



# AVANT GARDE

City of Rialto  
CDBG and NSP Program Management Proposal

May 20, 2021

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May 20, 2021

City of Rialto  
Shanita Simmons  
Purchasing Division  
150 S. Palm Ave.  
Rialto, CA 92376

Subject: Request for Proposals CDBG and NSP Program Management

It is with great pleasure that AVANT-GARDE submits our proposal to provide the City of Rialto with program management services to administer the CDBG and NSP Programs. It is our goal to ensure that all services and reports are in compliance with all applicable HUD regulations and submitted within the required time frames.

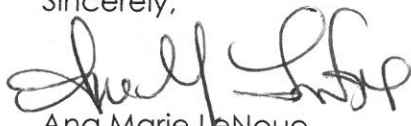
A 100% woman-owned firm, Advanced AVANT-GARDE Corporation was incorporated in September 2002 and our corporate office is located at 3670 W. Temple Avenue, Suite 278, Pomona, CA 91768. **AVANT-GARDE is a certified minority business enterprise, women business enterprise, disadvantaged business enterprise and small business enterprise. (MBE, WBE, DBE, SBE).**

AVANT-GARDE has built a strong reputation for providing innovative and successful solutions for a number of public agencies. We have a successful track record in Program and Compliance Management with several municipalities, including the Cities of Pico Rivera, Montebello, South Gate, Bellflower, Lynwood, Cudahy, El Monte, Industry, Temple City, Bell Gardens, Alhambra, San Gabriel, Rosemead, Monterey Park, Commerce, Manhattan Beach, Ventura, La Mirada, Norwalk, Pasadena, La Puente, Moreno Valley, Perris, Maywood, LADOT, LADWP, and Los Angeles County METRO. We offer the talents of some of the most skilled, compliance managers, fund administrators, grant writers and program managers in the industry, providing clients with innovative and cost-effective solutions on a wide variety of projects.

Given the opportunity, we feel the AVANT-GARDE team will be valuable partner to the City in meetings its HUD requirements and goals. To provide exceptional services as outlined in the RFP, we present a highly qualified and experienced team of program managers each with years of experience in providing identical services to Cities throughout Southern California. We have assigned a firm principal, Ana Marie LeNoue, to serve as the Project Representative. Ms. LeNoue will oversee all assigned staff and will ensure successful administration of all activities.

Please contact me or Lissette Montoya, the firm's principals, at (909) 979-6586 or email [alenoue@agi.com.co](mailto:alenoue@agi.com.co) or [lmontoya@agi.com.co](mailto:lmontoya@agi.com.co) if there are any questions. We look forward to meeting with you to discuss our services and the opportunity to serve your community. Thank you very much for your consideration.

Sincerely,



Ana Marie LeNoue  
President / CEO

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## SECTION 1. FIRM QUALIFICATIONS

AVANT-GARDE was incorporated in September 2002 and our corporate office from which services will be provided is located at 3670 W. Temple Avenue, Suite 278, Pomona, CA 91768. ADVANCED AVANT-GARDE CORPORATION dba AVANT-GARDE is a 100% woman-owned California Corporation headed by Southern California natives Ana Marie LeNoue and Lissette Montoya who serve as the firm's officers and principals. They can be reached by phone at (909) 979-6586 or by email at [alenoue@agi.com.co](mailto:alenoue@agi.com.co) and [lmontoya@agi.com.co](mailto:lmontoya@agi.com.co). Furthermore, AVANT-GARDE is a certified minority business enterprise, women business enterprise, disadvantaged business enterprise and small business enterprise (**MBE, WBE, DBE, SBE**).

Our team of fifteen has built a strong reputation for providing innovative and successful solutions for a number of public agencies. We have a successful track record in your City and several municipalities, including the Cities of Montebello, Bellflower, Temple City, Moreno Valley, Pasadena, Industry, La Mirada, El Monte, Alhambra, Hawaiian Gardens, South El Monte, Lynwood, Rosemead, San Gabriel, La Puente, Bell Gardens, South Gate, Cudahy, Maywood, Perris, LADOT, LADPW, and Los Angeles County METRO. We offer the talents of some of the most skilled compliance managers, grant writers, fund administrators and program managers in the industry, providing clients with innovative and cost-effective solutions on a wide variety of projects.

Our years of practice have resulted in a solid foundation of experience and technical expertise and a dedication to integrity, excellence, and quality. We are proud of our strong reputation in meeting aggressive schedules and our ability to multi-task to provide our clients specialized attention and service. Services offered by our firm include:

- Grant Writing and Administration
- Program Management
- Funding Administration
- Compliance Management including Labor Compliance
- Construction Coordination (Bid development, analysis, etc.)
- Community Outreach

AVANT-GARDE specializes in government funding and grant sources with requirements ranging from basic applications and documentation to competitive project submittals. Our team has been instrumental in securing and managing millions of dollars for Southern California projects. We assist our clients in identifying federal and state fund allocation balances, assist in determining eligible projects, provide advisement of program requirements and are available to prepare and administer the program as required by the funding agencies. Additionally, our team provides administrative responsibilities such as assistance with the preparation and monitoring of operating



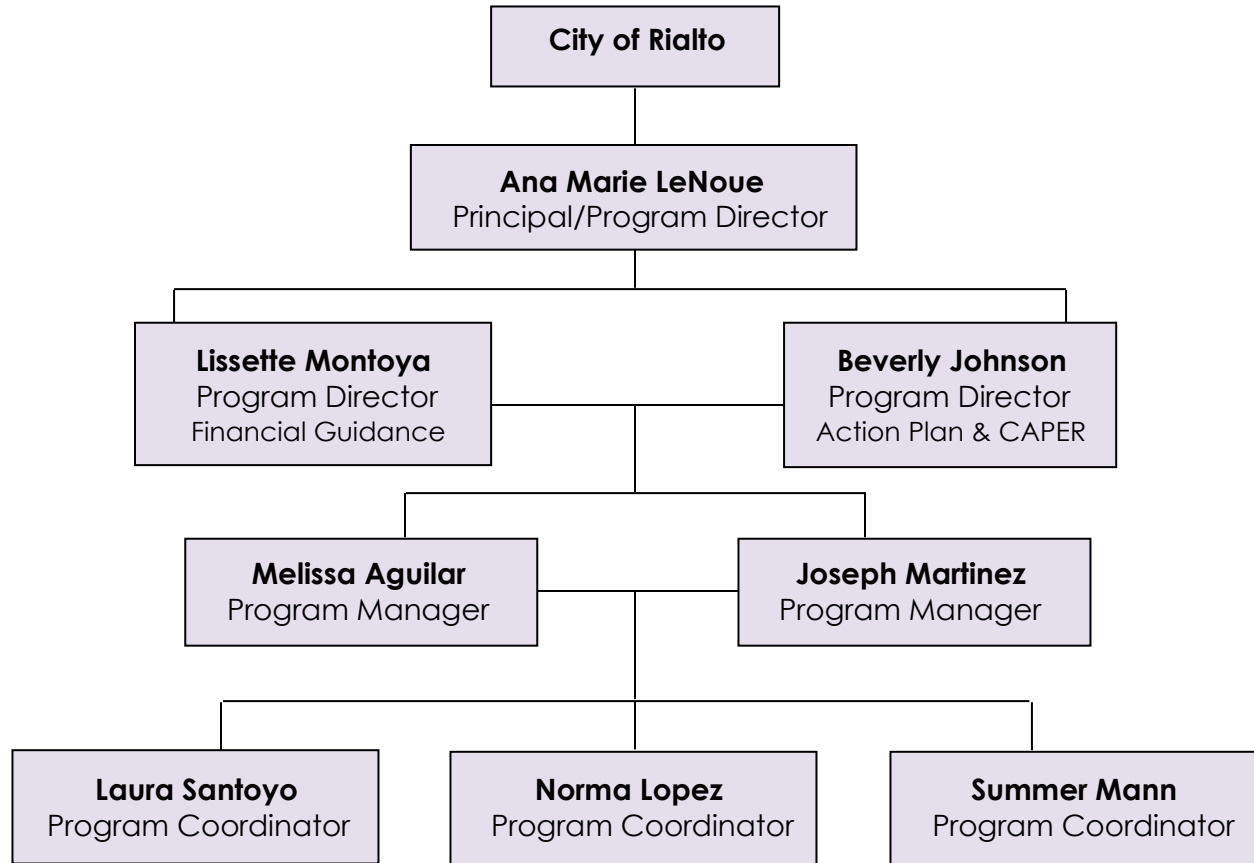
budgets and Capital Improvement Program budget. AVANT-GARDE analyzes the agency's needs and prepares, recommends and administers long-and-short range programs consistent with the economic capabilities of the agency, including information vital to the preparation of the annual budget for the agency.

AVANT-GARDE is currently providing the services requested in this RFP to several cities in Southern California, including Montebello, Bellflower, Lynwood, El Monte, Cudahy, South Gate, Pico Rivera, Burbank, Palm Springs, and Moreno Valley. Most agencies we serve have a long-standing relationship with us and trust our Team to provide these services on upcoming projects. We have extensive experience in serving both major urban cities and small suburban municipalities with our success achieved through close attention to detail, emphasis on meeting the particular needs of each client and prompt delivery of products, studies and services.

## SECTION 2. PROGRAM TEAM & MANAGEMENT

To provide exceptional services to the City of Rialto, we have compiled a highly qualified and experienced team. Firm Principal, Ana Marie LeNoue, will serve as the Program Director or key person whom the City will have day to day interaction with and who will be the sole point of contact. Ms. LeNoue will oversee all assigned staff and ensure successful administration of program and document development. Our Program Director will be supported by our in-house Program Director-Lissette Montoya, Program Director-Beverly Johnson, Program Manager-Melissa Aguilar, Program Manager-Joseph Martinez, Program Coordinator-Laura Santoyo, and Program Coordinator-Norma Lopez.

