



## SOUTH GATE CITY COUNCIL REGULAR MEETING AGENDA

Tuesday, November 26, 2019 at 6:30 p.m.

### I. Call To Order/Roll Call With Invocation & Pledge

<b>CALL TO ORDER</b>	M. Belen Bernal, Mayor
<b>INVOCATION</b>	Randall Davis, Chief of Police
<b>PLEDGE OF ALLEGIANCE</b>	Bill De Witt, Council Member
<b>ROLL CALL</b>	Carmen Avalos, City Clerk

### II. City Officials

<b>MAYOR</b> M. Belen Bernal	<b>CITY CLERK</b> Carmen Avalos
<b>VICE MAYOR</b> Denise Diaz	<b>CITY TREASURER</b> Gregory Martinez
<b>COUNCIL MEMBERS</b> Al Rios Maria Davila Bill De Witt	<b>CITY MANAGER</b> Michael Flad  <b>CITY ATTORNEY</b> Raul F. Salinas

### III. Meeting Compensation Disclosure

Pursuant to Government Code Section 54952.3: Disclosure of compensation for meeting attendance by City Council Members is \$650 monthly regardless of the amount of meetings.

## **IV. Proclamations, Certificates, Introductions And Ceremonial Actions**

### **1. Appointments To City Commissions/Committees**

The City Council will consider filling vacancies and making changes to appointees serving on City Commissions/Committees; appointments must be ratified by a majority vote of the City Council. (ADMIN)

Documents:

[ITEM 1 REPORT 112619.PDF](#)

## **V. Comments From The Audience**

During this time, members of the public and staff may address the City Council regarding any items within the subject matter jurisdiction of the City Council. Comments from the audience will be limited to five (5) minutes per speaker; unless authorized by the Mayor, the time limit may not be extended by utilizing another member's time. There will be no debate or action on items not listed on the agenda unless authorized by law.

Note: The City Council desires to provide all members of the public with the opportunity to address the Council. Nevertheless, obscene language, comments intended to disrupt or interfere with the progress of the meeting or slanderous comments will not be tolerated and may result in ejection and/or may constitute a violation of South Gate Municipal Code Section 1.04.110.

## **VI. Reports And Comments From City Officials**

During this time, members of the City Council will report on matters pertaining to their service on various intergovernmental boards and commissions as a representative of the City pursuant to Assembly Bill 1234. City Council Members will also have an opportunity to comment on matters not on the agenda.

Following the City Council Members, reports and comments will be heard by the City Clerk, City Treasurer, City Manager and Department Heads.

## **VII. Consent Calendar Items**

Agenda Items **2, 3, 4, 5, 6, 7, 9, 10 and 11** are consent Calendar Items.

All items including Ordinances, Resolutions and Contracts, may be approved by adoption of the Consent Calendar, individually and collectively by one (1) motion. There will be no separate discussion of these items unless Members of the City Council, the public, or staff request that specific items be removed from the Consent Calendar for separate discussion and action.

Any Motion to introduce or adopt an Ordinance on the Consent Calendar shall be: (1) a motion to waive the reading of the Ordinance and introduce

the Ordinance or (2) a motion to waive the reading of the Ordinance and adopt the Ordinance, as appropriate.

## **2. Resolution Authorizing Destruction Of Obsolete City Hall And Police Department Records**

The City Council will consider: (CLERK)

- a. Adopting a **Resolution** \_\_\_\_\_ authorizing the destruction of obsolete records retained in City Hall and the Police Department pursuant to Government Code 34090 of the Laws of the State of California; and
- b. Destruction subject to final review and approval by the City Attorney.

Documents:

[ITEM 2 REPORT 112619.PDF](#)

## **3. Resolution Declaring The City's Intention To Grant A Franchise To Tesoro SoCal Pipeline Company, LLC**

The City Council will consider adopting a **Resolution** \_\_\_\_\_ declaring the City's intention to grant a five-year franchise renewal to Tesoro SoCal Pipeline Company LLC, a Delaware limited liability company, to lay and use pipes, ditches, flumes, conduits and appurtenances for transmitting and distributing oil or products thereof, for any and all purposes in, along, across, upon and under the public streets, ways, alleys and places, as the same now or may hereafter exist, within the City of South Gate, and scheduling a Public Hearing for January 14, 2020, to consider the introduction of an Ordinance granting the proposed franchise renewal. (PW)

Documents:

[ITEM 3 REPORT 112619.PDF](#)

## **4. Resolution Approving A Debt Management Policy And Continuing Disclosure Undertaking Policy**

The City Council will consider adopting a **Resolution** \_\_\_\_\_ approving a Debt Management Policy and Continuing Disclosure Undertaking Policy and authorizing certain actions in connection therewith. (ADMIN SVCS)

Documents:

[ITEM 4 REPORT 112619.PDF](#)

## **5. Agreement With Tripepi Smith And Associates, Inc., To Provide Rebranding Marketing And Community Outreach Services**

The City Council will consider: (ADMIN)

- a. Approving an Agreement (**Contract No.** \_\_\_\_\_) with Tripepi Smith and Associates, Inc., to provide marketing and community outreach services to continue the City's rebranding efforts, in an amount not-to-exceed \$42,000; and
- b. Authorizing the Mayor to execute the Agreement in a form acceptable to the City Attorney.

Documents:

[ITEM 5 REPORT 112619.PDF](#)

## **6. Agreement With Mark Thomas & Co. Inc., For Engineering Plans For The Long Beach Green Street Improvement Project**

The City Council will consider: (PW)

- a. Approving an Agreement (**Contract No.** \_\_\_\_\_) with Mark Thomas & Company, inc., to provide engineering plans, specifications and estimates for the Long Beach Boulevard Green Street Improvement Project, City Project No. 515-ST, in an amount not-to-exceed \$664,592; and
- b. Authorizing the Mayor to execute the Agreement in a form acceptable to the City Attorney.

Documents:

[ITEM 6 REPORT 112619.PDF](#)

## **7. Agreement With C J Concrete Construction, Inc., For The Citywide Sidewalk Improvement Project, Phase VI**

The City Council will consider: (PW)

- a. Approving an Agreement (**Contract No.** \_\_\_\_\_) with C J Concrete Construction, Inc., to construct the Citywide Sidewalk Improvement Project, Phase VI, (Project) City Project No. 599-ST, in an amount not-to-exceed \$421,370;
- b. Authorizing the Mayor to execute the Agreement in a form acceptable to the City Attorney; and
- c. Approving the Notice of Exemption for the construction of the Project and direct the City Clerk to file it with the Los Angeles County Registrar Recorder's Office.

Documents:



**8. This Item Was Removed From The Agenda.**

**9. Amendment No. 6 To Contract No. 3131 With Willdan Engineering Extending The As-Needed Engineering Services For Three Months**

The City Council will consider: (PW)

- a. Approving Amendment No. 6 to Contract No. 3131 with Willdan Engineering, Inc., extending the term through February 29, 2020, for as-needed engineering services to allow time to finalize a competitive selection process to award a new contract; and
- b. Authorizing the Mayor to execute Amendment No. 6 in a form acceptable to the City Attorney.

Documents:

**10. Notice Of Completion For The South Gate City Hall Lighting Improvements Project**

The City Council will consider: (PW)

- a. Accepting completion of construction of the South Gate City Hall Lighting Improvements, City Project No. 512-ARC, as completed on November 7, 2019; and
- b. Directing the City Clerk to file a Notice of Completion with the Los Angeles County Registrar Recorder's Office.

Documents:

**11. Notice Of Completion For The City Hall Public Corridor Floor Improvements**

The City Council will consider: (PW)

- a. Accepting completion of construction, effective October 14, 2019, of the City Hall Public Corridor Floor Improvements, City Project No. 567-ARC, constructed by Cinbad Industry, Inc.; and
- b. Directing the City Clerk to file a Notice of Completion with the Los Angeles County Registrar Recorder's Office.

Documents:

[ITEM 11 REPORT 112619.PDF](#)

## **VIII. Reports, Recommendations And Requests**

### **12. Economic Development Strategy Plan, Fiscal Year 2018/19 Year In Review**

The City Council will consider receiving and filing the City of South Gate Economic Development Strategy Plan, FY 2018/19 Year in Review, containing priorities and actions taken to improve the City's economic development efforts. (CD)

Documents:

[ITEM 12 REPORT 112619.PDF](#)

### **13. Technology Master Plan**

The City Council will consider: (ADMIN SVCS)

- a. Receiving and filing a presentation from City staff and ClientFirst Technology Consulting regarding the Technology Master Plan (TMP); and
- b. Discussing and directing staff to start implementing the TMP initiatives.

Documents:

[ITEM 13 REPORT 112619.PDF](#)

### **14. Warrants**

The City Council will consider approving the Warrants and Cancellations for November 26, 2019. (ADMIN SERVICES)

Total of Checks: \$3,273,124.61  
Voids \$ (6,196.88)  
Total of Payroll Deductions: \$ (325,798.24)  
Grand Total: \$2,941,129.49  
Cancellations: 85263, 85534, 85623

Documents:

[ITEM 14 REPORT 112619.PDF](#)

## **IX. Adjournment**

I, Carmen Avalos, City Clerk, certify that a true and correct copy of the foregoing

Meeting Agenda was posted November 21, 2019 at 7:12 p.m., as required by law.

Carmen Avalos,  
City Clerk

Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office

8650 California Avenue, South Gate, California 90280  
(323) 563-9510 \* fax (323) 563-5411 \* [www.cityofsouthgate.org](http://www.cityofsouthgate.org)

In compliance with the American with Disabilities Act, if you need special assistance to participate in the City Council Meetings, please contact the Office of the City Clerk.

Notification 48 hours prior to the City Council Meeting will enable the City to make reasonable arrangements to assure accessibility.

RECEIVED

NOV 14 2019

City of South Gate

CITY COUNCIL

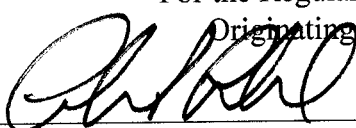
CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

1:50pm

AGENDA BILL

For the Regular Meeting of: November 26, 2019

Originating Department: Administration

City Manager:   
Michael Flad

City Manager:   
Michael Flad

**SUBJECT:** APPOINTMENTS TO CITY COMMISSIONS/COMMITTEES

**PURPOSE:** This item allows the City Council to fill vacancies and make changes to appointees on City Commissions/Committees.

**RECOMMENDED ACTION:** The City Council will consider filling vacancies and making changes to appointees serving on City Commissions/Committees; appointments must be ratified by a majority vote of the City Council.

**FISCAL IMPACT:** None.

**ANALYSIS:** None.

**BACKGROUND:** Council Member Al Rios has a vacancy on the Planning Commission; Vice Mayor Denise Diaz has a vacancy on the Citizens Advisory Committee; and Council Member Bill De Witt has a vacancy on the Parks & Recreation Commission. Appointments must be ratified by a majority vote of the City Council.

**ATTACHMENT:** Current Commission and Committee Appointment Roster: 11/14/19.

Council Member	Planning Commission	Parks & Rec. Comm.	Civil Service Comm.	Citizens Advisory Committee
Revised: 11/14/19 <b>Bill De Witt</b> 5485 Gardendale Street (310) 994-3662 cell  Appointed: 10-15-2019 End of Term: March 2020	\$125/Meeting 1 <sup>st</sup> & 3 <sup>rd</sup> Tues. at 7 pm  <b>VACANT</b>  <b>Carlos Velásquez</b> 8996 Burke Avenue Cell (323) 945-8149 <a href="mailto:carlos.velasquez50@gmail.com">carlos.velasquez50@gmail.com</a>  Appointed: 10-25-16	\$75/Meeting 2 <sup>nd</sup> Thurs. at 7 pm  <b>VACANT</b>  <b>John Robert Montalvo</b> 9815 Virginia Avenue Cell (323) 392-8135 <a href="mailto:Johnmontalvo90280@yahoo.com">Johnmontalvo90280@yahoo.com</a>  Appointed: 04-09-19	\$25/Meeting Meets as needed  <b>Maritza Romero</b> 6063 Roosevelt Avenue Cell (562) 633-1039 <a href="mailto:Romero_maritza@hotmail.com">Romero_maritza@hotmail.com</a> Appointed: 06-28-11 <b>John Salas</b> 4320 Missouri Avenue Cell (323) 317-3725 <a href="mailto:Johnsalas031490@gmail.com">Johnsalas031490@gmail.com</a> Appointed: 04-09-13	<b>Fabiola Inzunza</b> 9542 Bowman Avenue Cell (323) 378-0737 <a href="mailto:Fabiola.inzunza@gmail.com">Fabiola.inzunza@gmail.com</a> Appointed: 12-13-16 <b>Candice Esquivel</b> 4730 Tweedy Blvd (323) 283-7733 <a href="mailto:ciesquivel81@yahoo.com">ciesquivel81@yahoo.com</a> Appointed: 09/25/18
<b>Denise Diaz</b> 10365 Virginia Avenue (323) 667-7688 cell  Elected: 03-07-2017 End of Term: March 2021	<b>Sylvia Masushige</b> 8416 Beechwood Avenue Hm (323) 567-6402 Bus (323) 564-6977 Cell (562) 755-6159 <a href="mailto:grandmasy101@hotmail.com">grandmasy101@hotmail.com</a>  Appointed: 04-25-17	<b>Irene Jensen</b>  Appointed: 04-25-17	<b>Miguel Morales</b> 8134 Mountain View Avenue Cell (323) 528-3086 <a href="mailto:miguelmorales7374@gmail.com">miguelmorales7374@gmail.com</a> Appointed: 04-25-17 <b>Yodit Glaze</b> 5218 Wood Avenue (323) 702-1026 <a href="mailto:apromiseofhope1.A@gmail.com">apromiseofhope1.A@gmail.com</a> Appointed: 09/25/18	<b>Leah Hernández</b> 8941 Kaufman avenue (323) 819-0547 <a href="mailto:phernandez1961@yahoo.com">phernandez1961@yahoo.com</a> Appointed: 09/25/18  <b>VACANT</b>
<b>Maria Davila</b> 10035 San Luis Avenue (323) 566-3315 home (323) 243-9947 cell  Elected: 01-28-2003 End of Term: March 2020	<b>Jose Delgado</b> 3925 Tenaya Avenue Cell (323) 702-1519 <a href="mailto:josedelgado@hotmail.com">josedelgado@hotmail.com</a>  Appointed: 01-10-17	<b>William John Currie (Bill)</b>  Appointed: 01-27-15	<b>Marie De Lourdes Castillo</b> 10036 San Antonio Avenue (323) 567-5572 <a href="mailto:titommi6281@sbcglobal.net">titommi6281@sbcglobal.net</a> Appointed: 02-18-03 <b>Cyndi Esquivel</b> 4718 Tweedy Boulevard (323) 569-3550 <a href="mailto:cesquivel@LAFLA.org">cesquivel@LAFLA.org</a> Appointed: 04-12-11	<b>Virginia Johnson</b> 5751 McKinley Avenue Home (562) 531-3700 Cell (562) 761-3111 <a href="mailto:thepalm22@yahoo.com">thepalm22@yahoo.com</a> Appointed: 02-22-05 <b>Anthony Zepeda</b> 5218 McCallum Avenue (323) 405-2006 <a href="mailto:anthonyzpeda10@yahoo.com">anthonyzpeda10@yahoo.com</a> Appointed: 05-27-14
<b>Al Rios</b> 10408 Orange Avenue (323) 974-3540 cell  Elected: 03-07-2017 End of Term: March 2021	<b>VACANT</b>  <b>Joshua Barron, Vice Chairperson</b> 8819 Beaudine Avenue Cell (323) 791-5126 <a href="mailto:joshb90280@yahoo.com">joshb90280@yahoo.com</a>  Appointed: 04/25/17	<b>Juan Carlos Mendez</b>  Appointed: 04-25-17	<b>Angelica Martinez</b> 10129 Orange Avenue Cell 323/708-4582 <a href="mailto:xalosangie@yahoo.com">xalosangie@yahoo.com</a> Appointed: 04-25-17  <b>Susan F. Janer</b> 5314 Batavia Avenue (323) 564-7541 Appointed: 05-09-17	<b>Juliano A. Jarquin</b> 10606 McNeerney Avenue (714) 345-3451 <a href="mailto:julianojarquin@gmail.com">julianojarquin@gmail.com</a> Appointed: 05-09-17 <b>Benigno Nunez</b> 8420 San Carlos Avenue (323) 434-8304 <a href="mailto:Nunezbenny79@yahoo.com">Nunezbenny79@yahoo.com</a> Appointed: 05-09-17
<b>Belén Bernal</b> 10407 Washington Avenue (323) 992-7683 cell  Elected: 03-03-2015 End of Term: March 2020	<b>Jenny Perez</b> 10319 Bowman Avenue <a href="mailto:jennybruin@gmail.com">jennybruin@gmail.com</a> Cell (213) 361-3570  Appointed: 05-08-18	<b>Robbie C. Hicklin</b>  Appointed: 04-28-15	<b>James Manuel</b> 9234 Virginia Avenue (323) 569-9527 <a href="mailto:jameskm31@msn.com">jameskm31@msn.com</a> Appointed: 04-28-15 <b>Jovanna Laborin</b> 3152 1/2 Sequoia Drive Cell 323/283-2631 <a href="mailto:jovanna_cortez@yahoo.com">jovanna_cortez@yahoo.com</a> Appointed: 09/25/18	<b>Michelle Montes</b> 10128 Capistrano Avenue (213) 280-0400 <a href="mailto:michelmo@sketchers.com">michelmo@sketchers.com</a> Appointed: 10-25-16 <b>Jimmy Torres</b> 11610 Oklahoma Avenue cell 323/742-0154 <a href="mailto:jtorres1393@gmail.com">jtorres1393@gmail.com</a> Appointed: 07-14-15



RECEIVED

City of South Gate  
CITY COUNCIL

NOV 20 2019

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

AGENDA BILL

4:30pm

For the Regular Meeting of: November 26, 2019

Originating Department: Office of the City Clerk

Department Director: Carmen Avalos

City Manager: Michael Flad

**SUBJECT: RESOLUTION AUTHORIZING THE DESTRUCTION OF OBSOLETE RECORDS RETAINED IN CITY HALL AND THE POLICE DEPARTMENT PURSUANT TO GOVERNMENT CODE 34090 OF THE LAWS OF THE STATE OF CALIFORNIA**

**PURPOSE:** Pursuant to Government Code Section 34090, the legislative body, by resolution, may destroy any city record, document, instrument, book or paper, under its charge, without making a copy thereof, after the same is no longer required.

**RECOMMENDED ACTIONS:**

- a. Adopt Resolution authorizing the destruction of obsolete records retained in City Hall and the Police Department pursuant to Government Code 34090 of the Laws of the State of California; and
- b. Destruction subject to final review and approval by the City Attorney.

**FISCAL IMPACT:** Funds in the amount of \$3,500 were included in the FY 2019/20 budget for this project in Account Number 100-140-11-6101 (General Fund-City Clerk- Professional Services).

**ANALYSIS:** None

**BACKGROUND:** There are approximately 110 boxes and 155 hard drives scheduled to be destroyed. The destruction of obsolete records as requested by the above noted departments is necessary due to the lack of available storage space.

I certify that:

- The attached personnel file records are over two (2) years old.
- The listed records are no longer required.
- The listed records do not affect the title to real property or liens thereon.
- The listed records are not court records.
- The listed records are not required to be kept by statute.
- The listed records are not the minutes, ordinances or resolutions of the legislative body or of a City board or commission.

- ATTACHMENTS:**
- 1. Proposed Resolution with Exhibit "A": Record Type
  - 2. Certification of the City Clerk



**RESOLUTION NO. \_\_\_\_**

**CITY OF SOUTH GATE  
LOS ANGELES COUNTY, CALIFORNIA**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH GATE  
AUTHORIZING THE DESTRUCTION OF OBSOLETE RECORDS RETAINED IN  
CITY HALL, AND THE POLICE DEPARTMENT PURSUANT TO GOVERNMENT  
CODE 34090 OF THE LAWS OF THE STATE OF CALIFORNIA**

**WHEREAS**, it has been determined that certain City records under the charge of the City Clerk's Office are no longer required for public or private purposes; and

**WHEREAS**, it has been determined that destruction of the above-mentioned records is necessary to conserve storage space and to reduce staff time and expense in handling records and informing the public; and

**WHEREAS**, Section 34090 of the Government Code of the State of California authorizes the head of a City department to destroy any City records and documents which are over two years old under his or her charge, without making a copy thereof, after the same are no longer required, with the written consent of the City Attorney and the approval of the City Council by resolution; and

**WHEREAS**, it is therefore desirable to destroy those records which are over two years old as listed in the documents entitled "Records Inventory," dated November 2019, attached hereto as Exhibit "A," and made a part hereof, without making a copy thereof; and

**WHEREAS**, the said destruction of said records is with the written consent of the City Attorney;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SOUTH GATE DOES  
HEREBY RESOLVE AS FOLLOWS:**

**SECTION 1.** The City Council hereby authorizes the destruction of the obsolete documents identified in Exhibit "A" attached hereto and incorporated herein by this reference.

[Remainder of page left blank intentionally.]

**SECTION 2.** The City Clerk shall certify to the adoption of this Resolution which shall be effective upon its adoption.

**PASSED, APPROVED and ADOPTED** this 26<sup>th</sup> day of November, 2019.

**CITY OF SOUTH GATE:**


\_\_\_\_\_  
M. Belén Bernal, Mayor

**ATTEST:**

\_\_\_\_\_  
Carmen Avalos, City Clerk

(SEAL)

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
Raul F. Salinas, City Attorney



# **Exhibit “A”**

## **Records for Destruction November 2019**

**Administrative Services  
City Clerk’s Office  
Parks and Recreation  
Police Department – Administration**

**City Clerk's Office  
Documents for Destruction  
2019**

**BOX 86 – Destroy 2019**

2 boxes of 2009 Election Rosters

**Box 152– Destroy 2019**

2014 Agendas January to June

**Box 153– Destroy 2019**

2014 Agendas July to December, Press

**Box 154– Destroy 2019**

2014 Warrants, Correspondence, Bids, Public Records Act Request, Agendas (Planning Commission, Parks Commission, Oversight Board)

**BOX 185 – Destroy 2019**

101-14-17 Closed Session Memo/Agenda Bills 2011

101-14-18 Closed Session Memo/Agenda Bills 2012

101-14-19 Closed Session Memo/Agenda Bills 2013

101-04-22 CITY COUNCIL MEETING AGENDAS 2010  
101-04-23 CITY COUNCIL MEETING AGENDAS 2011  
101-04-24 CITY COUNCIL MEETING AGENDAS 2012  
101-04-25 CITY COUNCIL MEETING AGENDAS 2013  
101-04-26 CITY COUNCIL MEETING AGENDAS 2014

101-07-23 PRESENTATIONS/AWARDS 2011  
101-07-24 PRESENTATIONS/AWARDS 2012  
101-07-25 PRESENTATIONS/AWARDS 2013  
101-07-26 PRESENTATIONS/AWARDS 2014

101-08-19 PROCLAMATIONS/MEMORIAMS 2011  
101-08-20 PROCLAMATIONS/MEMORIAMS 2012  
101-08-21 PROCLAMATIONS/MEMORIAMS 2013  
101-08-22 PROCLAMATIONS/MEMORIAMS 2014

101-09-23 POLITICAL SUPPORT 2011  
101-09-24 POLITICAL SUPPORT 2012  
101-09-25 POLITICAL SUPPORT 2013  
101-09-26 POLITICAL SUPPORT 2014

101-14-17 CLOSED SESSION MEMO/AGENDA BILLS 2011  
101-14-18 CLOSED SESSION MEMO/AGENDA BILLS 2012



101-14-19	CLOSED SESSION MEMO/AGENDA BILLS 2013
101-14-20	CLOSED SESSION MEMO/AGENDA BILLS 2014
208-25-00	BUDGET FY 2012-2013
208-25-01	MUNICIPAL BUDGET FY 2012-13
208-26-00	BUDGET FY 2013-2014
208-26-01	MUNICIPAL BUDGET FY 2013-14
213-01-12	INVESTMENT ADMIN-MONTHLY/QUARTERLY REPORTS 2011
213-01-13	INVESTMENT ADMIN-MONTHLY/QUARTERLY REPORTS 2012
213-01-14	INVESTMENT ADMIN-MONTHLY/QUARTERLY REPORTS 2013
213-01-15	INVESTMENT ADMIN-MONTHLY/QUARTERLY REPORTS 2014
301-02-14	LEGAL ADVERTISING ADMIN 2011-12
301-02-15	LEGAL ADVERTISING ADMIN 2012-13
301-02-16	LEGAL ADVERTISING ADMIN 2013-14
503-04-19	COMM DEV BLOCK GRANT (CDBG) ADMIN 2009-2010
503-04-20	COMM DEV BLOCK GRANT (CDBG) ADMIN 2010-2011
503-04-21	COMM DEV BLOCK GRANT (CDBG) ADMIN 2011-2012
503-04-21	COMM DEV BLOCK GRANT (CDBG) ADMIN 2012-2013
503-04-24	COMM DEV BLOCK GRANT (CDBG) ADMIN 2012-2013
503-04-25	COMM DEV BLOCK GRANT (CDBG) ADMIN 2013-2014
2017	PASSPORT TRANSMITTALS

**7 Boxes Total**

City Clerk's Office – Contracts Scheduled for Destruction

2250	ADMIN	LAUSD	10-20-05	MOU with the LAUSD to jointly plan for the development of the Tweedy/Atlantic Site and the surrounding neighborhood
2277	ADMIN	Lawrence E. Winans, Winans Restoration Services	03-14-06	Agreement for professional services with Lawrence E. Winans, Winans Restoration Services. (Glenn T. Seaborg Residence)
2365	ADMIN	Tweedy Mile Association	05-22-07	Agreement for the Main Street Program
2370	ADMIN	Gary Milliman	06-12-07	(Closed Session) Separation Agreement with Gary Milliman
2415	ADMIN	Tweedy Mile Association	11-27-07	Agreement for special patrol services along the Tweedy Mile business district
2471	ADMIN	Nossaman, attorneys at law	7/1/2008	Administration contract - Agreement to provide legal services
2482	ADMIN	Bob Murray & Associates	9/1/2008	Professional services agreement to recruit for a Police Chief
1954	ADMIN SVCS	DMG-Maximus	06-12-01 05-11-04 Renewal	Agreement for State Mandated Cost Consulting Services for a three year fixed fee contract
2027	ADMIN SVCS	Lolita Brown Fletcher	05-22-02 09-16-02 Amended 09-23-02 1 <sup>st</sup> Amend	Employment Agreement for Director of Personnel
2188	ADMIN SVCS	CALNET	11-09-04	Extension to the current contract for local and long distance services and products. 3-years from the Effective Date, but not beyond December 3, 2008. This Authorization to Order is subject to one year extensions, but in no event shall any such extension extend beyond December 3, 2008. Contractor shall provide Municipality with 60 days notice of the schedule expiration date and the intended extension of the Authorization to Order. Each one year extension will occur automatically unless Municipality provides Contractor with written notice of Municipality's intent not to renew this Authorization to order at 30 days prior to the scheduled expiration date of this Authorization to Order



City Clerk's Office – Contracts Scheduled for Destruction

2458	ADMIN SVCS	Hub Cities	06-24-08	Workforce Investment Act Youth Program Worksite Agreement
2470	ADMIN SVCS	Gailey Associates, Inc.	07-08-09	Administration contract - Agreement for investigative services
2477	ADMIN SVCS	Chamber of Commerce	8/26/2008	Agreement for 2008-2009 for promotion of Commercial and Industrial Enterprise with the City
2480	ADMIN SVCS	Tweedy Mile Association	8/26/2008	Agreement for the 2008-09 revitalization of the Tweedy Mile District
2115	ATTY	Sanchez and Amador	04-01-03	Retainer agreement for legal services
2201	ATTY	Law firm of Sanchez & Amador	02-22-05	Agreement for matters relating to potential litigation with former firms who provided criminal defense representation and public relation services to former City Officials
2251	ATTY	Squar, Milner, Reehl & Williamson, LLP	10-25-05 05-13-08 1 <sup>st</sup> amend	An agreement to retain Certified Public Accountants and Business Consultants to provide profession accounting services in connection with litigation matters
2363	ATTY	Carter	05-08-07	In the matter of Carter vs. City of South Gate, the City Council moved to approve a settlement in the amount of \$35,000
2455	ATTY	Katherine Simpson	06-10-08	Katherine Simpson vs. City of South Gate
2508	ATTY	Chavez	01/13/2009	CLOSED SESSION – Imelda Chavez v. City & James Teeples
2514	ATTY	Raymond Garubo	11/01/2008	CLOSED SESSION – City v. Raymond Garubo
2515	ATTY	Lou Moret	12/01/2008	CLOSED SESSION – City v. Lou Moret
2521	ATTY	Melgoza, et al.	03/01/2009	Settlement agreement – City vs. Melgoza, et al.
2537	ATTY	Van Holt, et al	03/10/2009	CLOSED SESSION – Van Holt, et al. vs. City of South Gate
2566	ATTY	Jaime Oviedo	02/24/2009	Jaime Oviedo v. City of South Gate (Settlement Agreement and Release)
2573	ATTY	Maria Jaramillo	08/25/2009	Maria Jaramillo v. City of South Gate Settlement Agreement and Release (slip & fall)
2575	ATTY	Lillian Valencia	09/22/2009	Authorization to settle the lawsuit



City Clerk's Office – Contracts Scheduled for Destruction

2576	ATTY	Juan Cabral	10/13/2009	Settlement agreement to resolve the civil and WCAB cases. The combine value of the civil and WCAB cases is \$60,000 dollars
2579	ATTY	George Troxcil	10/13/2009	Employment agreement for acting chief of police w/ Rancho Santiago Community College District on behalf of Santa Ana College and G. Troxcil
2151	CD	Kosmont Partners	03-09-04 08-24-04 1 <sup>st</sup> amend 12-14-04 2 <sup>nd</sup> amend	Agreement for economic development consultant services
2364	CD	GBP Southern Ave., LLC	04-24-07 07-08-08 1 <sup>st</sup> amend	Subdivision Improvement Agreement between the City and GBP Southern Ave., LLC, in lieu of completion of public improvements at 2504 Southern Ave
2376	CD	Junior Athletic Association (JAA)	06-26-07	Agreement with Junior Athletic Association (JAA) for FY 2006-07
2377	CD	South Gate CDC	06-26-07	HOME Fund Agency and Commitment Agreement
2381	CD	Oldtimers Foundation	07-10-07	Agreement with Oldtimers Foundation
2382	CD	Southern California Rehabilitation Services	07-10-07	Agreement with Southern California Rehabilitation Services
2385	CD	Salvation Army Bell Shelter	07-10-17	Agreement with the Salvation Army Bell Shelter
2392	CD	GAFCON	08-14-07 04-22-08 1 <sup>st</sup> amend 02-24-09 2 <sup>nd</sup> amend	Agreement for planning and project management services(Gateway/EI Portal Shopping and Entertainment Center) not to exceed \$150,000
2404	CD	Fair Housing Foundation	09-25-07	Agreement for consulting services to implement fair housing activities for FY 2007-08 under the Community Development Block Grant
2419	CD	Interwest Consulting Group	12-11-07	Agreement for building plan check services
2420	CD	Melad and Associates	12-11-07	Agreement for building plan check services
2446	CD	Civic Solutions, Inc.	04-01-08	Informal agreement to perform as Associate Planner
2476	CD	MWW Group, a Delaware Corp.	8/19/2008	Administration contract - to promote the city at the World Trace Center Association trip to China
2487	CD	Oldtimers Foundation	10/14/2008	Agreement for the meals on wheels program



City Clerk's Office – Contracts Scheduled for Destruction

2488	CD	Teen Challenge Ministry Institute	10/14/2008	Agreement for after-school tutoring and recreational activities
2489	CD	Southern California Rehabilitation Services	10/14/2008	Agreement to provide peer counseling, independent living skills training, support groups, benefits counseling, personal care attendant registry, housing assistance, emergency transportation assistance, assistive technology, emergency food bank, emergency loan program, and disability and sensitivity training to residents of the City of South Gate
2490	CD	Southeast Church Services	10/14/2008	Agreement for food bank program
2491	CD	South Gate Police Activities League, Inc.	10/14/2008	Agreement to provide "Athletic/Recreational" scholarships to attend various athletic, educational and recreational activities
2492	CD	Fair Housing Foundation	10/14/2008	Agreement for consulting services and to implement fair housing activities for FY 2008-09 under the CDBG Program
2501	CD	Rincon Consultants, Inc.	11/01/2008	Agreement for preparation of an initial scoping study prior to commencement of an environmental impact report for the LA Water, LLC Chemical Manufacturing Project (Site Plan No. 149, Amend No. 2) at 9415 Burtis Street
2507	CD	Online Land Planning, LLC (OLP)	12/01/2008	Agreement to provide an online approach for the Initial Concept Master Plan layout and a preliminary program for a new State Courthouse Civic Center project
2529	CD	Salvation Army	02/24/2009	An Emergency Shelter Grant Agreement for commitment of 2008 Emergency Shelter funds
2599	CD	Home Ownership for Personal Empowerment, Inc., (HOPE)	11/10/2009	Agreement for HOME Program Participation
2606	CD	Oldtimers Housing	12/08/2009	Agreement for neighborhood stabilization program participation
2451	PARKS	HydroEarth, Inc.	05-01-08	Admin agreement for management and monitoring of the irrigation system



City Clerk's Office – Contracts Scheduled for Destruction

2475	PARKS	Urban Associates, Inc.	8/1/2008	Administration contract - Agreement for transportation services
2396	PD	Eric Arroyo dba ABI, Arroyo Background Investigations	06-01-07	Administrative agreement - Contractor agreement with Eric Arroyo dba ABI, Arroyo Background Investigations
2403	PD	Nashville-McIntoc Transcription AND Consulting Services, Inc	07-01-07	Agreement to furnish transcription services for the Records Department at South Gate police Department
2484	PD	ShotSpotter, Inc.	9/23/2008	Agreement for the ShotSpotter Gunshot Location System
2496	PD	PIPS Technoloy, Inc.	10/28/2008	Agreement for mobile license plate reader system
2531	PD	Alliance Executive Services	03/10/2009	Agreement for background investigation services
2092	PW	Chevron Energy Solutions Co.	12-23-02	Agreement to Implement Energy Conservation Measures (ECM's) at city facilities
2137	PW	Douglas A. Noble	09-09-03	Professional Services Agreement for Special Consultant to the public works department for the Electrical and General Maintenance Division
2165	PW	Trugreen Landcare	06-08-04	Agreement for the Maintenance District No. 1, City Project No. 319-ST
2170	PW	Lawrence R. Moss & Asst	07-13-04 03-25-08 1 <sup>st</sup> amend	Design of Phase II of the Cesar Chavez Park, City Project No. 273-ARC
2186	PW	Tate Maintenance Service	10-26-04	Agreement to provide janitorial services to the City Hall and Civic Center Facilities
2194	PW	Los Angeles County MTA	12-14-04 11-28-06 1 <sup>st</sup> amend 04-01-07 2 <sup>nd</sup> amend	Authorizing the execution of the MOU with the City for Firestone Blvd/Rio Hondo Bridge Widening Project, Phase III, City Project No. 275-ST.
2317	PW	LA County METRO	09-12-06 11-28-07 1 <sup>st</sup> amend	Authorizing execution of the LA County METRO Capital Reserve Agreement with the City for the I-710/Firestone Blvd., over Rio Hondo Bridge Widening Project, Phase III
2320	PW	Steiny and Co., Inc.	09-12-06	Agreement with the lowest responsible bidder, for the traffic signal upgrade at the intersection of Hildreth Ave., and Tweedy Blvd., City Project No. 348-TRF



City Clerk's Office – Contracts Scheduled for Destruction

2343	PW	Silvia Construction, Inc.	01-23-07	Agreement with the lowest responsible bidder for the Rehab of Otis Street from north City limits to south City limits, City Project No. 355-ST
2344	PW	Lim and Nascimento Engineering Corporation	02-13-07 07-08-08 1 <sup>st</sup> amend 09-09-08 2 <sup>nd</sup> amend 12-09-08 3 <sup>rd</sup> amend	Construction contract to provide construction management services for the I-710/Firestone Blvd., Interchange, Phase III (Firestone Blvd Bridge Widening over Rio Hondo Channel), Federal Project No. BLSZD-5257(013) and City Project No. 275-ST
2349	PW	Beador Construction Co., Inc	02-13-07	Contract for construction of I-710/Firestone Blvd., Interchange, Phase III (Firestone Blvd., Bridge Widening over Rio Hondo Channel), Federal Project No. BLSZD-5257 (013) and City Project No. 275-ST
2372	PW	Teen Challenge Ministry Institute	06-26-07	Agreement with Teen Challenge Ministry Institute
2401	PW	Bureau Veritas	09-11-07 12-11-07 1 <sup>st</sup> amend 06-01-08 2 <sup>nd</sup> amend 08-01-08 1-1 amend	As-Needed Professional Services Contract
2418	PW	General Pump Company Incorporated	12-11-07	Contract for the Rehabilitation of Well No. 19 at South Gate Park, 9615 Pinehurst Avenue, and Well No. 27 at 2645 Tweedy Boulevard, City Project No. 373-WTR
2424	PW	Gateway Cities Council of Governments	12-11-07	Agreement for Truck Impact Intersection Improvements at Firestone Boulevard and Garfield Avenue, City Project No. 303-ST
2430	PW	City of Paramount	01-22-08	Agreement for street improvements on Century Boulevard between Garfield Avenue and west of Union Pacific Railroad Crossing
2438	PW	Los Angeles Unified School District (LAUSD)	05-13-08	Approving a Project Assumption Agreement for Installation of a Traffic Signal at Tweedy Boulevard and Alameda Street Intersection, City Project No. 357-TRF

City Clerk's Office – Contracts Scheduled for Destruction

2443	o PW	LAUSD	03-25-08	Settlement and Mutual Release Agreement between the City and LAUSD for Traffic Mitigation Improvements under which LAUSD will pay a settlement amount of \$1.8 million, including \$1.5 million for residential street widening of Kauffman and Dorothy Avenues and \$300,000 for center median island improvements on Firestone Boulevard in connection with the New South Region Elementary School No. 4 and South Region Early Education Center No. 2 on Firestone Boulevard between Hunt and Kauffman Avenues, City Project No. 385-ST
2450	PW	CBM Consulting, Inc.	05-13-08 07-01-08 1 <sup>st</sup> amend 01-01-09 2 <sup>nd</sup> amend	Agreement for engineering and construction management services for Firestone Boulevard and Garfield Avenue Intersection Improvements (Truck Impact Intersection Phase I), City Project No. 303-ST
2452 2453	PW	Department of Transportation	05-02-08	Approving Administering Agency-State Agreement for Federal-Aid Projects, No. 07-5257R (Contract No. 2452), and Program Supplement Agreement No. 008-N (Contract No. 2453) for the design phase of I-710/Firestone Boulevard Interchange, Phase IV, (Firestone Boulevard Bridge Widening over the Los Angeles River), City Project No. 354-ST
2461	PW	John L. Hunter & Associates, Inc	07-08-08	Agreement for Professional Services in connection with Citywide Industrial Waste and National Pollutant Discharge Elimination System (NPDES) Municipal Storm Water Permit, which includes the Total Maximum Daily Load (TMDL) requirements for FY 2008-09
2462	PW	Hartzog & Crabill, Inc.	07-08-08	Agreement for traffic engineering services for an amount not to exceed \$60,000 for FY 2008-09



City Clerk's Office – Contracts Scheduled for Destruction

2464	PW	Linscott, Law & Greenspan, Engineers	07-01-08 03-10-09 1 <sup>st</sup> amend 09-22-09 2 <sup>nd</sup> amend	Administration contract- Traffic Signal at Tweedy Blvd and Alameda Street, City Project No. 357-TRF
2465	PW	Hartzog & Crabill, Inc.	07-01-08	Agreement for Traffic Signal at Tweedy Blvd., and Alameda St., Intersection, City Project No. 357-TRF
2472	PW	John L. Hunter and Associates, Inc	8/12/2008	Agreement for \$32,000 for the Administration and implementation of the Used Oil Recycling Grant
2473	PW	John L. Hunter and Associates, Inc	8/12/2008	Agreement for \$46,710 for the Administration and implementation of the Beverage Container Recycling Grant
2474	PW	All American Asphalt	8/12/2008	Construction Contract in the amount of \$1,525,000 for Firestone Boulevard and Garfield Avenue Intersection Improvements (Truck Impact Intersection Phase II), City Project No. 303-ST
2502	PW	CBM Consulting, Inc.	12/01/2008  1 <sup>st</sup> amend 08/11/2009	Agreement for Firestone Blvd./Garfield Ave, intersection improvements (Truck Impact Intersection, Phase I), City Project No. 303-ST
2503	PW	County of LA	12/09/2008	For Traffic Signal Control System Software will be installed along the following arterials: Long Beach Blvd., Tweedy Blvd., Firestone Blvd., Garfield Ave., and Imperial Highway
2504	PW	Econolite Control Products, Inc.	12/09/2008 1 <sup>st</sup> amend 05/09/2009	System Supply Agreement
2518	PW	Fleming Environmental, Inc	01/01/2009	Agreement for Installation of Enhanced Vapor Recovery System at Park Yard, City Project 410 - GEN
2519	PW	Fleming Environmental, Inc	01/01/2009	Agreement for Installation of Enhanced Vapor Recovery System at Police Dept., City Project 411 - GEN
2522	PW	Fleming Environmental, Inc.	03/01/2009	Agreement for the upgrade of underground waste oil storage tank at City Yard, City Project No. 408-GEN
2528	PW	County of LA, County Sanitation District No. 2 of LA	02/24/2009	Approving the Countywide Household Hazardous and Electronic Waste Collection

City Clerk's Office – Contracts Scheduled for Destruction

				Program Siting Liability Agreement
2543	PW	Willdan Engineering	04/28/2009	Agreement for engineering services for Street Lighting Conversion for Circuits 51 and 52, City Project No. 421-St
2545	PW	Golden State Water Co.	05/26/2009	City of South Gate (licensor) grants Golden State Water Co., (licensee) a license to extract 2,000 acre feet of Allowed Pumping Allocation
2549	PW	General Pump Co., Inc	06/09/2009	Agreement in the amount of \$63,888 for the repair of pump equipment at Well No. 28 located at 3414 Ardmore Avenue. City Project No. 422-WTR
2550	PW	GBP Southern Ave., LLP (GBP)	06/09/2009	A construction and maintenance Agreement for a self-storage facility at 2405 Southern Avenue between Alameda Street and Calden Avenue
2560	PW	John L. Hunter	07/14/2009	Agreement for used Oil Recycling Program FY 2009-2010
2561	PW	John L. Hunter	07/14/2009	Agreement for Beverage Container Recycling Program FY 2008-09
2562	PW	John L. Hunter	07/14/2009	Agreement for Industrial Waste and National Pollutant Discharge Elimination System (NPDES) Programs
2569	PW	All American Asphalt	08/25/2009	Construction contract for the street improvements on Atlantic Ave., from Abbot Rd to Firestone Blvd., City Project No. 358-ST
2590	PW	LAUSD	10/13/2009	Memorandum of Understanding and Public Improvements Agreement (MOU); among City, Community Development Commission (CDC), and Los Angeles Unified School District



## HR Destruction List

Box #	Description	Document Dates	Destruction Date
1	Termination Files 2009-2010 (list of names A-D, L-M inside box cover tops)	2009-2010	Ready for Destruction
2	Termination Files 2009-2010 (list of names C-H inside box cover tops)	2009-2010	Ready for Destruction
3	Termination Files 2009-2010 (list of names H-R inside box cover tops)	2009-2010	Ready for Destruction
4	Termination Files 2009-2010 (list of names R-V inside box cover tops)	2009-2010	Ready for Destruction
5	Closed Liability Claims # 09-09-40 -# 10-51-40	2009-2010	Ready for Destruction
6	Closed Liability Claims #10-54-10 -# 12-03-40	2010-2012	Ready for Destruction
7	Closed Liability Claims #12-05-40 - #12-80-40	2012	Ready for Destruction
8	Closed Liability Claims #13-12-40 - #14-53-40	2013-2014	Ready for Destruction

TOTAL BOXES: 8



City of  
**South  
Gate**

## Parks & Recreation Department Memorandum

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To: City Clerk's Office  
From: Paul L. Adams, Director of Parks & Recreation  
Date: August 22, 2019  
Re: Destruction of documents

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The Parks & Recreation Department has one (1) small box with duplicate personnel files (originals are in HR) we would like destroyed.

