Park (2010-2014; 2015-2019)	Newport Beach (2010-2014; 2015-2019)
Compton (2010-2014; 2015-2019)	Ontario (2010-2014)
Corona (2015-2019)	Rialto (2010-2014; 2015-2019)
El Monte (2010-2014; 2015-2019)	Paramount (2012-2016; 2017-2021)
Fontana (2010-2014; 2015-2019)	Redlands (2009-2013; 2015-2019)
Hawthorne (2010-2014; 2015-2019)	Rialto (2010-2014; 2015-2019)
Hesperia (2015-2019)	Riverside (2010-2014)
Irvine (2010-2014; 2015-2019)	Temecula (2017-2021)
Lancaster (2010-2014)	Upland (2010-2014; 2015-2019)

Analysis of Impediments to Fair Housing Choice or Assessment of Fair Housing (AFH)	
Baldwin Park (2010; 2015) Corona (2015) Compton (2010; 2015) El Monte (2010; 2015) Fontana (2010; 2015) Hawthorne (2010; 2015) Hesperia (2015) Irvine (2010; 2015) Menifee (2017)	Ontario (2010) Rialto (2010; 2015) Paramount (2012; AFH in 2017) Rialto (2010; 2015) Redlands (2009) Temecula (AFH in 2017) Upland (2010; 2015) Whittier (2015)

**Grants Management:**

LDM currently provides administration and implementation services for the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Community Development Block Grant Recovery (CDBG-R), and Neighborhood Stabilization Programs (NSP). LDM has managed other grants such as Emergency Solutions Grant (ESG), State grants (Parks and Recreation, CalHome, State HOME, Prop. 40, etc.), CDBG – Recovery grant, Homeless Prevention and Rapid Rehousing (HPRP) grants. In addition, staff members implement activities funded under the aforementioned programs such as Residential Rehabilitation, Commercial Rehabilitation, and First-Time Homebuyer, Capital Improvement Project Management and Labor Compliance Monitoring and Enforcement Services.

LDM maintains an excellent relationship with the local HUD office as well as at the headquarters level (Washington D.C.). Our staff currently provides technical assistance (TA) to grantees throughout the country on behalf of HUD Headquarters through the OneCPD and Community Compass Programs. This technical assistance is provided to states, counties, cities and other HUD funded grantees in conjunction with the CDBG, HOME, and NSP programs. In addition, staff members have been providing assistance to grantees through the HUD as well as the IDIS and DRGR HUD reporting systems.

Our staff has been tasked by HUD Headquarters to provide national training on their behalf to grantees and HUD Staff. The training has been in the areas of “Basically CDBG,” Assessment of Fair Housing (AFH), Disaster Recovery Grant Reporting (DRGR), eCon Planning Suite, CPD Maps, and the Integrated Disbursement Information System (IDIS). Our staff is also tasked with providing assistance to grantees through the HUD Resource Exchange Ask a Question (AAQ) program in the areas of CDBG, HOME, and DRGR.

LDM and its affiliate are currently under direct contract with 18 cities and two (2) counties throughout the western United States with combined CPD allocations from HUD totaling approximately \$82.5 million. For most of these cities, our scope of services is to perform the overall administration and implementation of these programs including the preparation of Five-Year Consolidated Plans, Action Plans, CAPERs, contract management, financial management, monitoring, Davis-Bacon Compliance, inputting performance and financial data into IDIS, and other program requirements. For others, our staff provides services on specific tasks such as IDIS input, project monitoring, federal labor standards (Davis-Bacon) compliance, monitoring CDBG/HOME and ESG grants, preparation of the Annual Action Plan, and the preparation of the Consolidated Annual Performance and Evaluation Report (CAPER).