AVANT-GARDE understands the importance of maintaining professionalism while delivering exceptional customer service to all parties involved, including administrators, city staff, residents, businesses, various agency representatives, and elected officials. The proposed Team has outstanding communication and work skills. Ms. Montoya and Ms. LeNoue have served as municipal employees prior to joining the firm. As such, AVANT-GARDE has a unique understanding and respect for the "City Hall culture" and has the ability to work in a team environment within a public atmosphere that is demanding and fast paced. Furthermore, AVANT-GARDE has had the pleasure of serving a variety of communities and multi-cultural environments with great success. To that note, Ms. Montoya, Ms. Aguilar, Mr. Martinez, Ms. Santoyo, and Ms. Lopez are bilingual in English and Spanish. Our years of success is clearly dependent on our interpersonal skills and the ability to respectfully, clearly and concisely communicate both orally and in writing.



**Years of Experience:**  
30+ years

**Education:**  
B.S. Business  
Management,  
University of Phoenix

## Ana Marie LeNoue Principal / Program Director

Ms. LeNoue has over 30 years of experience in municipal services and has been with AVANT-GARDE since 2006. She is the President and C.E.O. of AVANT-GARDE. Ms. LeNoue is capable of overseeing the CDBG public services program, identifying and implementing appropriate outreach efforts for the various elements of the Housing Program and assisting with the development of administrative deliverables such as the program evaluation report, required staff and agenda reports, as well as other duties as assigned.

Ms. LeNoue established the company's foundation in municipal services based on her extensive program management experience that includes 17 years as a municipal employee managing various capital projects and programs. She presently directs the company's Community Outreach program, Grants program, and CDBG Sub-Recipient services. Ms. LeNoue is a versatile, dynamic, results-oriented leader with a strong track record of performance in high-paced and uniquely challenging organizations. She utilizes keen analysis, insights and team approach to drive organizational improvements and implementation of sound practices. Ms. LeNoue has superior interpersonal skills, capable of resolving multiple and complex issues and motivating staff to peak performance. She has an excellent understanding of the political culture and extensive administrative, operational, fiscal and program management experience.

## RELEVANT EXPERIENCE

Currently a member of the CDBG Management Team responsible for the **Cities of Montebello, Lynwood, Pico Rivera, South Gate, El Monte, Burbank, and Bellflower** Public Services portion of the program inclusive of managing the sub-recipients, program marketing and facilitating presentations for various portions of their HUD programs including Housing Rehabilitation Program, updating policies and procedures, and providing coordination between HUD and City staff. Assisted the **City of Montebello** to reach HUD compliance by overcoming numerous findings received in previous program fiscal years. Recently assisted **Montebello, Pico Rivera, South Gate, El Monte, Burbank, and Bellflower** with the development and adoption of Consolidated Plans, Analysis of Impediments, CPPs, CDBG-CV Substantial Amendments, and CAPERs which included all related community outreach and coordination with City staff and community stakeholders. Currently assisting with the program implementation of CDBG-funded COVID response activities including City-run Business Assistance Grants, Emergency Rental and Utility Assistance, and Food Insecurity programs.

## Lissette Montoya

Principal / Program Director

### Years of Experience:

18+ years

### Education:

Master of Business  
Administration – in  
process, California State  
Polytechnic University  
Pomona

B.S. Business  
Management,  
California State  
Polytechnic University  
Pomona

A.A. General Studies,  
Mount San Antonio  
College

### Professional Affiliations:

National Women Political  
Caucus – LA Metro  
National Association of  
Professional Women

Ms. Montoya has more than 18 years of comprehensive expertise in project management and analysis, funding management, grant administration, and community outreach programs. She is experienced in issues impacting City governments and contract administration. Ms. Montoya is the Vice-President and CFO of AVANT-GARDE. She has experience in identifying federal and state fund allocation balances, programming funds, and administers long-and-short range programs consistent with the economic capabilities of the City. Ms. Montoya directs the Program Management team to ensure that projects are developed in accordance with policy and procedural requirements, assists in determining eligible projects for various funding sources, and manages development and capital improvement programs/projects from conception to completion. Ms. Montoya has assisted various agencies in performing a variety of analyses and studies to identify State and Federal funding options; performed time-critical and confidential studies related to fiscal and administrative requirements of grant programs; assisted in the grants solicitation process; planned and coordinated the implementation of awarded grants to ensure that the City was in compliance with applicable laws and regulations, and monitored and audited grant expenses. Under her direction, our team has successfully monitored federal and state funding for municipal agencies throughout Southern California and written grants to secure over \$453 million in funding for government agencies.

### RELEVANT EXPERIENCE

Ms. Montoya and her team have extensive experience in grant writing, project monitoring, labor compliance and funding administration services to ensure that the funding secured is spent per the requirements of the funding agency and within the required timelines. She also has experience in strategic budget planning specifically with Capital Improvement Programs.

Ms. Montoya also has experience in public relations coordination, community outreach efforts, community relations and focus group moderation in both English and Spanish. Ms. Montoya has worked with several municipalities under contract to assist with managing and monitoring the cities' CDBG, HOME and ESG programs. This includes reviewing expenditure reports and commitment reports for programmed activities. She has conducted reviews of CAPER's as well as Consolidated Plans and assisted with the public hearing



process for amendments. She serves as project liaison with HUD regarding HOME program and CDBG activities. She has provided oversight for development of sub-recipient agreements as well as monitoring for Community Housing Development Organizations (CHDO) qualifications. Relevant City Experience includes: **Pico Rivera**, Lynwood, Bellflower, Moreno Valley, Montebello, El Monte, Temple City, Bell Gardens, La Mirada, Perris, South Gate, Bellflower, and Pasadena.

## **Beverly Johnson** Program Director

### **Years of Experience** 18+ years

### **Education**

M.A. Public Administration  
California State University,  
Dominguez Hills

B.S. Computer Science  
California State University,  
Dominguez Hills

Ms. Johnson has over eighteen years of experience working with Federal, State, local and county grant programs designed to meet the needs of low to moderate-income persons. She has worked within the realm of housing and community development services for the City of Inglewood and the City of Pomona in various employment capacities. She has designed, developed, implemented and managed several housing and community development related programs. Other accomplishments include successfully writing, administering and monitoring an array of grant programs. As support to the Director and other city departments, she has served on various committees. Ms. Johnson's experience includes environmental review analysis; grant administration; oversight of personnel; budgeting; strategic planning; plan development; conducting policy and program evaluation; and ensuring compliance with Federal, State and local regulations through program/project monitoring.

The City of Pomona's Neighborhood Services Department is comprised of the following Divisions: Housing, Housing Authority and Community Services with over 100 employees. As second in charge of the Housing Division, her primary roles as Housing Grants Administrator was to provide professional leadership and direction the Housing and Homeless division, support the departmental goals and objectives, and manage, monitor and evaluate program operations.

In her role as Housing Grants Administrator at the City of Pomona, she played a key role in the development and implementation of a new rental assistance program funded with Federal HOME funds. This included garnering Council support, development of program budget, development of policies and procedures, hiring necessary staff for program administration, and developing relationships with property owners throughout the City for partnering in the homeless prevention and rental assistance effort for a program other than the Housing Choice Voucher (formerly known as Section 8) Rental Assistance Program.

### **RELEVANT EXPERIENCE**

#### **City of Moreno Valley**

- Auditing of ESG sub-recipients

#### **City of Bellflower, City of Pico Rivera, and City of Lynwood**

- Performs all activities related to IDIS.
- Assists with the preparation of the Annual Action Plan, CAPER, Consolidated Plan and other reports as necessary.

### **Pacific Code Compliance**

#### *Grants Consultant*

- Responsible for interpreting Federal, State and local regulations and policies for program implementation.
- Responsible for administering grant funds and interpreting program guidelines.
- Make funding recommendations and prepare reports.
- Monitor projects and activities of internal departments and sub recipient agencies to ensure compliance with Federal regulations.
- Preparation of comprehensive reports (Consolidated Plan, Action Plan, Consolidated Annual Performance and Evaluation Report (CAPER) for submission to the Department of Housing and Urban Development (HUD).
- System reporting for all Federal, State and local grants (i.e. – IDIS, DRGR, E-Snaps, e-LOCCS, SPEARS, HMIS)
- Preparation of staff reports for submission to the City Council.
- Conducting oral presentations to Council, citizens, and businesses.
- Input of information into HUD's Integrated Information Disbursement and Information System (IDIS).

### **City of Pomona – Development & Neighborhood Services**

#### *Housing Grants Administrator*

- Provide administrative and professional leadership and direction to Housing and Homeless Division staff. Management responsibility for housing and community development programs, services and activities, including: Community Development Block Grant (CDBG) community-based programs, residential rehabilitation, new construction, housing development, community and business development, lead hazard abatement, homeless services and other grant programs. Oversight of development and implementation of the Consolidated Plan for CDBG, Home Investment Partnership Act (HOME), Neighborhood Stabilization (NSP), Emergency Solutions Grant (ESG), Supportive Housing (SHP), Shelter Plus Care (S+C) and Homeless Prevention and Rapid Re-Housing (HPRP) Programs, as well as Housing Successor Agency Funds.
- Manage, monitor, and evaluate the development and administration of department goals, objectives, policies, priorities, operations, budget, personnel, service delivery methods, administrative systems and improvement recommendations to ensure efficiency and effectiveness.
- Responsible for interpreting Federal, state, county and local regulations for administering and monitoring programs (e.g.

CDBG, HOME, ESG, Section 108 Loan, S+C, SHP, Lead Program, NSP, HPRP, CalHOME).

