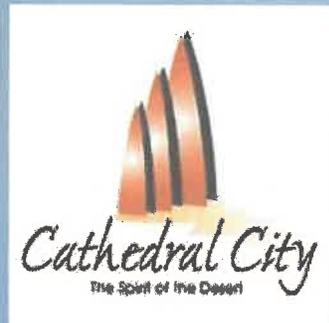


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CONSULTANT SERVICES FOR THE PREPARATION OF THE CITY'S FIVE YEAR CONSOLIDATED PLAN (FY 2017/2018 – 2021/2022) AND ANNUAL ACTION PLAN (FY2017/2018)



12/5/16

RESEARCH PLAN MANAGE

The Ramsay Group maintains high standards of business operations, and a formula for quality service you can trust.



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Contact Information:

Darrell Stamps
Managing Partner
The Ramsay Group
213.256.7657

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23800 Garland Court (headquarters)
Valencia CA. 91354

www.theramsaygroup.com
ds@theramsaygroup.com

COVER LETTER

11/9/2016

Vincent Lopez
City of Cathedral City
68-700 Avenida Lalo Guerrero
Cathedral City, CA 92234

RE: TO PREPARE THE CITY OF CATHEDRAL CITY'S 5 YEAR CONSOLIDATED PLAN

Dear Mr. Lopez:

The Ramsay Group (TRG) is pleased to present our proposal to the City of Cathedral City to provide consulting services for the preparation of its Consolidated Plan and Annual Action Plan (CP/AP). We are excited about the prospect of working with both Jurisdiction in achieving the objective of the plan.

Our Firm has 20 years knowledge, understanding and expertise in projecting future economic, social and housing concerns. TRG is also well apprised of the Code of Federal Regulation, Title 24 Housing and Urban Development Part 91. Our Firm understands that the successful completion of the Consolidated Plan/AP will result in millions of HUD federal funds that will increase affordable housing and economic development opportunities thus mitigating challenges such as, homelessness and lack of affordable housing for thousands of residents located in the Jurisdiction.

TRG is also extremely proficient in use of HUD's new E-Con Planning Suite which provides numerous planning tools, including GIS on-line mapping to assist in the development of the Consolidated Plan and A/P documents. The tool also allows Jurisdictions to create a map of census tracts based on housing needs, housing supply, economic conditions and homeless populations (all as defined by HUD). **Our Firm has successfully worked with more than thirty California jurisdictions using the new suite, including the City of Cathedral City and Indio. We believe that our extensive familiarity with the housing, community and economic needs of the City will serve a distinct advantage in completing the Consolidated Plan.**

Our Firm has a legacy of success assisting Jurisdictions in developing HUD regulated planning documents to meet the requirements of CFR, Title 24 Part 91. Many of our documents have been used by HUD to demonstrate "best-practices" in community planning.

We thank you for considering our submission and look forward to the privilege of working with your Jurisdiction. Should you have any further questions or concerns, please contact me directly. I will be the contact person for this assignment and authorized to contractually obligate the Firm. TRG will enter into a Professional Services Agreement with the City, if selected. I can be reached at ds@theramsaygroup.com or 213-256-7657. Our fax is 661-554-0198.

Regards,



Darrell Stamps MPA, Managing Partner

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SECTION 1: INTRODUCTION

UNDERSTANDING OF THE PROJECT (CCCP)

Current. Our Firm will review the Jurisdiction' existing housing planning documents (General Plans, Housing Elements, Consolidated Plans, AI, Specific Plans, etc.) to not only disclose the City's success in implementing the existing Consolidated Plan but also gain insight on how strategies and programs can be adjusted to achieve greater success. Our Firm will also fully update the socioeconomic and demographic projections, land use and program information to truly understand the current conditions required for long-range planning.

Consistent. As the CP/AP are developed, our Firm will track consistency issues to ensure that the plan matches up with the critical planning policies within the Jurisdiction's General Plan and Housing Element.

Comprehensive. Our proposal provides a complete update of demographics and a thorough review of the existing programs and resources available to the Jurisdiction and used by the Jurisdiction. Our Firm will review existing goals, objectives and policies used to assist in the economic and housing improvement of the designated CDBG area. This includes the development of quantifiable objectives to reach the Jurisdiction's economic, community and fair housing goals.