They encompass the years April 17, 2003 through December 19, 2016











**City of South Gate Police Department  
Supervisory Follow Ups  
Documents Purged are at least 5 years old  
2014**

DR #	Incident Date	Subject	PSN
14-00215	1/8/2014	Damage to Unit (Not at fault)	10038
14-00346	1/13/2014	T/C minor Damage to City Vehicle	20201
14-00552	1/19/2014	Use of Force/IOD	20016, 10141, 10130
14-00658	1/23/2014	IOD	10158
14-00784	1/28/2014	Damage to 2 units	10097
14-00807	1/28/2014	IOD	20066
14-01012	2/4/2014	Dereliction of Duty	10040
14-01070	2/5/2014	T/C at fault	10164
14-01136	2/7/2014	Damage to Veh	10038
14-01325	2/11/2014	IOD	10034
14-01338	2/12/2014	Use of Force	10166, 10130
14-01634	2/15/2014	Negligent Discharge	10165
14-01458	2/16/2014	Pursuit, UOF, IOD	10141, 10165, 10162
14-03467	2/18/2014	Damaged Rifle	10165
14-01714/14-01981	2/24/2014	T/C minor damage to unit	20041
14-01524	2/25/2014	Use of Force (Taser)	10130
14-00709	2/25/2014	UOF/IOD	10079, 10086
14-01522	2/26/2014	IOD (dog bite)	10079, 10134
14-01783	2/26/2014	UOF	10184, 10186
14-02076	3/8/2014	Vehicle Pursuit/UOF	10044, 10084, 10178, 10141, 10052, 10165
14-02218	3/11/2014	UOF Taser/strikes	10131, 10122
14-02201	3/11/2014	Civil Liability	20127
14-02325	3/14/2014	Vehicle Pursuit/UOF	10044, 10178, 10052
14-02373	3/16/2014	UOF/IOD	10123, 10048
14-02393	3/17/2014	IOD (scratches)	10119
14-02955	3/17/2014	IOD	20204
14-02557	3/21/2014	UOF	10052, 10141, 10165
14-02489	3/26/2014	UOF/IOD	10136, 10153
14-03348	3/26/2014	Damage to City Veh; blk narco Jeep	10173
14-02746	3/27/2014	Damage to Unit	10119
14-04000	3/27/2014	Lost intern ID	Intern
14-02811	3/29/2014	Injury to Female	10165
14-02820	3/29/2014	UOF/IOD	10178, 10146



14-02955	4/3/2014	Damage to Unit 176	DB Car
14-03053	4/5/2014	Accidental discharge of Taser	
14-03120	4/8/2014	IOD/Exposure	10131, 10079
14-03099	4/8/2014	UOF/Take Down	10114
14-03198	4/11/2014	Foot Pursuit/UOF	10075
14-03333	4/15/2014	T/C City Veh Ford Flex	10050
14-03329	4/16/2014	T/C not at Fault	20222
14-03389	4/17/2014	T/C not at fault	10156
14-02531	4/19/2014	Damage to Unit#154 Not at fault	10100
14-03465	4/21/2014	UOF Baton Strike	10165
14-03580	4/23/2014	T/C No injury (At fault)	10038
14-03633	4/26/2014	Citizen Complaint; discourtesy	10123, 10097
14-03958	4/30/2014	IOD, laceration	
14-03869	5/1/2014	T/C not at Fault	10126
14-03846	5/3/2014	UOF K9 Deployment	10122, 10178, 10084
14-03312	5/5/2014	Vehicle Pursuit	10130, 10119, 10156
14-03948	5/6/2014	T/C not at fault	10186
14-03993	5/7/2014	TC Minor Damage	10098
14-03950	5/8/2014	Vehicle Pursuit	10186
14-04274	5/9/2014	CUBO	10141
14-04068	5/10/2014	T/C at Fault	10166
14-04069	5/10/2014	UOF/Takedown	10052, 10086
14-04130	5/13/2014	IOD-Exposure	20127
14-03454	5/16/2014	UOF	10131
14-02837	5/18/2014	UOF Jail	10141, 20075, 20173
14-04329	5/19/2014	Private Property Damage	10096, 10041, 10119
14-04468	5/23/2014	Lost Police ID	10161
14-04756	5/25/2014	Lost Dept. Cell phone	10148
14-04599	5/25/2014	Failure to Take Report	10116, 10164
14-04652	5/28/2014	T/C Property Damage	10156, 20024
14-03839	5/31/2014	T/C not at fault Unit 179	10165
14-04798	6/3/2014	Employee Medical Aid	20182
14-04806	6/11/2014	Damage to Unit 186	10106
14-05197	6/16/2014	UOF Taser	10084
14-05198	6/16/2014	Pursuit	10084
14-05584	6/27/2014	T/C Jail van	10193
14-05932	7/5/2014	IOD-Dog Bite	10165
14-05915	7/6/2014	Veh. Pursuit	10073
14-06005	7/8/2014	IOD Exposure	10131
14-06592	8/2/2014	UOF/IOD	10131
14-06358	8/2/2014	UOF	10156, 10084



14-07138	8/15/2014	T/C at fault, minor damage	10126
14-07335	8/20/2014	T/C, damage to unit, DUI	10141
14-07635	8/24/2014	IOD-Sore neck	10052
14-07752	9/2/2014	Damage to vehicle	20196
14-07847	9/3/2014	Damage to unit	10048
14-08089	9/4/2014	IOD	10044
14-08621	9/5/2014	IOD(ret'd to duty)	10122
14-07885	9/6/2014	UOF/Taser	10052, 10068
14-08432	9/8/2014	Damage to Vehicle	10178
14-10994	9/11/2014	Damage to unit 117	20270
14-08353	9/20/2014	Damage to Unit 146 (flat tires)	10186
14-08517	9/21/2014	Damage to unit 134	
14-08363	9/21/2014	UOF/Taser	10182
14-08508	9/25/2014	Use of Force/Hobble	10186
14-08744	10/3/2014	T/C not at fault (rear end)	10145
14-08782	10/4/2014	Negligent Discharge	
14-07836	10/5/2014	UOF/IOD	10106, 10125, 10195
14-08365	10/10/2014	Pursuit, no TC/injuries	10186, 10182
14-09054	10/13/2014	T/C IOD Pursuit	10116
14-09088	10/14/2014	T/C not at fault	10048
14-09275	10/18/2014	Damage to 181, at fault	10135
14-09397	10/23/2014	UOF	10186, 10182
14-09024	10/24/2014	T/C Not at fault	10116
14-09519	10/26/2014	IOD	10076
14-09507	10/26/2014	UOF	10186
14-06083	07/10/2014	Pursuit	10084, 10130, 10096
15-07553	07/15/2014	IOD	20222
13-07778	08/29/13	TC	10094
13-07741	08/26/13	IOD	Recruit
13-07632	08/25/13	UOF	10052, 10114, 10186
13-07316	08/15/13	TC	10050
13-08110	09/09/13	Property Damage	10160
13-08215	09/14/13	Property Damage	10098
13-08507	09/19/13	Property Damage	10126
13-08464	09/22/13	UOF/IOD	10146, 10184, 10123, 10097
13-09225	10/03/13	IOD	10098
13-09185	10/16/13	UOF	10122, 10040, 10119, 10183, 10096
13-09309	10/19/13	UOF	10166, 10119
13-09492	10/25/13	TC	10038
13-09549	10/27/13	GTA OF UNIT	10123
13-09649	10/29/13	IOD	10106



13-10238	10/29/13	Property Damage	10034
13-10456	10/30/13	IOD/TC	10116
13-10109	11/13/13	IOD	10193
13-10970	12/13/13	IOD	10162, 10098, 10139
13-11023	12/15/13	UOF	10166, 10153, 10130, 10038
11-07507	08/23/11	UOF	10162, 10075, 10165, 10094
11-07539	08/24/11	TC	10162
11-03233	04/18/11	OFF DUTY INCIDENT	10162
10-09476	10/08/10	UOF	10178, 10160, 10139, 10088, 10156, 10100
10-03258	04/04/10	UOF	10162
10-03971	04/27/10	UOF	10162
10-00105	01/04/10	TC	20144, 10162
09-11324	10/10/09	PURSUIT	10162, 10156, 10075
09-02328	07/30/09	TC	10162

**City of South Gate Police Department  
Internal Affairs Investigations  
Documents Purged are at least 5 years old**

<b>IA#</b>	<b>Incident Date</b>	<b>Subject</b>	
14-02	02/03/14	Internal	
14-03	03/28/14	Policy Violation	
14-04	03/28/14	Dishonesty/ Policy Violation	
14-05	03/13/14	Improper Tactics	
14-06	03/21/14	OUF	
14-07	03/29/14	Discourteous	
14-08	04/12/14	Discourteous/ Dishonesty	
14-09	05/09/14	Misleading Statements	
14-10	03/27/14	Improper Search	
14-12	07/02/14	Insubordination	
14-13	07/10/14	Discourteous	
14-15	05/31/14	Misconduct/ Department Policy Violation	
14-16	08/25/14	Discourteous	
14-17	09/22/14	Improper Tactics/ Discourteous	
14-18	10/02/14	Neglect of Duty	
14-19	10/02/14	Improper Search	
14-20	10/02/14	Jail Bail Issue	
14-21	10/25/14	OUF	
14-22	03/17/14	Neglect of Duty	
14-23	05/02/14	UOF	
14-25	10/02/14	Misconduct/ UOF	



<b>13-08</b>	11/16/13	Internal	
<b>13-09</b>	11/23/13	OIS	
<b>13-10</b>	09/22/13	Discourteous	
<b>13-11</b>	10/10-11/13	Internal	
<b>12-03</b>	02/22/12	Internal	
<b>12-08</b>	05/02/12	Discourteous, Dishonest, Improper Tactics	
<b>11-05</b>	03/01/11	Discourteous	
<b>11-11</b>	03/30/11	OIS	
<b>11-16</b>	11/26/11	Internal	

**City of South Gate Police Department  
Personnel and Training Files**

<b>Inactive Files</b>
Personnel files and training files for past employees with a separation date prior to November 2009
Explorer, Volunteer, and Intern personnel files with a separation date prior to November 2009

**Total Boxes: 12**



C.I.S. 2019 Hard Drives for Destruction

	serial number	maker\model
1	Z6EH9FK7	BARRACUDA 500 GB
2	WD-WCC2EFA74651	WD \SATA 500GB
3	Z6EHA2QA	SEAGATE\BARRACUDA 500GB
4	WD-WCC2EKC31104	SATA\500GB
5	5WR1HNLL	SATA\500GB
6	448NC1FPT	SATA\500GB
7	4480C1F8T	SATA\500GB
8	448NC1FKT	SATA\500GB
9	MJ84N813810105556	Skhynix\512GB
10	130502TF755AWHHPJ1RM	SATA\3.0GB
11	448NC1F8T	TOSHIBA\500GB
12	4480C1GJT	TOSHIBA\500GB
13	130502TF755AWHHP8SWM	HGST\SATA
14	4480C1GLT	TOSHIBA\500GB
15	32JHF2R3S	TOSHIBA\500GB
16	448NC1FCT	TOSHIBA\500GB
17	32JHF2RDS	TOSHIBA\500GB
18	448NC1FMT	TOSHIBA\500GB
19	448NC1FFT	TOSHIBA\500GB
20	448NC1FGT	TOSHIBA\500GB
21	448NC1FHT	TOSHIBA\500GB
22	5VY2Z98	SEAGATE\BARRACUDA 500GB
23	6RYE0D5L	SEAGATE\BARRACUDA 500GB
24	448NC1F9T	TOSHIBA\500GB
25	5VY2YRAP	SEAGATE\BARRACUDA 500GB
26	130502TF755AWHHP4TOM	HGST\SATA
27	WX41AC5RY91J	WD \SATA 500GB
28	5VY30NSZ	SEAGATE\BARRACUDA 250GB
29	5VY2XC9S	SEAGATE\BARRACUDA 250GB
30	5VY2ZBON	SEAGATE\BARRACUDA 250GB
31	Z6EH8AHO	SEAGATE\BARRACUDA 500GB
32	448NC1FBT	TOSHIBA\500GB
33	4480C1GRT	TOSHIBA\500GB
34	140407TF655BWH393AGR	HGST\SATA
35	32JHF2QTS	TOSHIBA\500GB
36	130502TF755AWHHP5Y1M	HGST\SATA
37	4480C1GZT	TOSHIBA\500GB
38	448NC1FAT	TOSHIBA\500GB
39	448NC1FOT	TOSHIBA\500GB
40	wd-wcayv0206655	wd \SATA 250GB
41	6rydypmq	SEAGATE\BARRACUDA
42	6ryeoams	SEAGATE\BARRACUDA
43	WCAYV0198499	WD\250GB
44	WCAYV0194591	WD\250GB
45	WD-WCAYV0205373	WD\250GB
46	WMAYV3433472	WD\250GB
47	WMAV2FH63109	WD\250GB
48	4480c1gvt	TOSHIBA\500GB
49	4480c1ggt	TOSHIBA\500GB
50	9vy5cv2c	Seagate\250gb





### C.I.S. 2019 Hard Drives for Destruction

	serial number	
51	6RYE0D4M	SEAGATE\BARRACUDA
52	WD-WCAYV0191245	WD\250GB
53	5VY2ZCNH	SEAGATE\BARRACUDA
54	9VY5EJST	SEAGATE\BARRACUDA
55	6RYE0AHC	SEAGATE\BARRACUDA
56		
57		
58		
59		
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**CITY OF SOUTH GATE  
POLICE DEPARTMENT  
HARD DRIVE DESTRUCTION 2019**

<b>SERIAL NUMBER</b>	<b>MANUFACTURER</b>
1. 6RYDZGPQ	Seagate
2. 6RYDZGFA	Seagate
3. 6RYE096Q	Seagate
4. 6RYDZLW0	Seagate
5. 5VY2ZWEF	Seagate
6. 6RYE0A2A	Seagate
7. 6RYE0BQZ	Seagate
8. 5VY2XSQ6	Seagate
9. 5VY2VPPF	Seagate
10. Y2555WPC	Maxtor
11. C1CP1XAL	Hitachi
12. WMAM9CXP2756	Western Digital
13. WCAYV0207677	Western Digital
14. 6SL64AP7	Dell
15. 6SL63ZEK	Dell
16. Z3TFNL80	Seagate
17. ZA42VKQ0	Seagate
18. 9VY5ELPV	Seagate
19. 9VY5EJ1J	Seagate
20. 6RYE0CLT	Seagate
21. WCC2E2LD8UHE	Western Digital
22. WCC2E0UTS2N2	Western Digital
23. 9VY5EJYZ	Seagate
24. 9XG38QPQ	Dell
25. WX41E72K5924	Dell
26. 6VCLB0W9	Seagate
27. 6VCLB0X5	Seagate
28. 160308RC020ACT01HSWM	Hitachi
29. WCC2E1TLPRHK	Western Digital
30. WCC6Z2NET7ES	Western Digital
31. WCC2E2LD87JU	Western Digital
32. WAF0VWPQ	Dell
33. WAF0VVF7	Dell
34. 6SL6443Y	Dell
35. 6SL64JKW	Dell
36. 6SL5YBRE	Dell
37. 3LN68AH9	Seagate
38. 3LM5APQ2	Seagate
39. 3LN67HNS	Seagate
40. 3LM5A4NA	Seagate

41. 3LM57MDF	Seagate
42. 3LM5AXN1	Seagate
43. 9XG38RQK	Dell
44. WXS1E32SDZVH	Dell
45. S0WRJ1RP308642	Samsung
46. 9VY5ELP9	Seagate
47. Z3TCZ4CE	Seagate
48. WCC2E0UTS6E8	Western Digital
49. WCAYV0193527	Western Digital
50. KGJ5DVJP	Hitachi
51. KGJ5GSRP	Hitachi
52. KGJ5GNEP	Hitachi
53. 48BYT6CETB47	Toshiba
54. QCJPAEM	Hitachi
55. KGJ5GP3P	Hitachi
56. KGJ5E4XP	Hitachi
57. KGJ5DW3P	Hitachi
58. QCJR8JKM	Hitachi
59. KGJ5GP9P	Hitachi
60. QCJPYMXM	Hitachi
61. FCCCK246Z	Hitachi
62. KGJ5RPAP	Hitachi
63. KGJ5E76P	Hitachi
64. KGJ5RP0P	Hitachi
65. KGJ5GK4P	Hitachi
66. W622YC7N	Seagate
67. W6230YEQ	Seagate
68. W6230PSK	Seagate
69. W6230MQE	Seagate
70. CSFA4ZJT	Hitachi
71. W622YV02	Seagate
72. CSF8SDPT	Hitachi
73. 81HEJMXD	Hitachi
74. 81HEJXUD	Hitachi
75. 81HEKDXC	Hitachi
76. CSF8902T	Hitachi
77. 80HL3BJD	Hitachi
78. 81HEKBTC	Hitachi
79. W6233MQF	Seagate
80. CSF8TE5T	Hitachi
81. W6231LYP	Seagate
82. W622YV1Z	Seagate
83. X6PY106GY5XU	Toshiba
84. W6233ELP	Seagate
85. W623CFMH	Seagate
86. 173123800618	SanDisk



87. Z3TCZ50B	Seagate
88. Z3TFQVHG	Seagate
89. ZA42S7WZ	Seagate
90. S2AD7DKX	Seagate
91. 5QD33M19	Seagate
92. 5QD35WL8	Seagate
93. 5QD1CY6W	Seagate
94. 5QD1ERR4	Seagate
95. 9VYKTBEL	Seagate
96. WCC2H1252350	Western Digital
97. WCC2H1475365	Western Digital
98. WCC2EEN91567	Western Digital
99. 9VY5ELHJ	Seagate

**CERTIFICATION OF THE CITY CLERK**

**WRITTEN PERMISSION OF THE SOUTH GATE CITY CLERK  
AUTHORIZING THE DESTRUCTION OF CERTAIN RECORDS**

Permission is hereby granted to the City Clerk, South Gate, California, to destroy without copying, the records described in Exhibit "A."

This destruction of records conforms with the Government Code Section 34090 of the State of California.

\_\_\_\_\_  
Carmen Avalos, City Clerk

Dated: \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_  
Raul F. Salinas, City Attorney



**RECEIVED**

# City of South Gate

**Item No. 3**

CITY COUNCIL

NOV 19 2019

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

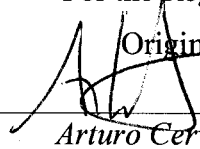
## AGENDA BILL

6:10pm

For the Regular Meeting of: November 26, 2019

Originating Department: Public Works

Department Director: \_\_\_\_\_



Arturo Cervantes

City Manager: \_\_\_\_\_




Michael Flad

**SUBJECT: RESOLUTION DECLARING THE CITY'S INTENTION TO GRANT A FRANCHISE TO TESORO SOCAL PIPELINE COMPANY, LLC**

**PURPOSE:** The Tesoro SoCal Pipeline Company, LLC (Tesoro SoCal) has operated underground pipelines to transport petroleum products beneath Southern Avenue and Garfield Avenue since 1999. The City has strictly regulated the pipelines throughout the years by granting franchises with the adoption of Ordinances. The pipeline's current franchise expired on February 26, 2019, and the proposed Resolution declares the City's intention to grant a franchise to Tesoro SoCal.

**RECOMMENDED ACTIONS:** Adopt Resolution declaring the City's intention to grant a five-year franchise renewal to Tesoro SoCal Pipeline Company LLC, a Delaware limited liability company, to lay and use pipes, ditches, flumes, conduits and appurtenances for transmitting and distributing oil or products thereof, for any and all purposes in, along, across, upon and under the public streets, ways, alleys and places, as the same now or may hereafter exist, within the City of South Gate, and scheduling a Public Hearing for January 14, 2020, to consider the introduction of an Ordinance granting the proposed franchise renewal.

 **FISCAL IMPACT:** Tesoro SoCal is required to pay the City a granting fee of \$11,255 prior to the adoption of the franchise ordinance and approximately \$4,000 annually, as determined by the California Public Utilities Code.

**ANALYSIS:** Tesoro SoCal is requesting renewal of the franchise agreement for the two pipelines located beneath Southern Avenue and Garfield Avenue that was granted under Ordinance No. 2315. Before the City can award a franchise, California Public Utility Code Section 6232 *et seq.*, requires the City Council to adopt a Resolution declaring its intent to grant a franchise and to schedule a public hearing at which anyone may appear and state any interest or objections. The proposed Resolution meets this requirement. More specifically, the proposed Resolution (a) States that the City's actions are in accordance with the California Public Utility Code, (b) Identifies the franchise term (five years), expiration date (February 26, 2024), and respective pipeline information, (c) States that terms and conditions are in accordance with California Public Utilities Code and Ordinance No. 2315, (d) Sets the amount of the franchise payment, and rules and requirements under which Tesoro SoCal franchise will be required to operate in accordance with the attached Ordinance, and (e) Schedules the Public Hearing date as January 14, 2020.

**BACKGROUND:** The City regulates utility companies that have facilities that occupy the public right-of-way through franchise agreements. To better manage pipelines within the City, it is the practice of the City to issue franchises on a five-year term basis in order to ensure the pipelines are well maintained. Tesoro SoCal's five-year Franchise Agreement expired on February 26, 2019. The proposed Resolution is

the first of three actions required by the City Council to renew their franchise. Steps needed to adopt the new Ordinance are as follows:

Action	Description	Date
1	Adopt a Resolution declaring the intention to grant a franchise to Tesoro SoCal	11/26/2019
2	Conduct a public hearing and introduce an Ordinance granting a five-year franchise to Tesoro SoCal. At the Conclusion of the public hearing, the City Council may overrule, deny or deem insufficient any oral or written protests, and may then grant the franchise	1/14/2020
3	Adopt an Ordinance (franchise)	1/28/2020

Tesoro SoCal currently owns and operates two existing pipelines in the City of South Gate ("Pipelines"): one is a 2,624 foot long, 8-inch diameter pipeline located beneath Southern Avenue and Garfield Avenue ("Pipeline No. 034"); the other is a 1,155 foot long, 12-inch diameter pipeline located beneath Garfield Avenue and Miller Way and ending at the Arco Vinvale Terminal, located at 8601 Garfield Avenue ("Pipeline No. 080"). The Pipelines carry gasoline and diesel products, and are the only pipelines owned by Tesoro SoCal within the City of South Gate. They have been in place since at least 1999 and have been operated over the years by several different oil and pipeline companies, under several franchises granted by the City.

The most recent franchise, Ordinance No. 2315, was adopted by the City Council on August 26, 2014, and expired on February 26, 2019. Tesoro SoCal has requested that the franchise for the Pipelines be renewed and the first step in the renewal process is the adoption of the proposed Resolution.

The proposed Resolution will extend the term of the franchise for an additional five years, commencing retroactively on February 27, 2019, and expiring on February 26, 2024. Adopting the proposed Resolution to extend the franchise to Tesoro SoCal Pipeline is advisable for the following reasons:

- Tesoro SoCal is regulated by the California Public Utilities Commission ("Commission"). To the City's knowledge, Tesoro SoCal's use and operation of the pipelines has not violated regulations of that Commission.
- Tesoro SoCal has made timely franchise fee payments to the City.
- The proposed franchise is in accordance with California Public Utilities Code Section 6201. Processing fees and annual fees will be paid to the City if the franchise is renewed. Also, their bond would be renewed.
- Tesoro SoCal has been conducting inspections and testing of the pipelines using advanced inspection technologies and other best management practices.
- Evidence available to the City indicates that the Pipelines have been properly maintained by Tesoro SoCal.
  - The California Government Code (Section 51010) authorizes the State Fire Marshall to inspect the pipelines. Staff communicated with the Division Chief of the Office of the State Fire Marshall on October 31, 2019. It was noted via letter (attached) from the State Fire Marshall that, among other things, identified three violations in 2018. Tesoro SoCal made corrections and the pipelines are now in compliance with Federal, State laws and regulations regarding the maintenance and operation of the Pipelines.
  - Tesoro SoCal "has been performing maintenance and inspections of the pipeline pursuant to the California Safety Act and U.S. Code of Federal Regulations (CFR). Pursuant to CFR, a pipeline operator must inspect its pipeline at intervals of not to exceed five years. Line 034 was hydrostatically inspected in September 2019, Line 080 was internally inspected in July



2015 and the Pipelines are in compliance with the requirements set forth by the Federal Department of Transportation Requirements."

- ATTACHMENTS:**
- A. Proposed Resolution (Exhibit A: Ordinance)
  - B. Ordinance No. 2315
  - C. Letter from the Office of State Fire Marshall
  - D. Location Map

KT:lc

RESOLUTION NO. \_\_\_\_

CITY OF SOUTH GATE  
LOS ANGELES COUNTY, CALIFORNIA

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH GATE, CALIFORNIA, DECLARING THE CITY'S INTENTION TO GRANT A FIVE-YEAR FRANCHISE RENEWAL TO TESORO SOCIAL PIPELINE COMPANY LLC, A DELAWARE LIMITED LIABILITY COMPANY, TO LAY AND USE PIPES, DITCHES, FLUMES, CONDUITS AND APPURTENANCES FOR TRANSMITTING AND DISTRIBUTING OIL OR PRODUCTS THEREOF, FOR ANY AND ALL PURPOSES IN, ALONG, ACROSS, UPON AND UNDER THE PUBLIC STREETS, WAYS, ALLEYS AND PLACES, AS THE SAME NOW OR MAY HEREAFTER EXIST, WITHIN THE CITY OF SOUTH GATE, AND SCHEDULING A PUBLIC HEARING FOR JANUARY 14, 2020, TO CONSIDER THE INTRODUCTION OF AN ORDINANCE GRANTING THE PROPOSED FRANCHISE RENEWAL**

**WHEREAS**, Tesoro SoCal Pipeline Company, LLC, a Delaware limited liability company ("Tesoro SoCal") has requested, in accordance with California Public Utility Code Section 6231, that the City grant Tesoro SoCal a franchise for the use of two existing pipelines (the "Pipelines"): one is a 2,624 foot long, 8-inch diameter pipeline located beneath Southern Avenue and Garfield Avenue ("Pipeline No. 034"); the other is a 1,155 foot long, 12-inch diameter pipeline located beneath Garfield Avenue and Miller Way and ending at the Arco Vinvale Terminal located at 8601 Garfield Avenue ("Pipeline No. 080"); and

**WHEREAS**, the Pipelines have been in place since at least 1999 and have been operated between over the years by several different oil and pipeline companies under several franchises granted by the City; and

**WHEREAS**, on August 11, 2009, the City Council adopted Ordinance No. 2264 granting an additional five-year franchise renewal to BP West Coast Products LLC ("BP"), to operate the Pipelines through and including February 26, 2014; and

**WHEREAS**, on May 14, 2013, the City executed a Letter of Consent authorizing the transfer by BP to Tesoro Refining and Marketing Company LLC, a Colorado limited liability company ("Tesoro Refining"), or its affiliates, of the franchise granted by Ordinance No. 2264; and

**WHEREAS**, as a result of that Letter of Consent that franchise was transferred to Tesoro SoCal, a wholly-owned subsidiary of Tesoro Refining, and Tesoro SoCal has owned and operated the Pipelines since that time; and



**WHEREAS**, On August 26, 2014, the City Council adopted Ordinance No. 2315 to extend the franchise for an additional five years, from February 27, 2014, through and including February 26, 2019; and

**WHEREAS**, Tesoro SoCal wishes to enter into a new franchise with the City of South Gate relative to the Pipelines for another five years; and

**WHEREAS**, before the City Council can award a franchise, California Public Utility Code Section 6232 *et seq.*, requires the City Council of the City of South Gate to adopt a Resolution declaring its intent to grant a franchise and to schedule a public hearing at which all persons having any objection to the granting thereof may appear before the City Council and be heard thereon;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SOUTH GATE DOES HEREBY RESOLVE AS FOLLOWS:**

**SECTION 1.** The above recitals are all true and correct.

**SECTION 2.** In accordance with California Public Utility Code Section 6232 *et seq.*, the City Council of the City of South Gate declares its intent to grant a franchise renewal to Tesoro SoCal, for it to operate and maintain Pipeline No. 034 and Pipeline No. 080, for a period of 5 years, commencing retroactively on February 27, 2019 and expiring on February 26, 2024.

**SECTION 3.** The terms and conditions of the franchise will be in accordance with California Public Utilities Code Section 6201 *et seq.*, will be substantially similar to Ordinance No. 2264, and will set the franchise payment, the term, and the rules and requirements under which Tesoro SoCal franchise will be required to operate the Pipelines. A copy of the draft proposed Ordinance is attached hereto as Exhibit "A" to this Resolution.

[Remainder of page left blank intentionally.]

**SECTION 4.** The public hearing at which the City Council of the City of South Gate shall consider the introduction of an Ordinance granting the proposed franchise, at which the City Council shall hear objections, if any, will take place on December 10, 2019, at 6:30 PM, or as shortly thereafter as the schedule permits, in the City Council Chambers of City Hall, located at 8650 California Avenue, South Gate, CA 90280.

**SECTION 5.** The City Clerk is hereby authorized and directed to give notice as required by law by causing a copy of this Resolution to be published in the *Los Angeles Wave*, a newspaper of general circulation within the City of South Gate; said publication to be completed not less than fifteen (15) days after the adoption of this Resolution.

**SECTION 6.** The City Clerk shall certify to the adoption of this Resolution which shall be effective upon its adoption.

**PASSED, APPROVED and ADOPTED** this 26<sup>th</sup> day of November 2019.


**CITY OF SOUTH GATE:**

By: \_\_\_\_\_  
Belén Bernal, Mayor

**ATTEST:**

By: \_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

**APPROVED AS TO FORM:**

By:  \_\_\_\_\_  
Raul F. Salinas, City Attorney



ORDINANCE NO. \_\_\_\_\_

CITY OF SOUTH GATE  
LOS ANGELES COUNTY, CALIFORNIA

ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SOUTH GATE,  
CALIFORNIA, GRANTING A FIVE-YEAR FRANCHISE TO TESORO  
SOCAL PIPELINE COMPANY LLC, A DELAWARE LIMITED LIABILITY  
COMPANY, TO LAY AND USE PIPES, DITCHES, FLUMES, CONDUITS  
AND APPURTENANCES FOR TRANSMITTING AND DISTRIBUTING  
OIL OR PRODUCTS THEREOF, FOR ANY AND ALL PURPOSES IN,  
ALONG, ACROSS, UPON AND UNDER THE PUBLIC STREETS,  
WAYS, ALLEYS AND PLACES, AS THE SAME NOW OR MAY  
HEREAFTER EXIST, WITHIN THE CITY OF SOUTH GATE

**WHEREAS**, Tesoro SoCal Pipeline Company, LLC, a Delaware limited liability company ("Tesoro SoCal") requested, in accordance with California Public Utility Code Section 6231, that the City grant Tesoro SoCal a franchise for the use of two existing pipelines (the "Pipelines"): one is a 2,624 foot long, 8-inch diameter pipeline located beneath Southern Avenue and Garfield Avenue ("Pipeline No. 034"); the other is a 1,155 foot long, 12-inch diameter pipeline located beneath Garfield Avenue and Miller Way and ending at the Arco Vinvale Terminal located at 8601 Garfield Avenue ("Pipeline No. 080"); and

**WHEREAS**, the Pipelines have been in place since at least 1999 and have been operated between over the years by several different oil and pipeline companies under several franchises granted by the City; and

**WHEREAS**, on August 11, 2009, the City Council adopted Ordinance No. 2264 granting an additional five year franchise renewal to BP West Coast Products LLC ("BP"), to operate the Pipelines through and including February 26, 2014; and

**WHEREAS**, on May 14, 2013, the City executed a Letter of Consent authorizing the transfer by BP to Tesoro Refining and Marketing Company LLC, a Colorado limited liability company ("Tesoro Refining"), or its affiliates, of the franchise granted by Ordinance No. 2264; and

**WHEREAS**, as a result of that Letter of Consent that franchise was transferred to Tesoro SoCal, a wholly-owned subsidiary of Tesoro Refining, and Tesoro SoCal has owned and operated the Pipelines since that time; and

**WHEREAS**, On August 26, 2014, the City Council adopted Ordinance No. 2315 to extend the franchise for an additional five years, from February 27, 2014 through and including February 26, 2019; and

**WHEREAS**, the franchise granted by Ordinance No. 2315 expired on February 26, 2019, and Tesoro SoCal wishes to enter into a new franchise with the City of South Gate relative to the Pipelines; and

**WHEREAS**, the City Council, pursuant to applicable federal, state and local law, is authorized to grant franchises within the City of South Gate; and

**WHEREAS**, on December 5, 2019, a Notice of Public Hearing was published in the *Los Angeles Wave*, a newspaper meeting the statutory qualifications for publishing such notices; and

**WHEREAS**, on January 14, 2020, the City Council held a duly noticed Public Hearing to introduce an Ordinance granting a five-year term franchise to Tesoro SoCal ; and

**WHEREAS**, on January 28, 2020, the City Council adopted Ordinance No. \_\_\_\_\_, granting a five-year term franchise to Tesoro SoCal;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SOUTH GATE DOES HEREBY ORDAIN AS FOLLOWS:**

**SECTION 1: Definitions.** Whenever in this Ordinance the words or phrases hereinafter in this section defined are used, it is intended that they shall have the respective meanings assigned to them in the following definitions (unless, in the given instance, the context wherein they are used shall clearly import a different meaning):

- A) The word "**City**" shall mean the City of South Gate, a municipal corporation of the State of California, in its present incorporated form or in any later reorganized, consolidated, enlarged or reincorporated form.
- B) The word "**Franchise**" shall mean and include any authorization by the City to transmit and distribute thereof for any and all purposes under, along, across or upon the public street, ways, alleys, and places in the City by means of pipes and appurtenances for conducting, transporting, conveying, and carrying oil, gas, gasoline, petroleum, wet gas, hydrocarbon substances, water, waste water, mud and other liquid substances for any and all purposes.
- C) The word "**Grantee**" shall mean Tesoro SoCal Pipeline Company LLC, a Delaware limited liability company, which is the entity to whom the Franchise contemplated in this Ordinance is granted, and its lawful successors or assigns.
- D) The phrase "**Lay and Use**" shall mean to lay, construct, excavate, erect, install, operate, maintain, use, repair, replace, relocate or remove.
- E) The phrase "**Pipeline Franchise Ordinance**" shall mean that certain pipeline franchise Ordinance adopted by the City Council of the City and codified at Chapters 13.02 through 13.18, inclusive, of the South Gate Municipal Code.



- F) The phrase "**Pipelines and Appurtenances**" shall mean one or more pipes and/or pipelines used for conducting, transporting, conveying and carrying oil, gas, gasoline, petroleum, wet gas, hydrocarbon substances, water, waste water, mud and other liquid substances, together with any appurtenant or related appliance, attachment, cable, cathodic protective device, conduit, equipment, fitting, gauge, main, manhole, meter, pump, regulator, service, trap, valve, vault, vent or wire.
- G) The phrase "**Street**" shall mean the public streets, alleys and places within the City of South Gate as the same now or may hereafter exist, and in which the City has the opportunity to grant a franchise.

**SECTION 2: Grant of Franchise.** The right, privilege and franchise, subject to all terms and conditions contained in this Ordinance, and pursuant to the provisions of the Division 3, Chapter 2 of the California Public Utilities Code, known as the Franchise Act of 1937, is hereby granted to Grantee, to use a system of Pipelines and Appurtenances for the purpose of conducting, transporting, conveying and carrying oil, gas, gasoline, petroleum, wet gas, hydrocarbon substances, water, waste water, mud and other liquid substances under and across the City's right-of-way upon the terms and conditions set forth in Section 3, below. The City acknowledges that the two Pipelines identified above have already been installed within the City of South Gate; the City expressly agrees that the right to install, operate, maintain, use, repair, replace, relocate and remove those Pipelines is included among the rights granted in this Ordinance as part of the Franchise.

**SECTION 3: Conditions.** The rights granted herein shall be subject to (a) the terms and conditions set forth in this Ordinance, and (b) construction of Pipelines and Appurtenances by the Grantee, at the Grantee's expense and at such time or times as directed by the City.

**SECTION 4: Term.** The Franchise shall be for a term of five (5) years commencing retroactively on February 27, 2019 and expiring on February 26, 2024, or until such earlier time that:

- A) The Franchise is voluntarily surrendered or abandoned by the Grantee, or assigned, transferred, sold or leased without the prior express written consent of the City, which assignment shall not be unreasonably withheld; or
- B) The State of California, the City, or some other municipal or public entity duly authorized by law shall purchase the Franchise area, as described in Section 1(B) by voluntary agreement, or shall condemn and take the Franchise area under the power of eminent domain; or the Franchise is forfeited by the Grantee due to the Grantee's noncompliance with the terms and conditions of the Franchise.
- C) The Grantee shall, within thirty (30) days after the passage of this Ordinance granting the Franchise, file with the City Clerk a written acceptance of the terms and conditions of this Ordinance: provided, however, that as to franchises granted to the United States of America, use will constitute acceptance.

**SECTION 5: Insurance.**

- A) On or before commencement of any franchise operations, the Grantee shall obtain or provide satisfactory evidence of having policies of liability and worker's compensation insurance from companies authorized to transact business in the State of California by the Insurance Commissioner of California as provided by Section 13.08.050 of Chapter 13.08, Division I of Title 13.
- B) The Grantee shall file with the City Clerk prior to commencement of any franchise operations, either certified copies of the policies or a certificate of insurance for each of the required policies executed by the company issuing the policy, certifying that the policy is in force and as provided by Section 13.08.050 of Chapter 13.08, Division I of Title 13.
- C) On or before the effective date of this Ordinance, Grantee shall file and thereafter at all times during the life of the Franchise keep on file with the City Clerk a corporate surety bond running to the City or public entity which may become entitled to the benefits herein reserved in the Franchise by virtue of future incorporations or annexations, in the penal sum of ten thousand dollars (\$10,000) or such other sum as may be specifically provided for in this Ordinance granting the Franchise, with surety to be approved by the City Attorney, conditioned that Grantee shall well and truly observe, fulfill and perform each condition of the Franchise and that in case of any breach of condition of the bond after thirty (30) days notice to cure has expired, the whole amount of the penal sum shall be deemed to be liquidated damages and shall be recoverable from the principal and sureties of the bond. If the bond is not to be filed prior to the effective date of this Ordinance, the award of the Franchise may be set aside and this Ordinance granting the Franchise repealed at any time prior to the filing of the bond and any money paid in consideration for the award of Franchise shall be deemed forfeited. In the event that the bond, after it has been so filed, shall at any time during the life of the Franchise, in the reasonable opinion of the City Attorney, becomes insufficient, the Grantee agrees to renew the bond, with sureties to be approved by the City Attorney, within thirty (30) days after written notice to do so from the City Attorney.
- D) As an alternate to the filing of a bond, the Grantee may deposit with the City Clerk and assign to the City savings and loan certificates or shares, or both, in the same amount as required on such bond.

**SECTION 6: Fee.** The Grantee shall pay to the City the following fees pursuant to the following requirements:

- A) An initial franchise fee of eleven thousand two hundred fifty five dollars (\$11,255.00) pursuant to Section 13.10.010 of Chapter 13.10, Division 1, of Title 13 of the South Gate Municipal Code, prior to the adoption of this Ordinance.
- B) A base annual fee for times hereafter specified, in lawful money of the United States, as provided for in the Section 6231.5 of the California Public Utility Code, which annual fee shall be computed as follows;

1. The length of pipe expressed in feet located within the franchised area shall be multiplied by the applicable base rate, as adjusted pursuant to subdivision (d), in accordance with the following schedule:

Pipe size (internal diameter in inches)	Base rate per lineal foot
0-4 .....	\$0.088
6 .....	0.132
8 .....	0.176
10 .....	0.220
12 .....	0.264
14 .....	0.308
16 .....	0.352
18 .....	0.396
20 .....	0.440
22 .....	0.484
24 .....	0.528
26 .....	0.572
28 .....	0.616
30 .....	0.660

- C) For pipelines with an internal diameter not listed above, the fees shall be in the same Proportion to the fees of a 12-inch-diameter pipe as the diameter of the unlisted pipe is to 12 inches.
- D) The annual payment for each lineal foot of pipeline shall be computed and revised each calendar year as follows:
  - (a) The applicable base rate shall be multiplied by the Consumer Price Index for the Los Angeles County, as published by the United States Department of Labor, Office of Information for the month of September immediately preceding the month in which payment is due and payable, and divided by the Consumer Price Index for June 30, 1989, which is declared to be 128.7. Under no circumstances shall the multiplying factor be less than one.
  - (b) If the United States Department of Labor, Office of Information, discontinues the preparation or publication of a Consumer Price Index for the Los Angeles County, and if no translation table prepared by the Department of Labor is available so as to make those statistics which are then available applicable to the index of June 30, 1989, the municipality shall prescribe a rate of payment which shall, in its judgment, vary from the rates specified in this section in approximate proportion as commodity consumer prices then current vary from commodity consumer prices current in December 1988. On this point, the determination by the municipality shall be final and conclusive.



- E) Initial construction charges relative to any new Pipelines and Appurtenances laid during the term of the Franchise, shall be calculated at a rate of one hundred dollars (\$100) per mile, or fraction thereof, as provided at the time and in the amounts specified in Section 13.10.040 of Chapter 13.10, Division 1, of Title 13 of the South Gate Municipal Code.
- F) Fees pursuant to Section 13.10.060 of the Chapter 13.10, Division 1, of Title 13 of the South Gate Municipal Code and shall be due and payable annually during the term of the Franchise and subject to adjustment in accordance with paragraph B and D of Section 6, within three (3) months after the expiration of the calendar year. A rate of ten percent (10%) per annum, or fraction thereof beyond thirty (30) days after payment due date and following ten (10) days after receipt by Grantee of written notice of such delinquency, may be charged as additional consideration.
- G) Any neglect, omission or refusal by the Grantee to make any such payment as and when due, or to file any related statement, certification or verification as to the required payment reasonably required by the City, at the times or in the manner required herein and in the Pipeline Franchise Ordinance, shall be grounds for the declaration of a forfeiture of the Franchise and of all rights hereunder after thirty (30) days' notice to cure has expires as provided for in Section 12.
- H) The Grantee shall file with the City Clerk, within three (3) months after the expiration of the calendar year following the effective date of its Franchise, a verified statement setting forth in details the Grantee's computation of the annual fee which is payable for the preceding franchise payment period of the annual fee. Any neglect, omission or refusal by the Grantee to file the verified statement, or to pay the annual fee, at the times or in the manner herein provided, shall constitute grounds for the declaration of a forfeiture of this Franchise and of all rights of the Grantee hereunder.
- I) In the event of abandonment of facilities with the approval of the City as elsewhere in this Ordinance provided, or in the event of removal of such facilities by the Grantee, the payments otherwise due the City for occupancy of the roads or highways by such facilities shall be prorated for the calendar year in which such removal or abandonment occurs as of the end of the calendar month in which removed or abandoned.