- Manage, direct and coordinate the work of fifteen Housing Division staff, including supervisory, professional, technical and administrative support personnel.
- Compiling, analyzing and interpreting statistical data for funding recommendations and preparing reports to Council.
- Monitor projects and activities of internal departments and sub recipient agencies to ensure compliance with applicable regulations.
- Preparation of comprehensive reports (Consolidated Plan, Action Plan, CAPER) for submission to HUD.
- Preparation of staff reports for submission to the City Council.
- System reporting for all Federal, State and local grants (i.e. – IDIS, DRGR, E-Snaps, e-LOCCS, SPEARS, HMIS)
- Conducting oral presentations to Council, citizens, and businesses.
- Developing Requests for Proposals, Bids and Qualifications (RFP, RFB, RFQ).

Other relevant experience:

***City of Inglewood***

*Senior Grants Coordinator*

***Midnight Mission Family Housing Program***

*Homeless Services Case Manager*

## Years of Experience

10+ years

## Education

MLIS Candidate,  
San Jose State University,  
CA

B.A. English,  
Scripps College,  
Claremont, CA

## Melissa Aguilar

Program Manager

Ms. Melissa Aguilar has over 10 years of experience in Federal and local programs and has been with AVANT-GARDE since 2020. Ms. Aguilar has extensive experience in the non-profit sector with a focus on youth workforce development programs. Her duties have included program development, implementation, management, data validation, subrecipient management, staff management, and compliance. Ms. Aguilar's role in AVANT-GARDE includes project management related to Capital Improvement Projects (CIP), Community Development Block Grant (CDBG) and HOME funded housing rehabilitation programs. Ms. Aguilar's role in this program will include monitoring of files, reports, and important dates and assisting an as-needed support basis.

## RELEVANT EXPERIENCE

### City of Cudahy

Coordinates project activities for the City's CDBG program. Monitors CDBG-funded projects, activities, and sub-recipients to ensure grant performance and compliance are met. Prepares and submits necessary reporting into the LACDA system. Assists with the preparation of City and HUD-required reports for submission.

### City of South Gate

Monitors CDBG-funded projects, including setting up and providing oversight to a business assistance program. Assists with the preparation of the Annual Action Plan, CAPER, ConPlan and other City and HUD-required reports for submission.

### City of El Monte

Provides support to CDBG projects, including setting up and providing oversight to a business assistance program and rental assistance program. Assists with the preparation of the Annual Action Plan, CAPER, ConPlan and other City and HUD-required reports for submission.

### City of Pico Rivera

Assists with the preparation of the Annual Action Plan, CAPER, ConPlan and other City and HUD-required reports for submission.

### City of Lynwood

Provides assistance in tracking the progress of priority Capital Improvement Projects. Coordinates and prepares ad hoc committee meeting supporting documentation. Creates and maintains tools to monitor project progress.

### Youth Policy Institute



As an Assistant Director, was responsible for developing, implementing, managing, and executing seven federally-funded contracts. Was responsible for staff management, program development, and implementation. Created and implemented program policies and procedures, and maintained compliant participant files. Prepared quarterly performance reports, and prepared documents for all federal monitoring visits.

## Joseph Martinez Program Manager

**Years of Experience**  
15+ years

**Education**  
B.A. Political  
Science/Urban Planning,  
University of California,  
Los Angeles

Mr. Martinez has over 15 years of experience in project management, administration, and construction. As a labor compliance specialist, Mr. Martinez monitors contracts to ensure that all clients' actions adhere to either CDBG or the standard State and FHWA Federal wage regulation requirements and when applicable Section 3 requirements. Responsibilities include conducting employee field interviews, auditing weekly payrolls, investigating violation findings and preparing non-compliance notices to contractors. In addition, Mr. Martinez monitors HUD Program requirements and conducts file reviews.

Mr. Martinez is experienced in developing and maintaining detailed project schedules to improve accuracy and increase project efficiency. Mr. Martinez is experienced in monitoring project budgets and recording expenses; compiling project specific documentation and preparing billings; conducting research and recommending solutions; organizing meetings, events and conferences.

### RELEVANT EXPERIENCE

#### ***City of El Monte and City of Cudahy***

Assists with the Housing Rehabilitation Grant Program in the City of Cudahy and Rental Property Monitoring services in the City of El Monte by performing site inspections, preparing work write ups, drafting bid invitations, and reviewing bids in accordance with program guidelines and procedures.

#### ***Geva Construction Inc. – Field Supervisor/Estimator***

- Oversaw various renovation facets at Valley Presbyterian Hospital
- Ensured project was completed within schedule
- Created a budget and submitted estimates for several projects serving senior living facilities throughout Los Angeles

#### ***Menco Inc. – Project Manager***

- Managed the construction of a community center in South LA and the Metro Union Station Dome Waterproofing project
- Collaborated closely with owners, management, and staff to ensure projects were completed on-time and within budget
- Assisted with the scope, cost, schedule, internal staffing, vendors, and contractual deliverables of projects
- Ensured all inspections passed successfully

#### ***JAV Construction LLC – Assistant Project Manager***

- Managed residential construction and landscape projects

- Supervised and staff to ensure projects were completed on-time and within budget
- Oversaw the scope, cost, schedule, internal staffing, vendors, and contractual deliverables of projects
- Supervised the installation of landscape designs as mandated by the management companies and HOAs

## Laura Santoyo Program Coordinator

**Years of Experience:**  
12+ years

**Education:**  
B.A. in Sociology and  
Spanish, University of  
California, Santa Barbara

Ms. Santoyo has twelve years of experience in administrative and program services and has been with AVANT-GARDE since 2017. Her overall experience includes project management and coordination for CDBG and HOME programs.

Before joining the AVANT-GARDE team, Ms. Santoyo worked with the Oldtimers Foundation in coordinating the Nutrition Program. She was responsible for attending meetings and trainings, supervising quality control of the kitchens and their staff, procuring food and supplies, and inputting entries into the LA Get Care database.

Ms. Santoyo has assisted in completing tasks related to both CDBG and HOME funded housing rehabilitation programs. Her role on this project will include proper maintenance of the program files, site inspections, qualifying applicants, and assisting the Program Managers on an as needed support basis.

### RELEVANT EXPERIENCE

#### ***City of Cudahy***

Assists with the CDBG Housing Rehabilitation Grant Program in the City of Cudahy, by reaching out to potential applicants, income qualifying applicants, performing site inspections, preparing work write ups, drafting bid invitations, reviewing bids, and processing grant documents in accordance with program guidelines and procedures.

Assists with the Rent Relief Program in the City of Cudahy in collaboration with Los Angeles County. Reviews applications and verifies data from eligible applicants. Processes tenant and landlord applications, reviews and uploads documents into the Careling County Program and submits documents to payment.

#### ***Cities of Montebello & South Gate***

Assists with the HOME Housing Rehabilitation Loan Program in the Cities of Montebello and South Gate, by reaching out to potential applicants, income qualifying applicants, performing site inspections, preparing work write ups, drafting bid invitations, reviewing bids, and processing loan documents in accordance with program guidelines and procedures.

#### ***Cities of Bellflower, Pico Rivera & South Gate***

Assists with CDBG Subrecipient compliance and reviews in the Cities of Bellflower, Pico Rivera and South Gate. Reviews Subrecipient applications and collects required documentation from

subrecipients according to HUD requirements. Reviews subrecipients Requests for Reimbursements and makes sure funding cities are provided required backup documentation to support requests on a quarterly basis. Maintains subrecipient files and conducts monitoring visits per HUD requirements. Organizes files and prepares them for HUD monitoring.



## Years of Experience:

3+ years

## Education:

B.S. in Urban and Regional  
Planning with Urban Design  
Option - California State  
Polytechnic University,  
Pomona

## Norma Lopez

Program Coordinator

Ms. Norma Lopez has three years of experience in Federal and local programs. Ms. Lopez has worked within the realm of City Planning and Economic and Community Development for the City of Ontario where her duties included conducting qualitative and quantitative research, analyzing and interpreting data and statistics, and preparing staff reports, and reviewing grant proposals.

As a Program Coordinator, Ms. Lopez works in conjunction with the project managers of the company and serves as a liaison to provide support on various projects. Ms. Lopez assists by writing grant proposals, assisting in determining eligible projects, and providing advisement of program requirements. Ms. Lopez also assists in the successful administration of funding requirements and program management. Her responsibilities have included interfacing with Federal, State and Local Agencies to define, develop and manage project scopes, schedules, and cooperative agreements.

After assisting the in developing a strong project plan that best meets the goals and objectives of the grant, Ms. Lopez utilizes her grant writing skills to create narrative with clear, specific language which focuses the reviewer's attention and increases the likelihood of funding the proposed project. Ms. Lopez is adept at researching information to assist in her development of project narrative and building a strong argument for a competitive project.

## RELEVANT EXPERIENCE

### **Avant-Garde, Inc.**

- Assists with the preparation of the Annual Action Plan, CAPER, Consolidated Plan and other reports for submission to HUD
- Monitor projects and activities of internal departments and sub-recipient agencies to ensure compliance with Federal regulations
- Prepares Environmental and Historic Preservation clearances for CDBG AND HOME funded projects under HUD Guidelines for multiple local agencies

### **City of Ontario**

- Implemented the City's Historic Preservation Ordinance
- Processed Historic District designations, Historic Landmark designations, and Certificate of Appropriateness.
- Conducted Geographic Information System (G.I.S.) analysis and research for the Advanced Planning Division

***City of El Monte***

- Applied the City's Planning Policy into practice from site visits, plan checks, to planning entitlements
- Processed applications such as zoning clearances and modification permits
- Provided information and assisted public constituents and other employees regarding development standards

## Summer Mann Program Coordinator

### Years of Experience: 5+ years

As a Program Coordinator, one of Ms. Mann's main responsibilities is providing labor compliance services. She has worked in conjunction with the project managers of the company and served as a liaison to provide support on various labor compliance projects.