The day-to-day services include, but are not limited to setting up budgets based on the adopted Annual Action Plans; assist in preparing agreements and purchase orders; reviewing invoices and supporting documentation for compliance with applicable requirements (e.g., procurement, contracts, and Davis-Bacon compliance, etc.). We assist in setting up draws in the IDIS system upon

reconciliation of grantees general ledger; completing conducting programmatic and financial monitoring of subrecipients and Grantee Departments to assure activities are compliant with the agreement/MOU and all applicable requirements. We assist in inputting quarterly accomplishments in IDIS; conducting annual reconciliations of Grantee accounts as compared to the data in IDIS; tracking accounts/budgets for any carryovers or unexpended funds upon activity close-out; monitor and maintain program income and or loan portfolio. We conduct the monitoring of public service activities and capital improvement projects for compliance with the CDBG, OMB (2 CFR Part 200), Davis-Bacon Act requirements, and other cross-cutting requirements. We also assist Grantees during the single-audit process, providing requested information to the auditor.

In addition, LDM staff members have been working with HUD Headquarters as beta testers and trainers to address recent updates of their IDIS and DRGR reporting systems (including the new IDIS system, eCon Planning Suite, and DRGR systems).

## PROJECT TEAM DESCRIPTION

### Assigned Personnel

The members of our consulting group proposed to provide consulting services in the development of the City's Consolidated Plan, Analysis of Impediments to Fair Housing Choice and Fair Housing Plan documents include Rudy Muñoz, Senior Vice President; Clint Whited, Vice President of Grants Management; Juan C. Rios, Manager of Design; George Figueroa, Associate; and David J. Muñoz, Associate.

Mr. Rudy Muñoz will be the primary contact and will be overseeing the project team responsible for the development of the abovementioned documents. Mr. Clint Whited will be the lead consultant and Project Manager assigned to the City and will be primarily responsible for the development of the Five-Year Consolidated Plan document, Analysis of Impediments to Fair Housing Choice and Fair Housing Plan document. Mr. Whited will facilitate the citizen participation and consultation process and the development of the strategic plan. In addition, Mr. George Figueroa and Mr. David Muñoz will assist in the development of both documents in the areas of data research/analysis, consultation and community participation. Additional staff members may assist Mr. Clint Whited on as needed basis.

The following table provides a more detailed summary of the roles that each assigned member will play in the development of the documents:

#### Project Team Responsibilities:

<b>Rudy Muñoz, President</b>	Will be the contact person for the City on all aspects of the contact.
<b>Frank Perez, Associate</b>	Responsible for the development and management of the team that will be preparing the Consolidated Plan, Analysis of Impediments to Fair Housing Choice and Fair Housing Plan. Will be responsible and conducting community meetings associated with the development of the aforementioned documents.
<b>Clint Whited, Vice President</b>	Will assist in the development the Consolidated Plan, Analysis of Impediments to Fair Housing Choice and Fair Housing Plan. Will assist in conducting community meetings associated with the development of the aforementioned documents.
<b>Juan C. Rios, Manager</b>	Will be responsible for the preparation of all graphics and maps for all of the documents associated with this proposal as well as for use in community meetings.
<b>George Figueroa, Associate</b>	Will assist in the preparation of the documents associated with this proposal. Will be responsible for conducting consultations with stakeholders, local community development, housing and homeless organizations, subrecipients and other key organizations. Assist in the analysis of data for the development of the needs assessment and market analysis.
<b>David J. Muñoz, Associate</b>	Will assist in the preparation of the documents associated with this proposal. Assist in the analysis of data for the development of the needs assessment and market analysis. Assist in the development of social media materials for use in obtaining maximum citizen

participation in the development of the documents. Assist in the community meetings for the development of all documents and assist in documenting questions and comments received during the community meetings.

Other staff members may assist Mr. Whited on as needed basis such as eCon Planning Suite data entry.

The following is a biography on each of the key staff members proposed as part of the Project Team for the City of Rialto.