**SECTION 7: Plans.** Within ninety (90) days following the date in which any Pipelines and Appurtenances have been laid or constructed under this Franchise, the Grantee shall file a plan or plans in such forms as may be required by the City's City Engineer showing the accurate location and size of all Pipelines and Appurtenances then in place within the Franchise Area, and shall, upon installation of any Pipelines and Appurtenances, or upon change or removal of all or any portion thereof, file a revised map or maps showing the location and size of all such additional, changed or removed Pipelines and Appurtenances as of that day.

**SECTION 8: Additional Conditions.** The Grantee of this Franchise shall:

- A) Construct, install, test, and maintain all Pipelines and Appurtenances in accordance with and in conformity with all City, County, State and Federal Ordinances, statutes, rules, regulations and other laws (whether now existing or hereafter adopted) applicable to the installation, location, use, maintenance and/or removal of the Pipelines and Appurtenances;
- B) Pay to the City, on demand, the cost of all repairs to public property made necessary by any operations of the Grantee under this Franchise, including restoring the Street to its original condition upon the removal of all or any portion of the Pipeline and Appurtenances, or upon the termination or non-renewal of the Franchise;
- C) Indemnify and hold harmless the City, its officers and employees from any and all liability for damages proximately resulting from the Grantee's acts or omissions under this Franchise; and be liable to the City for all damages proximately resulting from the failure of said Grantee well and faithfully to observe and perform each and every provision of this Franchise;
- D) Install, remove or relocate, at the request of the City and without expense to the City, any Pipelines and Appurtenances installed, used and maintained under this Franchise if and when made necessary by any lawful change of grade, alignment or width of the affected Street;
- E) Construct, install, use, operate, repair or modify any pipeline for the transportation of flammable or combustible liquids, in a manner prescribed by the California State Fire Marshall, and/or Chief of Los Angeles Fire Department in accordance with Chapter 13.14 Division 1, of the Title 13 of the South Gate Municipal Code; and
- F) Submit a written petition of franchise renewal to the City at least ninety (90) days prior to the expiration date.

**SECTION 9: Permits.** The Grantee shall obtain an excavation permit, and pay the applicable fee therefore, prior to commencing any excavation in the right of way. The Grantee may obtain an excavation permit by filing a set of excavation plans with the City Engineer, which plans shall be subject to the City Engineer's review and approval. The excavation plans shall show the location of the proposed excavation, as well as the location of all known existing pipes, sewers, conduits, improvements and other facilities in or under any Street or public property in which the franchise property is adequate description of the proposed work, including an estimate of the duration of the interference with any street traffic. The issuance of any excavation permit for the construction or installation of a pipeline for the transmission of flammable or combustible liquids, gases or hazardous materials, shall be as prescribed by the fire Chief of the Los Angeles County Fire Department in accordance with Chapter 13.14, Division 1, of Title 13 of the South Gate Municipal Code.

- A) Where it is necessary to lay underground pipes through, under or across any portion of a paved or macadamized street, such work, where practicable and economically feasible, shall be done by a tunnel or bore so as not to disturb the foundation of such paved or macadamized street. If the same cannot be done, or

if it is necessary to cut the street in order to access existing pipes and appurtenances, such work shall be done pursuant to an excavation permit, as provided in above paragraph, to be issued by the City Engineer upon application therefore.

- B) All work shall be subject to inspection by the City Engineer. All street coverings or openings, valves, vaults and manholes shall at all times be kept flush with the surface of the streets; provided, however, that vents for underground vaults and manholes may, subject to the prior approval of the City Engineer, extend above the surface of the streets when such vents are located in parkways, between the curb and the property line. The Grantee shall provide adequate traffic safety barriers, signs, devices and traffic safety warning equipment in accordance with City ordinances, rules or regulations, and shall comply with such additional safety measures as the City Engineer may direct.

### **SECTION 10: Emergency Equipment.**

- A) The Grantee shall develop and maintain an emergency response plan, satisfactory to the City Engineer, which covers all franchise operations within the City. In general, an emergency response plan meeting the requirements of Federal and State law and containing the information contained in this section shall be acceptable. The emergency response plan shall include a 24-hour notification program and proof of arrangements capable of providing emergency response services, including but not limited to traffic control, street excavation, pipeline repair, and supplies and services as necessary, within two (2) hours of notification of any problem, and such other information as the City Engineer shall reasonably require. Repairs to a public street, alley or parkway shall be completed within seventy-two (72) hours unless otherwise authorized by the City Engineer. The City Engineer shall be notified ten (10) days in advance of any proposed change in such arrangements. Grantee's emergency response plan shall be submitted to the City Engineer within thirty (30) days after the effective date of the Franchise.
- B) Whenever any Pipeline or Appurtenance breaks or leaks so as to cause the release of oil or products thereof into the public right-of-way, Grantee, and any other person using or controlling the Pipeline or Appurtenance, shall immediately notify the City's Police Department and Public Works Department and shall implement precautionary safety measures including traffic control, system shutdown, valve closures, and public notification. In the event of an emergency which threatens life, health, safety or property, and where it is not possible to obtain an excavation permit prior to commencement of the work, the Grantee may commence such work; provided, however, that within seventy-two (72) hours thereafter the Grantee shall make application to the City Engineer for an excavation permit in accordance with the procedures specified herein. The City Engineer may impose conditions upon the issuance of the excavation permit, and all work shall be subject to inspection. Adequate traffic safety barriers shall be maintained at all times, and any damaged portion of the Street shall be restored to its original condition.



- C) If any portion of any Street is damaged by reason of defects in any of the Pipes and Appurtenances maintained or constructed by Grantee, or by reason of any other cause attributable to or arising from the operation of any Pipes and Appurtenances constructed or maintained by Grantee, the Grantee shall, at its sole cost and expense, immediately repair all damage and restore the Street to the condition existing before such damage occurred. All such work shall be done under the direction of the City Engineer, and to the reasonable satisfaction of the City Engineer. Grantee shall repair such damage and restore the Street within three (3) working days after written demand therefore by the City Engineer, or such other period as the City Engineer may authorize when required for the protection of the public health and safety.
- D) If the Grantee, after reasonable notice, fails or refuses to pave, surface, grade, repave, resurface or regrade as required by the provisions of this Franchise, the City may cause the work to be done and shall keep an itemized account of all costs, including reasonable administrative overhead expenses, within thirty (30) days after presentation to Grantee of an itemized account of such costs.

#### **SECTION 11: Records.**

- A) Grantee acknowledges that the City's records may not be complete and that Pipes and Appurtenances previously unknown to City are frequently discovered. Consequently, by granting this Franchise or by approving any excavation permit requested by Grantee, the City does not warrant the accuracy of information supplied to the Grantee by the City regarding the location or existence of other facilities. Nothing herein shall be deemed to make the City, or any officer, agent or employee of the City, responsible or liable to the Grantee or to any other person by virtue of the City's approval of excavation permits and/or plans, regardless of whether any information is supplied by the City to the Grantee pertaining to the location of existing pipes, facilities or other improvements on, in or under any Street or other public property.
- B) The Grantee shall keep and preserve, within the County of Los Angeles for a period of five (5) years, subsequent to the date of the most recent franchise fee determination as ascertained by an audit made by the City or on its behalf, all the records necessary to determine the amount of such franchise fee.
- C) At all reasonable times, the Grantee shall permit the City or its duly authorized representative, to examine all Pipelines and Appurtenances and to examine and transcribe any and all books, accounts, papers, maps, and other records kept or maintained by the Grantee or under its control and associated with the Pipelines and Appurtenances and/or the financial condition of the Grantee with respect thereto.

#### **SECTION 12: Failure to Comply.**

- A) If the Grantee shall fail, neglect or refuse to comply with any of the provisions or conditions of this Franchise, and shall not, within thirty (30) days after written demand for compliance, begin the work of compliance, or after commencing such

compliance shall fail to prosecute the same with due diligence to completion, then the City, acting by and through its legislative body, may declare this Franchise forfeited.

- B) In the event of noncompliance by the Grantee with any of the conditions hereof, the City may, in addition to all other remedies provided for herein, bring suit for the forfeiture or termination of this Franchise.

**SECTION 13: Removal or abandonment of facilities.**

- A) At the expiration, revocation or termination of this Franchise or of the permanent discontinuance of the use of all or a portion of its facilities, the Grantee shall, within thirty (30) days thereafter, make written application to the Director of Public Works for authority either to: (1) abandon all or a portion of such facilities in place; or (2) remove all or a portion of such facilities. Such application shall describe the facilities desired to be abandoned, their location with reference to City highways, and shall describe with reasonable accuracy the physical condition of such facilities. The Director of Public Works shall determine whether any abandonment or removal which is thereby proposed may be effected without detriment to the public interest and under what conditions such proposed abandonment or removal may be effected. He or she shall then notify the Grantee of his or her determinations.
- B) Within thirty (30) days after receipt of such notice, the Grantee shall apply for a permit from the Public Works Department to abandon or remove the facility.
- C) The Grantee shall, within ninety (90) days after obtaining such permit, commence and diligently prosecute to completion the work authorized by the permit.

**SECTION 14: Effective Date.** This Ordinance shall take effect on the thirty first (31<sup>st</sup>) day after its adoption.

[Remainder of page left blank intentionally.]

**SECTION 15: Publication Expenses.** The Grantee of this Franchise shall pay to the City a sum of money sufficient to reimburse it for all publication expenses incurred by it in connection with the granting of this Franchise; said payment to be made within thirty (30) days after the City shall have furnished said Grantee with a written statement of such expenses.

**SECTION 16: Posting of Ordinance.** The City Clerk shall certify to the adoption of this Ordinance and shall cause the same to be published as required by law.

**PASSED, APPROVED and ADOPTED** this 28<sup>th</sup> day of January, 2020.

**CITY OF SOUTH GATE:**

By: \_\_\_\_\_  
Belén Bernal, Mayor

**ATTEST:**

By: \_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

**APPROVED AS TO FORM:**

By: \_\_\_\_\_  
Raul F. Salinas, City Attorney



**ORDINANCE NO. 2315**

**CITY OF SOUTH GATE  
LOS ANGELES COUNTY, CALIFORNIA**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SOUTH GATE GRANTING A FIVE (5) YEAR FRANCHISE TO TESORO SOCIAL PIPELINE COMPANY LLC, A DELAWARE LIMITED LIABILITY COMPANY, TO LAY AND USE PIPES, DITCHES, FLUMES, CONDUITS AND APPURTENANCES FOR TRANSMITTING AND DISTRIBUTING OIL OR PRODUCTS THEREOF, FOR ANY AND ALL PURPOSES IN, ALONG, ACROSS, UPON AND UNDER THE PUBLIC STREETS, WAYS, ALLEYS AND PLACES, AS THE SAME NOW OR MAY HEREAFTER EXIST, WITHIN THE CITY OF SOUTH GATE**

**WHEREAS**, Tesoro SoCal Pipeline Company, LLC, a Delaware limited liability company ("Tesoro SoCal") has requested, in accordance with California Public Utility Code Section 6231, that the City grant Tesoro SoCal a franchise for the use of two existing pipelines (the "Pipelines"): one is a 2,624 foot long, 8-inch diameter pipeline located beneath Southern Avenue and Garfield Avenue ("Pipeline No. 034"); the other is a 1,155 foot long, 12-inch diameter pipeline located beneath Garfield Avenue and Miller Way and ending at the Arco Vinvale Terminal located at 8601 Garfield Avenue ("Pipeline No. 080"); and

**WHEREAS**, the Pipelines have been in place since at least 1999 and have been operated between then and now by several different oil and pipeline companies under several franchises granted by the City; and

**WHEREAS**, the most recent such franchise pertaining to the Pipelines was granted on August 11, 2009, when the City Council adopted Ordinance No. 2264 granting an additional 5 year franchise renewal to BP West Coast Products LLC ("BP"), to operate the Pipelines; and

**WHEREAS**, on May 14, 2013, the City executed a Letter of Consent authorizing the transfer by BP to Tesoro Refining and Marketing Company LLC, a Colorado limited liability company ("Tesoro Refining"), or its affiliates, of the franchise granted by Ordinance No. 2264; and

**WHEREAS**, as a result of that Letter of Consent that franchise was transferred to Tesoro SoCal, a wholly-owned subsidiary of Tesoro Refining, and Tesoro SoCal has owned and operated the Pipelines since that time; and

**WHEREAS**, the franchise granted by Ordinance No. 2264 expired on February 26, 2014, and Tesoro SoCal wishes to enter into a new franchise agreement with the City of South Gate relative to the Pipelines; and

**WHEREAS**, the City of South Gate, pursuant to applicable federal, state and local law, is authorized to grant franchises within the City of South Gate; and

**WHEREAS**, on July 08, 2014, the City Council adopted Resolution No. 7617 declaring its intention to grant a franchise to Tesoro SoCal; and

**WHEREAS**, after proper notice the City Council of the City of South Gate has conducted a public hearing regarding the granting of such franchise; and

**WHEREAS**, on July 17, 2014, a Notice of Public Hearing was published in *The Press*, a newspaper meeting the statutory qualifications for publishing such notices; and

**WHEREAS**, on August 12, 2014, following a public hearing, the City Council introduced Ordinance No. 2315.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SOUTH GATE DOES HEREBY ORDAIN AS FOLLOWS:**

**SECTION 1: Definitions.** Whenever in this Ordinance the words or phrases hereinafter in this section defined are used, it is intended that they shall have the respective meanings assigned to them in the following definitions (unless, in the given instance, the context wherein they are used shall clearly import a different meaning):

- A) The word "**City**" shall mean the City of South Gate, a municipal corporation of the State of California, in its present incorporated form or in any later reorganized, consolidated, enlarged or reincorporated form.
- B) The word "**Franchise**" shall mean and include any authorization by the City to transmit and distribute thereof for any and all purposes under, along, across or upon the public street, ways, alleys, and places in the City by means of pipes and appurtenances for conducting, transporting, conveying, and carrying oil, gas, gasoline, petroleum, wet gas, hydrocarbon substances, water, waste water, mud and other liquid substances for any and all purposes.
- C) The word "**Grantee**" shall mean Tesoro SoCal Pipeline Company LLC, a Delaware limited liability company, which is the entity to whom the Franchise contemplated in this Ordinance is granted, and its lawful successors or assigns.
- D) The phrase "**Lay and Use**" shall mean to lay, construct, excavate, erect, install, operate, maintain, use, repair, replace, relocate or remove.
- E) The phrase "**Pipeline Franchise Ordinance**" shall mean that certain pipeline franchise Ordinance adopted by the City Council of the City and codified at Chapters 13.02 through 13.18, inclusive, of the South Gate Municipal Code.
- F) The phrase "**Pipelines and Appurtenances**" shall mean one or more pipes and/or pipelines used for conducting, transporting, conveying and carrying oil, gas, gasoline, petroleum, wet gas, hydrocarbon substances, water, waste water, mud and other liquid substances, together with any appurtenant or related

appliance, attachment, cable, cathodic protective device, conduit, equipment, fitting, gauge, main, manhole, meter, pump, regulator, service, trap, valve, vault, vent or wire.

- G) The phrase "**Street**" shall mean the public streets, alleys and places within the City of South Gate as the same now or may hereafter exist, and in which the City has the opportunity to grant a franchise.

**SECTION 2: Grant of Franchise.** The right, privilege and franchise, subject to all terms and conditions contained in this Ordinance, and pursuant to the provisions of the Division 3, Chapter 2 of the California Public Utilities Code, known as the Franchise Act of 1937, is hereby granted to Grantee, to use a system of Pipelines and Appurtenances for the purpose of conducting, transporting, conveying and carrying oil, gas, gasoline, petroleum, wet gas, hydrocarbon substances, water, waste water, mud and other liquid substances under and across the City's right-of-way upon the terms and conditions set forth in Section 3, below. The City acknowledges that the two Pipelines identified above have already been installed within the City of South Gate; the City expressly agrees that the right to install, operate, maintain, use, repair, replace, relocate and remove those Pipelines is included among the rights granted in this Ordinance as part of the Franchise.

**SECTION 3: Conditions.** The rights granted herein shall be subject to (a) the terms and conditions set forth in this Ordinance, and (b) construction of Pipelines and Appurtenances by the Grantee, at the Grantee's expense and at such time or times as directed by the City.

**SECTION 4: Term.** The Franchise shall be for a term of five (5) years commencing February 27, 2014 (immediately following the expiration of Grantor's prior Franchise for Pipeline No. 034 and Pipeline No. 080) and expiring February 26, 2019, or until such earlier time that:

- A) The Franchise is voluntarily surrendered or abandoned by the Grantee, or assigned, transferred, sold or leased without the prior express written consent of the City, which assignment shall not be unreasonably withheld; or
- B) The State of California, the City, or some other municipal or public entity duly authorized by law shall purchase the Franchise area, as described in Section 1(B) by voluntary agreement, or shall condemn and take the Franchise area under the power of eminent domain; or the Franchise is forfeited by the Grantee due to the Grantee's noncompliance with the terms and conditions of the Franchise.
- C) The Grantee shall, within thirty (30) days after the passage of this Ordinance granting the Franchise, file with the City Clerk a written acceptance of the terms and conditions of this Ordinance: provided, however, that as to franchises granted to the United States of America, use will constitute acceptance.



**SECTION 5: Insurance**

- A) On or before commencement of any franchise operations, the Grantee shall obtain or provide satisfactory evidence of having policies of liability and worker's compensation insurance from companies authorized to transact business in the State of California by the Insurance Commissioner of California as provided by Section 13.08.050 of Chapter 13.08, Division I of Title 13.
- B) The Grantee shall file with the City Clerk prior to commencement of any franchise operations, either certified copies of the policies or a certificate of insurance for each of the required policies executed by the company issuing the policy, certifying that the policy is in force and as provided by Section 13.08.050 of Chapter 13.08, Division I of Title 13.
- C) On or before the effective date of this Ordinance, Grantee shall file and thereafter at all times during the life of the Franchise keep on file with the City Clerk a corporate surety bond running to the City or public entity which may become entitled to the benefits herein reserved in the Franchise by virtue of future incorporations or annexations, in the penal sum of ten thousand dollars (\$10,000) or such other sum as may be specifically provided for in this Ordinance granting the Franchise, with surety to be approved by the City Attorney, conditioned that Grantee shall well and truly observe, fulfill and perform each condition of the Franchise and that in case of any breach of condition of the bond after thirty (30) days notice to cure has expired, the whole amount of the penal sum shall be deemed to be liquidated damages and shall be recoverable from the principal and sureties of the bond. If the bond is not to be filed prior to the effective date of this Ordinance, the award of the Franchise may be set aside and this Ordinance granting the Franchise repealed at any time prior to the filing of the bond and any money paid in consideration for the award of Franchise shall be deemed forfeited. In the event that the bond, after it has been so filed, shall at any time during the life of the Franchise, in the reasonable opinion of the City Attorney, becomes insufficient, the Grantee agrees to renew the bond, with sureties to be approved by the City Attorney, within thirty (30) days after written notice to do so from the City Attorney.
- D) As an alternate to the filing of a bond, the Grantee may deposit with the City Clerk and assign to the City savings and loan certificates or shares, or both, in the same amount as required on such bond.

**SECTION 6: Fee.** The Grantee shall pay to the City the following fees pursuant to the following requirements:

- A) An initial franchise fee of eleven thousand two hundred fifty five dollars (\$11,255.00) pursuant to Section 13.10.010 of Chapter 13.10, Division 1, of Title 13 of the South Gate Municipal Code, prior to the adoption of this Ordinance.
- B) A base annual fee for times hereafter specified, in lawful money of the United States, as provided for in the Section 6231.5 of the California Public Utility Code, which annual fee shall be computed as follows;

1. The length of pipe expressed in feet located within the franchised area shall be multiplied by the applicable base rate, as adjusted pursuant to subdivision (d), in accordance with the following schedule:

Pipe size (internal diameter in inches)	Base rate per lineal foot
0-4 .....	\$0.088
6 .....	0.132
8 .....	0.176
10 .....	0.220
12 .....	0.264
14 .....	0.308
16 .....	0.352
18 .....	0.396
20 .....	0.440
22 .....	0.484
24 .....	0.528
26 .....	0.572
28 .....	0.616
30 .....	0.660

- C) For pipelines with an internal diameter not listed above, the fees shall be in the same Proportion to the fees of a 12-inch-diameter pipe as the diameter of the unlisted pipe is to 12 inches.
- D) The annual payment for each lineal foot of pipeline shall be computed and revised each calendar year as follows:
- (a) The applicable base rate shall be multiplied by the Consumer Price Index for the Los Angeles County, as published by the United States Department of Labor, Office of Information for the month of September immediately preceding the month in which payment is due and payable, and divided by the Consumer Price Index for June 30, 1989, which is declared to be 128.7. Under no circumstances shall the multiplying factor be less than one.
  - (b) If the United States Department of Labor, Office of Information, discontinues the preparation or publication of a Consumer Price Index for the Los Angeles County, and if no translation table prepared by the Department of Labor is available so as to make those statistics which are then available applicable to the index of June 30, 1989, the municipality shall prescribe a rate of payment which shall, in its judgment, vary from the rates specified in this section in approximate proportion as commodity consumer prices then current vary from commodity consumer prices current in December 1988. On this point, the determination by the municipality shall be final and conclusive.

- E) Initial construction charges relative to any new Pipelines and Appurtenances laid during the term of the Franchise, shall be calculated at a rate of one hundred dollars (\$100) per mile, or fraction thereof, as provided at the time and in the amounts specified in Section 13.10.040 of Chapter 13.10, Division 1, of Title 13 of the South Gate Municipal Code.
- F) Fees pursuant to Section 13.10.060 of the Chapter 13.10, Division 1, of Title 13 of the South Gate Municipal Code and shall be due and payable annually during the term of the Franchise and subject to adjustment in accordance with paragraph B and D of Section 6, within three (3) months after the expiration of the calendar year. A rate of ten percent (10%) per annum, or fraction thereof beyond thirty (30) days after payment due date and following ten (10) days after receipt by Grantee of written notice of such delinquency, may be charged as additional consideration.
- G) Any neglect, omission or refusal by the Grantee to make any such payment as and when due, or to file any related statement, certification or verification as to the required payment reasonably required by the City, at the times or in the manner required herein and in the Pipeline Franchise Ordinance, shall be grounds for the declaration of a forfeiture of the Franchise and of all rights hereunder after thirty (30) days' notice to cure has expires as provided for in Section 12.
- H) The Grantee shall file with the City Clerk, within three (3) months after the expiration of the calendar year following the effective date of its Franchise, a verified statement setting forth in details the Grantee's computation of the annual fee which is payable for the preceding franchise payment period of the annual fee. Any neglect, omission or refusal by the Grantee to file the verified statement, or to pay the annual fee, at the times or in the manner herein provided, shall constitute grounds for the declaration of a forfeiture of this Franchise and of all rights of the Grantee hereunder.
- I) In the event of abandonment of facilities with the approval of the City as elsewhere in this Ordinance provided, or in the event of removal of such facilities by the Grantee, the payments otherwise due the City for occupancy of the roads or highways by such facilities shall be prorated for the calendar year in which such removal or abandonment occurs as of the end of the calendar month in which removed or abandoned.

**SECTION 7: Plans.**

Within ninety (90) days following the date in which any Pipelines and Appurtenances have been laid or constructed under this Franchise, the Grantee shall file a plan or plans in such forms as may be required by the City's City Engineer showing the accurate location and size of all Pipelines and Appurtenances then in place within the Franchise Area, and shall, upon installation of any Pipelines and Appurtenances, or upon change or removal of all or any portion thereof, file a revised map or maps showing the location and size of all such additional, changed or removed Pipelines and Appurtenances as of that day.



**SECTION 8: Additional Conditions.** The Grantee of this Franchise shall:

- A) Construct, install, test, and maintain all Pipelines and Appurtenances in accordance with and in conformity with all City, County, State and Federal Ordinances, statutes, rules, regulations and other laws (whether now existing or hereafter adopted) applicable to the installation, location, use, maintenance and/or removal of the Pipelines and Appurtenances;
- B) Pay to the City, on demand, the cost of all repairs to public property made necessary by any operations of the Grantee under this Franchise, including restoring the Street to its original condition upon the removal of all or any portion of the Pipeline and Appurtenances, or upon the termination or non-renewal of the Franchise;
- C) Indemnify and hold harmless the City, its officers and employees from any and all liability for damages proximately resulting from the Grantee's acts or omissions under this Franchise; and be liable to the City for all damages proximately resulting from the failure of said Grantee well and faithfully to observe and perform each and every provision of this Franchise;
- D) Install, remove or relocate, at the request of the City and without expense to the City, any Pipelines and Appurtenances installed, used and maintained under this Franchise if and when made necessary by any lawful change of grade, alignment or width of the affected Street;
- E) Construct, install, use, operate, repair or modify any pipeline for the transportation of flammable or combustible liquids, in a manner prescribed by the California State Fire Marshall, and/or Chief of Los Angeles Fire Department in accordance with Chapter 13.14 Division 1, of the Title 13 of the South Gate Municipal Code; and
- F) Submit certified test results for those pipelines subject to the provision of the Pipeline Safety Act of 1981, California Government Code Section 51010, et seq. The testing shall be conducted as required by the California State Fire Marshal, and certified test results shall be requested by the City from the Fire Marshal. In the event the State Fire Marshal shall fail to provide such certified test results to the City, grantee shall provide such test results to the City upon request; and
- G) Submit a written petition of franchise renewal to the City at least ninety (90) days prior to the expiration date.

**SECTION 9: Permits.** The Grantee shall obtain an excavation permit, and pay the applicable fee therefore, prior to commencing any excavation in the right of way. The Grantee may obtain an excavation permit by filing a set of excavation plans with the City Engineer, which plans shall be subject to the City Engineer's review and approval. The excavation plans shall show the location of the proposed excavation, as well as the location of all known existing pipes, sewers, conduits, improvements and other facilities in or under any Street or public property in which the franchise property is adequate description of the proposed work, including an estimate of the duration of the interference with any street traffic. The issuance of any excavation permit for the construction or installation of a pipeline for the transmission of flammable or combustible liquids, gases or hazardous materials, shall be as prescribed by the fire

Chief of the Los Angeles County Fire Department in accordance with Chapter 13.14, Division 1, of Title 13 of the South Gate Municipal Code.

- A) Where it is necessary to lay underground pipes through, under or across any portion of a paved or macadamized street, such work, where practicable and economically feasible, shall be done by a tunnel or bore so as not to disturb the foundation of such paved or macadamized street. If the same cannot be done, or if it is necessary to cut the street in order to access existing pipes and appurtenances, such work shall be done pursuant to an excavation permit, as provided in above paragraph, to be issued by the City Engineer upon application therefore.
- B) All work shall be subject to inspection by the City Engineer. All street coverings or openings, valves, vaults and manholes shall at all times be kept flush with the surface of the streets; provided, however, that vents for underground vaults and manholes may, subject to the prior approval of the City Engineer, extend above the surface of the streets when such vents are located in parkways, between the curb and the property line. The Grantee shall provide adequate traffic safety barriers, signs, devices and traffic safety warning equipment in accordance with City ordinances, rules or regulations, and shall comply with such additional safety measures as the City Engineer may direct.

**SECTION 10: Emergency Equipment.**

- A) The Grantee shall develop and maintain an emergency response plan, satisfactory to the City Engineer, which covers all franchise operations within the City. In general, an emergency response plan meeting the requirements of Federal and State law and containing the information contained in this section shall be acceptable. The emergency response plan shall include a 24-hour notification program and proof of arrangements capable of providing emergency response services, including but not limited to traffic control, street excavation, pipeline repair, and supplies and services as necessary, within two (2) hours of notification of any problem, and such other information as the City Engineer shall reasonably require. Repairs to a public street, alley or parkway shall be completed within seventy-two (72) hours unless otherwise authorized by the City Engineer. The City Engineer shall be notified ten (10) days in advance of any proposed change in such arrangements. Grantee's emergency response plan shall be submitted to the City Engineer within thirty (30) days after the effective date of the Franchise.
- B) Whenever any Pipeline or Appurtenance breaks or leaks so as to cause the release of oil or products thereof into the public right-of-way, Grantee, and any other person using or controlling the Pipeline or Appurtenance, shall immediately notify the City's Police Department and Public Works Department and shall implement precautionary safety measures including traffic control, system shutdown, valve closures, and public notification. In the event of an emergency which threatens life, health, safety or property, and where it is not possible to obtain an excavation permit prior to commencement of the work, the Grantee may commence such work; provided, however, that within seventy-two (72)

hours thereafter the Grantee shall make application to the City Engineer for an excavation permit in accordance with the procedures specified herein. The City Engineer may impose conditions upon the issuance of the excavation permit, and all work shall be subject to inspection. Adequate traffic safety barriers shall be maintained at all times, and any damaged portion of the Street shall be restored to its original condition.

- C) If any portion of any Street is damaged by reason of defects in any of the Pipes and Appurtenances maintained or constructed by Grantee, or by reason of any other cause attributable to or arising from the operation of any Pipes and Appurtenances constructed or maintained by Grantee, the Grantee shall, at its sole cost and expense, immediately repair all damage and restore the Street to the condition existing before such damage occurred. All such work shall be done under the direction of the City Engineer, and to the reasonable satisfaction of the City Engineer. Grantee shall repair such damage and restore the Street within three (3) working days after written demand therefore by the City Engineer, or such other period as the City Engineer may authorize when required for the protection of the public health and safety.
- D) If the Grantee, after reasonable notice, fails or refuses to pave, surface, grade, repave, resurface or regrade as required by the provisions of this Franchise, the City may cause the work to be done and shall keep an itemized account of all costs, including reasonable administrative overhead expenses, within thirty (30) days after presentation to Grantee of an itemized account of such costs.

#### **SECTION 11: Records.**

- A) Grantee acknowledges that the City's records may not be complete and that Pipes and Appurtenances previously unknown to City are frequently discovered. Consequently, by granting this Franchise or by approving any excavation permit requested by Grantee, the City does not warrant the accuracy of information supplied to the Grantee by the City regarding the location or existence of other facilities. Nothing herein shall be deemed to make the City, or any officer, agent or employee of the City, responsible or liable to the Grantee or to any other person by virtue of the City's approval of excavation permits and/or plans, regardless of whether any information is supplied by the City to the Grantee pertaining to the location of existing pipes, facilities or other improvements on, in or under any Street or other public property.
- B) The Grantee shall keep and preserve, within the County of Los Angeles for a period of five (5) years, subsequent to the date of the most recent franchise fee determination as ascertained by an audit made by the City or on its behalf, all the records necessary to determine the amount of such franchise fee.
- C) At all reasonable times, the Grantee shall permit the City or its duly authorized representative, to examine all Pipelines and Appurtenances and to examine and transcribe any and all books, accounts, papers, maps, and other records kept or maintained by the Grantee or under its control and associated with the Pipelines and Appurtenances and/or the financial condition of the Grantee with respect thereto.



**SECTION 12: Failure to Comply.**

- A) If the Grantee shall fail, neglect or refuse to comply with any of the provisions or conditions of this Franchise, and shall not, within thirty (30) days after written demand for compliance, begin the work of compliance, or after commencing such compliance shall fail to prosecute the same with due diligence to completion, then the City, acting by and through its legislative body, may declare this Franchise forfeited.
- B) In the event of noncompliance by the Grantee with any of the conditions hereof, the City may, in addition to all other remedies provided for herein, bring suit for the forfeiture or termination of this Franchise.

**SECTION 13: Removal or abandonment of facilities.**

- A) At the expiration, revocation or termination of this Franchise or of the permanent discontinuance of the use of all or a portion of its facilities, the Grantee shall, within thirty (30) days thereafter, make written application to the Director of Public Works for authority either to: (1) abandon all or a portion of such facilities in place; or (2) remove all or a portion of such facilities. Such application shall describe the facilities desired to be abandoned, their location with reference to City highways, and shall describe with reasonable accuracy the physical condition of such facilities. The Director of Public Works shall determine whether any abandonment or removal which is thereby proposed may be effected without detriment to the public interest and under what conditions such proposed abandonment or removal may be effected. He or she shall then notify the Grantee of his or her determinations.
- B) Within thirty (30) days after receipt of such notice, the Grantee shall apply for a permit from the Public Works Department to abandon or remove the facility.
- C) The Grantee shall, within ninety (90) days after obtaining such permit, commence and diligently prosecute to completion the work authorized by the permit.

**SECTION 14: Effective Date.** This Ordinance shall take effect and be in force thirty (30) days after its adoption and upon written acceptance thereof is filed by the Grantee with the City Clerk of the City.

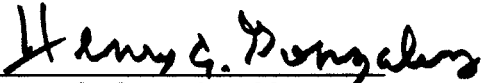
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**SECTION 15: Publication Expenses.** The Grantee of this Franchise shall pay to the City a sum of money sufficient to reimburse it for all publication expenses incurred by it in connection with the granting of this Franchise; said payment to be made within thirty (30) days after the City shall have furnished said Grantee with a written statement of such expenses.

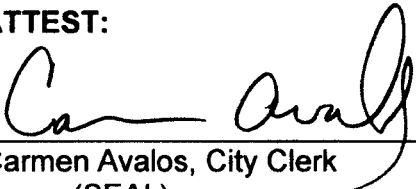
**SECTION 16: Posting of Ordinance.** The City Clerk shall certify to the adoption of this Ordinance and shall cause same to be published as required by law.

**PASSED, APPROVED AND ADOPTED** this 26<sup>th</sup> day of August 2014.


**CITY OF SOUTH GATE:**

  
Henry C. Gonzalez, Mayor

**ATTEST:**

  
Carmen Avalos, City Clerk  
(SEAL)

**APPROVED AS TO FORM:**

  
Raul F. Salinas, City Attorney

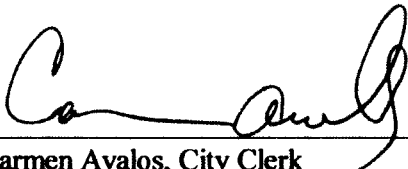
**ORDINANCE CERTIFICATION PAGE**

**STATE OF CALIFORNIA            )**  
**COUNTY OF LOS ANGELES    )     SS**  
**CITY OF SOUTH GATE         )**

I, Carmen Avalos, City Clerk of the City of South Gate, California, hereby certify that the whole number of Members of the City Council of said City is five; that Ordinance No. 2315 was adopted by the City Council at their Regular Meeting held on August 26, 2014, by the following vote:

Ayes:            Council Members:   Gonzalez, Morales, Davila, De Witt and Hurtado  
Noes:            Council Members:   None  
Absent:          Council Members:   None  
Abstain:         Council Members:   None

Witness my hand and the seal of said City on August 28, 2014.

  
\_\_\_\_\_  
Carmen Avalos, City Clerk  
City of South Gate, California



**DEPARTMENT OF FORESTRY AND FIRE PROTECTION**

P.O. Box 944246  
SACRAMENTO, CA 94244-2460  
(916) 568-3800  
Website: [www.fire.ca.gov](http://www.fire.ca.gov)



November 13, 2019

Mr. Kenneth Tang, P.E.  
Senior Civil Engineer  
City of Southgate  
8650 California Avenue  
South Gate, CA 90280

**RE: Tesoro Logistics Operations, LLC - Southern California – Lines 34 and 80  
(OSFM Line IDs 0114 and 0127)**

Dear Mr. Tang,

Tesoro Logistics Operations, LLC - Southern California operates the following pipelines within the City of Southgate:

- Line #34 (Segments A,C,E and F) – (OSFM Line ID #0114) runs from the LA Refinery in Carson to Vinvale Logistics Facility in South Gate. The total length of the pipeline under OSFM jurisdiction is approximately 17.67 miles and the pipeline consists of 6 and 8 inches in diameter. In Southgate, the pipeline is located along Southern Avenue and Garfield Avenue. The pipeline carries non-highly volatile liquid refined products.
- Line #80 (Segments A and F) - (OSFM Line ID #0127) runs from the LA Refinery in Carson to Vinvale Logistics Facility in South Gate. The total length of the pipeline under OSFM jurisdiction is approximately 13.71 miles and the pipeline consist of 10 and 12 inches in diameter. In Southgate, the pipeline runs within private rights-of-way, within the Union Pacific rights-of-way, and along Miller Way and Garfield Avenue. The pipeline carries non-highly volatile liquid refined products.

A CAL FIRE - Office of the State Fire Marshal (OSFM), Pipeline Safety Division completed an inspection of OSFM Line ID #0114 in June 2018 and identified the following violation of state or federal laws and regulations:

- Tesoro failed to inspect the surface conditions on the OSFM Line ID #0114 pipeline rights-of-way at intervals not exceeding 3 weeks as required by 49 C.F.R, Part 195.412(a). Records reviewed by the OSFM during the inspection indicated that Tesoro inspected the surface conditions of OSFM Line ID #0114 on 5/12/2017 and

Kenneth Tang  
November 7, 2019  
Page 2

6/09/2017, exceeding the maximum interval by 7 days. This violation has been closed.

The following violation was also identified at the company level in November 2018:

- Tesoro failed to identify all breakout tanks that could affect a high consequence area in its integrity management program as required by 49 C.F.R Part 195.452(f)(1). An amended procedure was reviewed by the OSFM. This violation has been closed.

Additionally, the following probable violation was identified at the company level in November 2018:

- In their 2017 Pipeline Risk Analysis (dated April 5, 2018), Tesoro failed to demonstrate that the most accurate available data was used to represent pipeline characteristics in the analysis of different segments. Tesoro is in non-compliance with 49 C.F.R, Part 195.452 (g) because it failed to integrate all available information about the integrity of the pipeline. This violation has been closed.

No violations were identified on OSFM Line ID #0127 at the time of inspection.

State and federal pipeline regulations require each pipeline operator to continually assess the pipeline integrity at established time intervals. The OSFM records indicate that Tesoro Logistics Operations, LLC - Southern California Line #34 (OSFM Line ID #0114) was last hydrostatically tested/internally inspected in September 2019. Line #80 (OSFM Line ID #0127) was last hydrostatically tested/internally inspected in July 2015.

If you have any questions regarding inspections of this operator, please contact the OSFM, Pipeline Safety Division at (562) 497-0350.

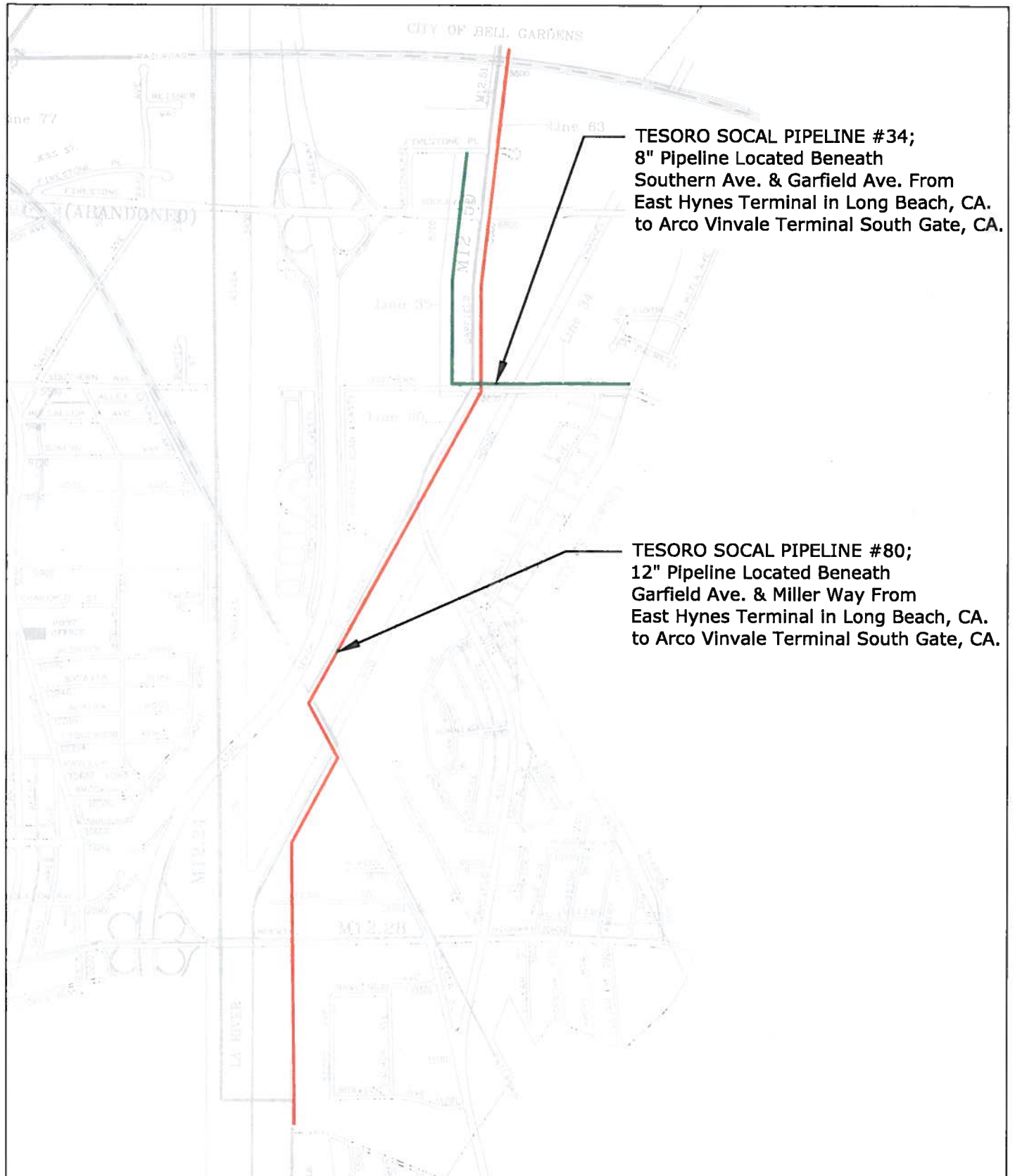
Sincerely,



HUY NGUYEN

Supervising Pipeline Safety Engineer

# CITY OF SOUTH GATE TESORO SOCIAL PIPELINE COMPANY, LLC. LINES



TESORO SOCIAL PIPELINE #34;  
8" Pipeline Located Beneath  
Southern Ave. & Garfield Ave. From  
East Hynes Terminal in Long Beach, CA.  
to Arco Vinvale Terminal South Gate, CA.

TESORO SOCIAL PIPELINE #80;  
12" Pipeline Located Beneath  
Garfield Ave. & Miller Way From  
East Hynes Terminal in Long Beach, CA.  
to Arco Vinvale Terminal South Gate, CA.



**RECEIVED**

NOV 20 2019

**Item No. 4**

*City of South Gate*  
CITY COUNCIL

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER  
9:50am

**AGENDA BILL**

For the Regular Meeting of: November 26, 2019  
Originating Department: Administrative Services

Department Director: *Jackie Acosta*  
*Jackie Acosta*

City Manager: *Michael Flad*  
*Michael Flad*

**SUBJECT: ADOPTION OF A DEBT MANAGEMENT POLICY AND CONTINUING DISCLOSURE UNDERTAKING POLICY**

**PURPOSE:** Adoption of a debt management policy (the “Debt Management Policy”) that is compliant with California State Government Code (the “Government Code”) Section 8855(i) and a continuing disclosure undertaking policy (the “Continuing Disclosure Undertaking Policy”) The Debt Management Policy and the Continuing Disclosure Undertaking Policy would be applicable to all entities for which the City Council of the City of South Gate (the “City”) acts as its legislative body or its board members.

**RECOMMENDED ACTION:** Adopt Resolution approving a Debt Management Policy and Continuing Disclosure Undertaking Policy and authorizing certain actions in connection therewith.