Participatory. The Consolidated Plan/AP has the ability to greatly impact the lives of those who live, work and own property in the community. It is vital that the public and service organizations working in the community be effectively involved in the development of the plans if it is to be effectively implemented over time. Our public participation program has been designed to inform and involve the public and service organizations.

To achieve the above objectives, the City of Cathedral City is looking for a consulting Firm that will serve as an extension of their staff, bringing new insights, strategies and programs that can be used by the Jurisdiction to ensure the successful development of the mandated plans. For the first 30 days of the project, if necessary, we will have staff on site at least once a week to coordinate with department staff and ensure seamless transfer of information. We will also provide monthly reports on the program's progress, and make staff available for departmental or Council presentations.

SECTION 2: STATEMENT OF QUALIFICATIONS

The Ramsay Group's product and services reflect the insight we acquire from **affordable housing and community development analysts**. All of our products and services are based on strong community and affordable housing research. Our team of in-house experts combines years of applied knowledge with contemporary planning practices. We have worked in communities across the U.S. and have witnessed successful planning and development tactics duplicated again and again. We have a **proven process** of working with diverse communities to identify not just obvious impediments, but assets that can be used to accomplish desired change.

For nearly two decades, The Ramsay Group has provided numerous municipalities with accurate and concise strategic planning and project management services. Our track record for successfully developing long-range strategies and managing local programs is extensive and well known. It is the result of tailoring our services to each client's specific needs and understanding the socio-economic conditions of any jurisdiction, which includes land use, infrastructure, affordable housing, labor market and the unique needs and desires of local stakeholders. TRG experience covers the complete gamete of Local, State and Federal planning and program management. They include Housing Elements, Consolidated Plans, 10 Year Plans to End Chronic Homelessness and the newly established Assessment of Fair Housing. Relevant work includes the following (partial):

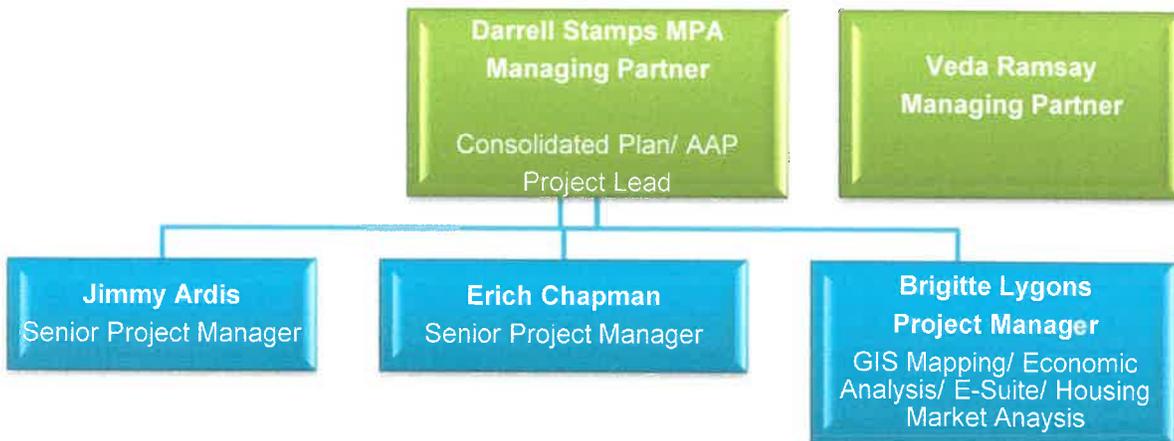
- Updated the City of Turlock and Stanislaus County HOME Consortium 2010-2015 Consolidated Plan and AAP
- City of Cathedral City's 2016 Assessment of Fair Housing
- Updated the City of Indio's 2014 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing Choice