**Rudy Muñoz, President** - Mr. Rudy Muñoz is the President and founder of MDG Associates, Inc. and the Senior Vice President of LDM Associates, Inc. With more than 33 years of experience in the community development field, Mr. Muñoz' main focus is on assisting municipalities with all aspects of the administration and implementation of their HUD-funded CPD Programs. These include, but are not limited to the Community Development Block Grant (CDBG), HOME Investment Partnership Act (HOME), Neighborhood Stabilization Program (NSP) and Community Development Block Grant – Disaster Recovery (CDBG-DR) programs.

Mr. Muñoz works hand-in-hand with municipalities on the development of implementation strategies and tools that facilitate the management of their CPD programs; providing training for the HUD CPD Programs, and at times implementing the day-to-day functions of the programs. These functions include all phases of the program implementation from the initial development of Consolidated Plans and Action Plans for the various programs up to the programmatic and financial closeout of projects and grants. His work in grants planning includes over 50 Consolidated Plans, and over 250 Action Plans. He assists grantees in developing HUD mandated Policies and Procedures for the overall management and oversight of the various CPD Programs as well as individual activities funded under these programs such as Housing Rehabilitation, Commercial Rehabilitation, and Homebuyer Programs.

Mr. Muñoz is a Certified HOME Specialist and is a subcontractor to national Technical Assistance (TA) providers through HUD's OneCPD and Community Compass initiatives. Through the initiatives, he has provided TA and training to municipalities throughout the U.S. in the following programs: CDBG, HOME, NSP (1, 2, and 3) and CDBG-DR. Through the initiatives, he has also provided national training and TA in two of HUDs reporting systems; the Integrated Disbursement and Information Systems (IDIS), and the Disaster Recovery Grant Reporting System (DRGR). He is a beta tester for HUD on the Disaster Recovery Grant Reporting system.

In addition, he has provided training and TA through the initiatives in cross-cutting elements including Financial Management Systems (Uniform Administrative Systems), Davis-Bacon and Related Acts (DBRA), and Assessment of Fair Housing (AFH). Because of his fluency in Spanish, he has provided many of the aforementioned training in Spanish for the Commonwealth of Puerto Rico and its municipalities.

Prior to his time with MDG, Mr. Muñoz worked for a number of municipalities in Southern California. Mr. Muñoz received a Bachelor of Architecture (BArch) from California Polytechnic University in Pomona.

**Frank Perez, Associate** - Mr. Frank Perez joined LDM Associates, Inc. in 2013 and currently serves as an associate on the Grants Management team. With more than seven (7) years of experience in the planning and implementation of federal grants including those offered by the U.S. Department of Housing and Urban Development – Office of Community Planning and Development (CPD), Mr. Perez assists municipalities with all aspects of Community Development Block Grant (CDBG), Davis-

Bacon Related Acts, Section 3 and Emergency Solutions Grant (ESG) program administration and implementation.

Mr. Perez focuses on CPD program administration and compliance, including Five-Year Consolidated Plan and Action Plan development and Analysis of Impediments to Fair Housing Choice (AI) as well as the day to day implementation of CPD programs. This includes Integrated Disbursement and Information System (IDIS) functionality and management, subrecipient management, financial management, labor standards enforcement, subrecipient management, monitoring, and capacity building, compliance with federal reporting requirements including the Consolidated Annual Performance and Evaluation Report (CAPER), and all other aspects of program administration, implementation and compliance.

Mr. Perez received a Bachelor of Business Economics from the University of California, Riverside

**Clint Whited, Vice President of Grants Management** - Mr. Clint Whited has been a consultant at LDM Associates, Inc. since 2006 and currently serves as Vice-President of Grants Management. With more than 16 years of experience in the planning and implementation of federal grants including those offered by the U.S. Department of Housing and Urban Development – Office of Community Planning and Development, Mr. Whited assists municipalities with all aspects of Community Development Block Grant (CDBG), HOME Investment Partnership (HOME) and Emergency Solutions Grant (ESG) management.