**FISCAL IMPACT:** None.

**ANALYSIS & BACKGROUND:** Government Code Section 8855(i) requires governmental entities to submit a report of the proposed issuance of debt to the California Debt and Investment Advisory Commission (“CDIAC”) at least 30 days prior to the sale date of such debt issuance. In 2016, Government Code Section 8855(i) was amended to require that within such report of proposed issuance of debt, the governmental entity must certify to CDIAC that it has adopted local debt policies concerning the use of debt and that the contemplated debt issuance is consistent with those policies. In addition, the amended Section 8855(i) requires that the local debt policy include all of the following: (a) the purposes for which the debt proceeds may be used; (b) the types of debt that may be issued; (c) the relationship of the debt to, and integration with, the issuer’s capital improvement program or budget, if applicable; (d) policy goals related to the issuer’s planning and objectives; and (e) the internal control procedures that the issuer has implemented, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.

The Debt Management Policy has been developed to provide guidance in the issuance and management of debt by the City and is intended to comply with Government Code Section 8855(i). The main objectives of the Debt Management Policy are to establish conditions for the use of debt, to ensure that debt capacity and affordability are adequately considered, to minimize the City’s interest and issuance costs, to maintain the highest possible credit rating and to maintain financial flexibility of the City. In compliance with Government Code Section 8855(i), the Debt Management Policy states the purposes for debt and its use, type of debt that may be issued, relationship of debt to, and integration with, the City’s capital improvement program, policy goals related to the City’s planning goals and objectives and internal control procedures to ensure proceeds of the debt will be directed to the intended use.

The Continuing Disclosure Undertaking Policy has been recommended by bond counsel to assist the City and its related entities in complying with certain federal securities law obligations. The City will identify a “Responsible Officer” within the City who will be responsible for compiling and filing annual reports and event notices pursuant to Rule 15c2-12 of the Securities and Exchange Commission (the “Rule”). Such Responsible Officer will become familiarized with the Municipal Securities Rulemaking Board’s (“MSRB”) Electronic Municipal Marketplace Access (“EMMA”) website, identify and understand existing continuing disclosure obligations, submit annual reports to the applicable dissemination agent prior to the date on which the annual report must be filed or directly to EMMA, check EMMA to ensure that the Annual Report was posted, and file any applicable event notices.

**ATTACHMENTS:** 1. Proposed Resolution (including Debt Management & Continuing Disclosure Undertaking policies)

**RESOLUTION NO. \_\_\_\_\_**

**CITY OF SOUTH GATE  
LOS ANGELES COUNTY, CALIFORNIA**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH GATE, CALIFORNIA, APPROVING A DEBT MANAGEMENT POLICY AND CONTINUING DISCLOSURE UNDERTAKING POLICY AND AUTHORIZING CERTAIN ACTIONS IN CONNECTION THEREWITH**

**WHEREAS**, California Government Code Section 8855(i) requires public agencies which issue debt securities to adopt a debt management policy that includes specific provisions concerning the use of indebtedness; and

**WHEREAS**, in order to comply with the requirements of State law, the City Council (“City Council”) of the City of South Gate (“City”) has been presented with a proposed form of debt management policy (“Debt Management Policy”) for consideration;

**WHEREAS**, in connection with certain other requirements relating to its indebtedness, the City Council has also been presented with a proposed form of continuing disclosure undertaking policy (“Continuing Disclosure Undertaking Policy”) for consideration; and

**WHEREAS**, the City Council now desires to adopt the Debt Management Policy and the Continuing Disclosure Undertaking Policy in the form presented.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SOUTH GATE DOES HEREBY RESOLVE AS FOLLOWS:**

**SECTION 1.** The City Council hereby finds and declares that the above recitals are true and correct, and incorporates them into this Resolution.

**SECTION 2.** The City Council hereby approves the Debt Management Policy attached hereto as Exhibit “A.” This policy approved hereunder supersedes any policies previously adopted by the City.

[Remainder of page left blank intentionally.]

**SECTION 3.** The City Council hereby approves the Continuing Disclosure Undertaking Policy attached hereto as Exhibit "B." This policy approved hereunder supersedes any policies previously adopted by the City.

**SECTION 4.** The City Clerk shall certify to the adoption of this Resolution which shall be effective upon its adoption.

**PASSED, APPROVED and ADOPTED** this 26<sup>th</sup> day of November, 2019.

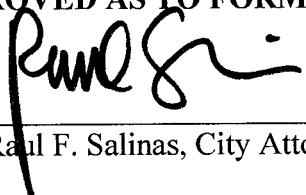
**CITY OF SOUTH GATE:**

By: \_\_\_\_\_  
Belén Bernal, Mayor

**ATTEST:**

By: \_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

**APPROVED AS TO FORM:**

By:  \_\_\_\_\_  
Raul F. Salinas, City Attorney



## **Exhibit “A”**

### **DEBT MANAGEMENT POLICY**

This Debt Management Policy (the “Debt Policy”) of the City of South Gate was approved by the City Council (as defined below) on November 26, 2019. The Debt Policy may be amended by the City Council as it deems appropriate from time to time in the prudent management of the debt of the City of South Gate or its affiliated agencies including the City’s Successor Agency, Utility Authority and Public Financing Authority.

This Debt Policy will also apply to any debt issued by any other public agency for which the City Council of the City of South Gate acts as the legislative body (as appropriate, hereinafter, individually or collectively, the “City” and “City Council”).

The Debt Policy has been developed to provide guidance in the issuance and management of debt by the City and is intended to comply with Government Code Section 8855(i), effective on January 1, 2017. The main objectives are to establish conditions for the use of debt; to ensure that debt capacity and affordability are adequately considered; to minimize the City’s interest and issuance costs; to maintain the highest possible credit rating; to provide complete financial disclosure and reporting; and to maintain financial flexibility for the City.

Debt, properly issued and managed, is a critical element in any financial management program. It assists in the City’s effort to allocate limited resources to provide the highest quality of service to the public. The City understands that poor debt management can have ripple effects that hurt other areas of the City. On the other hand, a properly managed debt program promotes economic growth and enhances the vitality of the City for its residents and businesses.

#### **1. Findings**

This Debt Policy shall govern all debt undertaken by the City. The City hereby recognizes that a fiscally prudent debt policy is required in order to:

- Maintain the City’s sound financial position.
- Ensure the City has the flexibility to respond to changes in future service priorities, revenue levels, and operating expenses.
- Protect the City’s credit-worthiness.
- Ensure that all debt is structured in order to protect both current and future taxpayers, ratepayers and constituents of the City.
- Ensure that the City’s debt is consistent with the City’s planning goals and objectives and capital improvement program or budget, as applicable.
- Encourage those that benefit from a facility/improvement to pay the cost of that facility/improvement without the need for the expenditure of limited general fund resources.

## 2. Policies

### A. Purposes For Which Debt May Be Issued

The City will consider the use of debt financing primarily for capital improvement projects (CIP) when the project's useful life will equal or exceed the term of the financing and when resources are identified sufficient to fund the debt service requirements. An exception to this CIP-driven focus is the issuance of short-term instruments such as tax and revenue anticipation notes, which are to be used for prudent cash management purposes and conduit financing, as described below. Bonded debt should not be issued for projects with minimal public benefit or support, or to finance normal operating expenses.

If a department has any project which is expected to use debt financing, the department director is responsible for expeditiously providing the City Manager and the Director of Administrative Services (or the person acting in such capacity) with reasonable cost estimates, including specific revenue accounts that will provide payment for the debt service. This will allow an analysis of the project's potential impact on the City's debt capacity and limitations. The department director shall also provide an estimate of any incremental operating and/or additional maintenance costs associated with the project and identify sources of revenue, if any, to pay for such incremental costs.

**(i) Long-Term Debt.** Long-term debt may be issued to finance or refinance the construction, acquisition, and rehabilitation of capital improvements and facilities, equipment and land to be owned and/or operated by the City.

(a) Long-term debt financings are appropriate when the following conditions exist:

- When the project to be financed is necessary to provide basic services.
- When the project to be financed will provide benefit to constituents over multiple years.
- When total debt does not constitute an unreasonable burden to the City and its taxpayers and ratepayers.
- When the debt is used to refinance outstanding debt in order to produce debt service savings or to realize the benefits of a debt restructuring.

(b) Long-term debt financings will not generally be considered appropriate for current operating expenses and routine maintenance expenses.

(c) The City may use long-term debt financings subject to the following conditions:

- The project to be financed has been or will be approved by the City Council.

- The weighted average maturity of the debt (or the portion of the debt allocated to the project) will not exceed the average useful life of the project to be financed by more than 20%, unless specific conditions exist that would mitigate the extension of time to repay the debt and it would not cause the City to violate any covenants to maintain the tax-exempt status of such debt, if applicable.
- The City estimates that sufficient income or revenues will be available to service the debt through its maturity.
- The City determines that the issuance of the debt will comply with the applicable requirements of state and federal law.
- The City considers the improvement/facility to be of vital, time-sensitive need of the community and there are no plausible alternative financing sources.

(d) Periodic reviews of outstanding long-term debt will be undertaken to identify refunding opportunities. Refunding will be considered (within federal tax law constraints, if applicable) if and when there is a net economic benefit of the refunding. Refundings which are non-economic may be undertaken to achieve City objectives relating to changes in covenants, call provisions, operational flexibility, tax status of the issuer, or the debt service profile.

In general, a refunding which produces a net present value savings on the principal of bonds refunded of at least three percent (3%) of the refunded debt will be considered economically viable for a current refunding, which is a bond issue that can be redeemed within 90 days. For a refunding that has a redemption date over 90 days, savings should be four percent (4%) or greater depending on time and interest cost to the redemption date. A current refunding which produces net present value savings of less than three percent (3%) or negative savings will be considered on a case-by-case basis. Similarly, an advance refunding which produces net present value savings of less than four percent (4%) or negative savings will be considered on a case-by-case basis. All refundings must be approved by the City Council.

**(ii) Short-term debt.** Short-term borrowing may be issued to generate funding for cash flow needs in the form of Tax and Revenue Anticipation Notes or Bond Anticipation Notes.

Short-term borrowing, such as commercial paper, and lines of credit, will be considered as an interim source of funding in anticipation of long-term borrowing. Short-term debt may be issued for any purpose for which long-term debt may be issued, including capitalized interest and other financing-related costs. Prior to issuance of the short-term debt, a reliable revenue source shall be identified to secure repayment of the debt. The final maturity of the debt issued to finance the project shall be consistent with the economic or useful life of the project and, unless the City Council determines that extraordinary circumstances exist, must not exceed seven (7) years.

Short-term debt may also be used to finance short-lived capital projects; for example, the City may undertake lease-purchase financing for equipment.

**(iii) Financings on Behalf of Other Entities.** The City may also find it beneficial to issue debt on behalf of other governmental agencies or private third parties in order to further the public purposes of the City. In such cases, the City shall take reasonable steps to confirm the financial feasibility of the project to be financed and the financial solvency of any borrower and that the issuance of such debt is consistent with the policies set forth herein. In no event will the City incur any liability or assume responsibility for payment of debt service on such debt.

## **B. Types of Debt**

In order to maximize the financial options available to benefit the public, it is the policy of the City to allow for the consideration of issuing all generally accepted types of debt, including, but not exclusive to the following:

**General Obligation (GO) Bonds:** General Obligation Bonds are suitable for use in the construction or acquisition of improvements to real property and/or public infrastructure that benefit the public at large. Examples of projects include libraries, parks, overpasses and public safety facilities. All GO bonds shall be authorized by the requisite number, currently 2/3, of voters in order to pass.

**Special Revenue Bonds:** Revenue Bonds are limited-liability obligations tied to a specific enterprise or special fund revenue stream where the projects financed clearly benefit or relate to the enterprise or are otherwise permissible uses of the special revenue. Generally, no voter approval is required to issue this type of obligation if structured as a lease revenue, installment revenue or refunding but in some cases, the City must comply with proposition 218 regarding rate adjustments. In connection with any financing, the City will covenant to maintain an operating reserve within the enterprise fund or special fund equal to at least six (6) months of operating and maintenance expenses.

**Lease-Backed Debt/Certificates of Participation (COP/Lease Revenue Bonds):** Issuance of lease-backed debt is a commonly used form of debt that allows a City to finance projects where the debt service is secured via a lease or installment sale agreement and where the payments are budgeted in the annual budget appropriation by the City from the general fund. Lease-backed debt does not constitute indebtedness under the state or the City's constitutional debt limit and does not require voter approval. Lease revenue bonds may be issued by the South Gate Public Financing Authority on behalf of the City or by the Utility Authority.

**Special Assessment/Special District Debt:** The City will consider requests from developers or other property owners for the use of debt financing secured by property based assessments or special taxes in order to provide for necessary infrastructure for new development or additions or replacement of existing infrastructure only under strict guidelines adopted by City Council, which may include minimum value-to-lien ratios and maximum tax burdens. Examples of this type of debt are Assessment Districts (AD) and Community Facilities Districts (CFD), more commonly known as Mello-Roos Districts. In order to protect bondholders as well as the City's credit rating, the City will also comply with all State guidelines regarding the



issuance of special district or special assessment debt. The credit criteria for Special Assessment/Special District Debt will be reviewed on a case by case basis in consultation with its Municipal Advisor.

**Tax Allocation Bonds:** Tax Allocation Bonds are special obligations that are secured by the allocation of tax increment revenues that are generated by increased property taxes in the designated redevelopment area. Tax Allocation Bonds are not debt of the City. Due to changes in the law affecting California Redevelopment agencies with the passage of ABX1 26 (as amended, the "Dissolution Act") as codified in the California Health and Safety Code, the South Gate Community Development Commission ("CDC") was dissolved as of February 1, 2012, and its operations substantially eliminated but for the continuation of certain enforceable CDC obligations to be administered by the Successor Agency to the CDC ("Successor Agency"). The Successor Agency may issue Tax Allocation Bonds to refinance outstanding obligations of the CDC, subject to limitations included in the Dissolution Act.

**Revenue Bonds:** Revenue bonds are special obligations of the City's enterprise funds that are secured by a pledge of net operating revenues from those enterprises. Revenue bonds are not a debt of the City. Revenue bonds generally require a rate covenant whereby the City promises to raise water or sewer rates in a sufficient amount to assure debt service coverage. This may require special hearings or notices to utility users. Revenue bonds should be structured to assure level annual debt service and the term of the bonds should match the useful life of the improvement being financed. Debt coverage should not be less than 120% unless special circumstances require it. Operating reserves should equal at least six (6) months of operation and maintenance expenses.

**Pension Bonds:** The City may issue taxable pension bonds, if needed, to meet its pension obligation or OPEB requirements. This type of debt would be secured by the City's General Fund and is only issued after independent study and evaluation including a review by the City's Municipal Advisor and Bond Counsel.

**Interfund Loans.** In lieu of issuing bonds or otherwise borrowing from third-parties, there will be situations that the most appropriate means for the City to borrow money will be through a loan from a well-capitalized City fund. Such Interfund Loans can be seen as an alternative investment of temporarily surplus City funds, which normally would be invested at a short-term rate as part of the City's pooled investment program.

In approving any new Interfund Loan, the City Council will adopt a resolution that sets forth the terms of the loan, which will include the following:

- The interest rate that the loan will bear until repayment. Appropriate interest rates may be the rate that the investment pool is earning at the time the loan is approved, the rate that the investment pool earns over the term of the loan, the rate of a US Treasury security of an equivalent term of the loan, or a rate that reflects the additional risk or illiquidity of the loan to fully compensate the fund that provides the loan.

- The terms under which the loan will be repaid such as frequency of payment (monthly, semiannually, annually), interest calculation method (360/365, monthly, annually), date of repayment (first day of the month, last day of the month, etc.), prepayment penalty, prepayment/early repayment/accelerated payment options and other payment terms.
- Periodic payment amount.
- The maturity date of the loan.

If there is a possibility that the loan will be repaid from the proceeds of tax-exempt bonds, a statement of such expectations is required so as to satisfy the federal tax law requirements for reimbursement bonds.

**Other Forms of Debt and Preferences.** The City may from time to time find that other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of this Debt Policy.

To maintain a predictable debt service burden, the City will give preference in the future to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is variable rate debt. The City may choose in the future to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of securities. When making the determination to issue bonds in a variable rate mode in the future, consideration will be given in regards to the useful life of the project or facility being financed or the term of the project requiring the funding, market conditions, credit risk and third party risk analysis, and the overall debt portfolio structure when issuing variable rate debt for any purpose. The City's goal is to limit the maximum amount of variable-rate debt payable from the general fund to no more than 20 percent of the total debt payable from the general fund or any special revenue funds.

The City will not employ derivatives, such as interest rate swaps, in its debt program unless specifically recommended by its Municipal Advisor and Bond Counsel and only if such derivatives reduce or hedge existing risk, such as on variable rate issue. A derivative product is a financial instrument which derives its own value from the value of another instrument, usually an underlying asset such as a stock, bond, or an underlying reference such as an interest rate. Derivatives are commonly used as hedging devices in managing interest rate risk and thereby reducing borrowing costs. However, these products bear certain risks not associated with standard debt instruments.

### **C. Relationship of Debt to Capital Improvement Program and Budget**

The City intends to issue debt for the purposes stated in this Debt Policy and to implement policy decisions incorporated in the City's capital budget and the capital improvement plan.

The City shall integrate its debt issuances with the goals of its capital improvement program by timing the issuance of debt to ensure that funds are available when needed in furtherance of the City's public purposes.

The City shall seek to issue debt in a timely manner to avoid having to make unplanned expenditures for capital improvements or equipment from its general fund.

#### **D. Policy Goals Related to Planning Goals and Objectives**

The City is committed to financial planning, maintaining appropriate reserves levels and employing prudent practices in governance, management and budget administration. The City intends to issue debt for the purposes stated in this Debt Policy and to implement policy decisions incorporated in the City's annual operating budget.

It is a policy goal of the City to protect taxpayers, ratepayers and constituents by utilizing conservative financing methods and techniques so as to obtain the highest practical credit ratings (if applicable) and the lowest practical borrowing costs.

The City will comply with applicable state and federal law as it pertains to the maximum term of debt and the procedures for levying and imposing any related taxes, assessments, rates and charges.

Except as described in Section 2.A., when refinancing debt, it shall be the policy goal of the City to realize, whenever possible, and subject to any overriding non-financial policy considerations, minimum net present value debt service savings equal to or greater than three percent (3%) of the refunded principal amount for a current refunding or four percent (4%) of the refunded principal amount for an advance refunding.

#### **E. Internal Control Procedures**

The Director of Administrative Services, or his or her designee (the "Designated City Representative"), is hereby appointed as the City official responsible for the following:

- Debt issuance and management, recognizing that assigned staff may be charged with certain day-to-day responsibilities.
- Working with the City Manager and other staff deemed appropriate in formulating the City's debt management plans, executing those plans, and ensuring appropriate debt management.
- Keeping the City Council informed of the City's debt-related activities through informational reports, briefings, or workshops.

When issuing debt, in addition to complying with the terms of this Debt Policy, the City shall comply with all continuing bond disclosure requirements and the post-issuance compliance with Federal Tax Requirements applicable to Tax-Exempt Bonds, and any other applicable policies regarding initial bond disclosure and investment of bond proceeds.

The City will periodically review the requirements of, and will remain in compliance with, the following:

- any continuing disclosure undertakings under SEC Rule 15c2-12,

- any federal tax compliance requirements, including without limitation arbitrage and rebate compliance, related to any prior bond issues, and
- the City's investment policies as they relate to the investment of bond proceeds.

The City shall be vigilant in using bond proceeds in accordance with the stated purpose at the time that such debt was issued. Whenever reasonably possible, proceeds of debt will be held by a third-party trustee and the City will submit written requisitions for such proceeds. The City will submit a requisition only after obtaining the signature of the City Manager or the Director of Administrative Services/Treasurer or such other designee as appropriate.

#### **F. Financing Professionals**

The Designated City Representative, in consultation with the City Manager, if not the City Manager, will be responsible for recommending to the City Council the various members of the financing team, based on prior experience, recommendations or a request for proposal process, as he or she deems appropriate for that particular selection or as directed by the City Council.

**Bond and Disclosure Counsel.** Bond counsel is a specialized legal practice responsible for drafting legal documents and providing necessary opinions and will be appointed for any financings. For all public sales of debt, the City will use the services of counsel to prepare the official statement. The Designated City Representative will determine whether to select another law firm to provide the services of disclosure counsel or to assign such duties to bond counsel.

**Municipal Advisor.** The municipal advisor is a consultant hired to assist the City in evaluating financing options, structuring of its debt offerings, making recommendations as to the method of sale, conducting competitive bond sales, and assisting with bringing negotiated bond sales to market, including making recommendations to the City on proposed interest rates, prices and yields in light of market conditions and the characteristics of the bonds. The City will retain the services of a municipal advisor on all publicly offered debt issues.

**Underwriter.** If the City elects to sell its debt through a competitive sale, the underwriter will be selected based on the best bid. At those times that the City decides to issue its debt through a negotiated sale, it will select one or more underwriters.

**Trustee.** The Designated City Representative shall have the discretion to select a commercial banking firm as trustee in connection with any given financing.

Other financial professionals or firms may be required and/or advantageous depending on the particular bond issue. For example, a verification agent is typically necessary for refundings, while tax increment financings commonly have an independent fiscal consultant's report.

#### **G. Initial Disclosure**

When the City determines to issue debt directly, the Director of Administrative Services shall request the involved departments to prepare, review or update portions of any required offering document or preliminary official statement (the "POS") within their particular areas of



knowledge for which they are responsible. The information contained in the POS is developed by personnel under the direction of the Director of Administrative Services, with the assistance of the financing team, including Bond Counsel, Disclosure Counsel, City Attorney and its Municipal Advisor. The financing team shall assist staff in determining the materiality of any particular item, and in the development of specific language for the POS. Once the draft POS has been substantially updated, the entire draft POS is reviewed in its entirety to obtain final comments and to allow the underwriters, if any, to ask questions of the City's senior officials.

A substantially final form of the POS is provided to the City Council in advance of approval, generally by including the document with the agenda material relating to the approval of the debt, to afford such City Council an opportunity to review the POS, ask questions and make comments.

## **H. Credit Quality**

The City seeks to obtain and maintain the highest possible credit ratings for all categories of short-and long-term debt. The City will not issue bonds directly or on behalf of others such as private activity bonds that do not carry investment grade ratings of BBB or higher from Standard and Poor's or Baa2 from Moody's Investor Service unless such bonds are privately placed with appropriate resale restrictions. The City will consider the public issuance of non-rated special assessment and community facilities district bonds but only upon recommendation of its Municipal Advisor and provided such bond meets the requirements of the City.

Special Bond Reserve Funds and Bond Insurance. The City may consider eliminating bond reserve funds so long as the elimination does not materially reduce the credit rating of the bonds. The City may also consider bond insurance, bank letters of credit, or other forms of guarantee or bond reserve fund surety policies so long as premiums or costs are more than offset by a reduction in interest costs.

## **I. Method of Issuance**

The City will determine, on a case-by-case basis, whether to sell its bonds competitively or through negotiation in consultation with its Municipal Advisor. Public offerings can be executed through either a competitive sale or a negotiated sale. It shall be the policy of the City to issue debt through a competitive sale whenever feasible.

*Competitive Sale* - In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest true interest cost (TIC), as long as the bid adheres to requirements set forth in the official notice of sale.

*Negotiated Sale* – The City recognizes that some securities are best sold through negotiation. In consideration of a negotiated sale, the City shall assess the following circumstances in determining the advisability of such a sale:

- Issuance of variable rate or taxable bonds
- Complex structure or credit considerations (such as non-rated bonds), which requires a strong pre-marketing effort

- Significant par value, which may limit the number of potential bidders
- Unique proprietary financing mechanism (such as a financing pool), or specialized knowledge of financing mechanism or process
- Market volatility, such that the City would be better served by flexibility in the timing of its sale in a changing interest rate environment
- When an Underwriter has identified new financing opportunities or presented alternative structures that financially benefit the City that could not be achieved through a competitive bid.
- As a result of an Underwriter's familiarity with the project/financing, which enables the City to take advantage of efficiency and timing considerations.

*Private Placement* – From time to time the City may elect to issue debt on a private placement basis. Such method shall only be considered if it is demonstrated to result in cost savings or provide other advantages relative to other methods of debt issuance, or if it is determined that access to the public market is unavailable and timing considerations require that a financing be completed.

#### **J. Waivers of Debt Policy**

There will be circumstances, from time to time, when strict adherence to a provision of this Debt Policy is not possible or not in the best interest of the City.

If City staff has determined that a waiver of one or more provisions of this Debt Policy should be considered by the City Council, it will prepare an analysis for the City Council describing the rationale for the waiver and the impact of the waiver on the proposed debt issuance and on taxpayers, if applicable.

Upon a majority vote of the City Council, one or more provisions of this Debt Policy may be waived for a debt financing.

The failure of a debt financing to comply with one or more provisions of this Debt Policy shall in no way affect the validity of any debt issued by the City in accordance with applicable laws.

## **Exhibit “B”**

### **CONTINUING DISCLOSURE UNDERTAKING POLICY**

#### **1. PURPOSE**

The following policy of the City of South Gate, California (including other of the City’s related entities, the “City”) is intended to ensure compliance with securities law requirements applicable to the City’s issues, whether comprising bonds, bond anticipation notes, certificates of participation, revenue obligations or other instruments.

#### **2. IN GENERAL**

The Securities and Exchange Commission Rule 15c2-12, as amended (the “Rule”), requires certain information regarding an entity responsible for the repayment of a municipal security (an “Issuer”) be disclosed to the municipal marketplace. In 2010, the U.S. Securities and Exchange Commission (“SEC”) amended the Rule to enhance the disclosure requirements of Issuers in an effort to improve the quality and availability of information regarding outstanding municipal securities. In SEC Rel. No. 34-62184, accompanying an expansion of the Rule, the SEC summarized its “mandate to adopt rules reasonably designed to prevent fraudulent, deceptive or manipulative acts or practices in the market for municipal securities.” The release reiterates the SEC’s position that material non-compliance by an Issuer with past continuing disclosure obligations may warrant, without corrective actions, an underwriter being prohibited from underwriting such an Issuer’s municipal securities, and thus would prevent the Issuer from accessing the municipal securities market.

The City Council of the City of South Gate (the “City Council”) acknowledges that, pursuant to the Rule, the City is required on an ongoing basis to provide certain financial and operating data to those persons and firms who own or are interested in purchasing the bonds, bond anticipation notes, certificates of participation, revenue obligations and other municipal obligations of the City previously issued and those which may in the future be issued by or on behalf of the City (the “Obligations”). Pursuant to the Rule, the City has entered into a number of undertakings, such as an agreement or certificate, under the Rule (each, a “Continuing Disclosure Undertaking”) regarding its outstanding Obligations and will be required to enter into a new Continuing Disclosure Undertaking with regard to any additional Obligations of the City.

Inasmuch as the Rule prevents an investment banking firm, or underwriter (each, an “Underwriter”) from purchasing the Obligations of the City in the absence of a Continuing Disclosure Undertaking and adequate assurances from the City that it will comply with the terms thereof, it is vital that the City maintain compliance with the Rule and its Continuing Disclosure Undertakings.

#### **3. SELECTION OF RESPONSIBLE OFFICER**

The City will identify, on an annual basis, the Director of Administrative Services, or his or her designee as the Responsible Officer (“Responsible Officer”), who will be responsible for compiling and filing annual reports (the “Annual Reports”) and notices (the

“Listed Event Notices”) of the occurrence of certain listed events (found in each Continuing Disclosure Undertaking), if necessary. In the absence of such delegation by the City Council, the Responsible Officer shall be the City Manager of the City.

#### **4. ELECTRONIC MUNICIPAL MARKET ACCESS**

The Responsible Officer will familiarize themselves with the Municipal Securities Rulemaking Board’s (“MSRB”) Electronic Municipal Market Access (“EMMA”) website. The Responsible Officer will understand how to locate the City’s Obligations on EMMA. If the City is serving as its own Dissemination Agent, the Responsible Officer will establish a user identification and password for EMMA and become familiar with uploading documents onto EMMA.

#### **5. IDENTIFYING AND UNDERSTANDING EXISTING CONTINUING DISCLOSURE OBLIGATIONS**

The Responsible Officer will, for each separate issue of outstanding municipal securities to which the Rule applies, read the related Continuing Disclosure Undertaking and identify the following:

- The date by which the Annual Report must be filed;
- The contents that need to be included in the Annual Report;
- The Listed Event Notices that must be filed; and
- When Listed Event Notices are required to be filed.

#### **6. PREPARING AND SUBMITTING THE ANNUAL REPORT**

*Preparing Annual Audited Financial Statements.* The City will begin the process of completing its audited financial statements as soon as practicable after the close of each Fiscal Year. Such audited financial statements should be completed at least one month prior to the date the Annual Report must be filed.

*Preparation of Tables and Other Information.* The Responsible Officer will identify any information that is required to be included in the Annual Report but is not part of the City’s audited financial statements, and contact the sources necessary to compile such information as soon as possible after the close of each Fiscal Year. The City should consider adding any information required by its Continuing Disclosure Undertakings not included already in its audited financial statements into a supplementary information section of its audited financial statements.

*Submission of Annual Report.* Following the compilation of the information that is to be included in the Annual Report and prior to the date on which the Annual Report must be filed, the Responsible Officer will submit the Annual Report to the Dissemination Agent identified in the Continuing Disclosure Undertaking or to EMMA, as applicable.



*Review of EMMA.* Following the submission of the Annual Report to EMMA or the Dissemination Agent, as applicable, the Responsible Officer should review the EMMA website to confirm that the Annual Report has been posted. If the Annual Report has not been posted, the Dissemination Agent should be notified, or the Responsible Officer should file the Annual Report, as applicable.

## **7. IDENTIFYING AND REPORTING LISTED EVENTS**

*Understanding the Listed Events.* The Responsible Officer should be aware of the listed events (found in each Continuing Disclosure Undertaking) (the “Listed Events”) necessitating the filing of a Listed Event Notice. The Listed Events required to be included in each Continuing Disclosure Undertaking pursuant to the Rule have been included as Appendix A to this policy. Appendix A also includes two Listed Events that became effective for all Continuing Disclosure Undertakings entered into on or after February 27, 2019. These Listed Events are discussed in further detail below. If clarification is required regarding what is meant by each such Listed Event, the City’s disclosure counsel should be contacted to clarify such meaning.

*Filing Event Notices.* Each such notice shall be filed by the City, or by the Dissemination Agent, if any, on behalf of the City, to EMMA in a timely manner.

*Occurrence of a Listed Event.* The Issuer should contact its disclosure counsel if it has any questions regarding the occurrence of a Listed Event, and whether such occurrence may require the filing of an Event Notice.

*Additional Listed Events Required in Continuing Disclosure Undertakings Entered Into On and After February 27, 2019.* As a result of an amendment to the Rule, Continuing Disclosure Undertakings entered into on or after February 27, 2019, are required to include certain additional Listed Events relating to: (a) the incurrence of certain financial obligations if material (other than bonds or notes for which an official statement has been posted to EMMA), (b) the modification of the terms of a financial obligation which affects security holders, if material, and (c) a default, event of default, acceleration, waiver or other modification or similar events with respect to a financial obligation that reflects financial difficulties. Included as Appendix A is a list of the Listed Events required by the Rule, identifying the two additional events that were incorporated by the amendment to the Rule and are required to be in all Continuing Disclosure Undertakings after February 27, 2019.

As provided in the amendment to the Rule, “[t]he term “financial obligation” means a: (i) debt obligation; (ii) derivative instrument entered into in connection with, or pledged as security or a source of payment for, an existing or planned debt obligation; or (iii) guarantee of (i) or (ii). The term “financial obligation” does not include municipal securities as to which a final official statement has been provided to the MSRB consistent with the Rule (i.e., posted to EMMA).

Debt Obligations. SEC Rel. No. 34-83886 (the “SEC Release”), the adopting release published in connection with the amendments to the Rule, interprets debt

obligations to include both debt and debt-like obligations, and requires them to be disclosed when incurred or amended, if material.

Debt obligations exclude bonds, notes or other obligations (including lease revenue bonds or certificates of participation) offered pursuant to an official statement that complies with the Rule, and is posted by the underwriter or the Issuer to EMMA. Debt obligations also exclude ordinary financial and operating liabilities incurred in the normal course of the Issuer's business.

The SEC Release interprets debt-like obligations to include leases that are "vehicles to borrow money." The SEC Release points to lease-revenue transactions and certificates of participation transactions as examples of such vehicles, as these transactions involve a person advancing money to an Issuer which will be used by the Issuer to acquire or improve property, obtaining title to, or a lease of, the property, and leasing or subleasing the property to the Issuer in consideration for rent that repays the advance. Most operating leases would not fall into the category of debt obligations for purposes of the amendment either because they do not result in the receipt of money by or for the benefit of an Issuer or are ordinary obligations incurred in the normal course of Issuer operations.

Derivative Instruments. The SEC defines "derivative instruments" as "a derivative instrument entered into in connection with, or pledged as a security or a source of payment for, an existing or planned debt obligation." The SEC Release interprets "derivative instrument" to include any swap, security-based swap, futures contract, forward contract, option, any combination of the foregoing, or any similar instrument," but only if related to an existing or planned debt, either because entered into to hedge the debt or pledged as security for the debt.

Guarantees. The SEC Release states that an Issuer's "guarantee" of a "debt obligation" or covered derivatives instrument would also be considered a "financial obligation." For these purposes, "guarantee" is intended to include any obligation to pay or secure a third party's or Issuer's financial obligation. This term would include a payment guarantee by an entity such as the City.

It is hereby the policy of the City, that the Responsible Officer be notified of the incurrence of any financial obligation to be entered into by, or on behalf of, the City. The Responsible Officer shall take measures to advise all applicable City staff of this City policy.

In addition, such Responsible Officer will notify the City's municipal advisor and the City's bond counsel and/or disclosure counsel of the receipt by the City of any default, event of acceleration, termination event, modification of terms (only if material or reflecting financial difficulties), or other similar events under any agreement or obligation to which the City is a party and which may be a "financial obligation" as discussed above. Such notice should be provided by the Responsible Officer as soon as the Responsible Officer receives notice from City staff, consultants or external parties of such event or receives direct written notice of such event so that the City can determine, with the assistance of

the municipal advisor and bond counsel and/or disclosure counsel, whether notice of such event is required to be filed on EMMA pursuant to the Rule. If filing on EMMA is required, the filing is due within 10 business days of the occurrence of such event to comply with the applicable Continuing Disclosure Undertaking entered into after February 27, 2019.

The City will develop a system whereby a designated member of City Staff will create a list identifying the execution by the City of any agreement or other obligation which might constitute a “financial obligation” for purposes of the Rule and which is entered into after February 27, 2019. Amendments to existing agreements or financial obligations which relate to covenants, events of default, remedies, priority rights, or other similar terms should be reported to the City’s municipal advisor and the City’s bond counsel and/or disclosure counsel as soon as notice of amendment requests is received by City staff, consultants, or external parties of such event. Such notice is necessary so that the City can determine, with the assistance of bond counsel and/or disclosure counsel, whether such agreement or other obligation constitutes a material “financial obligation” for purposes of the Rule. If such agreement or other obligation is determined to be a material “financial obligation” or a material amendment to a “financial obligation” described above, notice thereof would be required to be filed on EMMA within 10 business days of execution or incurrence.

## **8. RECORD RETENTION**

The City should retain the transcript containing the documents related to each issue of municipal securities of the City. The City will retain electronic and paper copies of each Annual Report submitted to EMMA. The City will retain electronic and paper copies of each Listed Event Notice submitted to EMMA. The City should retain all source data used to complete the Annual Report. For example, source material pertaining to assessed valuation, tax rates or other tables noted in the Continuing Disclosure Undertaking that are required to be updated annually.

The Responsible Officer should create an index cataloging the aforementioned documents (the “retained documents”). Such index and documents should be stored at the main office of the City. The Responsible Officer should be responsible for the maintenance and updating of such index. If the individual serving as Responsible Officer is replaced, the index, the retained documents and a copy of these procedures should be provided to the individual assuming the position of Responsible Officer.

The retained documents identified in this Section 8.0 should be retained for a period of at least six years following the maturity, prepayment or redemption of the related issue of municipal securities.

## **9. EFFECTIVE DATE**

This Continuing Disclosure Undertaking Policy is effective as of November 26, 2019.

## **Appendix A**

### **Listed Events – Pre-February 27, 2019**

- (i) principal and interest payment delinquencies;
- (ii) non-payment related defaults, if material;
- (iii) unscheduled draws on debt service reserves reflecting financial difficulties;
- (iv) unscheduled draws on credit enhancements reflecting financial difficulties;
- (v) substitution of credit or liquidity providers, or their failure to perform;
- (vi) adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB), or other material notices or determinations with respect to the tax status of the security, or other material events affecting the tax status of the security;
- (vii) modifications to rights of security holders, if material;
- (viii) bond calls, if material, and tender offers;
- (ix) defeasances;
- (x) release, substitution, or sale of property securing repayment of the security, if material;
- (xi) rating changes;
- (xii) bankruptcy, insolvency, receivership, or similar event of the Issuer or another obligated person;
- (xiii) the consummation of a merger, consolidation, or acquisition involving the Issuer or another obligated person or the sale of all or substantially all of its assets, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and
- (xiv) appointment of a successor or additional trustee or the change of name of a trustee, if material.

### **New Events – Post-February 27, 2019 Transactions**

- (xv) incurrence of a Financial Obligation of the obligated person, if material, or agreement to covenants, events of default, remedies,



priority rights, or other similar terms of a Financial Obligation of the obligated person, any of which affect security holders, if material; and

- (xvi) default, event of acceleration, termination event, modification of terms, or other similar events under the terms of a Financial Obligation of the obligated person, any of which reflect financial difficulties.

RECEIVED

NOV 20 2019

City of South Gate  
CITY COUNCIL

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER  
2:30pm

AGENDA BILL

For the Regular Meeting of November 26, 2019

Originating Department: Administration

Management Analyst:

  
Marina Urias

City Manager:

  
Michael Flad

**SUBJECT: AGREEMENT WITH TRIPEPI SMITH AND ASSOCIATES, INC. TO PROVIDE MARKETING AND COMMUNITY OUTREACH SERVICES**

**PURPOSE:** To approve an Agreement to provide marketing and community outreach services.

**RECOMMENDED ACTIONS:**

- a. Approve Agreement with Tripepi Smith and Associates, Inc., to provide marketing and community outreach services to continue the City’s rebranding efforts, in an amount not-to-exceed \$42,000; and
- b. Authorize the Mayor to execute the Agreement in a form acceptable to the City Attorney.

**FISCAL IMPACT:** Funds, in the amount of \$42,000, were included in the Fiscal Year 2019/20 budget for this Agreement in Account Number 100-601-42-6101 (General Fund - Community Development Administration - Professional Services).

**ALIGNMENT WITH COUNCIL GOALS:** This Project meets the City Council’s goal to improve communications and civic engagement with an emphasis on expanding electronic media and digital access. In addition, the milestone identified in the 2019/20 Work Program is to continue the video series that highlights upcoming City events, services and programs.

**ANALYSIS:** As part of the 2019/20 Fiscal Year budget, the City Council approved \$50,000 for marketing and community outreach services to continue the city’s rebranding efforts. Staff would like to bring on board a professional firm to provide their expertise in brand management, social media strategic communication and video production to enhance the City’s public communication outlets and provide strategic support for initiatives designed to advance the City's vision, image and branding.

**BACKGROUND:** On September 26, 2019, a Request for Proposals for marketing and community outreach services was released to several qualified consulting firms. A total of six proposals were received by the deadline. Each proposal was evaluated based on the firm’s experience, qualifications and ability to complete the project within budget. The three top proposers, as listed below, were invited to interview and present their qualifications for the project as listed below. The selection committee then rated each firm based upon their team qualifications and experience with video production, graphic design, community engagement and outreach.

<b>Name of Company</b>	<b>Bid Amount</b>
Degrave Communications, Inc.	\$53,740
JWA Urban Associates	\$49,810
Tripepi Smith and Associates, Inc.	\$51,552

Based on the ranking criteria, Tripepi Smith received the highest ranking.

Tripepi Smith offers the following:

- 20 years of public and private sector experience. Specializes in three key areas: community outreach, graphic design and video production.
- Capabilities include:
  - Full video production/editing/distribution
  - Community engagement and outreach
  - Messaging and communication strategy
  - Social media strategic advice
  - Graphic design
  - Photography
- Recently completed projects similar in scope for the cities of Bellflower, Culver City, Lake Forest, Cupertino, Daly City and La Cañada Flintridge.

Tripepi Smith exhibits the capability, capacity, and experience to perform the work required under the bid solicitation.

Under the Agreement, Tripepi Smith will provide the following services:

- Produce 8 short (30 seconds to a minute) animated, narrated videos that highlight City events, programs, projects or services with motion graphics, audio recording, text, photos and music.
- Develop quarterly campaigns that consists of 3-4 social media posts to share on the City’s Facebook, Instagram, website, cable channel 3, email blast and newsletter to create community awareness, engagement, and pride and drive traffic to the City’s website and social media accounts.
- Design quarterly street pole banners for Firestone Blvd., South Gate Park, City Hall and Atlantic Avenue.
- Redesign the City’s Vista and Business Connection Newsletter cover & back page template only.
- Photograph 15 city events – City’s Holiday Tree Lighting Ceremony, Annual Children’s Christmas Lane Parade, Police Navidad, Family Day at the Park, Health Fair, Earth Day, 5K Run, Concerts/Movies at the Park, Azalea Festival Carnival and Public Works Week.
- Photoshoot several key locations in South Gate including shopping centers, South Gate Park, Tweedy Mile, Margaret Travis Senior Center, sport leagues, recreational classes, swim stadium, etc.

**ATTACHMENT:** Proposed Agreement with Tripepi Smith

**AGREEMENT FOR PROFESSIONAL SERVICES FOR MARKETING AND  
COMMUNITY OUTREACH SERVICES TO CONTINUE THE CITY'S  
REBRANDING EFFORTS BETWEEN THE CITY OF SOUTH GATE  
AND TRIPEPI SMITH AND ASSOCIATES, INC.**

This Agreement for Professional Services for marketing and community outreach services to continue the City's rebranding efforts ("Agreement") is made and entered into on November 26, 2019, by and between the City of South Gate, a municipal corporation ("City"), and Tripepi Smith and Associates, Inc., a California corporation ("Consultant"). City and Consultant are sometimes hereinafter individually referred to as a "Party" and collectively as "Parties."

**RECITALS**

**WHEREAS**, City desires to retain Consultant for consulting services; and

**WHEREAS**, Consultant represents to City that it has the qualifications, experience and facilities to perform properly and timely the services under this Agreement; and

**WHEREAS**, based on such representation, City desires to contract with Consultant to perform the services described in the Scope of Work attached hereto as Exhibit "A" of this Agreement.

**NOW, THEREFORE, THE PARTIES HEREBY AGREE AS FOLLOWS:**

1. **SCOPE OF WORK.** Consultant agrees to provide the services and perform the tasks set forth in Exhibit "A" and made part of this Agreement. The Scope of Work may be amended from time to time by way of a written directive from City.
2. **TERM OF AGREEMENT.** This Agreement is effective as of November 26, 2019, and will remain in effect for a period of one (1) year from said date unless otherwise expressly extended and agreed to by both Parties in writing, or terminated by either Party as provided herein.
3. **COMPENSATION.** City shall pay Consultant for its professional services rendered and costs incurred pursuant to this Agreement in accordance with the Consultant's fee and cost schedule included in Exhibit "A." The cost of services shall not exceed Forty Two Thousand Dollars (\$42,000). No additional compensation shall be paid for any other expenses incurred unless first approved by the Director of Community Development and City Manager. Travel expenses (time, mileage, etc.) to attend business meetings and/or any other business shall be waived and shall not be included on the Consultant's invoice to City.