Ms. Mann enforces labor compliances regulations by means of conducting on-site interviews of employees and calculations of prevailing wages appropriate for job classifications and duties in accordance with State or Federal labor laws. Ms. Mann also follows up with project contractors to ensure timely delivery of all required documents. Ms. Mann also monitors contracts to ensure that all applicable DBE and labor compliance requirements and mandates are adhered to, prepares correspondence, conducts desk audits of compliance documents and contractor submittals, prepares management reports, prepares non-compliance notices to effectuate contractor compliance and prepares close-out reports. In addition, she also assists in bid evaluations and participates at pre-bid and pre-construction conferences and/or meetings as needed to review contractor compliance obligations.

## RELEVANT EXPERIENCE

### **Los Angeles Metropolitan Transportation Authority (MTA):**

- \$244M - Westside Purple Line Extension Project – Adv. Utility Relocation for Section 3
- \$431.77M - Division 20 Portal Widening Turnback
- \$1.9M - Pavement Replacement – Division 7
- \$3.2M - Immediate Remedial Measures for Division 5 Re-Roofing and Division 7
- \$3.2M - MBL & MGL Fire Alarm and Fire Suppression Systems Retrofit
- \$67.9M - MBL Track & System Refurbishment
- \$1.9M - Construction of Cesar Chavez Transit Pavilion

### **City of Alhambra**

- \$1.8M CDBG – Almansor Park Improvement Project
- \$129k CDBG – Open Space Improvements
- \$276k CDBG – Almansor Park Field Lighting Project
- \$453k ADA Improvements project
- \$38K Emery Park Restroom Rehab
- \$34K Lindaraxa Park Pillar Reconstruction
- \$325K Street Improvements

### **City of Commerce**

- \$719k Sidewalk & TS Improvement Project

**City of Bell Gardens**

- \$1.1M Citywide Safety Enhancement
- \$257K Gage Ave Rehab
- \$480K HSIP Cycle 8

**City of Cudahy**

- \$289k Clara And Cudahy Park Restroom Rehab
- \$233K HSIP Cycle 6

**City of Hermosa Beach**

- \$161K CDBG ADA Improvements

**City of El Monte**

- \$1.2M Downtown Public Parking Improvement Project
- \$800k Fletcher Dog Park

**City of Huntington Park**

- \$3.7M Pacific Blvd Improvements

**City of La Mirada**

- \$230k CDBG Funded Neff Park Historical Restoration

**City of Lynwood**

- \$277k Long Beach Blvd/I-105 Fwy Interchange Curb Improvement
- \$913k Lilita St & Eve Ave Storm Drain, Sewer, Street Improvements
- \$496k Yvonne Burke Playground Renovation
- \$689k Olive St, Lynwood Rd, McMillan St Improvements
- \$5.5M City Hall Annex
- \$3.6M Long Beach Blvd., Phase I
- \$3.1M Long Beach Blvd., Phase 2
- \$371K Bateman Hall Roof Replacement
- \$410k Street Improvement Project
- \$644k CDBG Funded Street and water main Improvement
- \$181K Fertile St Improvements
- \$1.1M Palm Ave Street and Water Improvements
- \$929K Virginia Ave Street Improvements
- \$919K Various Streets Pavement Rehab
- \$326K Parking Lot Improvements
- \$7.3M Go Green Energy & Solar Project
- \$618K Hulme Ave Street Improvements
- \$1.7M CDBG Street and Water Improvements
- \$795K City Hall Improvements
- \$2M ATP Community Linkage
- \$437K Bullis Road Street Improvements
- \$782K Capistrano Ave Improvements
- \$824K Emergency Generator Project
- \$829K Duncan Ave Improvements

- \$1.6M Louise Ave Improvements
- \$300K Palm Ave Improvements
- \$1.2M Birch Street and Water Main Upgrade
- \$1.7M Beechwood Street and Water Main Upgrade
- \$95K Sidewalk improvements
- \$108K Emergency Reservoir
- \$393K T-Ball Park
- \$115K Thorson Ave Water Line
- \$4511K Citywide slurry Seal
- \$754K SCADA Upgrade
- \$121K Water Distribution Sample Station

### ***City of Montebello***

- \$5.8M Montebello Blvd Bike Lane & Sidewalk Improvements
- \$1.8M Bus Shelter Improvement

### ***City of South Gate***

- \$369k CDBG – Seaborg House Relocation

### ***San Gabriel River Water Committee***

- \$1.2M Watergate Improvement Project

### ***City of South El Monte***

- \$609K Peck and Rush Traffic Signal and Light Modification
- \$77K Senior Center Restroom Renovation

### ***City of West Covina***

- \$230k Senior Center Restroom Renovation

### ***City of Pico Rivera***

- \$87k CDBG – Durfee Ave ADA Ramp Improvements
- \$108k CDBG Funded – Commercial Façade Phase II
- \$44k CDBG Funded – Commercial Façade Phase III
- \$92k CDBG Senior Center



### SECTION 3. PRIOR EXPERIENCE

The professional staff of AVANT-GARDE well understands the many ways that a single project may affect the multiple layers of government as well as the desired economic growth and development that is of primary concern to businesses, property owners and residents. We use and leverage this information by looking at every angle of a program and/or project to determine the overall impact and how best to design and implement programs that best produce optimum results.

We have extensive experience in serving both major urban cities and small suburban municipalities with our success achieved through close attention to detail, emphasis on meeting the needs of each client and prompt delivery of products, studies and services. Project assignments have included funding strategies and analysis, construction coordination, compliance management, community outreach programs and special projects. Today, we are well-prepared to provide public agencies with several varied consulting services.

As it relates to this RFP for CDBG and NSP Management and Administration, the AVANT-GARDE staff assigned to this project have provided similar services for the cities of Montebello, Bellflower, Lynwood, El Monte, South Gate, Cudahy, Pico Rivera, Pasadena, Perris, and Moreno Valley.

## Montebello | HUD CDBG & HOME Program Compliance Management

AVANT-GARDE provided Program Monitoring and Funding Compliance Services for HOME and CDBG funded programs administered through HUD. As such, AVANT-GARDE provided on-going program compliance monitoring services of sub-recipients and implementation of the City's Housing Program. Services included working with the City to correct and respond to HUD HOME and CDBG Service Program findings, resulting in eliminating the numerous findings dating back to FY 2012/13. As part of this effort, AVANT-GARDE assisted in developing systems and processes in accordance with HUD requirements to expend and track funds in a timely and compliant manner and maintain program files in preparation for HUD review and audit. The Housing Rehabilitation Program systems have been updated to include standardized loan documents, program standards, and tracking mechanisms to help the City identify each stage of a project. HOME program accomplishments include acquisition of and conditional commitment of funds for properties. AVANT-GARDE recently monitored and implemented the CDBG Service Program, working with various City departments and local nonprofits to ensure adherence to HUD program requirements, including the development of tracking processes and timely submittal of sub-recipient activities and reimbursements. AVANT-GARDE recently assisted the City with developing their updated ConPlan, Analysis of Impediments, Citizen Participation Plan, Substantial Amendment, and FY 19/20 CAPER which included all related community outreach and coordination with city staff and community stakeholders.

**Client Contact**  
Joseph Palombi  
Director of  
Planning/Community  
Development

**Project Completion**  
Ongoing

**Type of Funding**  
HOME / CDBG



## Lynwood | HUD Program & Compliance Management

AVANT-GARDE was hired by the City of Lynwood in 2007 to provide Community Development (Housing) services, which included the administration and implementation of the City's CBDG and HOME program including but not limited to: Housing Rehabilitation Program, implementation of a variety of housing related tasks, project management services as assigned by the Community Development Director, and support for miscellaneous Community Development activities. On-going administration of the HUD program included: preparation of environmental reviews (up to level of Environmental Assessment) for all activities; management of IDIS system (set-up, revise and fund activities, update accomplishments and beneficiary information); preparation of agreements, including sub-recipient agreements, MOUs and housing agreements; assistance in department budget preparation; assistance in implementation of Property Rehabilitation Programs; responsibility of financial management, approving payment requests while monitoring HOME expenditures; and administering and monitoring contracts of housing projects. As of 2017, AVANT-GARDE has been assisting with the Housing Rehabilitation Program, Environmental Reports for capital improvement projects, and Labor Compliance.

**Client Contact**  
*Michelle Ramirez*  
*Director of*  
*Community*  
*Development*

**Project Completion**  
*Ongoing*

**Type of Funding**  
*HOME / CDBG*



## Cudahy | CDBG Administration & Housing Rehabilitation Services

AVANT-GARDE was hired by the City of Cudahy to provide technical assistance for the administration and implementation of the City's CDBG projects. Responsibilities include the preparation of the on-line "Agreements to Implement" annual CDBG programs with LACDC and the preparation of processing of any necessary amendments to the "Agreement to Implement" for ongoing projects. Duties include, coordination with City staff to gather all necessary documentation for LACDC program monitoring and audit preparation, preparation and completion of LACDC and HUD reports and documents, ensuring administration of all applicable federal, state, and local laws, rules, regulations, and policies are adhered to and the overall administration of the housing rehabilitation program, including collecting data and preparing necessary reports for the City, CDC and HUD. In addition, AVANT-GARDE provides CDBG financial management assistance, acts as a City liaison and representative to the LACDC, and administers CDBG funded projects through applicant file review and income qualification, property inspections, and bid administration, including the coordination of pre-construction meetings with the LACDC, contractors, property owners, and staff.

**Client Contact**  
Jenny Hernandez  
Acting Human  
Resources Manager

**Project Completion**  
On-going

**Type of Funding**  
CDBG





## Bellflower | Housing Management Services

AVANT-GARDE provides oversight of the HOME and CDBG program for the City of Bellflower. Activities include implementation of the Housing Rehabilitation and First Time Homebuyer programs; IDIS management and training of accounting staff; income qualification of program applicants; preparation of CAPER; project management on Affordable Housing development projects, and management of the CDBG Public Services program. AVANT-GARDE has updated HOME, CDBG, and Code Enforcement policies in accordance with HUD requirements, provided technical assistance to update and amend the Action Plan, Consolidated Annual Performance and Evaluation Report, and other reporting documents as required by HUD including the 2020 5-year Consolidated Plan and AI. Most recently, assisting the City with the programming and implementation of CDBG-CV funded activities.