Mr. Whited focuses on strategic community investment in affordable housing, development of infrastructure and coordinating the supportive services necessary to achieve local goals and to affirmatively further fair housing choice. His work in these areas includes 25 Consolidated Plans, 15 Analysis of Impediments to Fair Housing Choice, two (2) Assessments of Fair Housing (AFH) and numerous program policy and procedure documents to facilitate the implementation of the housing and community development projects resulting from these plans. He is currently responsible for the management and implementation of CPD programs for a number of cities in Southern California. Mr. Whited is a Certified HOME Specialist (Regulations) and is a national technical assistance provider through HUD's OneCPD technical assistance initiative.

Prior to joining MDG as a consultant, Mr. Whited was a Contract Compliance Specialist for the Los Angeles County Community Development Commission – the second largest Urban County CDBG program in the nation. His responsibilities included contract development, monitoring the implementation of CDBG funded activities implemented by participating cities and non-profit organizations. His work with the Urban County included the development of labor standards policies and procedures covering the Davis-Bacon Act, Minority and Women's Business Enterprise and Section 3 of the Housing and Community Development Act.

Mr. Whited received a Bachelor of Science in Public Policy and Management from the University of Southern California's School of Policy, Planning and Development, with an emphasis on organizational management and public sector accounting.

**Juan C. Rios, Manager of Design** - Juan C. Rios joined MDG in 1993 and has been providing oversight and management of the construction and architectural design division of the company. Duties include working and coordinating projects with architects; structural, soils, and mechanical engineers as needed; preparation of design development and construction drawings for commercial and residential rehabilitation projects as required for the specific program in compliance with all applicable building and planning codes. In addition, his duties include the management and implementation of housing and commercial rehabilitation programs funded with State and Federal funds such as Community Development Block Grant (CDBG), HOME, NSP, CalHome, and previous Community

Redevelopment Agency (CRA) funds. Under the rehabilitation programs, responsibilities include conducting eligibility review, performing rehabilitation inspections (initial and progress); maintaining applicant files current; preparing scope of work/specifications for required work and cost estimate; prepare bid documents; reviewing bids received; prepare contractor agreements; processing progress and final payments, and process the Notice of Completion. Mr. Rios is bilingual/bi-literate in English and Spanish and is a Certified Building Inspector and a Certified California Notary Public.

Mr. Rios received a Bachelor of Science Architecture from the Universidad ITESO, Guadalajara, Jalisco, Mexico; AutoCAD Certification from Mt. San Antonio College, Walnut, CA; Construction Estimating Certification, Mt. San Antonio College, Walnut, CA.; Lead Renovator, Lead Abatement Worker Certification; and California Residential Building Inspector Certification.

**George Figueroa, Associate** – George Figueroa joined MDG Associates, Inc. in 2017 and currently serves as an Associate on the Grants Management team. Mr. Figueroa specializes in the area of grants planning, including the development of Five-Year Consolidated Plans, Annual Action Plans, Assessments of Fair Housing (AFH), Analysis of Impediments to Fair Housing Choice (AI) and other housing-related reports for municipal clients. In the performance of these duties, Mr. Figueroa provides assistance in the analysis of housing, community and economic development data; prepares needs assessment and market analysis narratives; conducts interviews and focus group meetings to generate local knowledge and facilitate development of local housing, community and economic development strategies. Mr. Figueroa assists in the preparation of draft documents for public review and editing final documents for submission to HUD. Mr. Figueroa is bilingual/bi-literate in English and Spanish.

**David J. Muñoz, Associate** – David Muñoz joined MDG Associates, Inc. as a part time staff member from 2014 to 2017 and full time in 2018. He currently serves as an Associate on the Housing and Community Development team. With more than four (4) years of experience in the planning and implementation of federal grants including those offered by the U.S. Department of Housing and Urban Development – Office of Community Planning and Development (CPD), Mr. David Muñoz assists team leaders in the development of Consolidated Plans, Annual Action Plans, Consolidated Annual Performance and Evaluation Reports (CAPERs), and Analysis of Impediments to Fair Housing Choice. In addition, he assists in the development of policies and procedures for municipalities implementing Community Development Block Grant (CDBG) and Disaster Recovery (CDBG-DR) programs.