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- Updated the City of Delano’s 2015 Analysis of Impediments to Fair Housing Choice
- Updated the City of Norwalk’s 2015 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing Choice
- Updated the City of Lancaster’s 2015 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing
- Updated the City of Merced’s 2015 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing Choice
- Updated the City of Downey’s 2015 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing Choice
- Updated the City of Pico Rivera’s 2015 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing
- Updated the City of Carson’s 2015 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing Choice
- Updated the City of Glendale’s 2015 Consolidated Plan
- Updated the City of El Monte’s 2015 Consolidated Plan
- Updated the City of La Habra’s 2015 Consolidated Plan
- Updated the City of Whittier’s 2015 Consolidated Plan
- Updated the City of Encinitas’s 2015 Consolidated Plan
- Updated City of Chino Hills 2013 Analysis of Impediments to Fair Housing Choice
- Updated City of Santa Barbara 2013 Analysis of Impediments to Fair Housing Choice
- Updated City of Lancaster 2013 Analysis of Impediments to Fair Housing Choice
- Updated the City of Downey’s 2010- 2015 Consolidated Plan/ AP and Analysis of Impediments
- Updated the City of Pico Rivera’s 2010- 2015 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing
- Updated the City of Visalia’s 2010- 2015 Consolidated Plan/ AP and Analysis of Impediments to Fair Housing
- Updated the City of Bakersfield’s 2010- 2015 Consolidated Plan/AP and Analysis of Impediments Updated the City of Yuba City’s 2010- 2015 Consolidated Plan
- Updated City of Yuba’s Neighborhood Revitalization Strategy 2010
- Developed the City of Delano’s 2009 Analysis of Impediments to Fair Housing Choice
- Updated the City of Fresno’s 2000-2005 and 2006-2010 Consolidated Plan
- Developed the City of Clovis’ 2006-2010 Consolidated Plan
- Updated the County of Madera’s 2008 Housing Element
- Updated the City of Delano’s 2008 Housing Element

TRGs Team



Personnel and Amount of Time Allocated

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Darrell Stamps, MPA (PROJECT LEAD)

Managing Partner

Percentage of time allocated 100%

Education

M.A in Public Administration,
California State University, Fresno

B.A. in Political Science, California
State University, Fresno

Professional Affiliations

Member of the American Planning
Association (APA)

Certifications

National Charrette Institute, Charrette
Planner Certification Training
California State University, Fresno,
Grant Writer Certification

Experience Summary

Over the last decade, Darrell has served as Managing Partner for the Ramsay Group. There, he has been responsible for providing HUD mandated strategic planning to more than 50 HUD entitlement cities and counties. Darrell worked alongside City staff, nonprofits and community residents in assessing, planning and updating goals and policies relating housing, and community development needs for jurisdictions most needy citizens.

Darrell routinely works with the State of California's Housing and Community Development Department and the U.S., Department of Housing and Urban Development, in Washington D.C. He has a Bachelors Degree in Political Science and MA in Public Administration.

Veda Ramsay

Managing Partner

Percentage of time allocated 25%

Education

M.A. California State University,
Fresno

B.A., Sociology, California State
University, Fresno

Professional Affiliations

Subcommittee Chair, City of Fresno,
Mayor's 10 x10 Blue Ribbon
Committee on Affordable Housing

Member of the American Planning
Association (APA)

Member, California Association for
Local Economic Development
(CALED)

Experience Summary

Veda Ramsay is one of the managing partners of The Ramsay Group. Veda has conducted numerous studies, reports and strategic plans for governments, nonprofits and private agencies.

Veda's vast knowledge of housing and community development has led to the Firm's management of several governmental strategic planning efforts. As Managing Partner for the Ramsay Group, Veda has led the management and development of numerous high profile and pioneering strategic plans for public and nonprofit agencies.

Veda's unwavering commitment to understand and improve community and social conditions in communities over the years has landed her in several leadership roles on boards, commissions and committees. Veda has received numerous awards and recognition for her participation in community service and leadership, including *Business Street Newspaper's, Top Ten Influential Women in Business.*

Jimmy Ardis MPA-

Senior Project Manager

Percentage of time allocated 50%

Education

The College of Charleston Charleston,
SC Masters of Public Administration
2008

University of Maryland University
College, Bachelors of Science Business
Administration – 2006;

Professional Training

GIS Analyst; ArcGIS (geographic
information systems); HUD HOME
Program Certified Specialist: Rules &
Regulations; Supporting Inclusive
Communities through Fair Housing
Planning (AFFH training by
NCRC/HUD)

Experience Summary

Mr. Ardis is a seasoned and well accomplished planner and project manager for the firm with experience developing ConPlan for several jurisdictions nationally including serving as a national technical advisor (IDIS, ECon Suite and HUD policies and procedures) to several entitlement cities. He has been the former Planning Director for the Cities of San Leandro and Imperial Beach. As the Firm's Senior Program Manager, Mr. Ardis is responsible for all aspects of developing long-range HUD and State planning documents including data research and analysis.