**Client Contact**  
*Jim DellaLunga*  
*Director of Economic Development*

**Project Completion**  
*Ongoing*

**Type of Funding**  
*HOME / CDBG*





## El Monte | HOME & CDBG Compliance & Monitoring

AVANT-GARDE is assisting the City of El Monte with program management of HOME, CDBG and ESG programs. Services include project management of the public services program; management of CDBG funded CIP's; oversight of the 5-year Consolidated Plan, AI and Annual Action Plan; on-site monitoring and compliance review; and technical assistance to update and amend the CAPER. Staff assisted the City with preparation of the Housing Rehabilitation Program Guidelines. We also assisted the City with preparing bid packages for the rehabilitation of City-owned properties and worked with the City's selected relocation services consultant to coordinate the temporary displacement of tenants at City-owned properties while improvements were constructed and monitored rental properties. Most recently, assisting the City with the programming and implementation of CDBG-CV funded activities.

**Client Contact**  
*Betty Donovanik*  
*Director of Community Development*

**Project Completion**  
*Ongoing*

**Type of Funding**  
*HOME / CDBG*



## South Gate | CDBG & HOME Coordination and Management Services

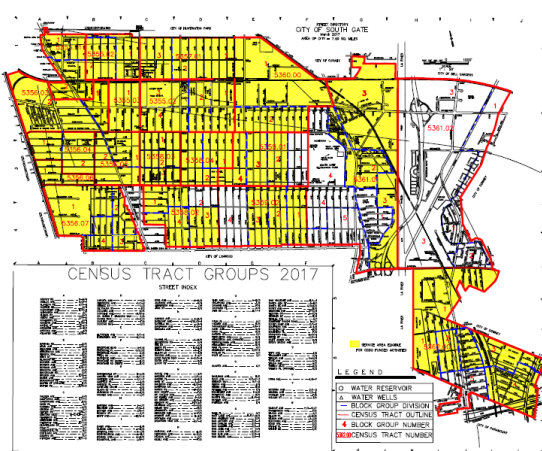
AVANT-GARDE has provided HUD Program Management Services to the City of South Gate since 2018. Our scope of work includes preparation of the Annual Action Plan and program development and support including Action Plan amendments; 2020 Consolidated Plan development and support including community outreach and all amendments; preparation of the 2019-2020 Consolidated Annual Plan Evaluation Report (CAPER); preparation and adoption of updated HOME and CDBG policies and procedures; program and financial compliance requirements (IDIS) and local financial procedural support; and manage program operations for all CDBG and HOME programs including reporting and administration. Program administration support has included building out new programs and establishing guidelines and protocols. Most recently AVANT-GARDE assisted with the launch and underwriting of the City's new Small Business Retention and Creation Grant Program.

Services have included working with the City to correct and respond to HUD Office of Inspector General (OIG) audit findings. Furthermore, AVANT-GARDE provides labor compliance services for CDBG funded capital improvement projects to ascertain compliance with established federal regulations and laws. Most recently, we are assisting the City with the programming and implementation of CDBG-CV funded activities.

**Client Contact**  
*Dianne N. Guevara*  
Management Analyst

**Project Completion**  
Ongoing

**Type of Funding**  
HOME / CDBG



CITY OF SOUTH GATE

2017-2018 ACTION PLAN

FUNDING SOURCE ALLOCATIONS:  
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)  
HOME INVESTMENT PARTNERSHIPS GRANT (HOME)

## Moreno Valley | HOME Funding Compliance Services

AVANT-GARDE was retained by the City of Moreno Valley to assist with committing HOME funds for two affordable housing projects facing a lapse of funds. Our scope of services included CHDO certification; preparation of NEPA documentation for the project; and project coordination to ensure development and execution of the HOME Commitment Agreement which included coordination with the City Attorney, City staff, and the CHDO; preparation of Council staff reports and coordination with designated City consultants for preparation of the layering analysis and feasibility study. We are currently under contract to provide a variety of services including Project Management services to carry out two rental projects; monitoring the Emergency Solutions Grants (ESG) program and its subrecipients including review of policies & procedures, eligibility requirements, reporting & performance measurements, administrative costs, procurement, and recordkeeping; updating and preparation of the Assessment of Fair Housing, Citizen Participation Plan, and Consolidated Plan which includes all related community outreach and coordination with city staff and community stakeholders.

**Client Contact**  
Dena Heald  
Deputy Finance  
Director

**Project Completion**  
Ongoing

**Type of Funding**  
HOME / ESG



## Pasadena | Housing Management Services

AVANT-GARDE provided Interim Housing Manager Services to the City of Pasadena. As the Interim Housing Manager, AVANT-GARDE was responsible for Community Development Strategic Planning, Housing Production and Management, Housing Division Management, and housing production for the homeless.

We are currently providing fund management services including programs such as CDBG, HOME, and ESG. The scope of work for fund management services includes coordination with City Staff to review HUD funded program documents, funding status, action plans and proposed projects, coordinate and correspond with the HUD Program Manager. Our staff also conducts an analysis of each project to ensure that the projects are properly recorded in adherence with the funding source. In addition, we coordinate with City staff and identify new projects that will need to be recorded, conduct activity Set Up, activity funding, drawdowns, activity completion and reporting in the IDIS system.

**Client Contact**  
*Julie Gutierrez*  
Assistant City Manager

**Project Completion**  
2011

**Type of Funding**  
HOME / CDBG





## Perris | Housing Rehabilitation Services

AVANT-GARDE was retained by the City of Perris to perform a housing revitalization analysis and establish a program to include development of detailed program guidelines and procedures including criteria for eligibility and process for qualifications. AVANT-GARDE assisted the City in program implementation by assigning staff to carry out specific responsibilities to ensure program success. We monitored activities from beginning to end to ensure successful completion of the Rehabilitation work. Some activities included reviewing applications and documents submitted to ensure that residents qualify under the criteria established in the guidelines. Our staff worked with the residents for approval of the proposed rehabilitation work, develop the work descriptions needed and monitored the bidding process for contractor selection. In addition, our marketing team produced effective promotional materials which assisted with public awareness and kept residents and local interests informed.

**Client Contact**  
Richard Belmudez  
City Manager

**Project Completion**  
2007



## SECTION 4. GENERAL SCOPE OF WORK

It is our understanding that the City of Rialto is seeking a highly qualified consultant to provide administration services for the implementation of the City's CDBG and NSP Programs. As a leader in Compliance Management, AVANT-GARDE is committed to providing the scope of services outlined in this proposal as follows:

### 1. CDBG Program Implementation and Administration

- a. Provide day-to-day administration and implementation of the City's CDBG funded Program. Work with City staff to determine project eligibility along with monitoring of programs to assure compliance with all Federal, State, and Local reporting requirements.
- b. Prepare reports including, but not limited to, an Annual Action Plan and Annual Funding application, CAPER, Quarterly Cash Transaction Reports, Section 3 Reports, prevailing wage, minority contractor, and other reports required by HUD.
- c. Setup and maintain IDIS records, including preparation of requested reports. Prepare draw down requests for reimbursement of expended funds at a minimum of a quarterly basis or more often as directed by the Finance Director.
- d. Coordinate with HUD field office staff and other City representatives on CDBG related issues as needed and assist with all program monitoring and audit preparation.
- e. Work with City staff to prepare funding plans for CDBG funded activities.
- f. Prepare and maintain files and contracts for CDBG funded activities.
- g. Coordinate with City staff in the identification, management, and completion of all CDBG funded projects, including preparation and review of federal funding requirements as part of construction bid packages, requests for proposals, monitoring reports, public notices, etc.
- h. Review and process all CDBG funded Capital Improvement project invoices.
- i. Monitor all Capital Improvement projects during construction. Monitoring includes the implementation of Davis-Bacon labor compliance and Section 3 compliance.
- j. Review completed projects for all necessary compliance issues.
- k. Prepare necessary NEPA/CEQA forms and documents for CDBG projects.
- l. Provide regularly scheduled office hours at City Hall, on days and hours as determined by City staff. Additionally, remain available on-site, as needed, during HUD monitoring visits and external City audits.
- m. Any such other activities as required to properly administer the program.
- n. Attend City Council meetings as required.

o. Administration of Sub-Recipient Contracts:

- i. Prepare NOFA on an annual basis for social services funding. Work with City staff to prepare a funding plan for the recommended social service providers.
- ii. Prepare files and contracts for each of the funded social service and fair housing administration providers.
- iii. Process all sub-recipients invoices.
- iv. Monitor all sub-recipients on an annual basis or sooner as necessary.

2. NSP Program Implementation and Administration

- a. Provide day-to-day administration and implementation of the City's NSP Program. Work with City staff to determine project eligibility along with monitoring of programs to assure compliance with all Federal, State, and Local reporting requirements.
- b. Prepare quarterly reports including annual closeout reports as required; Quarterly Cash Transaction Reports, Section 3 Reports, and other reports required by HUD.
- c. Setup and maintain DRGR records, including preparation of requested reports. Prepare draw down requests for reimbursement of expended funds at a minimum of a quarterly basis or more often as directed by the Finance Director.
- d. Coordinate with HUD field office staff and other City representatives on NSP related issues as needed and assist with all program monitoring and audit preparation.
- e. Work with City staff to prepare funding plans for NSP funded activities.
- f. Prepare and maintain files and contracts for NSP funded activities.
- g. Coordinate with City staff in the identification, management, and completion of all NSP funded projects, including preparation and review of federal funding requirements as part of requests for proposals, monitoring reports, public notices, etc.
- h. Monitor all projects during construction. Monitoring includes the implementation of Davis-Bacon labor compliance and Section 3 compliance as applicable.
- i. Review completed projects for all necessary compliance issues.
- j. Prepare necessary NEPA/CEQA forms and documents.
- k. Provide regularly scheduled office hours at City Hall, on days and hours as determined by City staff. Additionally, remain available on-site, as needed, during HUD monitoring visits and external City audits.
- l. Any such other activities as required to properly administer the program.
- m. Attend City Council meetings as required.