- 3.1 Consultant shall submit to City an invoice for services rendered according to the



project schedule included in Exhibit "A." City shall pay the Consultant within forty-five (45) days of receipt of the invoice.

**3.2** No payment made hereunder by City to Consultant, other than the final payment, shall be construed as an acceptance by City of any work or materials, nor as evidence of satisfactory performance by Consultant of its obligations under this Agreement.

**4. CITY AGENT.** The Director of the Community Development Department or City Manager, for the purposes of this Agreement, is the agent for the City. Whenever approval or authorization is required, Consultant understands that the Director of the Community Development Department or City Manager has the authority to provide that approval or authorization.

**5. CONFLICT OF INTEREST.** Consultant represents that it presently has no interest and shall not acquire any interest, direct or indirect, in any real property located within City which may be affected by the services to be performed by Consultant under this Agreement. Consultant further represents that in performance of this Agreement, no person having such interest shall be employed by it.

**5.1** Consultant represents that no City employee or official has a financial interest in the Consultant's business. During the term of this Agreement and/or in connection with being awarded this Agreement, Consultant shall not offer, encourage or provide any financial interest in the Consultant's business or in relation to this Agreement to any City employee or official.

**6. GENERAL TERMS AND CONDITIONS.**

**6.1 Termination.** Either the Director of the Community Development Department/City Manager or Consultant may terminate this Agreement, without cause, by giving the other Party ten (10) days written notice of such termination and the effective date thereof.

**6.1.1** In the event of such termination, all finished or unfinished documents, reports, photographs, films, charts, data, studies, surveys, drawings, models, maps, or other documentation prepared by or in the possession of Consultant under this Agreement shall be returned to City. If City terminates this Agreement without cause, Consultant shall prepare and shall be entitled to receive compensation pursuant to a close-out invoice for services rendered and fees earned, pursuant to this Agreement through the written notice of termination. In no event shall the amount payable upon termination exceed the total maximum compensation provided for in this Agreement. If Consultant terminates this Agreement without cause, the Consultant shall be paid only for those services completed in a manner satisfactory to City, which shall not be unreasonably determined.

**6.1.2** If Consultant or City fail to fulfill in a timely and proper manner its obligations under this Agreement, or if Consultant or City violate any of the covenants, agreements, or stipulations of this Agreement, Consultant or City shall have the right to terminate this Agreement by giving written notice to the other Party of such termination and specifying the effective date of such termination. Consultant shall be entitled to receive compensation in accordance with the terms of this Agreement for any work satisfactorily completed hereunder. Notwithstanding the foregoing, Consultant shall not be relieved of liability for damage sustained by virtue of any breach of this Agreement and any payments due under this Agreement may be withheld to off-set anticipated damages.

**6.2 Non-Assignability.** Consultant shall not assign or transfer any interest in this Agreement without the express prior written consent of City.

**6.3 Non-Discrimination.** Consultant shall not discriminate as to race, creed, gender, gender identity (including gender expression), religion, color, national origin, sexual orientation, age, marital status, family/parental status, disability, or veteran/military status, in the performance of its services and duties pursuant to this Agreement and will comply with all applicable laws, ordinances and codes of the Federal, State, and County and City governments.

**6.4 Insurance.** Consultant shall submit to City certificates indicating compliance with the following minimum insurance requirements no less than one (1) day prior to beginning of performance under this Agreement:

- (a) Workers' Compensation Insurance as required by law. Consultant shall require all subcontractors similarly to provide such compensation insurance for their respective employees.
- (b) Comprehensive general and automotive liability insurance protecting Consultant in amounts not less than \$1,000,000 for personal injury to any one person, \$1,000,000 for injuries arising out of one occurrence, and \$500,000 for property damages or a combined single limit of \$1,000,000. Each such policy of insurance shall:
  - 1) Be issued by a financially responsible insurance company or companies admitted or authorized to do business in the State of California or which is approved in writing by City.
  - 2) Name and list as additional insured City, its officers and employees.
  - 3) Specify its acts as primary insurance.

- 4) Contain a clause substantially in the following words: "It is hereby understood and agreed that this policy shall not be canceled except upon thirty (30) days prior written notice to City of such cancellation or material change."
- 5) Cover the operations of Consultant pursuant to the terms of this Agreement.

- 6.5 Indemnification.** Consultant agrees to indemnify, defend and hold harmless City and/or any other City agency, including other employees, representations, for/from any and all claims or actions of any kind asserted against City and/or any other City agency arising out of Consultant's (including Consultant's employees, representatives, products and subcontractors) negligent performance under this Agreement, excepting only such claims or actions which may arise out of sole or active negligence of City and/or any other City agency, or any third parties not acting on behalf of, at the direction of, or under the control of Consultant.
- 6.6 Compliance With Applicable Law.** Consultant and City shall comply with all applicable laws, ordinances and codes of the Federal, State, County and city governments, without regard to conflict of law principles.
- 6.7 Independent Contractor.** This Agreement is by and between City and Consultant and is not intended, nor shall it be construed, to create the relationship of agency, servant, employee, partnership, joint venture or association, as between City and Consultant.
- 6.7.1.** Consultant shall be an independent contractor and shall have no power to incur any debt or obligation for or on behalf of City. Neither City nor any of its officers or employees shall have any control over the conduct of Consultant, or any of Consultant's employees, except as herein set forth, and Consultant expressly warrants not to, at any time or in any manner represent that it, or any of its agents, servants or employees are in any manner employees of City, it being distinctly understood that Consultant is and shall at all times remain to City a wholly independent contractor and Consultant's obligations to City are solely such as are prescribed by this Agreement.
- 6.7.2.** Indemnification of CalPERS Determination- In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or CalPERS to be eligible for enrollment in CalPERS as an employee of City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for CalPERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as

for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

**6.8 Copyright.** No reports, maps or other documents produced in whole or in part under this Agreement shall be the subject of an application for copyright by or on behalf of Consultant.

**6.9 Legal Construction.**

- a) This Agreement is made and entered into in the State of California and shall in all respects be interpreted, enforced and governed under the laws of the State of California, without regard to conflict of law principles.
- b) This Agreement shall be construed without regard to the identity of the persons who drafted its various provisions. Each and every provision of this Agreement shall be construed as though each of the parties participated equally in the drafting of the same, and any rule of construction that a document is to be construed against the drafting party shall not be applicable to this Agreement.
- c) The article and section, captions and headings herein have been inserted for convenience only and shall not be considered or referred to in resolving questions of interpretation or construction.
- d) Whenever in this Agreement the context may so require, the masculine gender shall be deemed to refer to and include the feminine and neuter, and the singular shall refer to and include the plural.

**6.10 Counterparts.** This Agreement may be executed in counterparts and as so executed shall constitute an agreement which shall be binding upon all Parties herein.

**6.11 Final Payment Acceptance Constitutes Release.** The acceptance by Consultant of the final payment made under this Agreement shall operate as and be a release of City from all claims and liabilities for compensation to Consultant for anything done, furnished or relating to Consultant's work or services. Acceptance of payment shall be any negotiation of City's check or the failure to make a written extra compensation claim within ten (10) calendar days of the receipt of that check. However, approval or payment by City shall not constitute, nor be deemed, a release of the responsibility and liability of Consultant, its employees, subcontractors and agents for the accuracy and competency of the information provided and/or work performed; nor shall such approval or payment be deemed to be an assumption of such responsibility or liability by City for any defect or error in the work prepared by Consultant, its employees, subcontractors and agents.



- 6.12 Corrections.** In addition to the above indemnification obligations, Consultant shall correct, at its expense, all errors in the work which may be disclosed during City's review of Consultant's report or plans. Should Consultant fail to make such correction in a reasonably timely manner, such correction shall be made by City, and the cost thereof shall be charged to the Consultant.
- 6.13 Files.** All files of Consultant pertaining to City shall be and remain the property of City. Consultant will control the physical location of such files during the term of this Agreement and shall be entitled to retain copies of such files upon termination of this Agreement.
- 6.14 Waiver; Remedies Cumulative.** Failure by a Party to insist upon the performance of any of the provisions of this Agreement by the other Party, irrespective of the length of time for which such failure continues, shall not constitute a waiver of such Party's right to demand compliance by such other Party in the future. No waiver by a Party of a default or breach of the other Party shall be effective or binding upon such a Party unless made in writing by such Party, and no such waiver shall be implied from any omissions by a Party to take any action with respect to such default or breach. No express written waiver of a specified default or breach shall affect any other default or breach, or cover any other period of time, other than any default or breach and/or period of time specified. All of the remedies permitted or available to a Party under this Agreement, or at law or in equity, shall be cumulative and alternative, and invocation of any such right or remedy shall not constitute a waiver or election of remedies with respect to any other permitted or available right of remedy.
- 6.15 Mitigation of Damages.** In all such situations arising out of this Agreement, the Parties shall attempt to avoid and minimize the damages resulting from the conduct of the other Party.
- 6.16 Partial Invalidity.** If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.
- 6.17 Attorney's Fees.** The Parties hereto acknowledge and agree that each will bear his or its own costs, expenses and attorney's fees arising out of and/or connected with the negotiation, drafting and execution of the Agreement, and all matters arising out of or connected therewith except that, in the event any action is brought by any Party hereto to enforce this Agreement, the prevailing Party in such action shall be entitled to reasonable attorney's fees and costs in addition to all other relief to which that Party or those Parties may be entitled.
- 6.18 Entire Agreement.** This Agreement constitutes the whole agreement between City

and Consultant, and neither Party has made any representations to the other except as expressly contained herein. Neither Party, in executing or performing this Agreement, is relying upon any statement or information not contained in this Agreement. Any changes or modifications to this Agreement must be made in writing and appropriately executed by both City and Consultant.

- 6.19 Notices.** Any notice required to be given hereunder shall be deemed to have been given by depositing said notice in the United States mail, postage prepaid, and addressed as follows:

**TO CITY:**

Joe Perez, Director of the Community Development Department  
City of South Gate  
8650 California Avenue  
South Gate, CA 90280  
(323) 563-9566  
jperez@sogate.org

**WITH COURTESY COPY TO:**

Carmen Avalos, City Clerk  
City of South Gate  
8650 California Avenue  
South Gate, CA 90280  
(323) 563-9573  
cavalos@sogate.org

**TO CONSULTANT:**

Ryder Todd Smith, President  
PO Box 52152  
Irvine, CA 92619  
(626) 536-2173  
ryder@tripepismith.com

- 6.20 Warranty of Authorized Signatories.** Each of the signatories hereto warrants and represents that he or she is competent and authorized to enter into this Agreement on behalf of the Party for whom he or she purports to sign.
- 6.21 Consultation With Attorney.** Consultant warrants and represents that it has consulted with an attorney or knowingly and voluntarily decided to forgo such a consultation.
- 6.22 Interpretation Against Drafting Party.** City and Consultant agree that they have cooperated in the review and drafting of this Agreement. Accordingly, in the event of any ambiguity, neither Party may claim that the interpretation of this Agreement

shall be construed against either Party solely because that Party drafted all or a portion of this Agreement, or the clause at issue.

- 7. **EFFECTIVE DATE.** The effective date of this Agreement is November 26, 2019, and will remain in effect through and including one (1) year from said date unless terminated otherwise in accordance with the terms of this Agreement.

**IN WITNESS WHEREOF**, the Parties hereto have caused this Agreement to be executed and attested by their respective officers thereunto duly authorized.

**CITY OF SOUTH GATE:**

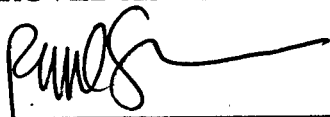
By: \_\_\_\_\_  
M. Belen Bernal, Mayor

Dated: \_\_\_\_\_

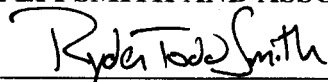
**ATTEST:**

By: \_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

**APPROVED AS TO FORM:**

By:  \_\_\_\_\_  
Raul F. Salinas, City Attorney

**TRIPEPI SMITH AND ASSOCIATES, INC.:**

By:  \_\_\_\_\_  
Ryder Todd Smith, President

Dated: 11/22/2019

**Exhibit A**  
**Scope of Work for Marketing and Community Outreach Services**

Services	Unit Count	Cost	Number of Revisions	Total
<b>Animated Video</b> Produce short animated, narrated videos (30 seconds to a minute) that highlight City events, programs, projects or services with motion graphics, audio recording, text, photos and music.	6 videos	\$1,350.00	2 per video	\$8,100
<b>Animated Video with Video Recording</b> Produce short animated, narrated videos (30 seconds to a minute) that highlight City events, programs, projects or services with motion graphics, audio AND VIDEO recording, text, photos and music.	2 videos	\$3,465.00	2 per video	\$6,930.00
<b>Quarterly Social Media Posts</b> Develop quarterly campaigns that consists of 4 social media posts per quarter.	12 post designs		2 per post	\$1,567.50
<b>Newsletters Redesign</b> Redesign the cover and back page template of the Vista & Business Connection Newsletters	4 pages	\$2,250.00	3 for each newsletter	\$4,500.00
<b>Street Pole Banners</b> Design Quarterly Themed Street Pole Banners. Pole banner dimensions are 26" x 84" and 26" x 48". The pole banner themes are the following: <ul style="list-style-type: none"> <li>a) Shop, Dine and Play</li> <li>b) Azalea Festival Month</li> <li>c) Health Fair, Community 5k Run and Farmers Market</li> <li>d) Honor Community Veterans</li> <li>e) Concerts &amp; Movies at the Park</li> <li>f) Halloween Carnival at the Park</li> <li>g) Happy Holidays</li> </ul>	14 designs	\$845.00	3 per design	\$11,830.00
<b>City Event Photo Shoots</b> Attend, capture and produce in final form images of 15 city events, and provide online gallery. 2 hours max per event.	15 events	\$427.50		\$6,412.50



<p><b>City Photo Stock</b>            Capture and produce in final form images of several locations in South Gate, and perform the functions below.            Provide an online gallery of proofs that the City will select from.            Edit the selected photos in final form.            Provide all raw image files to the City and one edited image of each photo in uncompressed jpeg format.            Provide 6 edited images for the City's website and submit in 1800 pixels in width and 750 pixels in height.</p>	1.5 days	\$2,660.00		\$2,660.00
<b>Total</b>	<b>\$42,000.00</b>			

Payment Schedule:

City will pay Tripepi Smith each month \$3,500 for fixed services (12 payments summing to \$42,000). Invoice will be sent on the 15<sup>th</sup> of each month starting December 15, 2019 and concluding November 15, 2019.

If subsequent work is authorized out the scope of the above fixed work, that invoice will be sent on the last day of each month with itemized time for the services rendered.

RECEIVED

NOV 20 2019

City of South Gate  
CITY COUNCIL

Item No. 6

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

7:30am

AGENDA BILL

For the Regular Meeting of: **November 26, 2019**

Originating Department: **Public Works**

Department Director:

*[Signature]*  
Arturo Cervantes

City Manager:

*[Signature]*  
Michael Flad

**SUBJECT: AGREEMENT WITH MARK THOMAS & COMPANY, INC., FOR THE LONG BEACH BOULEVARD GREEN STREET IMPROVEMENT PROJECT, CITY PROJECT NO. 515-ST**

**PURPOSE:** The Engineering Division is in the process of implementing the Long Beach Boulevard Green Street Improvement Project (Project) and an engineering services contract is needed to prepare the design and construction documents. Mark Thomas & Company, Inc., (Mark Thomas), is recommended for the contract, pursuant to a competitive selection process that followed federal requirements.

**RECOMMENDED ACTIONS:**

- a. Approve Agreement with Mark Thomas & Company, Inc., to provide engineering plans, specifications and estimates for the Long Beach Boulevard Green Street Improvement Project, City Project No. 515-ST, in an amount not-to-exceed \$664,592; and
- b. Authorize the Mayor to execute the Agreement in a form acceptable to the City Attorney.

**FISCAL IMPACT:** There is no fiscal impact to the General Fund. The design phase of the Project is funded in Account No. 311-790-31-9565 (Long Beach Boulevard Pedestrian Improvements), as summarized below:

Account No. 311-790-31-9565	ATP Grant*	HSIP Grant**	Urban Greening Grant***	Measure R****	Total
Design Services Agreement	\$301,000	\$275,000	\$80,000	\$8,592	\$664,592
Design Contingency	\$0	\$0	\$0	\$88,000	\$88,000
Project Management	\$0	\$0	\$0	\$50,000	\$50,000
Administrative and Miscellaneous	\$0	\$0	\$0	\$45,000	\$45,000
<b>Total</b>	<b>\$301,000</b>	<b>\$275,000</b>	<b>\$80,000</b>	<b>\$191,592</b>	<b>\$847,592</b>

\*Active Transportation Program to promote alternative modes of transportation with enhanced pedestrian mobility and bike amenities

\*\*Highway Safety Improvements Program for improvements for traffic circulation and safety

\*\*\*Urban Greening Grant for drought tolerant vegetation

\*\*\*\*Measure R for the replacement of sidewalks, ADA ramps and other peripheral improvements

**ALIGNMENT WITH COUNCIL GOALS:** This Project meets the City Council's goal to "Continue Infrastructure Improvements." The milestone identified in the 2019/20 Work Program is to begin design of the Project.

**ANALYSIS:** Long Beach Boulevard is a primary arterial street serving diverse transportation needs. The corridor extends a distance of 1.5 miles, from Tweedy Boulevard to Santa Ana Street. The corridor is heavily traveled by vehicles and carries over 25,000 vehicles per day. Long Beach Boulevard is also a pedestrian oriented corridor that provides access to businesses, schools and other activity centers.

The vision for Long Beach Boulevard is to transform the corridor into an attractive urban environment with a diverse mix use. This will require a significant complete streets improvement program that includes greening the corridor with energy efficient systems, storm water infiltration planters, improved traffic circulation and safety, promoting alternative modes of transportation with enhanced pedestrian mobility and bike amenities, enhanced streetscape environment and other pedestrian environment enhancements. More specifically, project amenities include raised landscaped median islands with drought tolerant vegetation; vegetated bio-filtration swales; storm water capture, treatment and infiltration; roadway pavement rehabilitation and restriping; upgraded pedestrian lighting, high visibility enhanced crosswalks and rectangular rapid flashing beacons; sidewalk repairs and ADA compliant curb ramps; enhanced bus stops; bike racks and striping for class III bicycle facilities. These elements have safety, transportation, beautification and quality of life benefits.

The amount of the contract before the City Council was negotiated from \$1,208,740 to \$664,592. Several fee reductions were made to “right-size” the fee to the needs of the project, as follows: (1) Fees were reduced from \$1,208,740 to \$1,076,037 through the correction of mathematical errors; (2) Fees were further reduced from \$1,076,037 to \$900,432, by eliminating unnecessary design tasks, such as extensive environmental studies and right-of-way support; (3) Fees were reduced from \$900,432 to \$745,493 by addressing overall design efficiency issues, such as by combining similar tasks in order to reduce the number of design and management hours; and (4) Fees were then reduced from \$745,493 to \$664,592 as City staff evaluated each task item and associated hours. The consultant agreed to reduce the hours, and therefore, fees to \$664,592. After negotiations, staff is confident that the final fee proposal of \$664,592 is reasonable and within the acceptable industry standards. The scope and fee has been rightsized for the project and its budget.

**BACKGROUND:** The Project is a part of the Capital Improvement Program. The Engineering Division is in the process of implementing the Project and an agreement is needed to initiate the design phase.

On February 7, 2019, a Request for Proposal (RFP) was released to over 20 qualified consulting firms. As such, on March 18, 2019, a total of eight proposals were submitted to the City Clerk’s office.

A technical panel comprised of three members (Mr. Clint Herrera, Deputy City Engineer, Mr. Jose Loera, City Traffic Engineer and the Deputy Director of Public Works for the City of El Monte), reviewed the proposals and interviewed eight consultants. This qualification-based selection process weighed a number of factors such as project manager and team qualifications, experience on similar projects and understanding of technical issues.

Based on the ranking criteria, Mark Thomas received the highest rank by the panel (see Attachment C). Mark Thomas provides the following benefits to the Project:

- **Experienced Consulting Firm** – Mark Thomas, a California corporation, has over 92 years of experience, in which the majority of the consulting engineering services were geared towards public agencies. The firm has experience in providing consulting engineering services for transportation, urban design and landscape architecture, structural and municipal engineering, planning services, right-of-way engineering, surveying, mapping and engineering management services. Currently, Mark Thomas is working with the cities of Newport Beach, Garden Grove,

Westminster, Norwalk, Davis and San Jose. In addition, Mark Thomas is the current consultant for the design of Chakemco Street Improvement Project for the City.

- **Qualified Staff** – Mark Thomas assembled a qualified team with experience and knowledge for the Project. The firm has over 200 professional, technical and support personnel on a full time basis.
- **Negotiated Competitive Fees** – Mark Thomas submitted an original base fee proposal of \$1,208,740 for the design of the Project and an optional fee proposal of \$198,502 to modify and synchronize ten traffic signals and to prepare an Intelligent Transportation System/Traffic Management Plan. Due to budget constraints, the optional work will not be awarded as part of this Project.

The procurement process followed Federal standards since the proposed contract will be partially funded with Federal funds. As such, the procurement process followed Caltrans, Chapter 10 of the Local Assistance Procedures Manual.

The design of the Long Beach Boulevard Green Street Improvement Project is scheduled to start January 2020 and is planned to be completed in October 2020.

- ATTACHMENTS:**
- A. Proposed Agreement
  - B. List of Submitted Proposals
  - C. Consultant Ranking
  - D. Revised Cost Proposal

ES:lc

**AGREEMENT FOR PROFESSIONAL SERVICES FOR THE LONG BEACH BOULEVAD GREEN STREET IMPROVEMENT PROJECT BETWEEN THE CITY OF SOUTH GATE AND MARK THOMAS & COMPANY, INC.**

This Agreement for Professional Services for the Long Beach Boulevard Green Street Improvement Project ("Agreement") is made and entered into on November 26, 2019, by and between the City of South Gate, a municipal corporation, ("City"), and Mark Thomas & Company, Inc., a California corporation ("Consultant"). City and Consultant are sometimes hereinafter individually referred to as a "Party" and collectively as "Parties."

**RECITALS**

**WHEREAS**, City desires to retain Consultant to perform certain technical and professional engineering services, as provided herein, for the Long Beach Boulevard Green Street Improvement Project, City Project No. 515-ST;

**WHEREAS**, Consultant represents to City that it has the qualifications, experience and facilities to perform properly and timely the services under this Agreement; and

**WHEREAS**, based on such representation, City desires to contract with Consultant to perform the services described in the Proposal attached hereto as Exhibit "A" of this Agreement.

**NOW, THEREFORE, THE PARTIES HEREBY AGREE AS FOLLOWS:**

**1. PARTIES TO THE AGREEMENT.**

The Parties to the Agreement are:

- A. Owner: The City of South Gate, a municipal corporation, having its principal office at 8650 California Avenue, South Gate, California 90280.
- B. Consultant: Mark Thomas & Company, Inc.  
16795 Van Karman Avenue, Suite 240  
Irvine, CA 92606.

**2. REPRESENTATIVES OF THE PARTIES AND SERVICE OF NOTICES:**

The representatives of the Parties who are primarily responsible for the administration of this Agreement, and to whom formal notices, demands and communications shall be given, are as follows:

- A. The principal representative of the City shall be:

Arturo Cervantes, P.E.  
Assistant City Manager/Director of Public Works  
Public Works Department



City of South Gate  
8650 California Avenue  
South Gate, CA 90280

WITH COURTESY COPY TO:

Carmen Avalos, City Clerk  
City of South Gate  
8650 California Avenue  
South Gate, CA 90280

- B. The principal representative of the Consultant shall be:

Rob Himes  
CEO/President  
Mark Thomas & Company, Inc.

16795 Van Karman Avenue, Suite 240  
Irvine, CA 92606

- C. Formal notices, demands and communications to be given hereunder by either Party shall be made in writing and may be affected by personal delivery or by mail.
- D. If the name of the principal representative designated to receive the notices, demands or communications, or the address of such person, is changed, written notice shall be given within five (5) working days of said change.

**3. DESCRIPTION OF WORK.**

City hereby engages Consultant, and Consultant accepts such engagement, to perform the technical and professional services, as needed, set forth in the "Proposal" attached hereto as Exhibit "A". Consultant shall perform and complete, in a manner satisfactory to City, all work and services set forth in Exhibit "A". The Director of Public Works, or the Director of Public Works' designee, shall have the right to review and inspect the work during the course of its performance at such times as may be specified by the Director of Public Works.

**4. DATA PROVIDED TO CONSULTANT.**

City shall provide to Consultant, without charge, all data, including reports, records, maps and other information, now in the City's possession, which may facilitate the timely performance of the work described in Exhibit "A".

**5. INDEPENDENT CONTRACTOR.**

Consultant is an independent contractor and shall have no power or authority to incur any debt, obligation or liability on behalf of the City.

**6. CONSULTANT'S PERSONNEL.**

- A. All services required under this Agreement will be performed by Consultant, or under Consultant's direct supervision, and all personnel shall possess the qualifications, permits and licenses required by State and local law to perform such services, including, without limitation, a City of South Gate business license as required by the South Gate Municipal Code.
- B. Consultant shall be solely responsible for the satisfactory work performance of all personnel engaged in performing services required by this Agreement, and compliance with all reasonable performance standards established by City.
- C. Consultant shall be responsible for payment of all employees' and subcontractor's wages and benefits, and shall comply with all requirements pertaining to employer's liability, workers' compensation, unemployment insurance, and Social Security.
- D. Consultant shall indemnify and hold harmless the City and all other related entities, officers, employees, and representatives, from any liability, damages, claims, costs and expenses of any nature arising from alleged violations of personnel practices, or of any acts or omissions by Consultant in connection with the work performed arising from this Agreement.

**7. COMPENSATION.**

- A. The total compensation to be paid by City to Consultant for its professional services rendered as described in Exhibit "A" shall be as submitted in the proposal for an amount not to exceed **Six Hundred Sixty-Four Thousand Five Hundred Ninety-Two Dollars (\$664,592)**. Consultant's fees and charges for the work and services performed shall in no event exceed those set forth in Exhibit "A" attached hereto and made a part hereof. Notwithstanding anything to the contrary in the proposal, invoices will be processed for payment and paid subject to approval by Director of Public Works and City Council within forty-five (45) days from date of receipt by Director of Public Works. Travel expenses (time, mileage, etc.) to attend business meetings and/or any other business associated with the project shall be waived and shall not be displayed on the Consultant's and sub-consultant's invoice to the City.
- B. Consultant shall be required to attend meetings as necessary in the delivery of the projects. Travel time between the Consultant's office and the meeting location shall not be billable; however, mileage will be. Consultant may request an exemption on a case by case basis, which shall be subject to City approval.

**8. INDEMNITY AND INSURANCE.**

- A. Consultant agrees to indemnify, hold harmless and defend the City, its officers and employees, from and against any and all claims, losses, obligations, or liabilities whatsoever incurred in or in any manner arising out of or related to Consultant's negligent or willful acts, errors or omissions, or those of its employees or agents. Consultant will deliver to City a certificate of insurance evidencing professional liability insurance coverage in an amount not less than \$1,000,000.
- B. (1) The Consultant, at its expense, shall maintain in effect at all times during the performance of work under this Agreement not less than the following coverage and limits of insurance, which shall be maintained with insurers listed "A" or better in the Best's Insurance Guide and authorized to do business in the State of California.
- (a) Workers' Compensation and Employer's Liability
    - Workers' Compensation-coverage as required by law. Employer's Liability-limits of at least \$1,000,000 per occurrence.
  - (b) Comprehensive General Liability
    - Combined Single Limit-\$1,000,000.  
The automobile and comprehensive general liability policies may be combined in a single policy with a combined single limit of \$1,000,000. All of the Consultant's policies shall contain an endorsement providing that written notice shall be given to City at least thirty (30) calendar days prior to termination, cancellation or reduction of coverage in the policy.
- (2) Policies providing for bodily injury and property damage coverage shall contain the following:
- (a) An endorsement extending coverage to City as an additional insured, in the same manner as the named insured, as respects liability arising out of the performance of any work under the Agreement. Such insurance shall be primary insurance as respects the interest of City, and any other insurance maintained by City shall be considered excess coverage and not contributing insurance with the insurance required hereunder.
  - (b) "Severability of Interest" clause.
  - (c) Provision or endorsement stating that such insurance, subject to all of its other terms and conditions, applies to the liability assumed by Consultant under the Agreement, including without limitation that set forth in Section 10.A.
- (3) Promptly on execution of this Agreement and prior to commencement of any work Consultant shall deliver to City copies of all required policies

and endorsements to the required policies.

- (4) The requirements as to the types and limits of insurance to be maintained by the Consultant are not intended to and shall not in any manner limit or qualify Consultant's liabilities and obligations under this Agreement.
- (5) Any policy or policies of insurance that Consultant elects to carry as insurance against loss or damage to its equipment and tools or other personal property used in the performance of this Agreement shall include a provision waiving the insurer's right of subrogation against the City.

**9. TERMINATION FOR CONVENIENCE.**

The City may terminate this Agreement at any time without cause by giving fifteen (15) days written notice to Consultant of such termination and specifying the effective date thereof. In that event, all finished or unfinished documents and other materials shall, at the option of City, become its property. If this Agreement is terminated by City as provided herein, Consultant will be paid a total amount equal to its costs as of the termination date, plus ten percent (10%) of that amount for profit. In no event shall the amount payable upon termination exceed the total maximum compensation provided for in this Agreement.

**10. TERMINATION FOR CAUSE.**

- A. The City may, by written notice to Consultant, terminate the whole or any part of this Agreement in any of the following circumstances:
  - (1) If Consultant fails to perform the services required by this Agreement within the time specified herein or any authorized extension thereof; or
  - (2) If Consultant fails to perform the services called for by this Agreement or so fails to make progress as to endanger performance of this Agreement in accordance with its terms, and in either of these circumstances does not correct such failure within a period of ten (10) days (or such longer period as City may authorize in writing) after receipt of notice from City specifying such failure.
- B. In the event City terminates this Agreement in whole or in part as provided above in paragraph A of this Section 10, City may procure, upon such terms and in such manner as it may deem appropriate, services similar to those terminated.
- C. If this Agreement is terminated as provided above in paragraph A, City may require Consultant to provide all finished or unfinished documents, data,

studies, drawings, maps, photographs, reports, etc., prepared by Consultant. Upon such termination, Consultant shall be paid an amount equal to the value of the work performed. In ascertaining the value of the work performed up to the date of termination, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents whether delivered to City or in possession of Consultant, and to authorized reimbursement expenses.

- D. If, after notice of termination of the Agreement under the provisions of this Section 10, it is determined, for any reason, that Consultant was not in default, or that the default was excusable, then the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to Section 9.

**11. NON-DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY.**

- A. In the performance of this Agreement, Consultant shall not discriminate against any employee, subcontractor, or applicant for employment because of race, creed, gender, gender identity (including gender expression), color, religion, ancestry, sexual orientation, national origin, disability, age, marital status, family/parental status, or veteran/military status. Consultant will take affirmative action to ensure that subcontractors and applicants are employed, and that employees are treated during employment without regard to their race, color, religion, ancestry, sex, national origin, handicap or age. Affirmative action relating to employment shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment; layoff or termination; rates of pay or other forms of compensation; and selection for training including apprenticeship.
- B. The provisions of subsection A above shall be included in all solicitations or advertisements placed by or on behalf of Consultant for personnel to perform any services under this Agreement. City shall have access to all documents, data and records of Consultant and its subcontractors for purposes of determining compliance with the equal employment opportunity and non-discrimination provisions of this Section, and all applicable provisions of Executive Order No. 11246 which is incorporated herein by this reference. A copy of Executive Order No. 11246 is available for inspection and on file with the Public Works Department.

**12. CONSULTANT'S WARRANTIES AND REPRESENTATIONS.**

Consultant warrants and represents to City as follows:

- A. Consultant has not employed or retained any person or entity, other than a bona fide employee working exclusively for Consultant, to solicit or obtain this Agreement.



- B. Consultant has not paid or agreed to pay any person or entity, other than a bona fide employee working exclusively for Consultant, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the execution of this Agreement. Upon such breach or violation of this warranty, City shall have the right, in its sole discretion, to terminate this Agreement without further liability, or, in the alternative, to deduct from any sums payable hereunder the full amount or value of any such fee, commission, percentage or gift.
- C. Consultant has no knowledge that any officer or employee of the City has any interest, whether contractual, noncontractual, financial, proprietary, or otherwise, in this transaction or in the business of the Consultant, and that if any such interest comes to the knowledge of Consultant at any time, a complete written disclosure of such interest will be made to City, even if such interest would not be deemed a prohibited "conflict of interest" under applicable laws.
- D. Upon the execution of this Agreement, Consultant has no interest, direct or indirect, in any transaction or business entity which would conflict with or in any manner hinder the performance of services and work required by this Agreement, nor shall any such interest be acquired during the term of this Agreement.

**13. Subcontracting, Delegation and Assignment.**

- A. Consultant shall not delegate, subcontract or assign its duties or rights hereunder, either in whole or in part, without the prior written consent of the Director of Public Works; provided, however, that claims for money due or to become due to Consultant from City under this Agreement may be assigned to a bank, trust company or other financial institution without such approval. Any proposed delegation, assignment or subcontract shall provide a description of the services to be covered, identification of the proposed assignee, delegee or subcontractor, and an explanation of why and how the same was selected, including the degree of competition involved. Any proposed agreement with an assignee, delegee or subcontractor shall include the following:
  - (1) The amount involved, together with Consultant's analysis of such cost or price.
  - (2) A provision requiring that any subsequent modification or amendment shall be subject to the prior written consent of the City.
- B. Any assignment, delegation or subcontract shall be made in the name of the Consultant and shall not bind or purport to bind the City and shall not release the Consultant from any obligations under this Agreement including, but not limited to, the duty to properly supervise and coordinate the work of employees, assignees, delegees and subcontractors. No such assignment, delegation or subcontract shall result in any increase in the amount of total compensation

payable to Consultant under this Agreement.

**14. OWNERSHIP OF DOCUMENTS.**

All plans, specifications, reports, studies, tracings, maps and other documents prepared or obtained by Consultant in the course of performing the work required by this Agreement shall be the property of the City. Basic survey notes, sketches, charts, computations and similar data prepared or obtained by Consultant under this Agreement shall, upon request, be made available to City without restriction or limitation on their use.

**15. ENTIRE AGREEMENT AND AMENDMENTS.**

- A. This Agreement supersedes all prior proposals, agreements, and understandings between the parties and may not be modified or terminated orally.
- B. No attempted waiver of any of the provisions hereof, nor any modification in the nature, extent or duration of the work to be performed by Consultant hereunder, shall be binding unless in writing and signed by the party against whom the same is sought to be enforced.
- C. Consultant acknowledges and agrees that it has consulted with an attorney, or has knowingly foregone the opportunity to do so and executes this Agreement knowingly and voluntarily.

**16. RESOLUTION OF DISPUTES.**

Disputes regarding the interpretation or application of any provisions of this Agreement shall, to the extent reasonably feasible, be resolved through good faith negotiations between the parties. In the event that the parties cannot reach agreement, parties agree to submit their dispute to non-binding arbitration prior to the commencement of any legal action or suit. The parties are free to choose a mutually agreeable arbitrator; however, in the event of a lack of agreement between the parties, the matter shall be submitted to the American Arbitration Association and be subject to its Commercial Arbitration Rules. Each party shall bear its own costs and fees, and share equally in the cost of the arbitration fee.

**17. SEVERABILITY.**

If any provision of this agreement is held by court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions nevertheless will continue in full force and effect without being impaired or invalidated in any way.

**18. EXHIBITS.**

The following exhibits to which reference is made in this Agreement is deemed incorporated herein in their entirety:

- Exhibit "A" Proposal dated March 18, 2019.
- Exhibit "B" Revised Fee Proposal dated July 18, 2019.

**19. GOVERNING LAW.**

This Agreement shall be governed by the laws of the State of California, without regard to conflict of law principals.

**20. EFFECTIVE DATE.**

The effective date of this Agreement is November 26, 2019, and shall remain in effect for nine (9) months after the Notice to Proceed is issued, unless terminated otherwise in accordance with the terms of this Agreement.

[Remainder of page left blank intentionally]

**IN WITNESS WHEREOF**, the Parties hereto have caused this Agreement to be executed and attested by their respective officers thereunto duly authorized.

**CITY OF SOUTH GATE:**

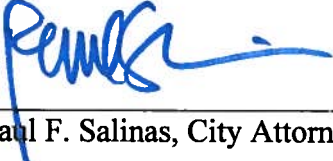
By: \_\_\_\_\_  
M. Belén Bernal, Mayor

Dated: \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

**APPROVED AS TO FORM:**

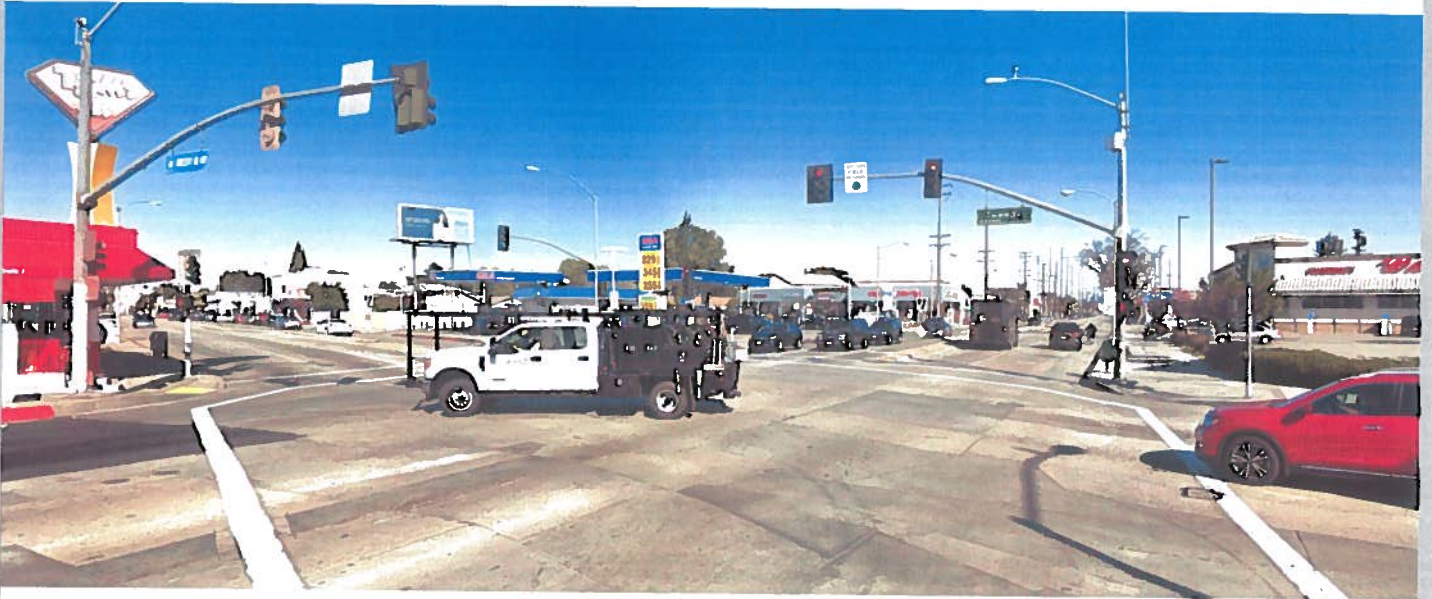
By:  \_\_\_\_\_  
Raul F. Salinas, City Attorney

**MARK THOMAS & COMPANY, INC.**

By: \_\_\_\_\_  
Rob Himes, CEO/President

Dated: \_\_\_\_\_

PROPOSAL



PROJECT

**LONG BEACH BOULEVARD  
GREEN STREET IMPROVEMENTS  
PROJECT**

SUBMISSION DATE

**MARCH 18, 2019**

PREPARED FOR

City of South Gate



**MARK THOMAS**





## MARK THOMAS

March 18, 2019

City of South Gate  
Attn: Arturo Cervantes, P.E., Director of Public Works/City Engineer  
8650 California Avenue  
South Gate, CA 90280

Dear Mr. Cervantes,

Long Beach Boulevard is a primary arterial serving diverse transportation needs. The corridor extends from Tweedy Boulevard to Santa Ana Street, a distance of 1.5 miles. The corridor is heavily traveled by vehicles, carrying 25,000 vehicles per day. It is also a pedestrian corridor that provides access to businesses, schools, and other activity centers. The existing conditions along the corridor contribute to the safety deficiencies and high collision rate. The City of South Gate's (City) General Plan 2035 adopted in 2009, identified the need to improve Long Beach Boulevard to provide a safe and inviting multimodal corridor as well as an enhanced streetscape environment. The vision for Long Beach Boulevard is to transform the corridor into an attractive urban environment with a diverse mix of uses - this will require a significant complete streets improvement program that includes street trees, wider sidewalks, pedestrian facilities, and improved street crossings.

The City successfully secured funding from three competitive grant programs, Active Transportation Program, Highway Safety Improvement Program, and Urban Greening Grant to implement improvements along the corridor. In addition to these programs, the City has also identified the need to rehabilitate the pavement and, as an option, modify traffic signals and intelligent transportation system (ITS) along the corridor. The City has combined these subprojects into the Long Beach Boulevard Green Street Improvement Project. The City is looking for a consultant with the expertise to implement the technical designs, develop creative landscape architecture and aesthetic concepts, meet funding program requirements, and efficiently manage and deliver the project.

Mark Thomas is excited to submit our proposal for the Long Beach Boulevard Green Street Improvement Project. Our team understands the importance of the corridor to the local economy, and that a successful project with minimal impacts to daily local business operations and traffic is critical. As a full-service engineering and design firm, Mark Thomas provides the following key benefits that will be critical to meeting the City's goals for this project:

### **Civil Engineering Planning and Design Expertise**

Mark Thomas is a recognized industry leader in the planning, design, and delivery of complete street improvements including bicycle and pedestrian mobility, Green Street and corridor improvements; intersection modifications; highway/railway at-grade crossing improvements; and pavement rehabilitation and median installation projects throughout the State. We have extensive working knowledge of design manuals and guidelines for the implementation of complete streets projects, and we bring unmatched experience working with public agencies, including Caltrans. We have delivered similar complete streets projects in Newport Beach, Westminster, Norwalk, and Fullerton.

### **Landscape Architecture and Urban Planning**

Mark Thomas also provides landscape architecture, urban design, and irrigation design services. We provide site-responsive design that is focused on community needs makes a project successful. We have extensive experience



an equal opportunity  
and affirmative action  
company  
www.markthomas.com

MARKTHOMAS.COM

developing corridor themes and monumentation that leverage the local community to create a unique sense of place. Our focus on public infrastructure projects allows our team to understand the regulatory environment and local preferences for landscape and aesthetic design. We have developed similar concepts and plans for the cities of Newport Beach, Norwalk, Westminster, Sacramento, and San Leandro.

### **Federal Funding and Urban Greening Grant Expertise**

We have extensive experience delivering federally-funded projects. Our staff has an unmatched understanding of the Caltrans Local Assistance process gained through delivering more than 100 projects that involved Caltrans Local Assistance coordination. We are intimately familiar with the Caltrans Local Assistance Procedures Manual (LAPM) requirements and processes. Our work has included supporting agencies to prepare funding requests and authorizations. Our team also knows the specific requirements and approval processes for project elements, submittals, and reimbursements for the Urban Greening Grant. We are currently designing the Mendez Historic Trail and Green Street Bikeway Project in Westminster which is funded through the Urban Greening Grant. We are working within the grant requirements to ensure funding is not jeopardized for these projects.