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Senior Project Manager

Percentage of time allocated 25%

Education

College of Charleston Charleston, SC

Masters of Public Administration 2008

Oglethorpe University Atlanta, Ga.
Bachelors of Arts in History 2002

Experience Summary

Mr. Chatham is a Senior Project Manager and have worked with public, nonprofit and private organizations throughout the United States in the areas of community economic development and urban revitalization planning. Recent national project experience includes **Horry County, South Carolina** Consolidated Planning & Analysis of Impediments to Fair Housing Choice; **Waccamaw Regional Council of Governments**; Consolidated Planning, Regional Housing Needs Assessment; Analysis of Impediments to Fair Housing Choice; and, **Myrtle Beach Housing Authority** NSP project monitoring and compliance reporting

Brigitte Lygons

Project Manager

Percentage of time allocated 50%

Education

Master's in Public Administration
(MPA) from California State
University Northridge

Bachelor of Arts (BA) in Liberal
Studies from CSU Bakersfield

Experience Summary

Brigitte Lygons has over 27 years of experience working for a municipality coordinating, implementing and creating public policies and procedures utilizing strong organizational and analytical skills to further the philosophy and vision of the organization.

Since 2010, Ms. Ligons has worked closely with the U.S. Department of Housing and Urban Development (HUD) in the role of Grantee Administrator responsible for the management, monitoring and reporting of Federal and State funded development programs such as Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP), Home Investments Partnership Program (HOME), Integrated Disbursement and Information System (IDIS) and Disaster Recovery Grant Reporting System (DRGR). In addition, Brigitte served as the department's Senior Projects Coordinator, Budget Coordinator and Code Enforcement Manager.

Resources and Availability

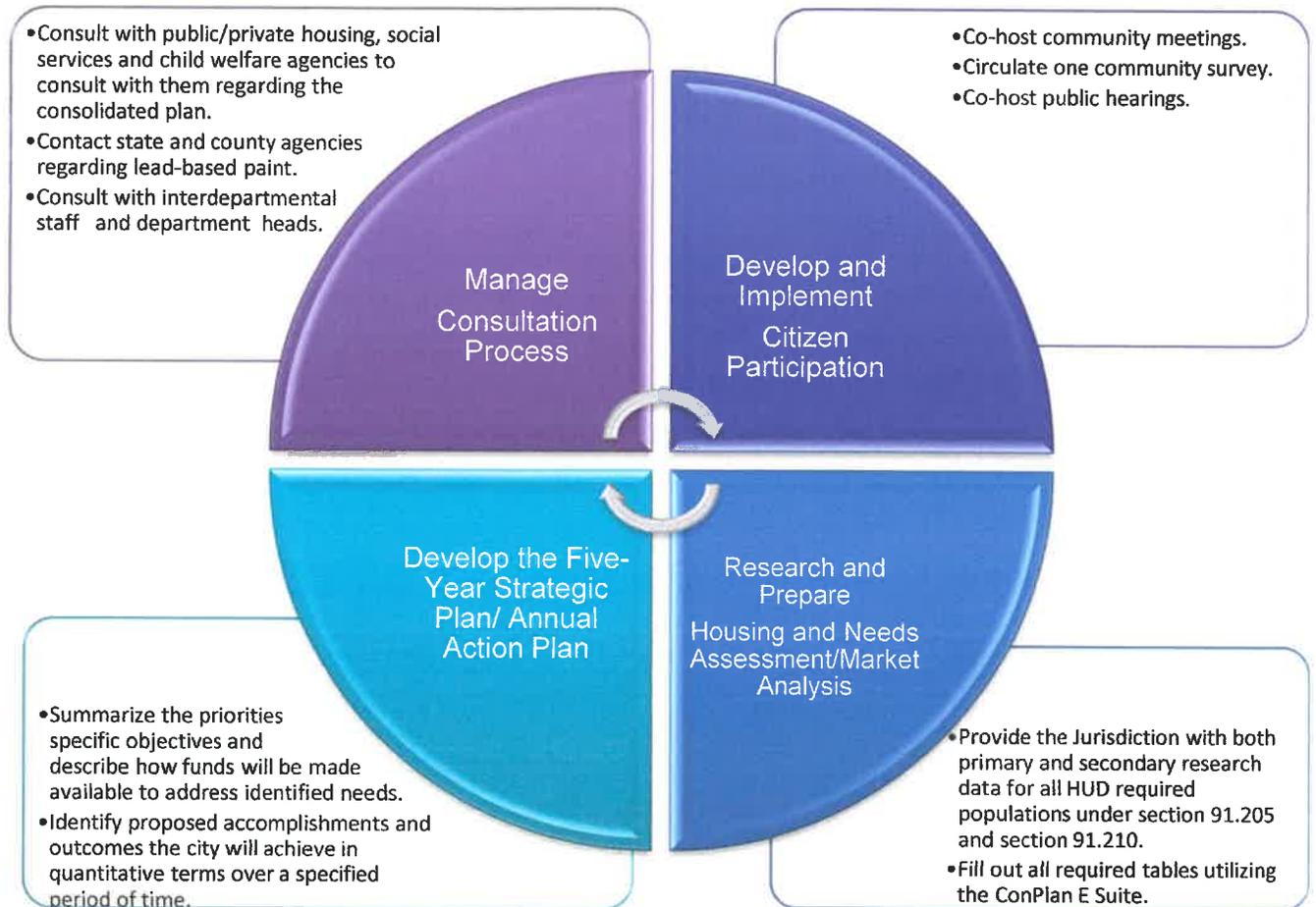
The above assigned personnel will serve as an extension of THE CITY OF Cathedral City's staff, bringing new insights, strategies and programs that can be used by the City to ensure the successful development and implementation of the mandated analysis. For the first 30 days of the project, if necessary, we will have staff on site at least once a week to coordinate with THE CITY OF Cathedral City staff and ensure seamless transfer of information. We will also provide monthly reports on the program's progress, and make staff available for departmental or public presentations.