### 3. CARES and RESCUE Act Support

- a. Provide technical and marketing support, if needed, for CARES and RESCUE Act Programming.
- b. Coordinate with HUD field office staff and other City representatives on CARES and RESCUE Act related issues as needed and assist with all program monitoring and audit preparation.
- c. Work with City staff to assist with the preparation of funding plans for CARES and RESCUE Act funded activities.
- d. Attend City Council meetings as required.

### 4. Home Improvements Program Support Services

- a. Program Marketing
- b. Intake/Assessment of eligibility (review applications)
- c. Property Inspections
- d. Work Write-Ups
- e. Solicitation and Selection of Construction Contractors
- f. Loan Underwriting
- g. Loan Document Execution
- h. Submittal of Invoices to City Staff for Approval of Construction Contractor Payments
- i. Coordinate with City Staff on invoices and general administrative issues.
- j. Provide public information at the direction of the City.
- k. Provide the City monthly status reports.
- l. Maintain case files and other records.
- m. Coordinate with CDBG Administration processing of subcontractor invoices.

In addition, based on our experience it is anticipated that the following items will also be required:

- 1. Ongoing Administration of HUD programs
  - a. Prepare agreements, including sub-recipient agreements, MOUs and housing agreements;
  - b. Assist in department budget preparation;
  - c. Contract administration and monitoring of sub-recipients.
- 2. Ensuring all files that are active and those subject to audit have the proper documentation per HUD regulations.
- 3. Maintain Project Filing System and Documentation Checklists.

4. Review and respond to HUD-related correspondence.
5. Respond to public inquiries regarding HUD programs.
6. Prepare and publish public notices in accordance with HUD regulations, announcing the commencement of public comment periods.
7. Provide an electronic copy of each program document to be circulated to City staff for review and changes.
8. Update IDIS and DRGR with all relevant quarterly data from funded entities and any available year-end data.
9. Prepare necessary NEPA/CEQA documents for Home Improvement projects.
10. Review, report and advise on proposed legislation and/or regulations that impact the City's use of CDBG funds.
11. Preparation of any required public notices, staff reports and update of applications as needed.
12. Act as City's liaison and representative to facilitate communication between the City and HUD as well as represent the City at community meetings, City Council, meetings with staff, or workshops as needed or directed.
13. Maintain case files including but not limited to application and documentation of eligibility, work write-ups, documents on all necessary licenses and permits, site visit/inspection reports, invoices for payment. Maintain these and other program and financial records in accordance with CDBG record keeping requirements as specified.
7. Technical assistance in the review of private-public partnerships, site and neighborhood standards, income determinations, and similar program criteria.
8. Technical assistance with updating Rialto's CDBG Policies and Procedures as needed.
9. Determine eligible and ineligible CDBG activities such as eligible project cost, eligible administrative and planning cost, and similar program criteria.
10. Technical assistance on other federal requirements including: affirmative marketing, minority outreach, environmental review, displacement, relocation, acquisition, opportunity, disclosure requirements, debarred, suspended, or ineligible contractors, and drug-free work place.
11. Technical expertise in responding to any HUD audit findings and/or concerns, take corrective actions, answer questions, and follow up with any other information as requested and/or needed.
12. Provide a high standard of care and support to internal customers (such as City elected officials and staff) and external customers (such as residents, business owners, contractors, developer and staff from municipal, state and federal agencies).

## SECTION 5. APPROACH TO REQUESTED SERVICES

Our years of practice in providing the same services as outlined in the RFP in other cities has provided us the ability to customize program documents and forms to ensure the smooth operation of the CDBG, NSP, and Home Improvement Programs.

The AVANT-GARDE principals have had the privilege of working together serving municipalities for over eighteen years. During this time, our Team has worked closely with City staff in a variety of capacities providing State and federal funding compliance services on housing projects and programs and public works capital projects including community outreach, assisting in the preparation of grant applications, assisting with the preparation of fiscal budgets, and assisting with HOME and CDBG administration. Our familiarity and experience with the municipal government establishes our solid working knowledge of the community, processes and institutions which make us uniquely qualified to assist the City and serve the community. Our Team has been extremely successful in helping cities effectively and efficiently run programs. We work diligently to identify the strengths and weaknesses in currently established programs.

### **Value added service**

The most immediate value that we will add to the City of Rialto is the exponential extension of AVANT-GARDE staff. It is our preferred style to become an extension of the City by combining resources and providing the added ability to take on projects from beginning analysis and strategic planning through implementation. We can call upon the skills of the professionals in our organization to fill in where the City may not have available staff or expertise. While the City staff is engaged in day-to-day operations, our staff has the capacity to evaluate and manage development projects on behalf of the City. Additionally, we share our insights and professional expertise, as well as best practices which we have applied successfully, with staff in the manner of in-house training.

### **CDBG AND HUD ADMINISTRATION**

#### **EVALUATION OF THE CURRENT CDBG PROGRAM**

AVANT-GARDE will review and evaluate the current program. We will conduct an evaluation of the existing program and ensure that program guidelines are established as required by HUD. AVANT-GARDE will also evaluate the overall performance of the CDBG funded programs and activities. We will make recommendations based on our analysis and advise on corrective actions and/or formulate new program/projects to meet community development needs.

## **COORDINATION WITH HUD**

AVANT-GARDE will serve as the City's liaison with HUD. We will prepare the Annual Action Plan and annual budget. Additionally, we will provide HUD with the required input for the CAPER. AVANT-GARDE will collect the necessary documents to submit to HUD for review and comment. The content and form of these documents will be evaluated pursuant to the regulations of HUD and achievement of the City of Rialto's goals and objectives.

We will participate in HUD project and program monitoring reviews and participate in the Single Audit review of CDBG activities. Agenda reports will be prepared for City Council meetings relating to program activities as needed. As requested by City staff, AVANT-GARDE will attend Council Meetings and make presentations related to program activities.

## **FISCAL REPORTING**

AVANT-GARDE will prepare and submit to HUD all required fiscal and programmatic reports which includes collection of data for submission of quarterly grantee performance reports, Semi-Annual Labor Standards Enforcement reports and Contract and Subcontract Activity Reports as well as preparation and submittal of all other required HUD submissions for the program year. AVANT-GARDE will also prepare all required Planning Summaries, Environmental Service Request (ESR) forms, etc. for the CDBG program and submit them to HUD by the required deadlines. We will also monitor project implementation, progress, and expenditures. AVANT-GARDE will review financial summaries to ensure conformity with project accomplishments. In addition, we will coordinate with the Finance Department and other departments as necessary to ensure that a process is set up for monitoring and tracking of all program expenditures.

## **PROGRAM MONITORING**

AVANT-GARDE will monitor procurement procedures. We will also monitor and report program income. We will ensure that environmental procedures are followed for CDBG funded programs and or projects. In addition, procurement procedures will be established and monitored for awarded project contracts funded with CDBG funds. This includes coordination with HUD and submission of required documents. AVANT-GARDE will comply with all HUD established guidelines and procedures.

## **PUBLIC SERVICES GRANT PROCESSING**

AVANT-GARDE will assist the City in all activities related to Public Service Grant Processing. Activities will include the following:

- Review and evaluate funding applications by Sub-Grantees
- Prepare and administer Public Service grant contracts.

- Ensure that all City required documents are submitted prior to funding (i.e. executed contracts, purchase requisitions, City approved insurance, and expenditure back-up documentation).
- Monitor sub-grantees programmatic and fiscal performance.
- Provide technical assistance to sub-grantees to ensure that they follow established guidelines and procedures.

### **LABOR COMPLIANCE AND SECTION 3 MONITORING**

AVANT-GARDE will provide the following services for construction projects that require Labor Compliance and Section 3 monitoring:

- Review of the Specifications to ensure HUD compliance.
- Review documents submitted by contractors following the bid opening.
- Prepare and submit documents following award of contract.
- Attend the Pre-bid meeting and Pre-construction meeting.
- Conduct final file review for project closeout.
- Set up and maintain Labor Standards Enforcement Files.
- Review City's and Contractor's procurement procedures according to federal regulation and advise on corrective actions if required.
- Review Contractor's compliance with all State and Federal required postings such as the prevailing wage rates and EEO policies as well as the Contractor's Compliance with Section 3.
- Conduct Employee Field Interviews to confirm worker classification and wage rate of the project workforce conforms to the applicable Davis-Bacon Wage Decision.
- Reconcile Weekly Certified Payroll Reports (CPR) & Supporting Documentation with wage decision and employee field interviews. Perform continuous and timely monitoring reviews of CPRs and related submissions for compliance.
- Identify violations and investigate complaints of underpayment to workers. Submit and file all required forms to appropriate parties. In the event any labor violations are reported and investigations confirm the violations, prepare investigative reports and backup. Violations will be reported and discussed with the City prior to reporting to the Department of Industrial Relations and any other agencies required by Federal or State Laws and Regulations.
- Identify labor deficiencies and prepare letters of findings. Notify the prime contractor in writing of any labor discrepancies or suspected violations and define the corrective actions to be taken. Final resolutions will be documented.

## **HOUSING REHABILITATION SERVICES**

AVANT-GARDE is committed to providing the following technical assistance and administrative services for the City's housing rehabilitation program.

### **A. Ongoing program coordination with City staff.**

- Intake/Assessment of Eligibility:**

Make initial eligibility determination of applicants based on established City program eligibility criteria and HUD income guidelines and the apparent need for rehabilitation measures to correct relevant housing code or Housing Quality Standard (HQS) deficiencies.