Mr. Muñoz also provides DRGR training on behalf of HUD for the CDBG- Disaster Recovery Program to include conducting the training in Spanish for the Commonwealth of Puerto Rico. He is also responsible for the development of social media documents associated with the development of Consolidated Plans and AIs.

Mr. David Muñoz received a Bachelor of Arts in Politics and International Relations with a minor in Latin American Studies. Prior to joining MDG on a full-time basis, he completed a fellowship with the office of Congressman Mario Diaz-Balart, the Chairman of the Transportation and Housing and Urban Development (THUD) appropriation committee.



## SCOPE OF WORK

### Five-Year Consolidated Plan

The Scope of Services to be provided includes:

1. Review and revision of the City's current adopted Citizen Participation Plan to ensure compliance with Part 91. As necessary, recommend revisions and prepare a revised draft Citizen Participation Plan for adoption by the City prior to engaging in the Citizen Participation and Consultation Process required for the development of the Consolidated Plan.
2. LDM shall plan and participate in two (2) community forums where low-and moderate-income residents, community groups, housing advocates, public service agencies and the general public will be invited to provide input into housing and community development needs and priorities. The current Citizen Participation Plan requires a minimum of two (2) public hearings in the development of the Consolidated Plan, with one (1) during the pre-plan development stage and one (1) with the City Council's adoption of the final plan. The City anticipates continuing in this manner for the 2020-2024 Consolidated Plan.
3. LDM shall collect data, conduct research, and analyze the data in order to identify housing and community development needs and priorities. The City will provide LDM with available housing and community data from its most recent draft or adopted Housing Element.
4. LDM shall engage in all consultations as required pursuant to Part 91 and shall document the results of those consultations for use in the development of the Consolidated Plan – Strategic Plan.
5. LDM shall develop all required maps using CPD Maps or GIS, including but not limited to areas of minority and low-income concentration, low-and moderate-income areas, and other maps to describe the geographic distribution of resources.
6. LDM shall develop the draft Consolidated Plan in the HUD Integrated Disbursement and Information System ("IDIS") to contain the information required in 24 CFR 91, Section 91.205 through 91.230, Including all tables, narratives, and certifications as delineated within the IDIS template. This includes, but is not limited to:
  - The Public Participation Process
  - Housing and Homeless Needs Assessment
  - Housing Market Analysis
  - Strategic Plan indicating priorities and how will meet the needs
  - Annual Action Plan
  - All required certifications.
  - Monitoring standards and procedures
  - Affirmative Marketing and Economic Opportunity Policies
  - Subsidy Layering Guidelines
7. LDM shall be responsible for the preparation of outlines, agendas, public notices, issue papers, input into IDIS. LDM shall be responsible for providing the necessary copies of screen checks, drafts, and final documents as identified in the approved scope of work and by mutual agreement of LDM and the City.

All software applications or computer files generated for graphics, text, and/or pictorial will be supplied to the City in a format acceptable to the City. Use of the software shall be on a system that is compatible with the City's applications or converted from a given application to a City application. All data, documents and other products used or developed during this project shall become the property of the City of Rialto.

## Analysis Of Impediments To Fair Housing Choice And The Fair Housing Plan

This Scope of Services to be provided includes:

1. LDM shall collect data, conduct research, and analyze the data in order to identify impediments to fair housing choice. Data to be gathered and analyzed includes, but is not limited to demographics, household income, employment, housing profile, etc. This task will consist of the review of available background and resource materials. Available documents and resources include: the Year 2015 Assessment of Impediments to Fair Housing Choices for the City of Rialto; the Five Year Consolidated Plan (2015-2019); City of Rialto General Plan Housing Element updated in 2012; and the City of Rialto Zoning Ordinance and Amendments. The City will provide LDM with available housing and community data from its most recent draft or adopted Housing Element, and will facilitate reasonable access to City personnel for the purpose of evaluating the Municipal Code and the City's practices within the confines of the Municipal Code.
2. LDM shall consult with the City's contracted Fair Housing Service Provider, the State of California and HUD as necessary to develop a full profile of fair housing activity within Rialto for the last 3-5 years.
3. LDM shall coordinate and facilitate community workshops and focus groups. City staff will assist in noticing and organizing the workshops, arranging for the use of facilities, etc. A minimum of three (3) focus groups and/or workshops will be held during the process (realtor associations, developers, property investors, community residents, seniors, special needs populations, etc.). LDM will prepare agendas, handouts, and other presentation materials as appropriate, maintain detailed notes, and summarize the results of each group meeting.
4. LDM shall develop a comprehensive draft Analysis of Impediments. This document must include an analysis of prior-identified impediments, identification of new impediments (if any), and a Fair Housing Plan to include recommendations to address current impediments, the parties responsible, and timeframes. The draft Analysis of Impediments must meet all of the requirements of the current Fair Housing Planning Guide published by HUD. The selected Consultant shall incorporate, at a minimum, the following elements into their review of impediments to fair housing choice in the public and private sectors:
  - A comprehensive review of the City's codes, ordinances, administrative policies, practices and procedures.
  - An assessment of how those laws, etc., affects the location availability and accessibility to housing choice.
  - An assessment of local residents' and the real estate industry's awareness of fair housing issues.
  - An assessment of current land use and group home practices.
  - An analysis of differences in property tax rates, controlling for home value and year of purchase, for different racial groups within the City.
  - An assessment of job opportunities in relationship to area or residential concentration of minorities and other classes of persons protected by the Fair Housing Act.
  - Documentation of the nature and extent of fair housing complaints/lawsuits or other data that may evidence achievement or lack of fair housing choices.
  - Patterns of ownership versus rental, housing density, housing age, and/or condition, overcrowding, income, family size, residency tenure, bank loans by type, etc.
  - Demographic overview of the City, showing how the City compares to the county as a whole in racial composition, homeownership by race, affluence, and poverty by race and trends since 2000.
  - Home Mortgage Disclosure Act (HMDA) data, including FHA/VA loans, conventional home loans, housing refinance loans and home improvement loans.

- Results of testing or case studies of incidents or problems of discrimination occurring within the City, including hate crimes, land use practices, occupancy standards, and advertising.
  - Records showing geographic patterns of occupancy in Section 8; Public and Assisted Housing; and private rental housing.
  - An analysis of the “cost of fair housing” which causes certain specific social problems resulting from housing segregation and discrimination.
  - Complete an analysis of home sales trends, median and average sale prices by type, number of households and size, and banking and lending practices. Compile data indication frequency and amount of those financial institutions lending in our community over the past five-year period.
  - Compile a vacancy rate study for rental properties by type/number of bedrooms and rental rates over the past two-year period.
  - Provide a variety of maps including dot density, overlays, etc, depicting multiple characteristics and address specific maps in the Analysis of Impediments.
  - Recommend changes in practices and policies.
5. LDM shall be available to attend required project related meetings, including Public Hearings. LDM shall present the Draft Analysis of Impediments to City Staff: Based on the review of resources, data gathering, analysis, and input from the community through workshops/focus groups, etc.

## PROPOSAL PRICING

Based on the proposed scope of work noted in the RFP, LDM proposes to complete the 2020-2024 Consolidated Plan and the 2020-2024 Analysis of Impediments to Fair Housing Choice along with the associated Citizen Participation Plan and Limited English Proficiency Plan (LEP) for a total firm fixed price of \$41,950. The tasks shall be invoiced subsequent to the completion of each phase based on the Scope of Work tasks completed in each phase as shown in the tables below. The total firm fixed price is inclusive of all of the items listed herewith.