SECTION 3: SCOPE OF WORK AND APPROACH

Consolidated Plan and Annual Action Plan

In preparing the ConPlan/ AP, TRG will utilize several methods to analyze the housing and community development needs of the City of Cathedral City. Methods will include surveying community residents and stakeholders, surveying multi-family unit property owners, analyzing U.S. Census data and utilizing information in several public planning documents. Along with the Jurisdiction, TRG will host community meetings and hearings and meet with organizations as an effort to outreach to and encourage the participation of all residents, particularly low- and moderate-income residents, elderly persons and persons with disabilities. Areas such as the **Dream Home Neighborhood** will receive in-depth analysis to identify community development opportunities; improve collaborative efforts with residents; and, eliminate service delivery gaps. Ultimately, our approach will assist to develop and sustain decent and affordable housing, suitable living environments and expanded community and economic opportunities for the City's most distressed areas. The CP/AP will be completed using the following techniques:

Consolidated Plan/ AP Process



1. The Consultation Process

TRG will assist the Jurisdiction by conducting interviews with internal and external City and County departments and agencies. Meetings will include a presentation provided to department heads explaining the CP/AP process and a description of the utilization of HUD funding.

2. The Public Participation process

TRG will assist the Jurisdiction by hosting a charrette-style community meeting. Meeting will include a presentation provided to residents explaining the CP/AP process and a description of the utilization of HUD funding. TRG will also draft a summary of the citizen participation process detailing comments from the public as well as outreach conducted by TRG to increase public involvement in the development of the CP/AP.

3. Housing and Homeless Needs Assessment

In addition to projecting the Jurisdiction's housing needs for the next five years, TRG will estimate the number and types of families that require housing assistance. The team will evaluate families that are anywhere between very low to middle income, owners, renters, the elderly, single and large families, the disabled, and families affected by HIV and AIDS. The TRG team will also report on the extent and characteristics of homelessness in the Jurisdiction target areas, taking an inventory of available facilities, services, public and assisted housing. TRG will utilize several different data tools to conduct the housing and homeless needs assessment including, but not limited to- U.S. Census 2010, Claritas, Continuum of Care and Realtor's Associations.

4. Housing Market Analysis

The team will detail the nature of the Jurisdiction's housing market highlighting supply, demand, the cost of housing for the disabled and those families affected by HIV and AIDS. In addition TRG will research the availability of residential housing and services for individuals and families with special needs. The housing market analysis will also identify the challenges to increasing affordable housing and provide a strategy to increase affordable housing opportunities and decrease the number of residents inhabiting housing with lead-based paint hazards.

5. Community and Economic Development Needs Assessment

TRG will assist the Jurisdiction to create a strategy that will provide for new and/or improved existing services, facilities, infrastructure and economic opportunities for targeted income households and CDBG areas. In addition, the assessment will have a balanced combination of infrastructure projects, business incentive programs and job educational services that could significantly benefit the local target groups.