### **Dedicated and Familiar Project Team**

The City's project will be managed by Arturo Vivar, PE. As project manager he brings more than 17 years of transportation engineering experience in roadway widenings, reconstructions, and rehabilitations, utility relocations, and traffic/operational improvements. *Arturo is the project manager for our Chakemco Street Improvements and Rehabilitation project that we are currently delivering for the City.* He will leverage this project experience to efficiently deliver the Long Beach Boulevard project.

Supporting Arturo will be an experienced and dedicated project team which excels at the design of local roadway and transportation improvement projects for local roadway and Caltrans facilities. To further support our internal team, we have added subconsultants, including DBE firms to meet the City's 17% DBE goal for this project. Our subconsultants include **W.G. Zimmerman Engineering** (traffic engineering and funding), Galvin Preservation Associates, Inc. (**GPA Consulting, Inc.** (\*DBE) (environmental), **Diaz Yourman & Associates** (\*DBE) (geotechnical), **NCE Consulting** (pavement engineering), **CL Survey & Mapping**, (\*DBE) (field survey), and **Epic Land Solutions** (right of way). We have teamed with all of our subconsultants on numerous similar projects to successfully deliver transportation projects for public agencies.

Customer service is at the core of who Mark Thomas is. Our team is dedicated to providing responsive, exceptional client service; the experience required to provide the City with the best value; and professionals who are ready and available to respond promptly to requests. By submitting this proposal, we commit to providing an experienced, available team whose time will be dedicated to serving the City for the duration of this project.

As President of Mark Thomas, I am authorized to enter into an agreement with the City. We have received and acknowledged Addendum 1 and Addendum 2 released by the City. We look forward to the opportunity to work with you on this project and continuing to grow our relationship with the City. If you have any questions about our proposal, please contact Arturo directly at (949) 477-9000 or via e-mail at [avivar@markthomas.com](mailto:avivar@markthomas.com).

Sincerely,

**MARK THOMAS**



Rob Himes, PE  
President




Arturo Vivar, PE  
Project Manager



# City of South Gate

8650 CALIFORNIA AVENUE, SOUTH GATE, CA 90280-3004 Tel: (323) 357-9657  
Fax: (323) 563-9572

**ARTURO CERVANTES, P.E.**  
DIRECTOR OF PUBLIC WORKS  
CITY ENGINEER

**DATE:** February 20, 2019  
**TO:** Prospective Bidders  
**FROM:** Clint Herrera, P.E., Assistant City Engineer 

**SUBJECT: ADDENDUM #1: Long Beach Boulevard Green Street Improvements Project, City Project No. 515-ST (A, B, C, D)**

This addendum consists of One (1) page.

Please note the following changes and/or additions to the Request for Proposal (RFP) for the project indicated above. The Proposer shall execute the certification at the end of this addendum, and shall attach the executed addendum to the documents submitted with the proposal.

## 1. PROJECT MANAGER REALLOCATION

For this RFP, the City has changed the project manager from Mr. Frank Sanchez, P.E. to Mr. Elias Saikaly, P.E. Proposer shall submit all inquiries to the new project manager to [esaikaly@sogate.org](mailto:esaikaly@sogate.org) or call 323-563-9581

**END OF ADDENDUM #1**

## **ADDENDUM ACKNOWLEDGEMENT**

**Bidder acknowledges the receipt of this Addendum #1 which shall be attached to the Bid.**

  
\_\_\_\_\_  
**Signature and Title**      President

\_\_\_\_\_  
**Date**      02/21/2019



# City of South Gate

8650 CALIFORNIA AVENUE, SOUTH GATE, CA 90280-3004 Tel: (323) 357-8657  
Fax: (323) 563-9572

**ARTURO CERVANTES, P.E.**  
DIRECTOR OF PUBLIC WORKS/  
ASSISTANT CITY MANAGER

**DATE:** February 26, 2019  
**TO:** Prospective Bidders  
**FROM:** Clint Herrera, P.E., Assistant City Engineer *CH*

**SUBJECT: ADDENDUM #2: Long Beach Boulevard Green Street  
Improvements Project, City Project No. 515-ST (A, B, C, D)**

This addendum consists of Two (2) pages.

Please note the following changes and/or additions to the Request for Proposal (RFP) for the project indicated above. The consultant shall execute the certification at the end of this addendum, and shall attach the executed addendum to the documents submitted with the proposal.

## **1. TRAFFIC SIGNAL MODIFICATION (Optional Task)**

As an optional task, consultant shall prepare a design to **Modify Ten Signalized Intersections**, from Tweedy Boulevard to North City Limit along Long Beach Boulevard, per 2015 Caltrans Standard Plans and 2014 CA MUTCD Standards. The intersections are:

1. Tweedy Blvd.
2. Kansas Ave.
3. Southern Ave.
4. Willow Pl.
5. Firestone Blvd.
6. Ardmore Ave.
7. Independence Ave.
8. Poplar Pl.
9. Liberty Blvd.
10. Palm Pl.

Scope of work shall include but not limited to the followings:

- a. Installation of new rigid conduit and conductors
- b. Upgrade traffic cabinet complete
- c. Installation of video detection cameras
- d. Upgrade of traffic signal gear
- e. Upgrade traffic signal phasing

- f. Prepare analysis to upgrade signal operation to Protective/Permissive at four signalized intersections. City will identify locations at a future date.

**2. Traffic Management Plan (Optional Task)**

As an optional task, consultant shall prepare a design to provide an **Intelligent Transportation System** for the ten traffic signals, from Tweedy Boulevard to North City Limit along Long Beach Boulevard. The intersections are:

- 1. Tweedy Blvd.
- 2. Kansas Ave.
- 3. Southern Ave.
- 4. Willow Pl.
- 5. Firestone Blvd.
- 6. Ardmore Ave.
- 7. Independence Ave.
- 8. Poplar Pl.
- 9. Liberty Blvd.
- 10. Palm Pl.

Scope of work shall include but not limited to the followings:

Develop a plan to integrate ITS system to the City's TMC with CCTV, video detection hardware and software.

**Consultant shall provide an itemized cost for each of the intersection being modified and shall provide one plan sheet; 1"=20', for each intersection being modified.**

**Consultant shall provide a Lump Sum cost for the Traffic Management Plan.**

**3. BID DATE CHANGE (Page 2 of RFP Bid Documents)**

The original bid date to submit proposal of March 6, 2019 at 9:00 a.m. has been changed. The new Bid Date to submit proposal is March 18, 2019 at 5:00 p.m.

**END OF ADDENDUM #2**

**ADDENDUM ACKNOWLEDGEMENT**

**Bidder acknowledges the receipt of this Addendum #2 which shall be attached to the Bid.**



President

Signature and Title

03/04/2019

Date



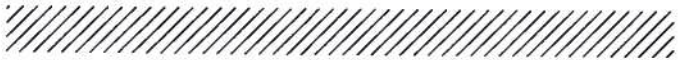


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- Required Forms	

**CITY OF SOUTH GATE**

**TAB 1: CORPORATE DOCUMENTATION**



 **MARK  
THOMAS**



## CORPORATE DOCUMENTATION

Mark Thomas is a California Corporation with more than 92 years of experience serving clients throughout California. Our firm has provided consulting engineering services for transportation, urban design and landscape architecture, structural and municipal engineering, planning services, right of way engineering, surveying and mapping, and engineering management services for various public agencies and private enterprises. We serve our clients with more than 200 professional, technical, and support personnel on a full-time basis.

**We are proud to be a current consultant for the City of South Gate (City) and we are eager to grow this relationship.**

At Mark Thomas, we are committed to providing customer satisfaction, and we have earned a reputation for providing our clients with quality deliverables. Our staff take pride in being available and easily accessible to clients throughout the duration of every project.

### ORGANIZATIONAL STABILITY AND STRENGTH

Mark Thomas provides our clients with an assurance of stability that few other firms can offer. As a privately owned, California Corporation, we are positioned to ride out the financial downturns that impact larger, publicly-traded companies in our industry. Mark Thomas is rated financially strong by Dun & Bradstreet and has never borrowed or used our line of credit to maintain company operations. Our firm has never experienced receivership or other financial difficulties since its founding. In 2018, our revenue exceeded \$60 million and we currently enjoy a gross backlog of \$62 million.

**The bottom line benefit – a reliable firm with committed staff that will see through the City’s projects through to completion.**

### LOCAL PRESENCE

Both our Irvine and Los Angeles offices are located less than 35 miles from the City’s office and the Long Beach Boulevard project site. We are working on numerous projects within south Los Angeles County, including for the City and the cities of Norwalk, La Mirada, Los Angeles, and Long Beach. We are currently working with the City to deliver the Chakemco Street Improvements Project. Over the course of the past year, our team has worked in close coordination with City on this Project. Through this experience, we have developed strong working relationships with City staff along with an intimate understanding of the community and local area conditions.

Our team has a vested interest in the successful delivery of improvement projects for the City, and continuing to improve mobility and economic development in the community.

#### MARK THOMAS AT A GLANCE

- Founded in 1927
- California Corporation
- 92 years in business
- 200+ employees
- 11 offices in California
  - Irvine
  - Los Angeles
  - Carmel
  - Cupertino
  - Fresno
  - Oakland
  - Ontario
  - Sacramento
  - San Carlos
  - San Jose
  - Walnut Creek

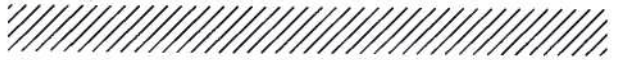
#### OFFICE LOCATIONS WHERE WORK WILL BE PERFORMED

- Irvine  
16795 Von Karman Avenue  
Suite 240  
Irvine, CA 92606  
T: 949.477.9000
- Los Angeles  
418 Bamboo Lane  
Suite A  
Los Angeles, CA 90012  
T: 213.542.8200



**CITY OF SOUTH GATE**

**TAB 2: QUALIFICATIONS AND EXPERIENCE**



 **MARK  
THOMAS**



## QUALIFICATIONS/EXPERIENCE



### Roadway Planning and Design Expertise

Mark Thomas is a recognized industry leader in the planning, design, and delivery of local roadway improvements including bicycle and pedestrian mobility and Green Street improvements; vehicle/bicycle separation projects; active transportation facilities; intersection modifications; highway/railway at-grade crossing improvements; and highway and interchange improvement projects throughout the State. We have extensive working knowledge of design manuals and guidelines for the implementation of active transportation and complete streets projects.

### Active Transportation Design

Our team brings unmatched experience in bicycle and pedestrian transportation planning and design, with key expertise in Class I paths and trails, Class II bike lanes, Class IV protected bikeways, protected intersections, sidewalks and ADA compliant curb ramps. Our projects connect major bicycle and pedestrian corridors to key destinations and have improved mobility, connectivity and safety. Our designs are based upon National Association of City Transportation Officials (NACTO), AASHTO green book, Caltrans Highway Design Manual (HDM), Caltrans Smart Mobility and Complete Streets guidance, and other applicable guidelines. These projects involve extensive community engagement to understand resident concerns and user preferences.

This experience includes innovative designs to improve safety and connectivity for all travel modes. We are currently working with the City and the cities of Newport Beach, Garden Grove, Westminster, Norwalk, Davis, and San Jose to implement innovative bicycle and pedestrian corridors. *Our proven track record on the delivery of similar projects and blend of technical expertise in roadway and bicycle/pedestrian projects will make the Long Beach Boulevard Green Street Improvements Project a success.*

### KEY SERVICES AND TECHNICAL CAPABILITIES

- Civil Engineering
- Landscape Architecture/ Urban Planning & Design
- Active Transportation Planning & Engineering
- Complete Streets Design
- Roadway Widening, Reconstruction and Rehabilitation
- Federal Funding Processes/Procedures Expertise
- Caltrans Local Assistance Processing & Approval
- Urban Greening Grant Funding Expertise
- Caltrans Facility Design
- Utility Relocation and Agency Coordination





### Landscape Architecture and Urban Planning

One of our other primary focus areas is in landscape architecture, urban design, and irrigation design services. Providing site-responsive design that is focused on community needs makes a project successful. Our planners and designers have the flexibility to deliver a range of projects, such as detailed bicycle/pedestrian, median and gateway enhancements, trail designs, community landscape master plans, complete street planning, and streetscape designs.

We have extensive experience developing corridor themes and monumentation that leverage the local community to create a unique sense of place. The focus on public infrastructure projects allows our team to understand the regulatory environment and local preferences for landscape and aesthetic design and to implement these improvements while meeting limited capital budgets.



*Folsom Boulevard Streetscape, Rancho Cordova*



*Woodland Main Street Revitalization, Woodland*

### Federal Funding and Local Assistance Expertise

Mark Thomas has extensive experience managing and designing federally-funded projects. Our staff has an unmatched understanding of the Caltrans Local Assistance process gained through delivering more than 100 projects that involved Caltrans Local Assistance coordination. We are intimately familiar with the federal HSIP, ATP and Caltrans Local Assistance Procedures Manual (LAPM) requirements and processes. Our work has included supporting agencies to prepare Requests for Authorization (RFA) package, Utility and Right of Way certifications, Award Information for ATP Projects form, and CTC authorization forms for the ATP.

We have completed numerous projects with federal funding sources similar to the subprojects for which the City has already secured federal HSIP and ATP funds. We will provide our expertise and assistance to ensure the project efficiently proceeds through each phase of preliminary engineering, right of way certification, utility relocations, and construction authorization.

### Urban Greening Grant Experience

The City has secured Urban Greening Grant funds for the Long Beach Boulevard Urban Greening Project from the Natural Resources Agency. Our team knows that this funding source has specific requirements and approval processes for project elements, submittals, and reimbursements.

We are currently designing the Mendez Historic Trail and Green Street Bikeway Project in Westminster and the Virginia Corridor Trail Phase VII Project in Modesto that are funded through the Urban Greening Grant. We are working within the grant requirements to ensure funding is not jeopardized for these projects.





## SUBCONSULTANTS

We supplemented our in-house team with specialty subconsultants for geotechnical, electrical, and drainage design services. We have experience working with each of our subconsultants to deliver multiple types of transportation, local roadway and complete streets projects. We have included DBE-verified firms, allowing us to meet the City’s DBE goal of 17% for this project.

### W.G. Zimmerman Engineering (WGZE)

#### Traffic Engineering and Funding Support

WGZE has teamed with Mark Thomas on numerous roadway and street improvement projects, providing expertise in traffic and transportation engineering. They have been providing traffic engineering and funding support expertise to public agencies throughout Southern California including the cities of Seal Beach Long Beach, Signal Hill, Santa Monica, Pasadena, Cypress, Westminster, Newport Beach and Lake Forest, as well as Orange County Transportation Authority, and Western Riverside Council of Governments. Key traffic engineering services include signal design and modification, traffic analysis, studies and PS&E deliverables. WGZE will also provide funding support to verify funds are segregated and requirements are met.

*We are currently working with WGZE on the Brea Canyon Road Widening for Orange County.*

### Diaz Yourman & Associates (DYA) /\*DBE

#### Geotechnical Engineering

DYA provides geotechnical engineering and design services to public agencies throughout Los Angeles and Orange counties. They have completed over 200 geotechnical investigations for projects including roadway widenings, street improvements (including medians, streetscape and landscape improvements and design, pedestrian and bikeway paths and trails), retaining walls, pavement rehabilitation, storm drains and slope/erosion protection.

*DYA has teamed with us on previous local roadway improvement projects and have delivered similar projects for local clients, including the cities of Los Angeles, El Monte, Long Beach, Costa Mesa, and Irvine. They have also delivered projects for the counties of Los Angeles, Orange and Riverside, as well as LA Metro and Caltrans.*

### GPA Consulting, Inc. (GPA) /\*DBE

#### Environmental

GPA specializes in obtaining environmental approvals, providing a range of services to help clients comply with federal and state environmental laws, and to successfully achieve project approval and implementation. GPA’s expertise includes managing the environmental process and completing CEQA and NEPA documentation, technical analysis, peer-reviewing environmental documents, regulatory permitting, agency coordination, and construction and mitigation monitoring.

*GPA has worked on numerous projects for cities local to South Gate and throughout Los Angeles County. They have received CEQA/NEPA documentation and permitting approval for more than 100 local roadways, bicycle and pedestrian facilities, intersections, conventional highway, interchange, and bridge projects.*

### NCE Consulting, Inc. (NCE)

#### Pavement Engineering

NCE specializes in pavement engineering services including pavement management, design, and research, and soil/materials testing. They provide expertise in pavement design and rehabilitation recommendations for local roadways, bike facilities, pedestrian and complete streets, and highway improvement projects.

Their staff are experts in analysis, design, materials testing, and research of pavements and have performed these services on numerous similar transportation improvement projects for various cities, counties and other public agencies throughout Los Angeles and Orange counties.

*We are currently working with NCE on the Chakemco Street Improvements Project that we are delivering for the City.*





**CL Survey (CL) /\*DBE**

**Survey Support**

CL Survey, a certified DBE and SBE firm, specializes in providing land surveying, mapping and construction support services for roadway improvements and rehabilitations, and various transportation improvement projects. They provide field support services for construction staking of utilities, street construction and site developments. They also prepare Records of Survey, Parcel Maps and Parcel Map Exemption Applications, Tract Maps, Legal Descriptions and ALTA Surveys, and bring extensive experience in researching record information utilizing web based records, and written requests from agencies and utility companies.

*They have been a reliable teaming partner to Mark Thomas on similar projects, including the Firestone Boulevard Widening Project in Norwalk and the Bayside Drive Improvements Project for the City of Newport Beach.*

**Epic Land Solutions (Epic)**

**Right of Way Acquisition**

Epic is a full-service right of way and real estate property consulting firm specializing in acquisition and relocation services. They deliver project results in compliance with the Caltrans Right of Way Manual, the federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (Uniform Act), as well as applicable local laws and regulations.

Their expertise and background includes providing acquisition, relocation, negotiation, appraisals, and property management services for public agencies on various types of public works improvement projects. They bring a solid understanding of the project approval and environmental processes.

*Epic has provided their expertise in right of way acquisition on transportation improvement projects for local public agencies throughout Southern California.*



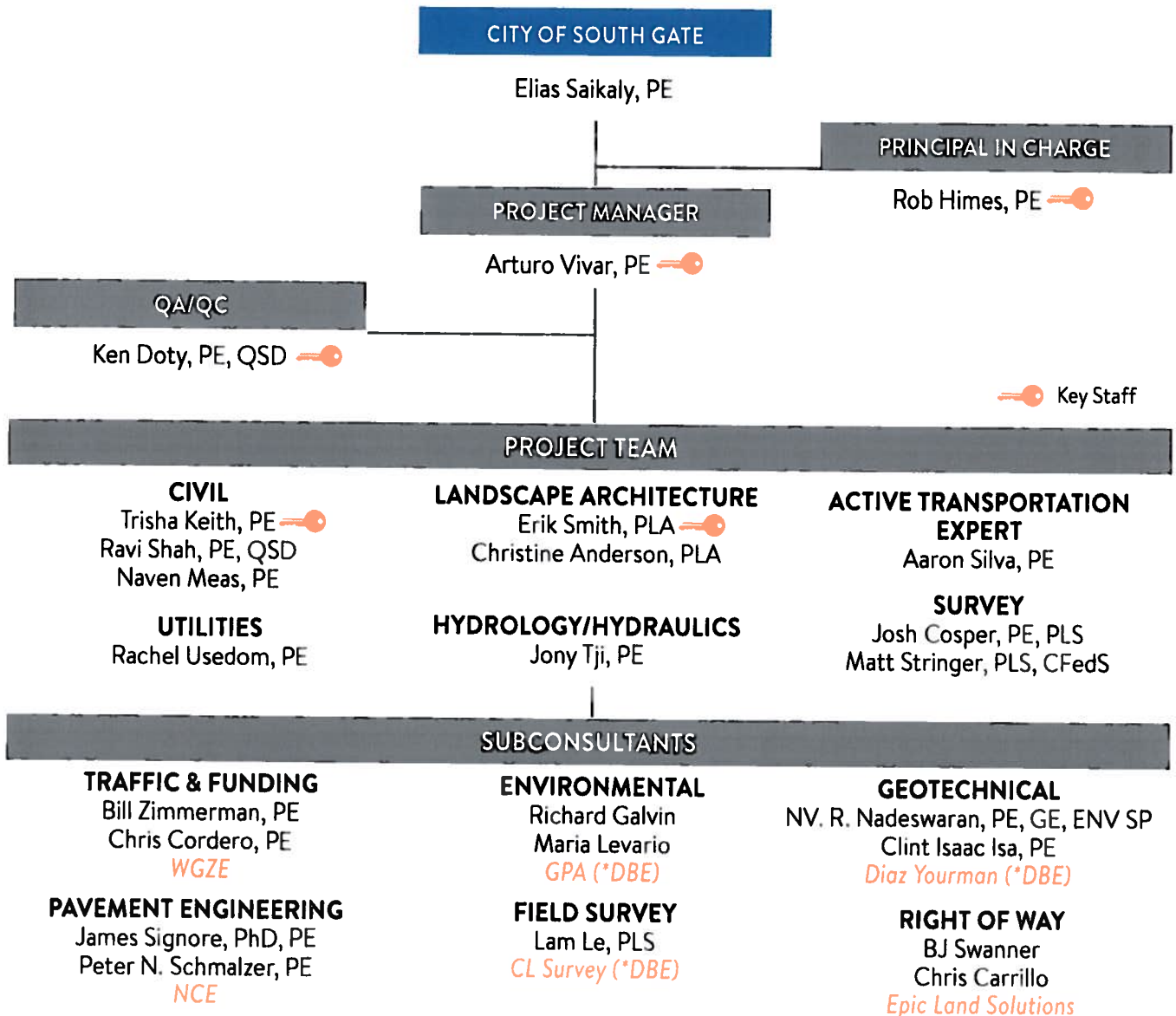




## PROJECT TEAM AND ORGANIZATIONAL CHART

We have selected a team of highly qualified individuals that have experience delivering projects similar to the Long Beach Boulevard Green Streets project. In addition to their expertise and relevant experience in complete streets projects, we have selected our team members based on their availability and accessibility to work with the City on this project. *We are committed to providing key staff resources and personnel who will be available and dedicated to the City for the duration of the project. No staff designated as “key” will be removed or replaced without the prior written concurrence of the City.*

The organization chart below depicts the Mark Thomas team, key staff and associated discipline, support staff, subconsultants and the lines of communication. Resumes for key staff (including their availability) and supporting staff are included in the Appendix section of our proposal.





## PROJECT EXPERIENCE

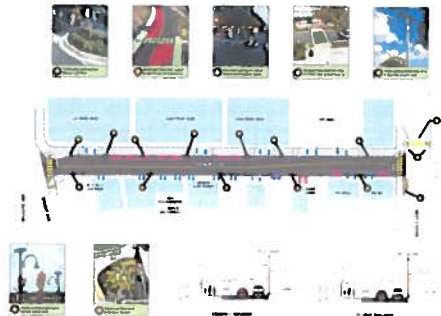
Mark Thomas has extensive state-wide experience delivering complete streets, local roadway and active transportation improvement projects for public agencies. Our projects have served to increase connectivity and greatly improve traffic, infrastructure, and non-motorized travel - benefiting our clients and communities throughout the state. Below are representative projects which demonstrate our qualifications to deliver your project.

### CHAKEMCO STREET IMPROVEMENTS

*City of South Gate*

Mark Thomas is providing engineering and transportation design services to complete this roadway project that will provide a safe pedestrian route to school, rehabilitate the existing roadway pavement, and mitigate poor street drainage on Chakemco Street. Several businesses use Chakemco Street for main access to their business and for additional parking. Chakemco Street also has an alley-type cross section, lacks an ADA pedestrian route, and requires pavement rehabilitation.

Key services include roadway improvements to modify the existing street width to accommodate traffic and parking; designing a pedestrian safe route (including a "safe routes to school" feature); geotechnical and pavement design; and storm drain upgrades and improvements.



**CLIENT**  
City of South Gate

**CONTACT**  
Clint Herrera, PE  
T: 323.563.9582  
E: cherrera@sogate.org

**PERFORMANCE PERIOD**  
2018-Ongoing

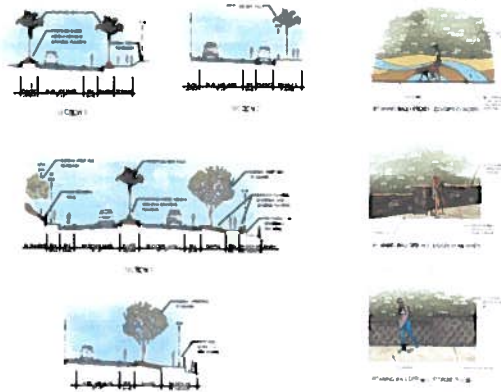
- KEY SERVICES**
- Roadway design
  - Pavement rehabilitation
  - Pedestrian/bike facilities
  - ADA upgrades
  - Safety improvements

### BAYSIDE DRIVE MULTIMODAL IMPROVEMENTS

*City of Newport Beach*

Mark Thomas provided engineering, geometric and transportation design services to complete this roadway project that greatly improves pedestrian safety, bicycle connectivity, and overall vehicular and multimodal operations in the City of Newport Beach.

Bayside Drive is a secondary arterial that provides connections for numerous users. The existing four-lane roadway provides the main access to multiple neighborhoods as well as the bay. The corridor carries approximately 14,000 average daily traffic (ADT) and also experiences a high volume of bicycles and pedestrians. The project required four distinct elements including bicycle and pedestrian improvements, pavement rehabilitation, improvements to the ECH intersection (involved Caltrans approvals), and traffic calming.



**CLIENT**  
City of Newport Beach

**CONTACT**  
Patrick Arciniega, PE  
T: 949.644.3311  
E: parciniega@newportbeachca.gov

**PERFORMANCE PERIOD**  
2017-Ongoing

- KEY SERVICES**
- Roadway design
  - Bicycle and pedestrian facilities
  - Traffic calming
  - Intersection modifications
  - Pavement rehabilitation





## STATE COLLEGE BOULEVARD

City of Fullerton

Mark Thomas led the design of this grade separation project which consists of a new roadway underpass at the intersection of State College Boulevard and the BNSF Railway. The roadway was lowered between Santa Fe Avenue to 500 feet south of Valencia Drive to the south. The tracks are carried on a 2-span 113-foot long, 60-foot wide underpass with concrete precast box girders and steel plate deck. The project includes wide sidewalks, Class II bike lanes, and ADA-compliant curb ramps. The underpass greatly improved safety and traffic operations at the rail line that carries more than 70 trains per day.

The project included extensive aesthetic and landscape features. Planting and irrigation was provided in the median and street trees were provided along the sidewalk. Decorative concrete panels were also added to the bridge bent caps and retaining walls.

The project has been awarded the APWA Southern California B.E.S.T. Award for Transportation Project of the Year and the ASCE OC Bridge Project of the Year.



**CLIENT**  
City of Fullerton

**CONTACT**  
Yelena Voronel, PE  
T: 714.738.6852  
E: yelenav@ci.fullerton.ca.us

**PERIOD OF PERFORMANCE**  
2012-2018

- KEY SERVICES**
- Roadway design
  - Concrete pavement
  - Bicycle and pedestrian facilities
  - Bridge design
  - Bridge aesthetics and landscaping
  - Utility coordination
  - Railroad coordination
  - Drainage facilities

## BICYCLE CORRIDOR IMPROVEMENTS PROJECT

City of Garden Grove

Mark Thomas is providing the City of Garden Grove with engineering design services for local roadway improvements as part of the Bicycle Corridor Improvement Project (BCIP) which will double the number of Class II and Class III bicycle lanes within the City. Five corridors have been selected for this BCIP which include arterials, collectors and local residential roads.

The improvements include the rebalancing of the existing roadways to provide space for bicycle facilities. This includes road diets, buffered bikes, Class II and Class III bicycle facilities, and wayfinding signage.



**CLIENT**  
City of Garden Grove

**CONTACT**  
Alana Cheng  
T: 714.741.5121  
E: alanac@ggcity.org

**PERIOD OF PERFORMANCE**  
2018-Ongoing

- KEY SERVICES**
- Roadway design
  - Bicycle and pedestrian facilities
  - Wayfinding signage





## LINCOLN BOULEVARD IMPROVEMENTS

*City of Lincoln*

Mark Thomas completed preliminary engineering and is working with the City of Lincoln to complete environmental approvals, public outreach and final design services for multiple phases of the Lincoln Boulevard Project. The project will transform the former state highway and downtown area into a pedestrian friendly environment that will entice new business and community investment in the area. Mark Thomas approached the project by developing a 30% “master plan” for the entire corridor that shows the ultimate improvements. This established the overall construction costs and allowed the City to move forward with individual phases of construction as funding becomes available.

Mark Thomas prepared the design for Lincoln Boulevard Phase I HSIP improvements. These improvements included the upgrade or replacement of the 11 traffic signals along the corridor along with Class II NEV/ Bike lanes along the corridor. Funding for the project comes from an HSIP grant through Caltrans. Phase 1 required CEQA and NEPA environmental clearance and coordination with Caltrans Local Assistance. Phase 2 is fully designed and Phase 3 is currently under design.



**CLIENT**  
City of Lincoln

**CONTACT**  
Ray Leftwich  
City Engineer  
T: 916.434.3233  
E: rleftwich@lincolnca.gov

**PERFORMANCE PERIOD**  
2011-Ongoing

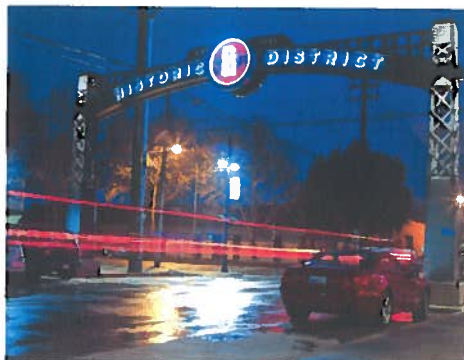
- KEY SERVICES**
- Corridor master planning
  - Phased design
  - Roadway design
  - Bicycle and pedestrian design
  - Safety improvements for multimodal travel
  - Streetscape design
  - Railroad coordination
  - Federal funding

## R STREET HISTORIC CORRIDOR IMPROVEMENTS

*City of Sacramento*

Mark Thomas completed the engineering design plans, environmental documentation, and public outreach for redevelopment of the R Street Corridor between 10th and 13th Streets and 16th and 18th Streets in the City of Sacramento. The project included streetscape improvements that enhance pedestrian mobility but retain the historic character of the corridor by highlighting the original Transcontinental Railroad tracks that run the length of the project.

Project elements included modifying existing cross slopes to improve drainage and expose the historic railroad track, curb, gutter and sidewalk improvements, and street lighting. The project constructed a unique aesthetic along the corridor that highlighted the railroad history. This not only included the rail track remaining in the roadway, but also decorative lighting, sculptures, and gateway arch.



**CLIENT**  
City of Sacramento

**CONTACT**  
Zuhair Amawi  
P: 916.808.7620  
E: zamawi@cityofsacramento.org

**PERFORMANCE PERIOD**  
2006-2016

- KEY SERVICES**
- Streetscape design
  - Roadway design
  - Pedestrian mobility improvements
  - Pavement rehabilitation
  - Aesthetic design
  - Drainage design





## ADDITIONAL PROJECTS

In addition to our highlighted projects, Mark Thomas has delivered a number of bike/pedestrian projects in recent years, from advance planning studies and preliminary designs through construction. These projects all include bike/ped improvements, and the majority of them include Caltrans Local Assistance. A selection of these projects are shown in the table below.

PROJECT	AGENCY	Active Transportation	Placemaking	Safety Enhancements	Traffic Signals/Lighting	Pavement Rehabilitation	Funding Coordination
Garden Grove Boulevard Complete Streets	City of Westminster	●	●	●	●	●	●
Firestone Boulevard Widening	City of Norwalk	●	●	●	●	●	
Broadway Complete Streets	City of Sacramento	●	●	●	●	●	●
Mace Boulevard Complete Streets	City of Davis	●		●	●		
Mendez Historic Trail & Green Street	City of Westminster	●	●	●			●
West Capitol Avenue Bike/Pedestrian Improvements	City of West Sacramento	●	●	●	●		●
West Main Street Bicycle/Pedestrian Improvements	City of Woodland	●		●	●	●	●
Historic Downtown Streetscape	City of Roseville	●	●	●	●	●	●
Folsom Boulevard Streetscape	City of Rancho Cordova	●	●	●	●	●	●
Auburn Boulevard Complete Streets	City of Citrus Heights	●	●	●	●	●	●
Marina Boulevard Complete Streets	City of San Leandro	●	●	●	●	●	
Charleston-Arastradero Complete Streets	City of Palo Alto	●		●	●	●	
El Camino Real (SR-82) Grand Boulevard Initiative	Cities of San Mateo, Palo Alto and San Carlos	●	●	●	●	●	
Mission Boulevard Corridor Improvements	City of Hayward	●	●	●	●	●	●





**REFERENCES**

We are proud of our track record of successfully completing projects and meeting the project goals and needs of our clients. Below is a list of our references for projects similar in scope to that of the Long Beach Boulevard Green Street Improvements project. We are confident you will find that our references will attest to our exceptional performance.

**Clint Herrera, PE**

City of South Gate  
8560 California Avenue  
South Gate, CA 90280  
(323) 357-9657  
cherrera@sogate.org

**Chakemco Street Improvements**

PS&E for design services for the roadway improvement and rehabilitation project that will provide a safe pedestrian route to school, rehabilitate the existing roadway pavement, and mitigate poor street drainage on Chakemco Street.

*Dates of Project: 2018-Ongoing*

**Patrick Arciniega**

City of Newport Beach  
100 Civic Center Drive  
Newport Beach, CA 92658  
(949) 644-3347  
parciniega@newportbeachca.gov

**Bayside Drive Multimodal Improvements**

Design services for pavement rehabilitation, improvements to the ECH (SR 1) intersection which involves Caltrans approvals, traffic calming elements, and bicycle and pedestrian improvements.

*Dates of Project: 2017-Ongoing*

**Regina Hu**

OCPW  
300 North Flower Street  
Santa Ana, CA 92703  
(714) 647-3927  
Regina.Hu@ocpw.ocgov.com

**Brea Canyon Widening**

Widening design of nearly 2 miles of Brea Canyon Boulevard from Canyondale Drive to the Orange County/LA County boundary line. The project improvements include widening the existing undivided two-lane roadway, replacing the three existing bridges, rehabilitating the existing channel, and constructing retaining walls.

*Dates of Project: 2018-Ongoing*

**Mike Penrose**

Sacramento County  
906 G Street, Suite 510  
Sacramento, CA 95814  
(916) 874-6291  
PenroseM@SacCounty.net

**US-50/Watt Avenue Interchange**

Roadway, utility, drainage, and stage construction design and coordination for improvements to modify the Watt Avenue/US-50 interchange. Design included an innovative Class 1 path through the interchange areas, separating bike traffic from automobiles.

*Dates of Project: 2010-2015*

**Fred Luna**

SBCAG  
260 North San Antonio Road,  
Suite B  
Santa Barbara, CA 93110  
(805) 961-8926  
fluna@sbcag.org

**US-101 HOV & Rehabilitation**

PS&E for HOV widening and pavement rehabilitation of US-101, from the Cabrillo Boulevard Interchange to the Padaro Lane Interchange, a total of 4.5 miles. We are working with Caltrans, including coordinating with Caltrans staff preparing design for their adjacent segment and Caltrans staff providing corridor-wide services.

*Dates of Project: 2015-Ongoing*





## PROJECT UNDERSTANDING

Long Beach Boulevard is a five-lane, 70-foot wide heavily traveled auto-oriented primary arterial traversing north-south through the City. The corridor stretches 1.5 miles from the Tweedy Boulevard intersection in the south to Santa Ana Street in the north and includes on-street parking. Sidewalks along the corridor range from 4- to 15-foot wide and several blocks have existing street trees. Also, within the sidewalks are street lights and overhead utility poles. The facility currently lacks bicycle facilities and many of the intersections lack modern crosswalks and ADA-compliant curb ramps.

The heavy automobile use along the corridor has resulted in traffic congestion and deterioration of the pavement. Long Beach Boulevard has an ADT of 25,000 vehicles. There are also closely spaced intersections and multiple driveways that, along with the ADT, contribute to the impact in traffic operations. Pavement along Long Beach Boulevard consists of concrete pavement and asphalt concrete. The wear from the heavy traffic and age of the pavement has resulted in the need for rehabilitate the pavement.

Long Beach Boulevard is a critical corridor to the community. There are local businesses and other points of interest, such as more than 10 school, multiple commercial centers, and several churches along and in close proximity to the corridor. There are also residential land uses close to the corridor as well.



*Long Beach Boulevard Existing Conditions*

The combination of land uses, existing conditions, and multimodal users has resulted in conflicts along Long Beach Boulevard. From 2007 to 2017, there have been 231 collisions along the corridor. Of the total crashes, there has been one fatality and 21 pedestrian-involved crashes. The vehicle collisions involve broadsides, head-ons, and rear ends as a result of stopped vehicles and left turns from the center turn lane.

The City's 2035 General Plan recognizes the need to improve Long Beach Boulevard to make it multimodal friendly. The general plan recommends improving the streetscape, enhancing the pedestrian environment, and install medians. These efforts will support the long-term economic development goals for the corridor to provide medium and high-density mixed use creating an attractive urban environment.

The City has successfully secured multiple funding sources to design and construct improvements to the corridor to address safety and multimodal deficiencies, improve pavement condition, reduce traffic congestion, and enhance the aesthetics on Long Beach Boulevard. In addition to the funds secured, the City is actively seeking additional funds for the project. This includes funds through the I-710 Technical Advisory Committee. These five subprojects as described in the RFP include:

- **Long Beach Boulevard Pedestrian Improvements Project.** This project component is funded by a federal ATP Cycle 2 grant. The improvements will construct high visibility and enhanced crosswalks, shade trees, pedestrian-level lighting, ADA-compliant curb ramps, and several rectangular rapid flashing beacons (RRFBs). The work also includes striping for Class III bicycle facilities and bike racks. These improvements provide for a walkable and safe environment for pedestrians and provide for bicycle mobility. These elements not only have transportation benefits but also support the long-term economic development vision for the corridor.





- **Long Beach Boulevard Median Project.** This component is funded by a federal HSIP Cycle 8 grant. The improvements including installing medians and restriping the roadway. The medians will reduce vehicle crashes along the corridor by eliminating left turns, except for a key driveways and intersections. The medians will also shorten pedestrian crossing, improving safety for those walking across Long Beach Boulevard.
- **Long Beach Boulevard Urban Greening Project.** This component is funded by a state Urban Greening Grant. These improvements include plantings in the medians and along the sidewalk parkways non-invasive and draught tolerant plant materials. The improvements also include vegetated biofiltration areas that serve the dual purpose of providing landscape aesthetics and improving drainage.
- **Long Beach Boulevard Roadway Rehabilitation.** This component is locally-funded and will rehabilitate and reconstruct pavement on Long Beach Boulevard. This will extend the useful life of the corridor and improve drivability.
- **Traffic Signal Modification and Intelligent Transportation System (ITS).** This optional task is locally-funded and will modify 10 traffic signals along Long Beach Boulevard. The traffic signals will be designed to the latest standards and will also include installing conduit, upgrade signal cabinets and gear, installing video detection, and upgrading signal phasing. The improvements will also connect to the City’s Transportation Management Center (TMC). The traffic signal modifications will improve traffic operations along the corridor, helping to reduce congestion and improve safety.

Two of the project components are funded with federal funds. As a result, the project will need to comply with the requirements in the Caltrans LAPM. This will include providing NEPA clearance, following utility and right of way requirements, and receiving Caltrans authorizations for right of way and construction.

The delivery of these subprojects has been combined into the overall Long Beach Boulevard Green Street Improvements Project. This will allow for economy of scale, reducing project management tasks and eliminating scope overlap between the components. This will also allow for the projects to be cleared through a combined environmental effort

Mark Thomas has reviewed the RFP and conceptual plans, walked the project site, and had discussions with City staff. Based on this, the scope of the transportation improvements is established and the City is looking for the selected consultant to implement these components. The City is interested in new concepts for corridor aesthetics. We have developed the approach below to discuss the vision for corridor aesthetics and landscape architecture, implementation of engineering solutions, right of way needs, environmental clearance, and adherence to funding requirements.

We will leverage our experience from the Chakemco Street Improvement Project to successfully implement the Long Beach Boulevard Green Street Improvements Project. This has included developing relationships with City staff, and understanding design preferences and standards.

On the following page we’ve included an overall Long Beach Boulevard corridor exhibit that demonstrates our understanding of the work to be delivered and potential design challenges.



PROPOSAL



Existing Traffic Lanes will be reconfigured to include a Class III (shared) bike facility.



All non-ADA compliant ramps to be updated.



Cost-efficient pavement strategies will be formulated to rehabilitate the roadway surface.



Median landscaping will be similar to Firestone Boulevard's look and feel.



Design through railroad R/W shall minimize impacts to at-grade crossing to avoid costly upgrades to existing equipment.



Bike facilities will be optimized where parking is not necessary and space permits.



Coordination with businesses will be important to minimize impacts and maintain access.



High-visibility crosswalks considered shall include color-stamped pavement, RFB's, and lighted crosswalks.





## LONG BEACH BOULEVARD VISION

### The Vision of the General Plan

The City’s General Plan 2035, adopted in 2009, lays the groundwork for the vision of Long Beach Boulevard from which we’ll expand with the help of City staff and South Gate residents and merchants. As stated in the general plan, the vision for Long Beach Boulevard is “to transform the Corridor into an attractive urban environment with a diverse mix of uses...” and in support “the City should undertake a significant improvement program that includes street trees, wider sidewalks, pedestrian facilities, and improved street crossings.”

### A Welcoming Multimodal Corridor

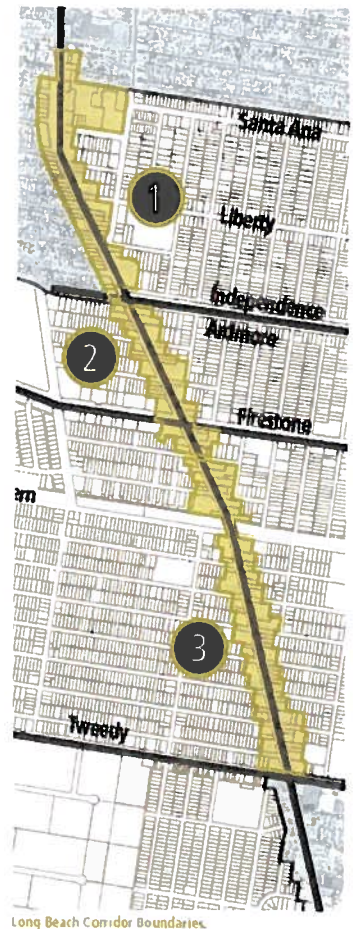
It can be said that there has been a shift in how we view our streets. The car dominated thoroughfare has given way to a more people focused corridor. The need for spaces that encourage pedestrians to stay, explore, and shop has driven the complete street movement. As the designers of this project, the Mark Thomas team of complete street experts will focus on creating a more welcoming pedestrian experience along Long Beach Boulevard and in doing so reinforce community pride, activate dead zones, provide safe routes of travel for pedestrians and students, lay the foundation for economic growth, and connect residents and neighborhoods. We are happy to see the City move forward with a holistic approach to redeveloping Long Beach Boulevard and advance the planning and funding documents to implementation. Our team will thoroughly vet and examine the existing conditions, opportunities, and constraints, outreach to the residents of South Gate and merchants of Long Beach Boulevard, development of design options for the public and the City to consider, and a sensitivity to available funds to maximize dollars. Our goal will be to develop improvements that create safe and inviting streets and foster connectivity within the City.