- Property Inspection:** Perform site visits to ascertain that approved and contracted/applicable rehabilitation work is

proceeding properly and satisfactorily, will authorize (with the homeowner's written approval, including signature and date) appropriate change orders, and will mediate in the event of owner dissatisfaction with the work done by the contractor. The initial property inspection takes place following Consultant's determination of applicant and property eligibility to determine rehabilitation needs for the purpose of the funding recommendation, environmental review and whether or not hazardous materials testing will be necessary.

#### **Homeowner Rehabilitation Program QUESTIONNAIRE**

HOME OWNER(S) NAME: \_\_\_\_\_  
PROPERTY ADDRESS: \_\_\_\_\_  
HOME TELEPHONE: (\_\_\_\_) \_\_\_\_\_ CELL PHONE: (\_\_\_\_) \_\_\_\_\_

HOW MANY HOUSING UNITS ARE ON YOUR PROPERTY?  
1 unit \_ 2units \_ 3units \_ 4units \_

DO YOU HAVE A HOME MORTGAGE? No \_ Yes \_

ARE YOUR PROPERTY TAXES PAID TO DATE? No \_ Yes \_

DO YOU HAVE HOME INSURANCE? No \_ Yes \_

DO YOU HAVE ANY LIENS OR EQUITY LINES OF CREDIT AGAINST YOUR PROPERTY?  
No \_ Yes \_ - If yes, check below all those that apply:  
1st Lien/Deed of Trust: Amount \$ \_\_\_\_\_; 2nd Lien/Deed of Trust: Amount \$ \_\_\_\_\_;

WHAT IS THE CURRENT BALANCE OWED TO MORTGAGE? \$ \_\_\_\_\_ OR \_Paid-off

NUMBER OF PERSONS LIVING IN YOUR HOUSEHOLD? Adults \_\_\_\_\_ Children \_\_\_\_\_

TOTAL ANNUAL HOUSEHOLD INCOME: \$ \_\_\_\_\_  
(Include income of all adults 18 years of age and over)

HOW MANY HOUSEHOLD MEMBERS, 18 YEARS OF AGE & OVER, ARE ATTENDING COLLEGE FULLTIME? \_\_\_\_\_

#### **CERTIFICATION:**

I certify by signing this questionnaire, that the information stated above is true and correct to the best of my knowledge. I realize that giving false information will result in disqualifying me from assistance of the Homeowner Rehabilitation Program. I understand that acceptance of this questionnaire by the City of \_\_\_\_\_ does not constitute acceptance to the program.

Signature of Homeowner: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Homeowner: \_\_\_\_\_ Date: \_\_\_\_\_

- Subsequent inspections take place during the construction phase to verify compliance with contract specifications in order to validate the release of funds from escrow to the contractor. Consultant and the owner will conduct the final inspection upon completion of all work items. Inspections will schedule during the rehabilitation process.

Property Owner:  
Property Address:

CITY OF _____			
HOUSING REHABILITATION AND PRESERVATION PROGRAM			
PROPERTY INSPECTION LOG			
INSPECTOR NAME	DATE PERFORMED	ITEMS INSPECTED	NOTES/COMMENTS
1			
2			
3			
4			
5			
6			
7			
8			
9			

- **Work Write-Ups:** For each eligible unit to be assisted, Consultant will complete a detailed Work Description and Bid Proposal that details the rehabilitation work to be performed, including estimated costs of each activity, materials to be used, and industry or regulatory standards to be met. This write-up will be signed and dated upon approval by the homeowner.
- **Solicitation and Selection of Contractors:** Assist approved homeowners in the identification, proper solicitation, and selection of contractors qualified to perform the authorized rehabilitation of eligible housing units in accordance with the requirements of the Community Development Block Grant (CDBG) program. Consultant will review work orders/contracts/agreements that homeowners will sign in contracting with contractors, and Consultant will assist homeowners in ensuring the description of the work contained in any contracts/agreements/work orders with contractors is as accurate as possible.
- **Loan Underwriting:** Order Policy of Insurance of Record Title (PIRT) to determine the lien structure and how title is held, as well as property appraisals to determine the estimated post-rehabilitation value on units to be assisted with CDBG funds. Consultant will also prepare Loan Review Committee (LRC) Report and LRC



Agenda and Determination Forms as well as schedule and conduct LRC meetings.

- **Document Execution:** Facilitate the execution of grant or loan documents or written agreements by the owner and City staff at City offices or at the unit to be assisted. In addition, Consultant shall prepare construction contract and escrow account control instructions; arrange for the City to fund the escrow account and submit Deed of Trust and Request for Notice to title company for recordation following the three (3)-business date cancellation period.

- **Approval of Contractor**

**Payments:** As rehabilitation progresses and as invoices are submitted by contractors, Consultant will verify that the expenses are reasonable and the work has been completed properly (including sign-off by the owner), and will submit to City the applicable form(s) executed by consultant and property owner indicating that the work has been completed and it is satisfactory. This will be City's verification of Consultant approval of contractor payment(s). Major tasks will require approval from the City before the Consultant can proceed with work prior to signing a contractor contract.

PAYMENT REQUEST COVER SHEET		CITY OF Housing Rehabilitation and Preservation Program
Property Owner: _____		
Project Address: _____		
Construction Contract Amount: \$ _____		
<b>Payment Request No. 1</b>		
Invoice Amount: \$ _____		
5% Retention Amount: \$ _____		
Amount Paid: \$ _____		
Balance Remaining: \$ _____		
Change Order: \$ _____		
New Contract Balance: \$ _____		
<b>Payment Request No. 2</b>		
Invoice Amount: \$ _____		
5% Retention Amount: \$ _____		
Amount Paid: \$ _____		
Balance Remaining: \$ _____		
Change Order: \$ _____		
New Contract Balance: \$ _____		
<b>Payment Request No. 3</b>		
Invoice Amount: \$ _____		
5% Retention Amount: \$ _____		
Amount Paid: \$ _____		
Balance Remaining: \$ _____		
Change Order: \$ _____		
New Contract Balance: \$ _____		
<b>Payment Request No. 4</b>		
Invoice Amount: \$ _____		
5% Retention Amount: \$ _____		
Amount Paid: \$ _____		
Balance Remaining: \$ _____		
Change Order: \$ _____		

- **Coordinate with City Staff on invoices, general administrative issues:** Our staff will work closely with the City's program manager and the City's finance department to ensure that all project costs are tracked, paid and reimbursed by HUD.
- **Provide public information at the direction of the City:** Our Program Managers are well versed in ensuring that the community is aware of the programs available through the City. If the program needs to be promoted to engage participation, our team is ready to assist the City. We have developed and distributed program brochures, held community meetings, etc.
- **Provide the City with monthly status reports:** Monthly reports will be submitted to the City with an activity log. In addition, our monthly invoices will be broken down per property address to ensure that project delivery costs are kept for each project. This will help to ensure that the project delivery costs are tracked for each project and reimbursed by HUD.

**City of  
Housing Rehabilitation and Preservation Program**

**ACTIVE LOG**

QUALIFICATION PHASE								
No.	Case No.	Name	Phone (323)	Street No.	Street Name	Loan Amount Requested	IPI Date	Status
1								
2								
3								
Total:						\$0.00		
BID PHASE								
No.	Case No.	Name	Phone (323)	Street No.	Street Name	Loan Amount	Lead Test Requested	Status
1								
2								
3								
Total:						\$0.00		
CONSTRUCTION PHASE								
No.	Case No.	Name	Phone (323)	Street No.	Street Name	Loan Amount	NTP Issued	Status
1								
2								
3								
Total:						\$0.00		
COMPLETED PROJECTS								
No.	Case No.	Name	Phone (626)	Street No.	Street Name	Loan Amount	Start/Complete Date	Status
4								
5								

- Maintenance of Case Files and Other Records:** For each application, Consultant will assist in maintaining case files, including but not limited to application and documentation of eligibility, work write-ups, contractor selection criteria, copy of contract/agreement/work order between owner and contractor(s), documents on all necessary licenses and permits, site visit/inspection reports (including final inspection), change orders as applicable, and contractor invoices for payment (with owner-signed-off). Consultant will also maintain appropriate information on persons residing in the property, including a list or lists identifying persons in the home immediately before the rehabilitation, after rehabilitation completion, and those moving in during rehabilitation (per 24 CFR 570.606 and 24 CFR 92.353). Consultant will maintain these and other program and financial records in accordance with CDBG record keeping requirements as specified in the Agreement.

City of

Home Rehab Program

Date of Request: [\[Select Date\]](#)

Anticipated Date of Homeowner  
Contract Execution: [\[Select Date\]](#)

#### Request for NEPA & CEQA Clearance

General Project Information	
1. Applicant's Name(s)	
2. Property Address	
3. Assessor's Parcel Number (APN)	
4. Structure Type & Architectural Style	
5. Year Property Built	
6. Description of Project Scope	
7. Estimated Rehab Cost	
Please attach the following documents with your request.	
8. Property Photos (include full front & back photos of property) Photo Taken On:	
9. Property Title Report	
10. Property Appraisal Report	

### **ANNUAL ACTION PLAN and CAPER**

AVANT-GARDE's approach to plan preparation is largely based on HUD guidance. Recently HUD incorporated the Consolidated Plan and CAPER into IDIS OnLine so that all key elements of the grants management cycle are integrated into a single system. This is expected to ensure consistency among the goals described in the Consolidated Plan and Action Plan and the outcomes tracked in IDIS and reported in the Consolidated Annual Performance and Evaluation Report (CAPER), making the Consolidated Plan a more useful management tool.

Assigned members of the AVANT-GARDE team propose to meet with City staff to review the goals and objectives of the City, review the HUD regulations within the context of the City's goals and objectives, discuss the general consensus of the most approved

plans and the effectiveness of the programs implemented and to confirm the timeline for the process of preparing the Plans. AVANT-GARDE will meet with staff as directed to review the tasks to be completed. The purpose is to ensure that the activities to be undertaken are consistent with the City's needs and the legislative requirements imposed by HUD.