6. Non-Homeless Special Needs Assessment

Non-homeless special needs refer to the needs of population subgroups that have been identified by HUD as more commonly in need of housing assistance than the general population. These groups include the elderly and frail elderly, persons with disabilities, persons with HIV/AIDS, persons with alcohol or drug addictions, victims of domestic violence and any unique subgroups within the City of Cathedral City. TRG will identify the nature and extent of the needs of these subpopulations, as well as strategies being implemented to address these needs.

7. Strategic Plan

Through the strategic plan, TRG will advise the Jurisdiction on where best to invest resources. This will include identifying key priorities and needs in a table, summarizing those priorities, setting clear objectives for each priority in the form of "accomplishments" and "outcomes" and explaining how funds will be allocated. The team will detail barriers to meeting the needs of underserved constituents and will detail the logic behind each priority assignment. The team will also include a Priority Homeless Needs table and strategy that will address the high priority needs of the special needs population and a strategy to address those. In this plan, our team will describe specific goals and policies aimed toward reducing the number of families living in poverty and how these efforts will be carried out.

8. Action Plan

The Action Plan assembled by the TRG team will include a description of federal state and local resources available to help augment both housing and non-housing development strategies assembled to address priorities and needs. The plan will outline measures taken to prioritize needs and identify the distribution of assistance throughout the Jurisdiction. This inventory will also include an outline of measures being taken to address homelessness and the special needs constituency. These details will be included in efforts to increase affordable housing, decrease poverty and reduce the occurrence of and constituents living in residences with lead-based paint hazards. In addition, the Action Plan will detail program specific- requirements for CDBG programs, Neighborhood Stabilization programs, and HOME Investment Partnership Programs.

9. Certifications

The TRG team will work closely with staff to ensure all required certifications are included.

10. Monitoring

The CP/AP will detail the measures that will be taken to ensure plan programs are being executed correctly and in compliance with program requirements.

The final five-year consolidated plan will be user-community-friendly documents. The document will be available in several different arrangements including the EconCon-Suite, hard copy, and in a pdf. format. The Consolidated Plan will include professionally designed covers. To ensure that our clients meet their time lines we draft an extensive project "dashboard" which includes all of HUD's required elements of the document. In addition, our team will meet frequently with the designated staff and review the dashboard time lines.

PUBLIC PARTICIPATION AND PUBLIC CONSULTATION PROGRAM

Our philosophy that the best planning and community development strategies are generated from the inside out. Unlike many of our competitors, we place equal emphasis on external evaluation – engaging the entire community in a planning process. This will occur through our hands-on approach – collecting public input at every step of the process, through interviews, and electronic mediums that provides access to information and an avenue for communication.

This process serves several purposes. First, it builds critical public buy-in to the project and its resulting strategy. Second, it will provide qualitative and quantitative information that will be used to sculpt the study and analysis. Finally, these sessions will be utilized to weigh community opinion on goals and objectives, vision and mission statement. Our public participation and public consultation program follows a three-prong approach:

- **One-to-One Interviews**

A list of relevant stakeholders will be identified during our initial meeting with City staff to serve as our roster for interviews. We will work with City Staff to identify which stakeholders should be personally interviewed. The list of interviewees can be expanded based on input received during the first round of interviews. The project team anticipates conducting **up to 10 interviews** in the course of the project.

- **Community Meetings**

As stated earlier, TRG will assist the Jurisdiction by hosting several charrette-style community meetings. Meetings will include a presentation provided to residents explaining the CP/AP process and a description of the utilization of HUD funding. TRG will also draft a summary of the citizen participation process detailing comments from the public as well as outreach conducted by TRG to increase public involvement in the development of the CP/AP.

- **Survey**

TRG will develop an online survey that will be posted on the project Web site. TRG utilizes a Web-based survey system that allows for time-efficient collection of surveys as they are completed online. The City may also choose to send out hard copies of the survey to its population (through the mail, the utility bill, or at public facilities) in order to boost participation.

The survey opens the input process to all of City of Cathedral City's residents and service organizations and will allow us to expand the reach of both plans. For a City the size of Cathedral City, we expect to receive between 100 and 200 responses. The content of the survey will be customized based on the results of previous studies, our own preliminary research, and first meeting with City Staff. The survey will stay online for approximately eight weeks. The summary report will be included within the Appendix of both studies.