Phase 1			
2020-2024 Consolidated Plan		2020-2024 Analysis of Impediments	
Tasks*	Cost	Tasks*	Cost
Task 1. Citizen Participation Plan Task 2: Limited English Proficiency Plan (LEP) Task 3. Data collection and analysis Task 4. Develop CPD/GIS Maps	\$7,750	Task 1. Data collection and analysis	\$5,250

Phase 1 Subtotal: \$13,000

Phase 2			
2020-2024 Consolidated Plan		2020-2024 Analysis of Impediments	
Tasks*	Cost	Tasks*	Cost
Task 1. Community Meetings & Hearings Task 2. Consultations Task 3. Develop Con Plan in IDIS Task 4. Preparation of Documents (5 Bound copies of Draft Document, & 3 Bound copies of Final Document, 1 loose master, MS Word & PDF). Task 5. Attend meetings / hearings	\$14,850	Task 1. Consultations Task 2. Community workshops and focus groups Task 3. Develop Draft A.I. and Fair Housing Plan; Task 4: Preparation of Documents (5 Bound copies of Draft Document, & 3 Bound copies of Final Document, 1 loose master, MS Word & PDF). Task 5. Attend meetings / hearings	\$14,100

\*Refer to detailed scope of work on pages 25-28.

Phase 2 Subtotal: \$28,950

**TOTAL FIXED PRICE: \$41,950**

Any additional services requested by the City that are not part of the scope of work delineated in the RFQ will be billed at the hourly rates listed herein:

**LDM ASSOCIATES, INC.**  
10722 Arrow Rte., Suite 822  
Rancho Cucamonga, CA 91730

**SCHEDULE OF HOURLY BILLING RATES**

Rates effective as of July 1, 2018

<b><u>STAFF PERSON:</u></b>	<b><u>HOURLY RATE:</u></b>
President/Senior Vice President	\$115.00/Hr.
Vice President	\$105.00/Hr.
Manager	\$100.00/Hr.
Senior Associate	\$ 90.00/Hr.
Associate	\$ 80.00/Hr.
Senior Project Assistant	\$ 70.00/Hr.
Project Assistant	\$ 60.00/Hr.
Clerical	\$ 45.00/Hr.

**REIMBURSABLE ITEMS:**

Project Supplies	Cost plus 10% (if applies)
Prints/Reproductions	Cost plus 10% (if applies)
Postage/Delivery	Cost plus 10% (if applies)

## **ADDITIONAL PROJECT REFERENCES**

LDM provides a wide variety of Community Development consulting services including, but not limited to grants management; project management; urban planning/architectural design; Urban Planning; and labor compliance monitoring. The following list represents our client list for whom we have provided similar services.

### City of Corona – Cynthia Lara, Administrative Services Manager

Services Provided: CDBG Program Administration and HOME Technical Assistance including all aspects of the CDBG Program as well as assistance with affordable housing projects and Davis-Bacon Compliance Monitoring.

Date of Contract: 2010 to Present

Phone Number: (951) 739-4963; email address: [Cynthia.Lara@ci.corona.ca.us](mailto:Cynthia.Lara@ci.corona.ca.us)

### City of Fontana – Valerie Gonzales, Interim Housing Manager

Services Provided: CDBG/HOME/CDBG-R/NSP Program TA; Analysis of Impediments to Fair Housing (AI); Consolidated Plan/Action Plan/CAPER preparation; Davis-Bacon/Section 3 Compliance; Policies and Procedures for FTHB and Housing Rehabilitation Programs

Date of Contract: 2009 to Present

Contact Person: Phone Number: (909) 350-6739; email address: [vgonzales@fontana.org](mailto:vgonzales@fontana.org)

### City of Hawthorne – Mari Guerrero, CDBG/HOME Coordinator

Services Provided: CDBG/HOME Program Administration and Technical Assistance; CDBG and HOME funded Housing Rehabilitation Program Implementation; RDA funded Commercial Rehabilitation Program Implementation; Analysis of Impediments to Fair Housing (AI); Consolidated Plan/Action Plan/CAPER preparation.