AVANT-GARDE will develop and coordinate a plan and method for obtaining citizen participation. We will host public comment periods and conduct public hearings as required. Our team will attend and provide support in facilitating all public meetings, as well as provide the following services:

- Coordinate with City staff to ensure compliance with publishing and advertising requirements to obtain public input for preparing the draft of the Annual Action Plan. City of Rialto will be responsible for placing and payment of advertisements.
- Follow-up outreach process to solicit comments from the public.
- Adhere to necessary timelines with milestones for carrying out the public participation component as required by the Citizen Participation Plan.

The AVANT-GARDE team will develop an Annual Action Plan that supports the objectives and strategies outlined in previous assessments and analyses conducted during development of the ConPlan. Specific benchmarks/performance measures will be developed so that the City and HUD will be able to assess and evaluate the City's progress in reaching its goals. The one-year action plan will be consistent with the minimum requirements outlined in 24 CFR Part 91 as well as with other guidance issued by HUD. City representatives will review and provide comments on the draft Annual Action Plan, which the consultants will incorporate into the finalized version.

Plan Materials and Deliverables AVANT-GARDE will prepare for submittal to City of Rialto are as follows:

- Drafts of the Annual Action Plan and CAPER for City staff review and comment. AVANT-GARDE will provide an Adobe PDF or Microsoft Word electronic copy of the drafts no later than 10-14 calendar days prior to distribution for public comment.
- Plan changes or corrections requested by City staff in response to the draft documents.
- Changes or corrections to the draft documents following public hearings and public comment no later than 14 days prior to the City Council meeting to approve the Action Plan.
- After the drafts are finalized and approved by HUD, AVANT-GARDE will provide one (1) electronic copy, full-color original of the documents. City staff will submit Plans and supporting documents to HUD, consistent with updated IDIS requirements.

- AVANT-GARDE will provide support as required to ensure all appropriate information is entered into IDIS online for viewing by City staff responsible for submission of the Plans and CAPER through IDIS online.

### **1. Program Methodology & Management**

The success of projects often depends on the strength of the collaboration between the city staff and the consultant. To this end, we would initiate this program with a thorough review of the proposal and a discussion of how well it meets the stated goals and objectives of the City. Any gaps, omissions or additional requirements are determined and discussed for possible inclusion in the services to be provided. This initial review is followed by a detailed summary of the methodology, product deliverables and a timeline with benchmarks clearly identified. This document would be approved by the authorized City staff and then becomes the guiding document. Any changes to this original document and timeline are quickly reduced to writing and approved by both the client and our firm. The purpose is to ensure that we are always moving toward the common and agreed upon goal and that the progress is consistent with the needs of the City.

In order for the process and the program to proceed according to the needs of the City of Rialto, it is critical that certain exchanges and procedures occur between staff and consultant. We want to ensure that the staff is fully informed of all tasks undertaken and the results and findings we develop. We want to be available and fully prepared to discuss the program and to collaborate when a change in course may be advisable. Most importantly, we want the City to receive services and product deliverables that are founded on good planning and economic development principles and in a format that is easy to use, apply and update as conditions may change.

In summary, our approach to program management is to agree on the goals and objectives to be achieved at the inception of the project. The process and product deliverables are reduced to writing so that both the City and our firm have a clear understanding of the project parameters and the method by which success is to be achieved. We prepare a timeline that is updated regularly to ensure that the project remains on track and/or that required extensions are known in advance and agreed upon by City staff. We maintain regular and consistent communication with scheduled meetings to update City staff on the status of the various project tasks and to share findings and results. These basic principles have served our firm well and significantly contributed to the success we have experienced with all of our past assignments.

**Stakeholders and Community Outreach:** AVANT-GARDE is committed to clear communication, inclusive of internal and external office coordination, coordination with assisting or collaborative consultants, and identified stakeholders. AVANT-GARDE can assist the City in developing communication messages and organizing and managing

events and meetings intended to draw attention to the City's programs funded with CDBG funds.

## **2. Client Satisfaction**

AVANT-GARDE requires that adequate quality assurance/quality control (QA/QC) be implemented on each project. The Project Manager provides the leadership and guidance to obtain the end results for all services provided by the company. Generally, a project management plan is prepared. The project management plan defines specific project deliverables, implementation criteria, staff and resource loading, work task schedule with project milestones, and project responsibilities. The project management plan and the QA/QC plan are complimentary, and are mutually incorporative. Daily contact by the Project Manager with each on-going activity provides support and guidance, maintains focus and momentum, and monitors the quality of work. Regularly scheduled project staff meetings for reviewing and general work status, reviewing technical elements of the project, coordinating and interfacing of activities, reviewing costs, and discussing upcoming activities and responsibilities are all standard procedures of our quality assurance to each and every project.

AVANT-GARDE is committed to excellence and stands behind our reputation to provide only the highest level of products and services in an effort to enhance the quality of life for the communities we serve. Whether working on a specific project or a long-term program, our clients will always receive our blend of expertise to ensure every one of their goals are met.

## **3. City Provided Support**

Ms. LeNoue will serve as the point person. She is familiar with the City process and will aim to prepare concise communications with staff on an as needed basis. By utilizing staff with unique experience and expertise in HUD programming, AVANT-GARDE is well versed and able to problem solve the many anticipated issues. As an extension of the City team, our goal is to collaborate with staff and to do this we, the consultants, need an agreed upon project approach, timeline and list of product deliverables. This activity and the written results are critical to the process and the expected outcome of the program. **Regular Communication:** The basic elements of this collaboration include regular and consistent communication with the City's staff. We would ask that a regular meeting date and time be established as a means by which to ensure that the program is proceeding according to plan and to advise staff of any recommended changes in direction and/or unexpected delays. **City Staff Review & Comment:** The review and comment by City Staff, with respect to reports and/or other documents, is a critical element to the successful completion of each project and to maintaining the project timeline. **Data Sharing:** We would request that City staff provide relevant reports, demographic data and any other information that would assist us in completing

projects on behalf of the City. All data and information that may impact the various projects and/or tasks assigned are requested to understand where gaps may exist and where new data may need to be developed.

## SECTION 6. REFERENCES

Below is a list of references that can be contacted. A description of responsibilities and work performed is provided in Section 3 – Prior Experience.

**Jim DellaLunga, Director of Economic Development**

City of Bellflower, 16600 Civic Center Dr., Bellflower, CA 90706 (562) 804-1424 ext. 2224

**Joseph Palombi, Director of Community Development**

City of Montebello, 1600 W. Beverly Blvd., Montebello CA 90640 (323) 887-1367

**Alma Martinez, City Manager**

City of El Monte, 11333 Valley Blvd., El Monte, CA 91731, (626) 580-2001

**Dena Held, Deputy Finance Director**

City of Moreno Valley, 14177 Frederick Street, Moreno Valley, CA 92553 (951)413-3063

**Dianne Guevara, Management Analyst**

City of South Gate, 8650 California Ave, South Gate, CA 90280 (323) 563-9500

**Michelle Ramirez, Director of Community Development**

City of Lynwood, 11330 Bullis Road, Lynwood, CA 90262 (310)603-0220



## SECTION 7. COST PROPOSAL

AVANT-GARDE is proposing the not-to-exceed fee amount of \$319,090 per year inclusive of all program management services and preparation of reports required to be submitted to HUD on an annual basis.

City of Rialto- Cost Proposal												
Tasks	Program Director		Program Manager		Program Assistant		Sub-Total - Year 1		Sub-Total - Year 2		Sub-Total - Year 3	
	Hours	Rate	Hours	Rate	Hours	Rate	Hours	Cost	Hours	Cost	Hours	Cost
		\$ 130		\$ 110		\$ 85						
CDBG Ongoing Administration of CDBG Program: IDIS, Finance Coordination; HUD correspondence; file prep for HUD audits; reports; drawdowns; NEPA docs; public notices, staff reports; annual budget; staff meetings; davis bacon and section 3 reporting	156	\$ 20,280	520	\$ 57,200	800	\$ 68,000	1,476	\$ 145,480.00	1,476	\$ 145,480.00	1,476	\$ 145,480.00
CAPER & Action Plan	25	\$ 3,250	80	\$ 8,800	0	\$ -	105	\$ 12,050.00	105	\$ 12,050.00	105	\$ 12,050.00
CDBG - CV Ongoing Administration of CDBG Program: IDIS, Finance Coordination; HUD correspondence; file prep for HUD audits; reports; drawdowns; NEPA docs; public notices, staff reports; annual budget; staff meetings; Davis Bacon and Section 3 reporting	156	\$ 20,280	208	\$ 22,880	352	\$ 29,920	716	\$ 73,080.00	716	\$ 73,080.00	716	\$ 73,080.00
Ongoing Administration of NSP: DRGR, Finance Coordination; HUD correspondence; annual reporting, staff meetings; davis bacon and section 3 reporting	156	\$ 20,280	208	\$ 22,880	352	\$ 29,920	716	\$ 73,080.00	716	\$ 73,080.00	716	\$ 73,080.00
Rehabilitation Program (5 Mobile Rehabs as Identified in the action plan)	0	\$ -	140	\$ 15,400	0	\$ -	140	\$ 15,400.00	140	\$ 15,400.00	140	\$ 15,400.00
Sub-Totals	493	\$ 64,090.00	1,156	\$ 127,160.00	1,504	127,840	3,153	\$ 319,090.00	3,153	\$ 319,090.00	3,153	\$ 319,090.00
<b>Total 3 Years</b>		<b>\$ 957,270.00</b>										
Hours may be interchanged amongst staff based on the needs identified and availability of City funds												
No additional costs will be billed to the City; such as travel, duplication of materials, binding, mailing etc.												

Below are our hourly rates for all services proposed under this RFP.

Program Director.....	\$130
Program Manager .....	\$110
Program Coordinator .....	\$85
Housing Specialist/ Program Assistant .....	\$85