SCHEDULE

Narrative	Owner	Days	Start	End	1-Dec	31-Dec	30-Jan	1-Mar	31-Mar	30-Apr	30-May	29-Jun	29-Jul	28-Aug	27-Sep
Consolidated Plan/Annual Action Plan	City of Cathedral City / TRG	160	1-Dec	10-May											
Stakeholder Engagement	TRG	45	1-Dec	15-Jan											
Meet with City staff to redefine timeline and project objectives	TRG		1-Dec	1-Dec											
2 Focus groups with CoC departments and external stakeholders (i.e. economic and Community development, fair housing agencies, housing authorities, continuum of care, County agencies)	TRG		2-Dec	2-Dec											
Conduct public outreach surveys (online and hard copies)	TRG	60	6-Dec	4-Feb											
Jurisdictions / Stakeholder Data Collection for Con/ Plan and AAP	TRG	75	1-Dec	14-Feb											
Previous consolidated Plan, Housing Element, A, other City Housing Documents	TRG	75	1-Dec	14-Feb											
Social Services	TRG	75	1-Dec	14-Feb											
Fair Housing Services	TRG	75	1-Dec	14-Feb											
Health Services	TRG	75	1-Dec	14-Feb											
Homeless	TRG	75	1-Dec	14-Feb											
HOPWA	TRG	75	1-Dec	14-Feb											
PHA	TRG	75	1-Dec	14-Feb											
Lead-based Paint	TRG	75	1-Dec	14-Feb											
Health Services	TRG	75	1-Dec	14-Feb											
Conduct Stakeholder Survey	TRG	75	1-Dec	14-Feb											
Demographics	TRG	75	1-Dec	14-Feb											
Public Housing Authority	TRG	75	1-Dec	14-Feb											
Social Services/ Economic Data	TRG	75	1-Dec	14-Feb											
Access to Public Transportation	TRG	75	1-Dec	14-Feb											
Home Mortgage Data	TRG	75	1-Dec	14-Feb											
Special Needs Housing	TRG	75	1-Dec	14-Feb											
Lending and Insurance Data and Practice	TRG	75	1-Dec	14-Feb											
Community Meetings	TRG/ CoC	91	7-Jan	18-Apr											
Community Meeting #1(CoC)	TRG		7-Jan	7-Jan											
Community Meeting #2 (CoC)	TRG		8-Apr	8-Apr											
Reports / Presentation to Internal City Stakeholders	TRG/ CoC	112	18-Jan	10-May											
Final Draft of Complan/ AP	TRG/ CoC		8-Jan	8-Jan											
Final Draft of Consolidated Plan and Annual Action Plan	TRG/ CoC		1-Mar	1-Mar											
30 day	TRG/ CoC	30	5-Mar	4-Apr											
Public Hearing for Consolidated Plan and Annual Action Plan (TRB)	TRG/ CoC		14-Apr	1-Apr											
Final Draft of Complan & Annual Action Plan and IDS submitted to HUD	TRG/ CoC		2-May	2-May											

PLEASE NOTE THAT
 TIMELINE IS NOT FINAL
 UNTIL INITIAL MEETING WITH
 STAFF AND IS SUBJECT TO
 CHANGE BASED ON
 COUNCIL DATES AND
 JURISDICTION'S
 EXPECTATIONS

SECTION 4: HOURLY RATE

Project Managers per hour \$	<u>95</u>	x	<u>210</u> ¹	† hours	\$	<u>19,950</u>	
Clerical staff per hour \$	<u>N/A</u>	x	† hours	\$	
<u>NA</u>	staff per hour \$	x	† hours	\$	
<u>N/A</u>	staff per hour \$	x	† hours	\$	
<u>N/A</u>	staff per hour \$	x	† hours	\$	
Total Value for this Contract							\$	<u>19,950</u>

\$19,950

Cost is estimated at 210 hours @ \$90 an hour and includes all work to be undertaken for the above activities. TRG will cap its billed amount at this level). Out-of-pocket incidental costs, such as mailings, use of databases, telephone, printing, parking, are inclusive in price proposal. Additional cost will be expensed to The Ramsay Group. Invoices will be billed on a time and material basis.

¹ Public reporting burden for this collection of information is estimated to average 210 hours per response (154 hours for a Consolidated Plan, 54 hours for an Annual Action Plan), including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. OMB Control No: 2506-0117 (exp. 07/31/2015)