Long Beach Boulevard will be more than just cars and pedestrians. It will also provide bicycle facilities that do not currently exist and transit facility enhancements. The corridor design will take a proactive approach to design facilities that make non-motorized and transit users feel comfortable using the space. The project will provide clear delineation of the various uses to simplifying circulation. These elements include clear and understandable striping, enhanced and larger queuing spaces at congregation points and buffer zones to provide users room to feel comfortable. The improvements will promote residents and visitors to arrive, stay, shop, eat, and enjoy. This is accomplished by introducing infrastructure to foster this type of use. Elements such as enhanced bus stops at critical locations, curb ramps, bicycle parking rack, signage, and enhanced lighting.

Mark Thomas has worked with a diverse group of agencies and communities to implement multimodal corridor enhancements. We completed the corridor plan and final design for Lincoln Boulevard in Lincoln. We worked with the community and business association to develop a unique corridor aesthetic that promoted pedestrian activity and business activation.

#### Policies

- P.1 The City should undertake a significant streetscape improvement program that includes street trees, wider sidewalks, pedestrian facilities such as benches and bollards, and improved street crossings.
- P.2 The City should work with the City of Lynwood to the south and Los Angeles County (for the Walnut Park area) to the south on a corridor plan to ensure consistency of uses and streetscape character.
- P.3 Sub-area 2 should be included in any planning efforts that occurs for the South Gate College District.
- P.4 The intersections of Long Beach Boulevard with Tereedy Boulevard and Firestone Boulevard should include higher-density uses than the rest of the Corridor. Redevelopment efforts for the Corridor should focus on these areas first as they may catalyze change in other areas along the Corridor.
- P.5 In sub-area 3, Neighborhood Medium-High and Boulevard Medium-High uses are strongly encouraged. Single-Use Retail uses are discouraged.



Long Beach Corridor Boundaries.



**Impact of Schools as Destinations**

Upon review of the areas around Long Beach Boulevard, we quickly understand that the corridor is influenced by a number of schools nearby. A critical element of our multimodal design approach is the safe passage of students of all ages along and through the corridor. The project will implement design solutions that shorten crossing distances, longer pedestrian signal cycles, and increased bicycle infrastructure in areas traveled by high school students will help mitigate many of the dangers inherent when mixing students with vehicles.

**Activating Long Beach Boulevard**

Over 1.5 miles long, this portion of Long Beach Boulevard forms the commercial and transportation backbone of the City. As we explore ways to reactivate the corridor it will be critical that the nature of the various uses be evaluated and accommodated in a manner that is complimentary. When developing the conceptual designs, Mark Thomas will consider the peak use hours and type of use, duration, circulation between the modes of travel, and adjacent land uses when programming the sequence of spaces to transform Long Beach Boulevard into a vibrant and cohesive 18-hour public space.



*The locations of schools and parks help determine the level and type of improvements appropriate along Long Beach Boulevard.*

**A Gateway to South Gate**

Long Beach Boulevard is identified as a preferred corridor to place an entry gateway to the City at Tweedy Boulevard. The final form of such a feature is yet to be determined but the Mark Thomas team is capable and prepared to develop concepts for the City and residents to consider. Such features may include any one or combination of the following: monument signs, architectural pilasters, special lighting, enhanced corners and intersection, public art, and/or enhanced plantings. Regardless of which type of gateway treatment, we will design it with City context, history, and community character in mind.



*Gateway concept developed for Marina Boulevard, San Leandro.*



*Example of gateway monuments and landmarking concepts.*







**Placemaking and Identity Branding**

Long Beach Boulevard requires design solutions that must be grounded in the built environment, corridor’s context, history, and stakeholder input. Exploration and communication of architectural character and historical context through photographs and “inspiration images” during stakeholder outreach will help guide the design to what best represents the ultimate vision. We will use our time with the community to uncover their thoughts on the positive elements that make South Gate great. From there, we can develop responsive designs that can be integrated into the community fabric. Understanding the corridor’s character and history provides an opportunity to pay tribute to the neighborhoods that helped shape the surrounding area.

**Public Spaces**

Many times a successful complete street requires an approach that looks beyond the obvious confines of the project, whether they be physical and/or programmatic, to not just look at what is “good enough” but what would “make it better”. Along the Long Beach Boulevard corridor, new spaces will be designed to encourage people to get out and walk by fostering a sense of pride and ownership and reinforcing comfort and safety. Such spaces can be created with urban pocket parks in empty alley ways and abandoned parcels and parking lots, at corner intersections in the form of gateway or memorial plazas, and mid-block by widening sidewalks and providing room for café seating. These spaces will be enhanced with the use of special concrete treatments, ornamental iron work, materials to match the architecture of the corridor, and the application of plenty of lighting that is both functional and creative.



*Lincoln Boulevard Public Rendering, City of Lincoln*

**Safety and Comfort**

People are drawn to areas that are attractive; where they feel safe and comfortable and, in turn, treat such areas with a greater respect and a sense of ownership and pride. The application of concepts and principles of Crime Prevention Through Environmental Design (CPTED – pronounced “sep-ted”) can effectively discourage crime and encourage legitimate use, enhance community livability and compatibility, and invigorate districts and public facilities. The City’s improvements have been planned with pedestrian safety and comfort in mind and will be accomplished by:

- Maximizing visibility and familiarity within the corridor with lighting, obstruction removal, and increased use (“eyes-on” the corridor)
- Increasing access control by clearly defining the separation of private and public space
- Encouraging ownership of the public spaces by residents with site amenities and aesthetics developed in community workshops, a functioning maintenance program driven by City maintenance staff, and the clear communication of active legitimate use
- Design improvements to provide ample queuing space and reduced crossing distances
- Removal of visual clutter along the pedestrian zones

CPTED provides attractive and feasible solutions that can be implemented effectively on the Long Beach Boulevard project. The Mark Thomas team will work with staff, law enforcement, health and safety, and the public to understand the safety concerns and determine how best space, structures, signage, activities and access may contribute to the level of public safety desired.



**A Beautiful, Defensible Landscape**

As a gateway to the City, Long Beach Boulevard should be designed with a heightened awareness of landscape quality. The public’s awareness of water use and conservation requires a team with extensive understanding and knowledge of plant materials and current low water use irrigation design and practices. The conceptual planting design will be water-wise and sensitive to maintenance constraints, yet beautiful, full of color and most importantly appropriate for the character of the site. Growth habits and placement will be carefully considered to maximize visibility and perception of safety.

It is also important to meet with the City Utilities department to discuss planting above the water line in the median. The trees and plantings will need to have shallow root systems as not to impact the water line.



*Existing tree conditions under power lines.*

**Community Driven Process**

The core of Mark Thomas services is capital improvement projects, most of which included a public outreach component. We view community outreach as an integral part of the design process in every project we do. Developing an understanding of the project from the end user’s point of view, whether they are the general public, business owners, or agency representatives, is essential to the success of each and every design solution. It will be our goal to work closely with city staff to maximize the outreach effort, engage the community, and develop a plan that addresses the specific issues facing Long Beach Boulevard today and into the future.

A thoughtful review of past planning work in the area will provide the necessary background and understanding prior to the community meetings. The City will be leading the public outreach process with support from Mark Thomas. We have extensive experience providing community and stakeholder outreach for complete street improvement projects. Based upon our experience, stakeholder engagement is critical to project success and community buy-in.

Stakeholder engagement will consist of a first meeting with representatives from key business groups, downtown advocacy groups, and other stakeholders. We will introduce the project and process and inspire participants to share their vision for improving connections through Long Beach Boulevard. Just as importantly, we will utilize their collective site-specific knowledge to better understand challenges and concerns related to specific locations along the corridor. The group serves to vet the project at each level of plan development. This minimizes the likelihood that any idea that cannot be supported by the group members (a ‘nonstarter’) will ever be brought to the public. Assembling all the stakeholders at one time and in the same room is the first step to successful cultivation of project support. The group forum means that everyone hears firsthand the concerns of every other member of the group. This has the effect of encouraging compromise and engaging each stakeholder as a partner (and not as an adversary). Each stakeholder realizes the importance of the project to the greater community. We will convene the Group at multiple points during the process to ensure the developing plan meets all program requirements.

Lastly, we will engage the general public, including pedestrians, bicyclists, and nearby residents in an Open House, which allows for greater flexibility in attendance. An open house will focus on:

- **Being Interactive:** Developing fun and interactive opportunities for community input really helps to engage participants in the process, maximize input, and sustain interest. People are taking valuable time out of their schedules to provide this input so we must strive to make the experience enjoyable and have participants leave with a sense that their voice is being heard. A workshop will be set-up to allow participants to visit multiple stations to learn more about the project, participate in interactive design charrettes, prioritization exercises, and walk audits. This format has been extremely successful in maximizing attendance, input, and providing a positive beginning to the consensus building process.





- **Visualization:** A key component to cultivating project support at the community workshop is the ability to clearly and effectively communicate design concepts. We take to heart the old saying “a picture is worth a thousand words”. Utilizing a combination of plan graphics, photo realistic cross sections, and photographs we will be able to paint a picture for the community to help maximize input and improve the community’s understanding of the proposed improvements.

We understand from our prior work in the City the community’s concerns with quality of life and traffic impacts. We will build on that prior knowledge through our community outreach process, which will help us identify concerns, build consensus for desired community attributes, and allow the design team to incorporate the values of the South Gate community into the project design. We will utilize our time with community members to discuss their thoughts on what makes this downtown different from other downtowns in the region.

Is it the people, the architectural character, the history, or perhaps something else that makes it special? By documenting the neighborhood’s architectural character and historical context through photographs and images, we can communicate our observations and let the community and stakeholders respond to what they feel most strongly represents their community. We will then utilize this information to develop a responsive plan that reflects the community’s spirit and recommend a streetscape character and identity unique to your community.

## ENGINEERING DESIGN IMPLEMENTATION

The engineering challenges faced to implement the vision and revitalization of Long Beach Boulevard include the implementation of the median and channelization for left turning movements, implementation of a Class III bike lanes within an existing corridor, pavement rehabilitation strategies, traffic signal modifications and ITS, and improvements to pedestrian facilities. Mark Thomas has extensive experience implementing similar civil design improvements as well as the green elements associated with the landscaping and water treatment features included in this project.

### Median Island Design

The design of the median islands will begin by determining the location of the median and the proposed openings for any allowed left turns. Mark Thomas will work with the City and the affected property or business owners to understand the needs for each property and properly address the access needs along the proposed raised median. The engineering approach for the median design will be to reduce the impacts to the existing pavement by providing a design that would minimize saw cuts around the new median. This approach, as recommended by Mark Thomas, would reduce the construction cost as well as minimize the construction footprint and facilitate the staging of the project. This approach utilizes the milling of the existing pavement within the proposed median from lip of median curb on either side and pouring the curb against the existing pavement, instead of sawcutting the pavement to constructs the curbs. It will also minimize the pavement quantities and disturbance of the roadway and underground utilities.

Our preliminary analysis has shown that a large water main is directly under the proposed median. Our approach is to protect where feasible and avoid costly relocations. The water line and other critical lines will be mapped and located (using potholes) and the design of both the roadway improvements and the landscaping will protect the water line in place.

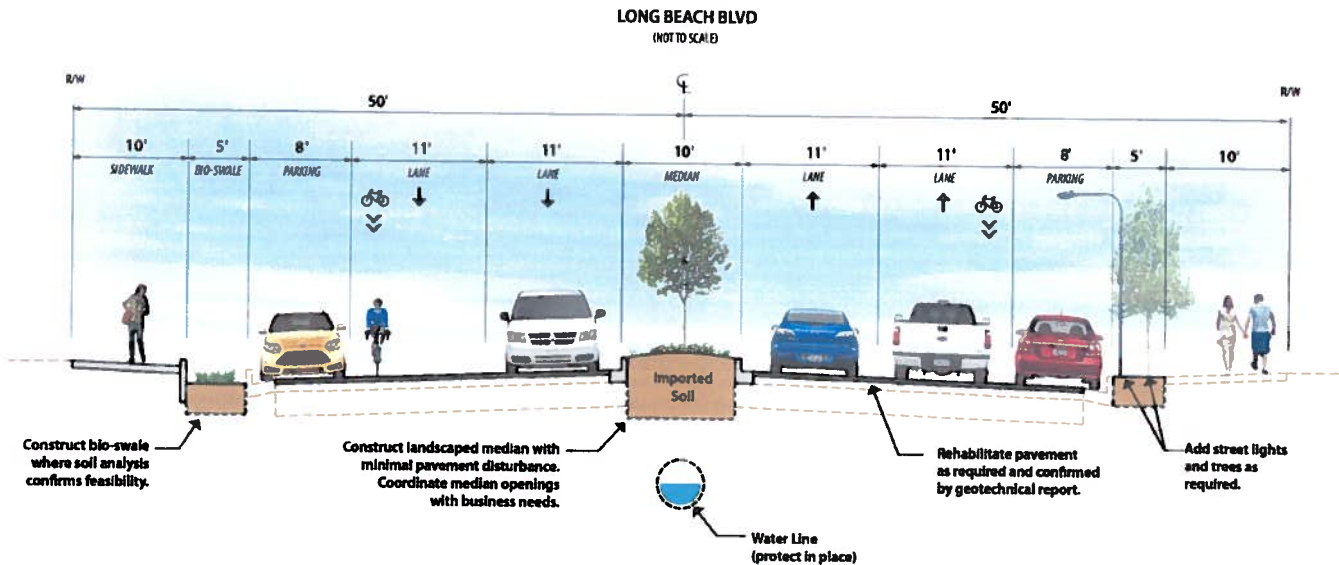






### Bike Facility Design

The current bike design, as identified in the ATP concept, is a Class III “shared lane” design due to the roadway width constraints. On higher speed and high volume roadways, it is recommended by both AASHTO and NACTO to implement Class II or Class I bike lanes. We will look for opportunities to implement Class II lanes where feasible for large stretches of the road to maximize bicycle safety. There are entire blocks within the project limits which currently prohibit on-street parking, such as, between Firestone Boulevard and Laurel Place and other blocks which currently do seem to benefit from the allowed on-street parking, the bike lane on these blocks can be used to convert the Class III to a striped Class II bike lane to provided a safer bicycle facility.



### Pavement Rehabilitation Strategies

Long Beach Boulevard (within the project limits) consists of concrete pavement at the southern portion of the project (~25% of centerline distance) and asphalt concrete for the remainder. Visual assessment shows the concrete is in good-to-fair condition and the asphalt concrete in poor condition with a highly aged (cracked) surface. In addition, the presence of wide-spread alligator cracking suggests areas of poor-quality subgrade material and/or inadequate pavement structural thickness. To properly prepare pavement rehabilitation recommendations for the City, we will perform an initial visual assessment, perform non-destructive testing, perform a ground penetrating radar (GPR) assessment, and complete a geotechnical investigation and testing of pavement cores.

Using obtained field and record data, we will perform pavement analysis and design services, and develop pavement rehabilitation recommendations for the street. Analysis will be performed in accordance with the Greenbook and Caltrans HDM and will include an estimate of Traffic Index (TI) values if not available from the City. Our team will develop pavement structural section recommendations expressed in the form of a TI that will be provided by the City. These recommendations may include, but may not be limited to, the following:

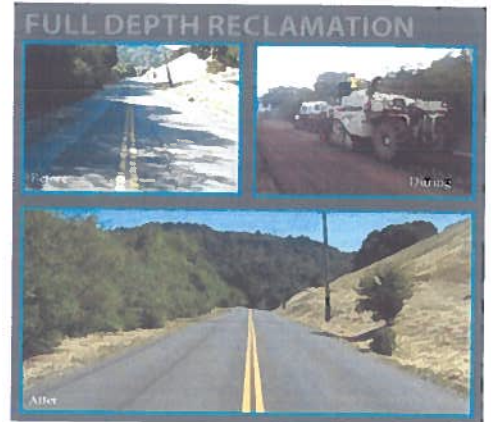
- Concrete pavement restoration (CPR)
- Conventional Hot Mix Asphalt (HMA) pavement overlays
- Warm Mix Asphalt (WMA) pavement overlays
- Asphalt Rubber Hot Mix (ARHM) overlays
- Alternative rehabilitation methods (in-place recycling, mill and fill treatments)
- Quantities and treatments of failed pavement sections (base repairs)







Based on visual assessment, it may be possible for the City to consider Full Depth Reclamation (FDR), which may result in significant cost savings. On previous projects, FDR has reduced pavement costs by more than 30%. FDR is applicable for the asphalt concrete portions of the corridor. In addition to cost benefits, FDR allows for reduced lane closures and traffic impacts.



**ADA Pedestrian Improvements**

A large portion of the proposed pedestrian improvements will be the design of any necessary pedestrian path improvement such as sidewalk, maintenance, where applicable, pedestrian curb ramps and driveway. Mark Thomas has developed a preliminary inventory of the non-ADA complaint curb ramps and driveways and required improvements necessary as identified them in the Right of Way Constraints section.

The result of the preliminary inventory has revealed that the pedestrian improvements will require temporary and permanent right of way acquisitions, as confirmed by the RFP’s scope. Mark Thomas will utilize the various curb ramp details within the Standard Plans for Public Works Construction to minimize the impacts to private property.

**Traffic Signal Modifications and ITS**

Traffic Signal Modification are proposed along Long Beach Boulevard at the following intersections:

- Tweedy Boulevard
- Kansas Avenue
- Southern Avenue
- Willow Place
- Firestone Boulevard
- Ardmore Avenue
- Independence Avenue
- Poplar Place
- Liberty Boulevard
- Palm Place

The preparation of the traffic signal modification plans will be started once the final placement of ADA curb ramps have been determined.

Mark Thomas will prepare a traffic warrant study to analyze four (4) intersections upgrading to a protective/ permissive operation based on CA MUTCD guidelines. The warrant study will address required items such as collisions, delay, volume, and other miscellaneous data such as sight distance at each intersection. Our approach will include collecting collision data and traffic data by taking turning movement counts during the AM/PM peak hours of traffic operation at the study intersections. Using the data collected, We will perform an assessment of the existing traffic conditions to determine how the intersections will be affected. SYNCHRO will be used to analyze delay at study intersections.

Mark Thomas will perform a warrant analysis based upon Collisions, Delay, Volume, and other miscellaneous data including sight distance for the proposed signal modification at four (4) intersections which will be provided by the City of South Gate at a future date. The Warrant Analysis will be submitted in draft and final versions and it will include all necessary calculations, SYNCRHO data sheets, and any other appurtenant documentation. We will submit an electronic (.pdf) copy of the study in draft form and revise the study based on City comments.

Mark Thomas will prepare plans for an intelligent transportation system (ITS) for Long Beach Boulevard. The ITS plan will install CCTV and incorporate video detection at each of the ten (10) intersections to be integrated into the City’s TMC. We will utilize the existing interconnect to connect into the existing TMC network.





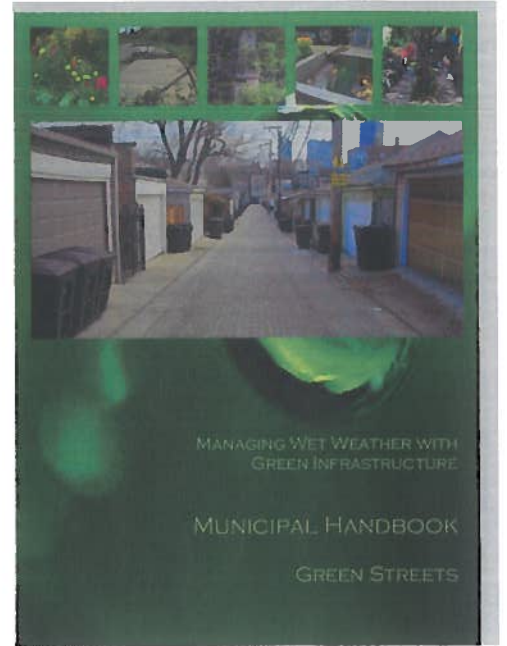
### Drainage and Green Infrastructure

Streets present both a barrier to stormwater run-off and an opportunity for a better approach to stormwater management. By applying practices set forth in the “Green Street Municipal Handbook”, a focused design can address water quality treatment along with the traffic calming and safety benefits or a physical buffer. Biofiltration designs require a unique in-depth knowledge of drainage, soil, and plant material for a lasting, and functional feature.

#### Roadway Drainage

The storm drainage of Long Beach Boulevard relies on very few inlets at collection areas near large intersections, storm water typically crossed cross streets via cross gutters. Flooding during medium to intense storm events are common in the area due to the lack of drainage inlets.

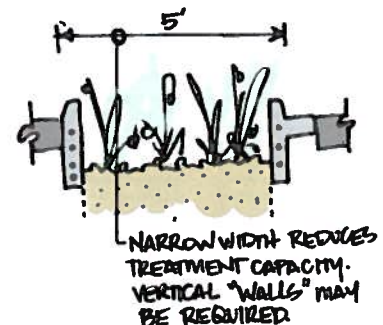
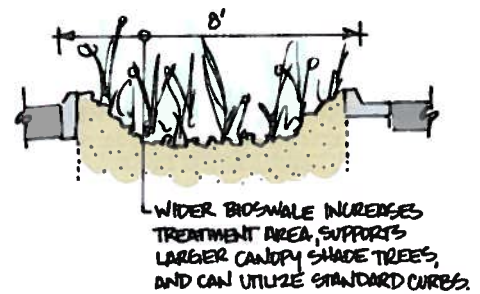
The existing storm drainage pattern will not be modified with the project, however there are project improvements that can improve drainage and relieve the overtaxed existing drainage system. The flooded width can be reduced by increasing the cross slope on flat areas of the road to concentrate the storm water and minimize wide flooding of the roadway.



The proposed bio-swales and green elements of the project will reduce the amount of storm runoff that reaches the existing storm drain system. The green infrastructure of the project is discussed in the next section.

The soil of the biofiltration planter is integral to its success in treating stormwater runoff and the long-term health of plantings. These criteria result in specific import soil requirements that make the soil difficult to source. If not researched and specified correctly in the design phase, these sourcing issues can result in project delays and/or change orders during construction. We have developed a database of suppliers that meet the strict specifications of the required soil medium. We understand from our early research of the project that the base existing soil along Long Beach Boulevard has high infiltration rates. These existing sandy and loamy soils acting as a base upon which the bioretention soil will be placed will successfully handle a bioretention usage provided we use the appropriate plant materials.

While the plants from the proposed Long Beach Boulevard palette in the Urban Greening Grant application are appropriate for a typical streetscape condition, some plants listed would be challenged to establish and survive long term within a bioretention setting. Plants used in this condition must be adapted to handle the periodic inundation and seasonally wet conditions while maintaining a low water use profile and a tolerance for high winds (caused by passing vehicles) and the heat island effect of the street environment. This also applies to any trees planted within a low impact development area. Proposed trees must tolerate similar conditions as specified shrubs and grasses and have a non-invasive root system. Our team of in-house landscape architects will develop a plant palette that addresses the challenges of a successful establishment within the planting areas regardless of their function.



*Successful application of Green Street improvements requires a proven understanding of the function, needs, and impacts of all elements of low impact development.*



### Right of Way Constraints

As discussed above, the project is expected to have right of way needs dependent on the final design of the pedestrian facilities. The partial preliminary right of way needs table is shown below.

Due to the nature of the project improvements being proposed, it is anticipated that most curb ramps can be constructed within existing public Right of Way, however Mark Thomas has allotted for scope and budget for 6 partial acquisitions and preparation of 50 temporary easement exhibits and agreements.

We will make efforts during the design of the project to reduce or eliminate right of way impacts to the parcels identified above. Where temporary or permanent acquisitions are required, we have developed an approach that will reduce overall right of way support costs. Traditional methods and our cost savings approach are discussed below.

Property Impacts/Right of Way Interests			
Parcel ID	APN/Address	Owner	Property Impacts
1	APN: 6207-007-024 9910 Long Beach Blvd	Z & F Properties, LLC (West Coast Dental)	TCE and Potential R/W Easement to reconstruct non ADA compliant curb ramp.
2	APN: 6206-012-032 9830 Long Beach Blvd	South Gate WG, LLC, South Gate Investors I, LLC (Walgreens)	Possible R/W Easement and TCE to accommodate S/W wrap around for Street Light Relocation (Bio-Swale).
3*	APN: 6206-010-023 9825 Long Beach Blvd	Merona Enterprises, Inc. (Misc. Commercial Retail Stores)	TCE and Potential R/W Easement to reconstruct non ADA compliant curb ramp, also existing sidewalk appears on private property.
4*	APN: 6206-008-009/010 9721/9735 Long Beach Blvd	Hakop & Tigran Papazian (Misc. Commercial Retail Stores)	Potential TCE (depending on building location with respect to R/W) to reconstruct non ADA compliant curb ramp.
5*	APN: 6206-013-031 9720 Long Beach Blvd	Surat and Sudha Bhagat Trust (Southern Motel)	Potential TCE (depending on building location with respect to R/W) to reconstruct non ADA compliant curb ramp, also existing sidewalk appears on private property.

Temporary Construction Easements (TCEs) will be required where curb ramps or driveway construction will require access to private property temporarily, Mark Thomas recommends that these temporary needs be addressed using right of entry permits rather than TCE's. The differences of these two methods are:

TCEs	Right-of-Entry (Recommended)
<ul style="list-style-type: none"> <li>• Transferable between owners</li> <li>• Appraised and offer made</li> <li>• More expensive</li> </ul>	<ul style="list-style-type: none"> <li>• No appraisal or offer made</li> <li>• Faster and less expensive</li> <li>• Not transferable between owners</li> </ul>

### Permanent Acquisitions

Where upgrades to curb ramps are necessary and not enough parkway width (right of way) is present, the need for permanent acquisitions may be necessary. In these cases the traditional right of way acquisition approach would be very expensive and not appropriate, Mark Thomas recommends going with a Waiver Valuation approach to these acquisitions, the differences of the two methods are:

Traditional Acquisition Method	Waiver Valuation Method (Recommended)
<ul style="list-style-type: none"> <li>• Title and Certified Appraisal required</li> <li>• Expensive</li> <li>• Can be used for eminent domain</li> </ul>	<ul style="list-style-type: none"> <li>• Independently Appraised</li> <li>• Much less expensive</li> <li>• Cannot be used for eminent domain</li> </ul>





## Environmental Approach

The project’s four subprojects all require CEQA environmental clearance and two subprojects require NEPA clearance.

- A. Pedestrian Improvements Project, Federal Project ATPL 5257/RTP ID 101008 TCM (CEQA/NEPA)
- B. Median Project, Federal Project HSIPL 5257/FTIP ID: SCAG015 (CEQA/NEPA)
- C. Urban Greening Project (CEQA only)
- D. Roadway Rehabilitation (CEQA only)
- E. Optional Traffic Signal Modifications and ITS (CEQA only)

The federal funding associated with the project will require both CEQA and NEPA documentation for the environmental approvals. The RFP identifies the environmental documents as a CEQA Initial Study/Mitigated Negative Declaration (IS/MND) and a NEPA Environmental Assessment/Finding of No Significant Impact (EA/FONSI). We have thoroughly reviewed the site and conceptual plans to understand the environmental constraints. Based upon the scope of the projects – medians, bicycle and pedestrian facilities, ADA ramps, planting and irrigation, bioswales, and pavement rehabilitation – we believe the a Categorical Exemption (CE) should be sufficient for CEQA clearance. For NEPA, it is expected that a Categorical Exclusion (CE) will be required with supporting technical studies. The use of a CEQA CE and NEPA CE will significantly reduce the project schedule and costs compared to a IS/MND and EA/FONSI.

The main environmental constraint is historic properties. Properties fronting on Long Beach Boulevard between Santa Ana Street and Tweedy Boulevard are primarily improved with commercial retail and automotive related uses, with some residential and motel uses as well. Of these properties, there are two with potential historic context that will need to be evaluated.

- A linear park crosses Long Beach Boulevard just north of Southern Avenue. The park is constructed on Los Angeles Department of Water and Power (LADWP) property, beneath the LADWP Boulder Lines 1 & 2 (Primary No. 19-188983). These transmission lines extend 270 miles from the Hoover Dam in Nevada to the Century Receiving Station near Watts and were previously determined eligible for the National Register of Historic Places (NRHP) in 2000.
- The Southern Pacific Railroad has an at-grade crossing with Long Beach Boulevard between Ardmore and Independence Avenues. This railroad segment was identified in 1999 as eligible for listing in the NRHP (Primary Nos. 19-186110/30-176630).

Both linear resources (transmission and railroad lines) are assumed to be a “historic property” for Section 106 of the National Historic Preservation Act (Section 106) and a “historical resource” for CEQA, unless an updated survey of these resources demonstrates otherwise. Based on preliminary research and prior experience, our team anticipates that the appropriate level of documentation for the historic built environment will be a Screened Undertaking Memo, pursuant to Stipulation VII and Attachment 2 of the Caltrans Section 106 PA. All staff from GPA who would work on the project meet the Secretary of the Interior’s Historic Preservation Professional Qualification Standards in the field of Architectural History.

Our understanding of the key environmental issues associated with the proposed project (along with anticipated Caltrans technical studies) is highlighted below. The Caltrans Standard Environmental Reference (SER), CEQA, and City standards for environmental analysis will be followed. This will be confirmed during the development of the Caltrans Preliminary Environmental Studies (PES) and field walk with Caltrans and the City. If additional technical studies are required, we will work with the City to modify our scope of work.

*On the following page, we have included a table that outlines the key environmental issues for this project.*







**KEY ENVIRONMENTAL ISSUES**

**Historic Properties:**

Survey of properties along the corridor including the linear park and UPRR rail line.  
Hazardous Materials: Phase 1 Initial Site Assessment

**Environmental Document:**

Preliminary Environmental Study (PES); Categorical Exemption (CEQA); Categorical Exclusion (NEPA)

**ANTICIPATED CALTRANS TECHNICAL STUDIES**

Archaeological Resources Search  
Paleontological Records Search  
Historic Properties Memo  
Natural Environmental Study Minimal Impact (NES(MI)).  
Phase 1 Initial Site Assessment

**LEVEL OF CEQA/NEPA COMPLIANCE**

Categorical Exemption (CEQA)  
Categorical Exclusion (NEPA)





## FUNDING AUTHORIZATIONS AND REQUIREMENTS

The City has already secured federal HSIP and ATP funds for two of the four subprojects. The City has also secured Urban Greening Grant state funds. Having completed numerous projects with state and federal funding sources, Mark Thomas will provide assistance to ensure the project efficiently proceeds through each phase of preliminary engineering, right of way certification, utility relocations, and construction authorization.

### Authorization Processing

The ability to assist local agencies with the Caltrans LAPM is critical to advancing projects through the delivery process. Many of our projects are federally funded, requiring close coordination with Caltrans Local Assistance. We are knowledgeable of the federal and/or state laws, regulations, policies and procedures related to design, right of way certification, utility coordination, construction and maintenance. Federal funding requires a separate E-76 process for each phase of work in order to receive reimbursement. It is crucial that Federal "Authorization to Proceed" (E-76) is approved before any work in respective phase is started for the project to be eligible for reimbursement. This coordination involves preparing RFAs and supporting information for the various project phases, preparing Right-of-Way and Utility Certification Forms and submitting and receiving approval for PS&E.

**Our team will assist the City with preparing and submitting RFA packages for utilities, right of way, and construction.**

#### CRITICAL LOCAL ASSISTANCE EXPERIENCE

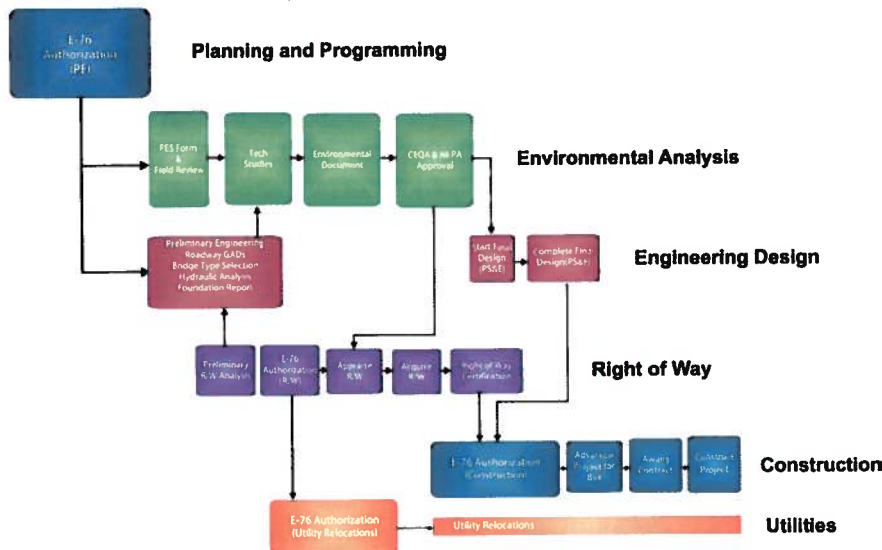
A thorough understanding of the Federal project processing procedures is crucial to ensure that the project stays on schedule and that resubmittals for Caltrans reviews are avoided.

Our staff has an unmatched understanding of the Caltrans delivery process and their design standards gained through delivering more than 100 projects that involved Caltrans Local Assistance coordination.

### Utility Relocations

There are numerous existing utilities that may need to be relocated along the project site. Due to the federal funding, the utility relocations will need to follow the guidance in the LAPM. Chapter 14 "Utility Relocations" of the Caltrans LAPM requires the City to comply with similar procedures as the Caltrans Right of Way Manual for projects off of the State Highway System that are financed with federal funds. This includes the preparation of a Report of Investigation (ROI) document that identifies the liability for relocations costs. Once the owner concurs with the liability listed in the ROI, the City will then issue a Notice to Owner (NTO) that clearly defines the impacted facility, owner's conflict resolution plan, estimated completion date, and liability. If the County is liable for any portion of the relocations, a Utility Agreement (UA) will also need to be prepared and sent to the owner along with the NTO.

The utility relocation process has been further complicated in recent years with new Buy America requirements for Utility Relocations. As part of MAP-21, the Buy America provisions were extended to utility companies that are required to relocate any facilities as part of a federally funded project.





For any projects where the City is liable for a portion of the relocations, the ROI, NTO, and UA will need to be sent to the Caltrans District Utility Coordinator for review and approval, prior to sending the documents to the owner. **Mark Thomas will prepare the necessary utility documents for Caltrans review and approval.**

### Right of Way Acquisitions

Similar to utility relocations, right of way acquisitions will need to follow the LAPM Chapter 13 "Right of Way". Acquisitions must comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended in 1987 (the Uniform Act). This process includes formal appraisals, appraisal reviews, and detailed records of the correspondence with affected owner during negotiations. Right of way acquisitions are anticipated to be TCE's. Our team will prepare exhibits and Right of Way Certification forms. This will ensure compliance with Caltrans Local Assistance requirements and maintaining federal funds.

### ATP Funding Requirements

Federal ATP funds, through which Long Beach Boulevard Pedestrian Improvements Project is funded, require additional approvals. Chapter 22 of the Caltrans Local Assistance Program Guidelines (LAPG) outlines the specific allocation requirements for the ATP. The request for funding allocation will be submitted to Caltrans Local Assistance and will include the following: Exhibit 22-A "Award Information for ATP Projects", Exhibit 22-6 "Project Programming Request", Exhibit 22-N "Funding Allocation Checklist", Exhibit 22-O "Allocation Request", and Right of Way Certification. Utility Certification packages for affected utilities will be included with the Right of Way Certification. Once through Caltrans, the project goes to the CTC for approval, which takes two months to be placed on the agenda. Our project schedule has been developed to include this requirement.

### Urban Greening Grant Requirements

The City secured Urban Greening Grant funds for the Long Beach Boulevard Urban Greening Project from the Natural Resources Agency. This funding source has specific requirements for project elements, submittals, and reimbursements. The project PS&E must be submitted to the Secretary for Natural Resources for review and approval. Changes in project scope require State approval. The City has completed a significant amount of project development and changes in project scope are not anticipated. The plant palette for the project was developed during the grant application phase. The plant palette provides a list of plants (shrubs, trees, etc.) which are appropriate and sustainable for a given jurisdiction and/or urban environment, considering economic, environmental, and social factors such as rainfall, terrain, soil, maintenance requirements, appearance, desired function, and public use. After review of the plant palette, additional plant types may be more suitable to be used within a stormwater bioswale which will experience heavier amounts of water during the winter months. Funding recognition is required for all projects. A project sign highlighting the project name, sponsoring agency, and the California Climate Investments and Urban Greening Program logo must be in place for a minimum of 4 years from the completion of construction. Signs are an eligible cost for the grant funding.

#### LAPM CHAPTER 10 REQUIREMENTS

We are familiar with the updates and requirements in Chapter 10 "Consultant Selection" of the LAPM. We have extensive knowledge of the requirements for Caltrans Audits and Investigations (A&I) and routinely support our clients to ease this process, including Form 10-A A&E Consultant Financial Document Review Request and supporting information.

We have also worked with agencies to prepared Form 10-C A&E Consultant Contract Reviewers Checklist and supporting information. This experience will expedite the A&I review process, helping to reduce agency workload.

We recently provided guidance to the City of Westminster to compile and submit Forms 10-A and 10-C packages, which were approved by Caltrans within two weeks.

**We have experience delivering projects funded through the Urban Greening Grant program. We are currently designing the Mendez Historic Trail and Green Street Bikeway Project in Westminster funded through the Urban Greening Grant. We are working within the grant requirements to ensure project funding is not jeopardized.**



**SCOPE OF WORK**

Mark Thomas' Scope of Work, which mirrors the RFP scope of work description, is abbreviated for all four (4) projects below. A detailed scope of work can be provided during negotiations.

(A) LONG BEACH BOULEVARD PEDESTRIAN IMPROVEMENTS PROJECT, FEDERAL PROJECT NO. ATPL 5257 (R33)	(B) LONG BEACH BOULEVARD MEDIAN PROJECT, FEDERAL PROJECT NO. HSPL 5257 (R37)	(C) LONG BEACH BOULEVARD URBAN GREENING PROJECT	(D) LONG BEACH BOULEVARD ROADWAY REHABILITATION
<b>TASK 1 - PROJECT MANAGEMENT</b> Mark Thomas concurs with the RFP scope for Project Management, with the following clarifications: Monthly PDT Meeting Attendance, Minutes and Materials (16 Max.) Monthly Project Progress Reports (16 Max.)	<b>TASK 1 - PROJECT MANAGEMENT</b> Mark Thomas concurs with the RFP scope for Project Management, with the following clarifications: Monthly PDT Meeting Attendance, Minutes and Materials (16 Max.) Monthly Project Progress Reports (16 Max.)	<b>TASK 1 - PROJECT MANAGEMENT</b> Mark Thomas concurs with the RFP scope for Project Management, with the following clarifications: Monthly PDT Meeting Attendance, Minutes and Materials (16 Max.) Monthly Project Progress Reports (16 Max.)	<b>TASK 1 - PROJECT MANAGEMENT</b> Mark Thomas concurs with the RFP scope for Project Management, with the following clarifications: Monthly PDT Meeting Attendance, Minutes and Materials (16 Max.) Monthly Project Progress Reports (16 Max.)
<b>TASK 2 - COMMUNITY OUTREACH</b> Mark Thomas concurs with the RFP scope for Community Outreach, with the following clarifications: Attend Outreach Meetings (10 max.) Provide Exhibits for Meetings (20 max)	<b>TASK 2 - COMMUNITY OUTREACH</b> Mark Thomas concurs with the RFP scope for Community Outreach, with the following clarifications: Attend Outreach Meetings (10 max.) Provide Exhibits for Meetings (20 max)	<b>TASK 2 - COMMUNITY OUTREACH</b> Mark Thomas concurs with the RFP scope for Community Outreach, with the following clarifications: Attend Outreach Meetings (10 max.) Provide Exhibits for Meetings (20 max)	
<b>TASK 3 - AGENCY &amp; UTILITY COORDINATION</b> Mark Thomas concurs with the RFP scope for Agency and Utility Coordination, with the following clarifications: Ground penetrating Radar (GPR) will be utilized to supplement the record maps to determine vertical location of critical underground utilities. GPR work will be done at night to minimize traffic disruption. 3 days of GPR are included with this scope. Mark Thomas will identify the utility conflicts and depict the modification of any City owned utility within the plans, and coordinate the relocation of private utilities necessary to accommodate the project. Mark Thomas will coordinate the new service points as part of the street lighting and landscape and irrigation design.	<b>TASK 3 - AGENCY &amp; UTILITY COORDINATION</b> Mark Thomas concurs with the RFP scope for Agency and Utility Coordination, with the following clarifications: Ground penetrating Radar (GPR) will be utilized to supplement the record maps to determine vertical location of critical underground utilities. GPR work will be done at night to minimize traffic disruption. 3 days of GPR are included with this scope. Mark Thomas will identify the utility conflicts and depict the modification of any City owned utility within the plans, and coordinate the relocation of private utilities necessary to accommodate the project. Mark Thomas will coordinate the new service points as part of the street lighting and landscape and irrigation design.	<b>TASK 3 - AGENCY &amp; UTILITY COORDINATION</b> Mark Thomas concurs with the RFP scope for Agency and Utility Coordination, with the following clarifications: Ground penetrating Radar (GPR) will be utilized to supplement the record maps to determine vertical location of critical underground utilities. GPR work will be done at night to minimize traffic disruption. 3 days of GPR are included with this scope. Mark Thomas will identify the utility conflicts and depict the modification of any City owned utility within the plans, and coordinate the relocation of private utilities necessary to accommodate the project. Mark Thomas will coordinate the new service points as part of the street lighting and landscape and irrigation design.	<b>TASK 3 - AGENCY &amp; UTILITY COORDINATION</b> Mark Thomas concurs with the RFP scope for Agency and Utility Coordination, with the following clarifications: Ground penetrating Radar (GPR) will be utilized to supplement the record maps to determine vertical location of critical underground utilities. GPR work will be done at night to minimize traffic disruption. 3 days of GPR are included with this scope. Mark Thomas will identify the utility conflicts and depict the modification of any City owned utility within the plans, and coordinate the relocation of private utilities necessary to accommodate the project. Mark Thomas will coordinate the new service points as part of the street lighting and landscape and irrigation design.
<b>TASK 4 - ENVIRONMENTAL STUDIES</b> Task 4.01 - Environmental Document Mark Thomas concurs with the RFP scope for Environmental Clearance, with the following clarifications: GPA, Mark Thomas' environmental subconsultants, will lead both CEQA and NEPA documentation. Key Environmental Issues: 1. Historic Properties - Survey of properties along the corridor including the Enez park and UPRR rail line. 2. Preliminary Environmental Assessment (PEA), Categorical Exemption (CEQA), Categorical Exclusion (NEPA) Anticipated Caltrans Technical Studies: 1. Archaeological Resources Search 2. Paleontological Records Search 3. Historic Properties Memo 4. Natural Environmental Study Minimal Impact (NES/MI) 5. Hazardous Materials (Phase I) 4.02 - NPDES Program Compliance Mark Thomas concurs with the RFP scope for NPDES Program Compliance.	<b>TASK 4 - ENVIRONMENTAL STUDIES</b> Task 4.01 - Environmental Document Mark Thomas concurs with the RFP scope for Environmental Clearance, with the following clarifications: GPA, Mark Thomas' environmental subconsultants, will lead both CEQA and NEPA documentation. Key Environmental Issues: 1. Historic Properties - Survey of properties along the corridor including the line at park and UPRR rail line. 2. Preliminary Environmental Assessment (PEA), Categorical Exemption (CEQA), Categorical Exclusion (NEPA) Anticipated Caltrans Technical Studies: 1. Archaeological Resources Search 2. Paleontological Records Search 3. Historic Properties Memo 4. Natural Environmental Study Minimal Impact (NES/MI) 5. Hazardous Materials (Phase I) 4.02 - NPDES Program Compliance Mark Thomas concurs with the RFP scope for NPDES Program Compliance.	<b>TASK 4 - ENVIRONMENTAL STUDIES</b> Task 4.01 - Environmental Document Mark Thomas concurs with the RFP scope for Environmental Clearance, with the following clarifications: GPA, Mark Thomas' environmental subconsultants, will lead CEQA documentation.	<b>TASK 4 - ENVIRONMENTAL STUDIES</b> Task 4.01 - Environmental Document Mark Thomas concurs with the RFP scope for Environmental Clearance, with the following clarifications: GPA, Mark Thomas' environmental subconsultants, will lead CEQA documentation.
<b>TASK 5 - PRELIMINARY ENGINEERING</b> 5.01 - Right-of-Way Preliminary Studies Mark Thomas concurs with the RFP scope for Right-of-Way Preliminary Studies.	<b>TASK 5 - PRELIMINARY ENGINEERING</b> 5.01 - Right-of-Way Preliminary Studies Mark Thomas concurs with the RFP scope for Right-of-Way Preliminary Studies.		<b>TASK 5 - PRELIMINARY ENGINEERING</b> 5.01 - Right-of-Way Preliminary Studies Mark Thomas concurs with the RFP scope for Right-of-Way Preliminary Studies.