Date of Contract: 2002 to 2010 and 2014 to Present

Phone Number: (310) 349-2976; email address: [mguerrero@cityofhawthorne.org](mailto:mguerrero@cityofhawthorne.org)

### City of Irvine - Mr. Steve Holtz, Manager of Neighborhood Services

Services Provided: CDBG/HOME/CDBG-R/HPRP Program Administration and Technical Assistance; Redevelopment Consultation; CDBG funded Housing Rehabilitation Program Implementation; Analysis of Impediments to Fair Housing (AI); Five-Year Consolidated Plan/Action Plan/CAPER preparation; Davis-Bacon and Section 3 Compliance.

Date of Contract: 2001 to Present

Phone Number: (949) 724-6612; email address: [sholtz@cityofirvine.org](mailto:sholtz@cityofirvine.org)

### City of Newport Beach - James Campbell, Deputy Director of Community Development

Services Provided: CDBG Program Technical Assistance; Davis-Bacon and Section 3 Compliance; Analysis of Impediments; Consolidated Plan/Action Plan/CAPER preparation; affordable housing monitoring.

Date of Contract: 2000 to Present

Phone Number: (949) 644-3210; email address: [xcampbell@newportbeachca.gov](mailto:xcampbell@newportbeachca.gov)

### City of Paramount – Karina Lam Liu, Finance Director

Services Provided: CDBG/CDBG-R/NSP/HOME Program Administration; Redevelopment Consultation; CDBG and HOME funded Housing Rehabilitation and Commercial Rehabilitation

Program Implementation; Homebuyer Assistance Program; Analysis of Impediments to Fair Housing (AI); Consolidated Plan/Action Plan/CAPER preparation; 5 Year Implementation Plan (Redevelopment); Davis-Bacon Compliance; and affordable housing monitoring.

Dates of Contract: 2003 to Present

Phone Number: (562) 220-2210; email address: [Klam@ParamountCity.com](mailto:Klam@ParamountCity.com)

City of Rialto – Perry Brents, Community Services Director

150 S. Palm Avenue, Rialto, CA 92376

Services Provided: CDBG Program Administration; CDBG-R Program Administration; NSP1 and NSP3 Program Administration; Homelessness Prevention and Rapid Rehousing (HPRP) Program Administration; Commercial Rehabilitation Program Implementation; Project/Construction Management; Davis-Bacon; Consolidated Plan/Action Plan/Analysis of Impediments/CAPER preparation.

Date of Contract: 2000 to Present

Contact Person: Phone Number (909) 820-8039; e-mail address: [pbrents@rialtoca.gov](mailto:pbrents@rialtoca.gov)

City of Temecula – Lynn Kelly-Lehner, Principal Management Analyst

Services Provided: CDBG Program Administration; Assessment of Fair Housing (AFH); Consolidated Plan/Action Plan/CAPER preparation

Dates of Contract: 2015 to Present

Phone Number: (951) 506-5172; email address: [lynn.lehner@TemeculaCA.gov](mailto:lynn.lehner@TemeculaCA.gov)

City of Upland – Liz Chavez, Manager of Development Services Department

Services Provided: CDBG Program Technical Assistance; CalHome and RDA funded Housing Rehabilitation Program Implementation (4 separate programs); RDA funded Commercial Rehabilitation Program Implementation; CalHome and RDA funded Homebuyer Assistance Program; Project/Construction Management; Davis-Bacon and Section 3 Compliance; Analysis of Impediments; Planning Services; Analysis of Impediments to Fair Housing (AI); Consolidated Plan/Action Plan/CAPER preparation; affordable housing monitoring.

Date of Contract: 2004 to Present

Phone Number: (909) 931-4146; email address: [lchavez@ci.upland.ca.us](mailto:lchavez@ci.upland.ca.us)