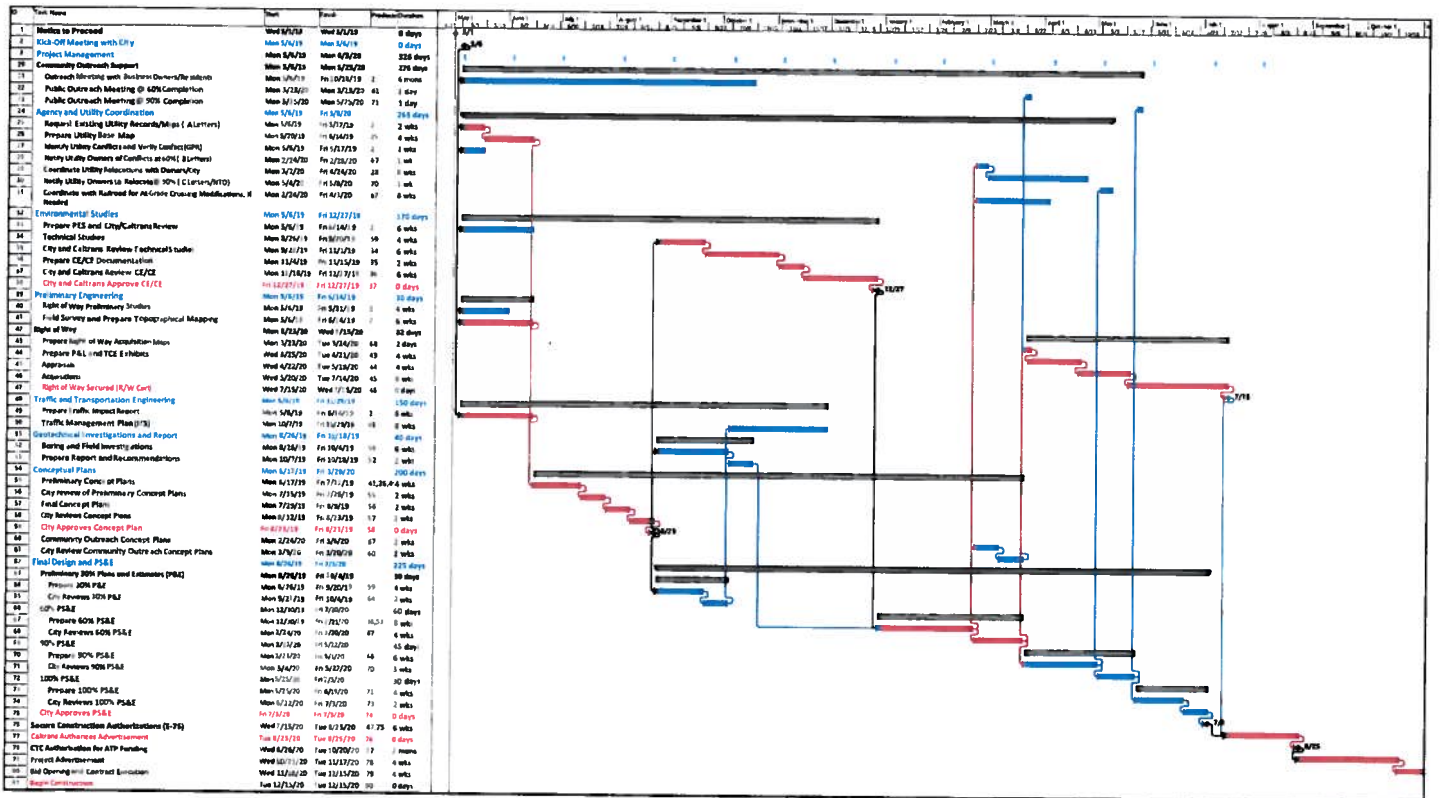


(A) LONG BEACH BOULEVARD PEDESTRIAN IMPROVEMENTS PROJECT, FEDERAL PROJECT NO. AT PL 9257 (033)	(B) LONG BEACH BOULEVARD MEDIAN PROJECT, FEDERAL PROJECT NO. H8BPL 9257 (033)	(C) LONG BEACH BOULEVARD URBAN GREENING PROJECT	(D) LONG BEACH BOULEVARD ROADWAY REHABILITATION
<p><b>5.02 - Right-of-Way Acquisitions, Easements and Right-</b>                      Mark Thomas concurs with the RFP scope Right-of-Way Acquisitions, with the following clarifications:                      Epic Land Solution, Mark Thomas' sub shall provide Right-of-Way Acquisition services for a maximum of 8 partial acquisitions, using the Waiver Valuation appraisal method.                      Mark Thomas shall prepare plat and legal descriptions for a maximum of 6 properties.                      Mark Thomas shall prepare Right-of-Entry Agreements and Property Exhibits for a maximum of 50 properties.</p>			
<p><b>5.03 - Field Survey</b>                      Mark Thomas concurs with the RFP scope for Field Survey.</p>	<p><b>5.03 - Field Survey</b>                      Mark Thomas concurs with the RFP scope for Field Survey</p>		
<p><b>5.04 - Monument Restoration</b>                      Mark Thomas concurs with the RFP scope for Monument Restoration. (28 Monuments)</p>	<p><b>5.04 - Monument Restoration</b>                      Mark Thomas concurs with the RFP scope for Monument Restoration. (28 monuments)</p>		
	<p><b>5.05 - Monument Project Control</b>                      Mark Thomas concurs with the RFP scope for Project Control.</p>		
<b>TASK 6 - TRAFFIC AND TRANSPORTATION ENGINEERING</b>	<b>TASK 6 - TRAFFIC AND TRANSPORTATION ENGINEERING</b>		<b>TASK 6 - TRAFFIC AND TRANSPORTATION ENGINEERING</b>
<p><b>6.01 - Traffic Study</b>                      Mark Thomas concurs with the RFP scope for Traffic Study.</p>	<p><b>6.01 - Traffic Study</b>                      Mark Thomas concurs with the RFP scope for Traffic Study.</p>		<p><b>6.02 - Traffic Signal Modification (Optional Task)</b>                      Mark Thomas concurs with the optional scope per RFP Addendum #2 for Traffic Signal Modifications.</p> <p><b>6.03 - Traffic Management Plan (Optional Task)</b>                      Mark Thomas concurs with the optional scope per RFP Addendum #2 for Traffic Management Plan.</p>
<b>TASK 7 - GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>	<b>TASK 7 - GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>	<b>TASK 7 - GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>	<b>TASK 7 - GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>
			<p><b>7.01 - Pavement Analysis and Design</b>                      Mark Thomas concurs with the RFP scope for Pavement Analysis and Design with the following clarifications:                      NCE, Mark Thomas' sub will conduct 10 pavement cores, prepare analysis and Report.</p>
<p><b>7.02 - Median Island Soil Report</b>                      Mark Thomas concurs with the RFP scope for Median Island Soil Analysis.</p>	<p><b>7.02 - Median Island Soil Report</b>                      Mark Thomas concurs with the RFP scope for Median Island Soil Analysis.</p>	<p><b>7.03 - Vegetated Buffer/Soil Analysis</b>                      Mark Thomas concurs with the RFP scope for Pavement Analysis and Design with the following clarifications:                      NCE, Mark Thomas' sub will conduct 100 infiltration tests along the corridor, prepare analysis and Suitability Report.</p>	
<b>TASK 8 - CONCEPT PLANS</b>	<b>TASK 8 - CONCEPT PLANS</b>	<b>TASK 8 - CONCEPT PLANS</b>	<b>TASK 8 - CONCEPT PLANS</b>
<p><b>8.01 - Preliminary Concept Plans</b>                      8.01.01 Pedestrian Improvements Preliminary Concept Plans                      Mark Thomas concurs with the RFP scope for Pedestrian Improvements Preliminary Concept Plans</p>	<p><b>8.01 - Preliminary Concept Plans</b>                      8.01.02 Median Island Improvement Preliminary Concept Plans                      Mark Thomas concurs with the RFP scope for Median Island Improvements Preliminary Concept Plans.</p>	<p><b>8.01 - Preliminary Concept Plans</b>                      8.01.03 Median Island Landscape Improvements Preliminary Concept Plans                      Mark Thomas concurs with the RFP scope for Median Island Landscape Improvements Preliminary Concept Plans</p>	

(A) LONG BEACH BOULEVARD PEDESTRIAN IMPROVEMENTS PROJECT, FEDERAL PROJECT NO. ATPL 5257 (B33)	(B) LONG BEACH BOULEVARD MEDIAN PROJECT, FEDERAL PROJECT NO. HSP/L 5257 (B37)	(C) LONG BEACH BOULEVARD URBAN GREENING PROJECT	(D) LONG BEACH BOULEVARD ROADWAY REHABILITATION
<b>8.02 - Public Outreach Concept Plans</b>	<b>8.02 - Public Outreach Concept Plans</b>	<b>8.02 - Public Outreach Concept Plans</b>	
<b>8.02.01 Pedestrian Improvements Public Outreach Concept Plans</b> Mark Thomas concurs with the RFP scope for Pedestrian Improvements Public Outreach Concept Plans.			
	<b>8.02.02 Median Island Improvement Public Outreach Concept Plans</b> Mark Thomas concurs with the RFP scope for Median Island Improvements Public Outreach Concept Plans.		
		<b>8.02.03 Median Island Landscape Improvement Outreach Concept Plans</b> Mark Thomas concurs with the RFP scope for Median Island Landscape Improvements Public Outreach Concept Plans	
<b>8.03 - Final Concept Plan</b>	<b>8.03 - Final Concept Plan</b>	<b>8.03 - Final Concept Plan</b>	
<b>8.03.01 Final Pedestrian Improvements Concept Plan</b> Mark Thomas concurs with the RFP scope for Final Pedestrian Improvements Concept Plans			
	<b>8.03.02 Final Median Island Improvement Concept Plan</b> Mark Thomas concurs with the RFP scope for Final Median Island Improvements Concept Plans.		
		<b>8.03.03 Final Median Island Landscape Improvement Concept Plan</b> Mark Thomas concurs with the RFP scope for Final Median Island Landscape Improvements Concept Plans.	
<b>TASK 9 - PLAN PREPARATION</b> Mark Thomas shall prepare and submit Plans at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP. The plans anticipated as part of this project are the following:  Title Horizontal Control and Notes Typical Cross Sections Pedestrian Improvements Construction Details Lighting Plans  Mark Thomas shall submit all deliverables as specified in the RFP.	<b>TASK 9 - PLAN PREPARATION</b> Mark Thomas shall prepare and submit Plans at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP. The plans anticipated as part of this project are the following:  Title Horizontal Control and Notes Typical Cross Sections Median Improvement Construction Details Signing and Striping Plans Stage Construction Plans Mark Thomas shall submit all deliverables as specified in the RFP.	<b>TASK 9 - PLAN PREPARATION</b> Mark Thomas shall prepare and submit Plans at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP. The plans anticipated as part of this project are the following:  Title Horizontal Control and Notes Typical Cross Sections Parkway Planter Construction Details Landscaping and Irrigation Plans and Details Water Quality Plans (Bio-Sewer) Mark Thomas shall submit all deliverables as specified in the RFP.	<b>TASK 9 - PLAN PREPARATION</b> Mark Thomas shall prepare and submit Plans at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP. The plans anticipated as part of this project are the following:  Title Horizontal Control and Notes Typical Cross Sections Roadway Plans  Mark Thomas shall submit all deliverables as specified in the RFP.
<b>TASK 10 - PREPARE GENERAL AND SPECIAL PROVISIONS FOR FEDERALLY FUNDED PROJECTS</b> Mark Thomas concurs with the RFP scope to Prepare General and Special Provisions for Federally Funded Projects.	<b>TASK 10 - PREPARE GENERAL AND SPECIAL PROVISIONS FOR FEDERALLY FUNDED PROJECTS</b> Mark Thomas concurs with the RFP scope to Prepare General and Special Provisions for Federally Funded Projects.		
<b>TASK 11 - TECHNICAL SPECIFICATIONS</b> Mark Thomas shall prepare and submit Specifications at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP.	<b>TASK 11 - TECHNICAL SPECIFICATIONS</b> Mark Thomas shall prepare and submit Specifications at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP.	<b>TASK 11 - TECHNICAL SPECIFICATIONS</b> Mark Thomas shall prepare and submit Specifications at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP.	<b>TASK 11 - TECHNICAL SPECIFICATIONS</b> Mark Thomas shall prepare and submit Specifications at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP.
<b>TASK 12 - COST ESTIMATES</b> Mark Thomas shall prepare and submit an Engineer's Cost Estimate at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP.	<b>TASK 12 - COST ESTIMATES</b> Mark Thomas shall prepare and submit an Engineer's Cost Estimate at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP.	<b>TASK 12 - COST ESTIMATES</b> Mark Thomas shall prepare and submit an Engineer's Cost Estimate at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP.	<b>TASK 12 - COST ESTIMATES</b> Mark Thomas shall prepare and submit an Engineer's Cost Estimate at the 30%, 60%, 90%, and 100% level of completion per requirements stated in the RFP.
<b>TASK 13 - PREPARE A DISADVANTAGED BUSINESS ENTERPRISE (DBE) % OF CONTRACT GOAL</b> Mark Thomas shall prepare the proper Disadvantaged Business Enterprise (DBE) Central Goal worksheet(s) at the 90%, 100% and Final level of completion per requirements stated in the RFP.	<b>TASK 13 - PREPARE A DISADVANTAGED BUSINESS ENTERPRISE (DBE) % OF CONTRACT GOAL</b> Mark Thomas shall prepare the proper Disadvantaged Business Enterprise (DBE) Central Goal worksheet(s) at the 90%, 100% and Final level of completion per requirements stated in the RFP.		

(A) LONG BEACH BOULEVARD PEDESTRIAN IMPROVEMENTS PROJECT, FEDERAL PROJECT NO. ATPL 5257 (033)	(B) LONG BEACH BOULEVARD MEDIAN PROJECT, FEDERAL PROJECT NO. HSPL 5257 (037)	(C) LONG BEACH BOULEVARD URBAN GREENING PROJECT	(D) LONG BEACH BOULEVARD ROADWAY REHABILITATION
<b>TASK 14 - RIGHT-OF-WAY CERTIFICATION</b> Epic, Mark Thomas' sub will obtain project certification by preparing the submittal package for Caltrans that will include the Certification Form and compilation of acquisition documents.	<b>TASK 14 - RIGHT-OF-WAY CERTIFICATION</b> Epic, Mark Thomas' sub will obtain project certification by preparing the submittal package for Caltrans that will include the Certification Form and compilation of acquisition documents.		
<b>TASK 15 - REQUEST FOR AUTHORIZATION TO PROCEED WITH CONSTRUCTION</b> 15.01 - Request and Secure Authorization to Proceed With Construction, Federal Project No. ATPL 5257 (033) Mark Thomas concurs with the RFP scope for the Request and Secure Authorization to proceed with Construction.	<b>TASK 15 - REQUEST FOR AUTHORIZATION TO PROCEED WITH CONSTRUCTION</b> 15.01 - Request and Secure Authorization to Proceed With Construction, Federal Project No. HSPL 5257 Mark Thomas concurs with the RFP scope for the Request and Secure Authorization to proceed with Construction.		
<b>TASK 16 - ADVERTISE AND AWARD PACKAGE</b> 16.01 - Prepare and Secure Approval for Local Agency Award and award Package Documentation For Federal Project NO. ATPL 5257 (033) Mark Thomas concurs with the RFP scope for the Preparation of Local Agency Award package.	<b>TASK 16 - ADVERTISE AND AWARD PACKAGE</b> 16.02 - Prepare and Secure Approval for Local Agency Award and award Package Documentation For Federal Project NO. ATPL 5257 (037) Mark Thomas concurs with the RFP scope for the Preparation of Local Agency Award package.		
<b>TASK 17 - CONSTRUCTION BIDDING PHASE SERVICES</b> Mark Thomas concurs with the RFP scope for Construction Bidding Phase Services.	<b>TASK 17 - CONSTRUCTION BIDDING PHASE SERVICES</b> Mark Thomas concurs with the RFP scope for Construction Bidding Phase Services.	<b>TASK 17 - CONSTRUCTION BIDDING PHASE SERVICES</b> Mark Thomas concurs with the RFP scope for Construction Bidding Phase Services.	<b>TASK 17 - CONSTRUCTION BIDDING PHASE SERVICES</b> Mark Thomas concurs with the RFP scope for Construction Bidding Phase Services.
<b>TASK 18 - PRE-CONSTRUCTION MEETING AND JOB-SITE MEETINGS</b> Mark Thomas concurs with the RFP scope for Pre-Construction Meeting and Job-Site Walk.	<b>TASK 18 - PRE-CONSTRUCTION MEETING AND JOB-SITE MEETINGS</b> Mark Thomas concurs with the RFP scope for Pre-Construction Meeting and Job-Site Walk.	<b>TASK 18 - PRE-CONSTRUCTION MEETING AND JOB-SITE MEETINGS</b> Mark Thomas concurs with the RFP scope for Pre-Construction Meeting and Job-Site Walk.	<b>TASK 18 - PRE-CONSTRUCTION MEETING AND JOB-SITE MEETINGS</b> Mark Thomas concurs with the RFP scope for Pre-Construction Meeting and Job-Site Walk.
<b>TASK 19 - RESPOND TO REQUESTS FOR INFORMATION AND SUBMITTALS</b> Mark Thomas concurs with the RFP scope for Respond to RFIs and Review Submittals during Construction with the following clarifications: Log and Respond to RFIs (50 maximum) Log, Review and Respond to Submittals (25 maximum)	<b>TASK 19 - RESPOND TO REQUESTS FOR INFORMATION AND SUBMITTALS</b> Mark Thomas concurs with the RFP scope for Respond to RFIs and Review Submittals during Construction with the following clarifications: Log and Respond to RFIs (50 maximum) Log, Review and Respond to Submittals (25 maximum)	<b>TASK 19 - RESPOND TO REQUESTS FOR INFORMATION AND SUBMITTALS</b> Mark Thomas concurs with the RFP scope for Respond to RFIs and Review Submittals during Construction with the following clarifications: Log and Respond to RFIs (50 maximum) Log, Review and Respond to Submittals (25 maximum)	<b>TASK 19 - RESPOND TO REQUESTS FOR INFORMATION AND SUBMITTALS</b> Mark Thomas concurs with the RFP scope for Respond to RFIs and Review Submittals during Construction with the following clarifications: Log and Respond to RFIs (50 maximum) Log, Review and Respond to Submittals (25 maximum)
<b>TASK 20 - PREPARE CONSTRUCTION MANAGEMENT / INSPECTION (RFP)</b> Mark Thomas shall assist the City in the preparation of the Construction Management Services RFP for this project, as described in the RFP scope.	<b>TASK 20 - PREPARE CONSTRUCTION MANAGEMENT / INSPECTION (RFP)</b> Mark Thomas shall assist the City in the preparation of the Construction Management Services RFP for this project, as described in the RFP scope.		
<b>TASK 21 - PREPARE RECORD DRAWINGS (AS BUILTS)</b> Mark Thomas concurs with the RFP scope for the Preparation of the As-Built Drawings.	<b>TASK 21 - PREPARE RECORD DRAWINGS (AS BUILTS)</b> Mark Thomas concurs with the RFP scope for the Preparation of the As-Built Drawings.	<b>TASK 21 - PREPARE RECORD DRAWINGS (AS BUILTS)</b> Mark Thomas concurs with the RFP scope for the Preparation of the As-Built Drawings.	<b>TASK 21 - PREPARE RECORD DRAWINGS (AS BUILTS)</b> Mark Thomas concurs with the RFP scope for the Preparation of the As-Built Drawings.

PROJECT SCHEDULE







## APPROACH TO MANAGING RESOURCES

The City's project is uniquely organized by subprojects due to secured funding from the three competitive grant programs discussed in our proposal. These programs include the Active Transportation Program, Highway Safety Improvement Program, and Urban Greening Grant.

*Mark Thomas understands that these subprojects are to be completed concurrently, as one master project. We have the expertise to implement the technical designs and efficiently manage and deliver this project. We will use our experience managing projects with multiple funding sources to meet funding program requirements and deliver the City's project in a cost-efficient manner.*

Our project manager, Arturo Vivar, will manage the City's project and will be responsible for supervising all project resources, including our internal project team and our subconsultants for the duration of the project.

Mark Thomas' team will minimize the involvement of City staff and provide you with a dedicated team who is highly responsive and attentive to the City's needs. The City can depend on Mark Thomas to keep you informed of progress, decisions needed, and milestones that require City input. Our extensive experience with roadway widening, pavement rehabilitation, urban design and landscape architecture, and Caltrans and UPRR coordination and approvals will be leveraged to reduce City staff time on the project.

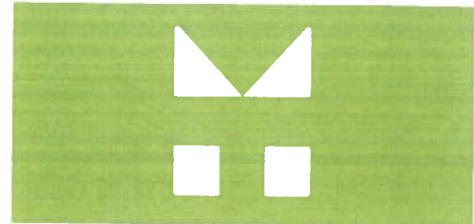
Our success delivering capital improvement projects is based upon a scalable project delivery methodology that can be used on small or large project assignments. This approach safeguards against duplication of effort or omission of service. Our approach results in successful projects performed on schedule and within budget.

**Project Communication:** To facilitate a coordinated effort, we will approach our interaction as a partnership between the City and Mark Thomas. Arturo will develop a plan for every project element in concert with City staff. Once approved, we will distribute the plan to the City and the design team for implementation. Staff comments and suggestions will be communicated at the appropriate staff level to foster efficiency and teamwork. This results in meeting project objectives, ensuring all information is clearly communicated between team members.

**Leadership:** Arturo will focus on coordinating with the City, maintaining schedules, tracking budgets and concentrating on making continuous progress on all project fronts. Our team leaders will oversee the design work and coordinate closely with City staff. Every project task will have "hands-on" design input and management from senior key staff. This effort, coupled with our key staff longevity with the firm, results in continuity on work efforts. The City can expect high quality deliverables for all project tasks.

**Project Schedule:** We will develop a comprehensive design schedule which identifies all critical tasks and interrelationships of each project, and effectively use it to ensure tracking critical path items. A Critical Path Method (CPM) project schedule with a prioritized task list will be developed to monitor the progress of critical and concurrent tasks. This focus on project schedule ensures the project team meets all deliverables.

**Monitoring Project Costs:** Capital improvement projects can be expensive, especially without close supervision. We will identify and implement the improvements needed to accomplish the City's goals for the project, and comply with City standards while minimizing public inconvenience, especially to the local businesses along the corridor. We will monitor project costs while continuously seeking cost reductions through value engineering during project development.



### MANAGEMENT APPROACH

Project Communications

Leadership

Maintaining Project Schedule

Monitoring Project Costs

Adequate Resources





**Availability and Ample Key Staff Resources:** We are committed to providing key staff resources through the duration of the project. All of our key personnel will be available and dedicated to the City for the duration of the project. We commit to the City that no staff designated as “key” in our proposal will be removed or replaced without the prior written concurrence of the City.

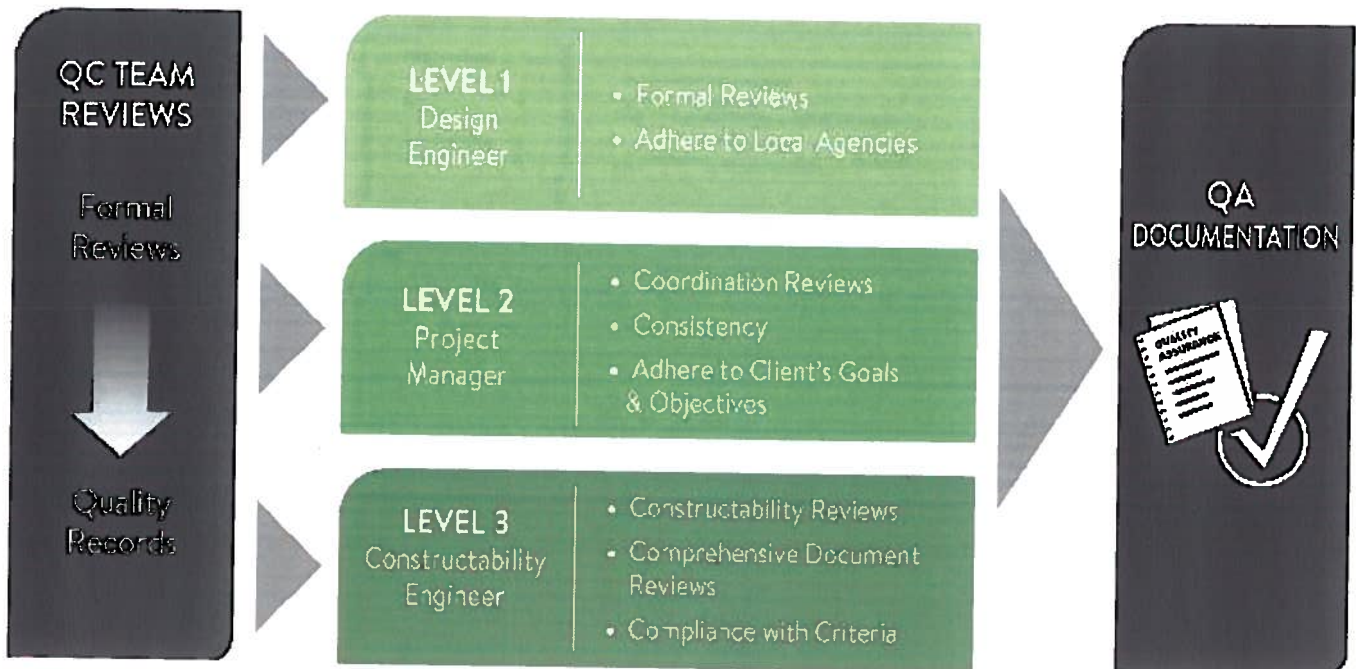
We have assembled a highly experienced group of individuals dedicated to successfully deliver of this important project for the City on time and within budget. At Mark Thomas, client satisfaction is our highest priority and our core values are the driving force behind everything we do. Our team values are built on the principals of respect, accountability, transparency, collaboration, ownership, creativity, flexibility, and fairness. We strive to provide each client with a solutions-oriented approach and ideas that guide the best outcome for every project.

## QUALITY ASSURANCE/QUALITY CONTROL

Mark Thomas firmly believes that QA/QC is a company wide effort. Throughout the project, Mark Thomas will implement a QA/QC program in accordance with our Quality Management Manual. This document clearly defines our firm’s quality management system and ensures implementation of the Company’s quality policies at all levels. All team members will adhere to this Plan and supports the idea that it is our responsibility to produce high-quality products that will result in developing a clearly-defined and cost-effective project. We will operate under a Total Quality Management system of which a specific QC Plan is only a part of the overall system. The Total Quality Management program is a continuous process, used not just at project milestones, but on a daily basis as work flows from desk-to-desk, discipline-to-discipline, and consultant-to-client.

Mark Thomas’ reputation has been built upon the delivery of high-quality services to our clients. The production of these deliverables is founded upon documented procedures and design practices for a system of independent checking and reviews that are implemented on all of our projects.

Recognizing the design consultant’s responsibility for the accuracy and completeness of the plans and other design documents, Mark Thomas and each of our subconsultants are dedicated to their established programs of strict quality assurance and control. These programs assign specific individuals to, and define the requirements for, quality control activities.



**CITY OF SOUTH GATE**

**TAB 3: REQUIRED STATEMENTS**



**MARK**  
**THOMAS**





## REQUIRED STATEMENTS

### DISCLOSURE STATEMENT

Per page 30 of the City's RFP, Mark Thomas affirms that the company has not been the subject of any legal investigations by County, State, and/or Federal agencies within the past 10 years.

### CONFLICT OF INTEREST STATEMENT

Mark Thomas has no knowledge that any officer or employee of the City has any interest, whether contractual, non contractual, financial, proprietary, or otherwise, in this transaction or in the business of Mark Thomas, and that if any such interest comes to the knowledge of Mark Thomas at any time, a complete written disclosure of such interest will be made to City, even if such interest would not be deemed a prohibited "conflict of interest" under applicable laws.

### CONSULTANT AGREEMENT (CONTRACT EXCEPTIONS)

Mark Thomas has reviewed the City's Standard Contract Agreement (Attachment D), and we respectfully request the following modifications:

#### Indemnity

The current contract language for the Indemnification section is not compliant with SB 496. We request to revise the language to match approved indemnification language provided below:

With respect to its operations, other than the performance of professional services, Consultant agrees to indemnify, hold harmless and defend City, with counsel selected in reasonable consultation with City, the City Indemnitees, from and against any third party damages, liabilities, judgments, settlements, costs, claims, demands, actions, suits, losses, and expenses (including reasonable and necessary attorneys' fees, legal costs and expenses recoverable under applicable law) arising out of the death or bodily injury to any person or destruction or damage to any property, to the extent caused by Consultant's negligent acts, errors or omissions or willful misconduct in the performance of services under this Agreement and anyone for whom Consultant is legally liable.

With respect to the performance of professional services, Consultant agrees to indemnify and hold harmless (but not defend) City, and its officers, officials, employees, and volunteers (collectively, the "City Indemnitees"), from and against liability for damages to the extent caused by Consultant's, recklessness, negligent acts, errors or omissions, or willful misconduct in the performance of services under this Agreement, except such loss or damage caused by the negligence or willful misconduct of the City. Consultant has no obligation to pay for any of City Indemnitees defense related cost prior to a final determination of liability, or to pay any amount that exceeds Consultant's finally determined percentage of liability based upon the comparative fault of Consultant, except as provided in Civil Code Section 2782.8(a) and (e).

### INSURANCE REQUIREMENTS

Mark Thomas has reviewed the City's Insurance Requirements as outlined in the RFP. We respectfully request the following modification noted in red.

Consultant shall provide insurance certificates naming the City of South Gate as an additional insured for Workers Compensation Insurance, General Liability and Automobile Liability in the amount of \$1,000,000; the proposer must provide Professional Liability Insurance coverage (Errors and Omissions in the amount of \$2,000,000 per occurrence). ~~The insurance certificate shall contain a provision that the City shall be given thirty (30) days prior written notice in the event of cancellation or reduction in coverage. Consultant shall also execute a hold harmless statement on a form provided by the City.~~



**CITY OF SOUTH GATE**

**TAB 4: APPENDIX**



- RESUMES
- REQUIRED FORMS

**MARK**  
**THOMAS**



## APPENDIX - RESUMES



### ARTURO VIVAR, PE

Arturo brings more than 17 years of experience delivering transportation design projects within Southern California. He has extensive experience providing civil and transportation design for highway interchanges, reconfigurations, roadway widenings, reconstructions, and rehabilitations, utility relocations, and traffic/operational improvements, and drainage improvements, in accordance to the Caltrans HDM, AASHTO, and local agency requirements. **Arturo is the project manager for our Chakemco Street Improvements and Rehabilitation project that we are currently delivering for the City, and he has delivered numerous other similar projects for a number of public and governmental agencies.**

**PROJECT ROLE**

Project Manager

**AVAILABILITY**

60%

**EDUCATION**

BS in Civil Engineering,  
California State  
University, Fullerton,  
2002

**REGISTRATION**

CA C70076

**YEARS OF EXPERIENCE**

17

**ADDITIONAL PROJECTS**

- Pavement Rehabilitations, Fullerton
- I-710 Utility Study, Los Angeles
- Gerald Desmond Bridge Design Replacement, Long Beach
- San Fernando Road Street Improvements, Glendale

### REPRESENTATIVE PROJECTS

**CHAKEMCO STREET IMPROVEMENTS/REHABILITATION, SOUTH GATE**

Project manager responsible for design services for the roadway improvement project that will provide a safe pedestrian route to school, rehabilitate the existing roadway pavement, and mitigate poor street drainage on Chakemco Street. Chakemco Street has a number of businesses that use the street as a main access to their business and also for additional parking. It also has an alley-type cross section, lacks an ADA/pedestrian route requiring pavement rehabilitation.

**FIRESTONE BOULEVARD WIDENING, NORWALK**

Deputy project manager for this roadway improvement project that will widen Firestone Boulevard to six lanes from Hoxie Avenue to Imperial Highway to accommodate the existing and projected traffic volumes. Phase 1 consists of two lanes in each direction with 10-foot sidewalks, on-street parking, and a variable width median within a right-of-way of 110 feet. This phase will be widened to six lanes as well as maintain on-street parking, sidewalks, and adding bicycle facilities.

**BAYSIDE DRIVE MULTIMODAL IMPROVEMENTS, NEWPORT BEACH**

Deputy project manager responsible for civil, geometric and transportation design services for this multimodal roadway project that will greatly improve pedestrian safety, bicycle connectivity, and overall vehicular and multimodal operations. Key services included pavement rehabilitation, complete streets/urban design, bike/pedestrian improvements, and Caltrans approval and permitting.

**BICYCLE CORRIDOR IMPROVEMENT PROJECT (BCIP), GARDEN GROVE**

Project manager responsible for the design of improvements on five major corridors in the City of Garden Grove. The improvements include reconfiguration of existing traffic lanes to include buffered bike lanes, Class II and Class III bike lanes, and the implementation of road diets to accommodate the bicycle lanes.

**BREA CANYON BOULEVARD WIDENING, ORANGE COUNTY**

Deputy project manager responsible for managing the design to widen nearly 2 miles of Brea Canyon Boulevard. The project improvements include widening the existing undivided two-lane roadway to a four-lane divided roadway, replacing the three existing bridges over the Brea Canyon Channel, rehabilitating the existing channel, constructing permanent retaining walls, replacing the traffic signal at Canyon Country Road, and complex construction staging.



## ROB HIMES, PE

Rob has more than 32 years of experience in municipal and transportation engineering. He has worked with municipalities, public and governmental agencies and Caltrans to plan and design highway, roadway, bridge, and utility infrastructure improvements. Rob is a Principal and the President of Mark Thomas, specializing in all aspects of transportation projects ranging from feasibility studies to final PS&E.

### REPRESENTATIVE PROJECTS

#### PROJECT ROLE

Principal-in-Charge

#### AVAILABILITY

35%

#### EDUCATION

BS in Civil Engineering,  
University of  
California, Berkeley,  
1986

#### REGISTRATION

CA C45787

#### YEARS OF EXPERIENCE

32

#### ADDITIONAL PROJECTS

- SR-47/  
Front Street  
Interchange, Los  
Angeles County
- I-710 Utilities  
Relocation, Los  
Angeles County
- State College  
Grade  
Separation,  
Fullerton
- US-101 HOV and  
Rehabilitation,  
Santa Barbara

#### CHAKEMCO STREET IMPROVEMENTS/REHABILITATION, SOUTH GATE

Principal in charge responsible for overseeing the design services for the roadway improvement project that will provide a safe pedestrian route to school, rehabilitate the existing roadway pavement, and mitigate poor street drainage on Chakemco Street. Chakemco Street has a number of businesses that use the street as a main access to their business and also for additional parking. It also has an alley-type cross section, lacks an ADA/pedestrian route requiring pavement rehabilitation.

#### FIRESTONE BOULEVARD WIDENING, NORWALK

Principal in charge/project manager for this roadway improvements project that will widen Firestone Boulevard to six lanes from Hoxie Avenue to Imperial Highway to accommodate the existing and projected traffic volumes. Currently, Phase 1 consists of two lanes in each direction with 10-foot sidewalks, on-street parking, and a variable width median within a right-of-way of 110 feet. This phase will be widened to six lanes as well as maintain on-street parking, sidewalks, and adding bicycle facilities.

#### BREA BOULEVARD / BREA CANYON ROAD WIDENING, BREA

Project manager/principal in charge responsible for the widening design of nearly 2 miles of Brea Canyon Boulevard from Canyon Drive to the Orange County/LA County boundary line. The project improvements include widening the existing undivided two-lane roadway to a four-lane divided roadway, replacing the three existing bridges over the Brea Canyon Channel, rehabilitating the existing channel, constructing permanent retaining walls up to 65 feet high, and replacing the traffic signal at Canyon Country Road. The project involves complex construction staging to keep the roadway in operation during construction, as it is a reliever route for SR-57.

#### BAYSIDE DRIVE MULTI-MODAL IMPROVEMENTS, NEWPORT BEACH

Principal in charge/project manager responsible for this project that Mark Thomas is providing engineering, geometric and transportation design services to complete this roadway project. This project will greatly improve pedestrian safety, bicycle connectivity, and overall vehicular and multimodal operations. Key services include Caltrans approval and permitting, pavement rehabilitation, complete streets/urban design, and bike/ped improvements.

#### I-5/KATELLA AVENUE UNDERCROSSING, ANAHEIM

Principal in charge responsible for overseeing the development and submittal of project approval document, geometric alternatives and final design with mandatory and advisory design exception approval, and contract documents (PS&E). The project widened Katella Avenue by one lane in each direction under the I-5 undercrossing from Manchester Avenue to Anaheim Way.







## KEN DOTY, PE, QSD

Ken has more than 30 years of experience in municipal and transportation engineering. He is experienced in all aspects of the preparation of PS&E specializing in transportation improvement projects, including Caltrans facilities. He has led the design of the storm drain improvements, temporary drainage and water line during construction, and water and sewer relocations for projects. He also is experienced in the preparation of the hydrology and hydraulic reports. Ken has been involved in the planning and design of multiple interchange projects in Caltrans facilities.

### REPRESENTATIVE PROJECTS

**PROJECT ROLE**  
QA/QC

**AVAILABILITY**  
50%

**EDUCATION**  
BS in Civil Engineering,  
Oregon State  
University, 1987

**REGISTRATION**  
CA C47228  
CA QSD 47228

**YEARS OF  
EXPERIENCE**  
30

**ADDITIONAL  
PROJECTS**

- I-710 Utilities Relocation, Los Angeles County
- Lincoln Boulevard Improvements, Lincoln
- Hammer Lane Improvements Phase III, Stockton

**MENDEZ HISTORIC TRAIL/GREEN STREET BIKEWAY, WESTMINSTER**

Utilities lead responsible for utilities planning and coordination for this historic trail and Green Street bikeway project that will reduce vehicle travel lanes and create a two-mile long Class IV bikeway along the western limits of the corridor. A raised median will be incorporated to provide separation between vehicles and bicycles, and serve as a stormwater treatment for roadway runoff. Additional project improvements include pedestrian level lighting, correction of deficient driveways, ADA upgrades, pavement rehab, asphalt overlay, and curb ramps.

**FIRESTONE BOULEVARD WIDENING, NORWALK**

QA/QC for this roadway improvements project that will widen Firestone Boulevard to six lanes from Hoxie Avenue to Imperial Highway to accommodate the existing and projected traffic volumes. Currently, Phase 1 consists of two lanes in each direction with 10-foot sidewalks, on-street parking, and a variable width median within a right-of-way of 110 feet. This phase will be widened to six lanes as well as maintain on-street parking, sidewalks, and adding bicycle facilities.

**STATE COLLEGE BOULEVARD GRADE SEPARATION, FULLERTON**

Project manager responsible for storm drainage, sanitary sewer and water phases, and construction support services for this grade separation project. The sanitary sewer plans were split into the City of Fullerton sewer and the Orange County Sanitation District sewer lines. The project includes a railroad bridge, special design retaining walls, pump station, signal and lighting modifications, parking lot site improvements, water and sewer relocations, utility coordination, survey and ROW.

**I-5/KATELLA AVENUE UNDERCROSSING, ANAHEIM**

Project manager responsible for construction support, utility investigation, identification, and coordination with utility owners for facility relocation designs, and the review of traffic, environmental, and water quality documents. The project widened Katella Avenue by one lane in each direction under the I-5 undercrossing, and required median reconstruction and the construction of a tie-back wall in place of the existing slope paving.

**PLACENTIA AVENUE GRADE SEPARATION, PLACENTIA/FULLERTON**

Project manager responsible for the design of the storm drain improvements, temporary drainage and water line during construction, and water and sewer relocations for this project that lowers Placentia Avenue under BNSF railroad tracks in the cities of Placentia and Fullerton. Responsibilities include close coordination with cities, and utility companies, the preparation of the hydrology and hydraulic report, and PS&E package for drainage, water and sanitary sewer relocation.







## TRISHA KEITH, PE

Trisha has more than 14 years of experience as a technical lead and project engineer for highway, local roadway, active transportation and bicycle and pedestrian facility improvement projects, including Caltrans facilities. Her expertise ranges from preparing preliminary studies to developing the final PS&E for roadway projects. She has a strong working knowledge of Caltrans standards, and has led teams in the development of multiple project initiation and project approval documents.

### REPRESENTATIVE PROJECTS

#### PROJECT ROLE

Civil Lead

#### AVAILABILITY

60%

#### EDUCATION

BS in Civil Engineering,  
University of California,  
Irvine. 1997

#### REGISTRATION

CA 62490

#### YEARS OF EXPERIENCE

14

#### ADDITIONAL PROJECTS

- Foothill Transportation Corridor Extension, Orange County
- I-605 Hot Spots Feasibility Study, Los Angeles and Orange Counties
- US-101 HOV and Rehabilitation, Santa Barbara
- SR-60/ Theodore Street Interchange, Moreno Valley

#### FOOTHILL PARKWAY WESTERLY EXTENSION, CORONA

Project engineer responsible for preliminary design, final design, and construction support for the two-mile extension of Foothill Parkway, from approximately 250 feet west of Trudy Way to Green River Road. The extension included a new four-lane roadway, three local street connections and widenings, bridges, retaining walls, modification of an existing dam, major storm drain facilities, utilities, a multi-purpose trail, and trailhead parking.

#### FIRESTONE BOULEVARD WIDENING, NORWALK

Civil engineer for this roadway improvements project that will widen Firestone Boulevard to six lanes from Hoxie Avenue to Imperial Highway to accommodate the existing and projected traffic volumes. Currently, Phase 1 consists of two lanes in each direction with 10-foot sidewalks, on-street parking, and a variable width median within a right-of-way of 110 feet. This phase will be widened to six lanes as well as maintain on-street parking, sidewalks, and adding bicycle facilities.

#### I-605/KATELLA AVENUE INTERCHANGE IMPROVEMENTS, LOS ALAMITOS

Project engineer responsible for preparation of a PSR-PDS and Project Report for proposed improvements at the I-605/Katella Ave Interchange. Improvement alternatives included modifications to the interchange ramps and Katella Avenue to enhance traffic operations and improve pedestrian and bicycle facilities.

#### UNIVERSITY DRIVE ROADWAY WIDENING AND IMPROVEMENTS, IRVINE

Project engineer responsible for preliminary design of various roadway improvements to University Drive. Improvements included widening the roadway from a four- to six-lane arterial, providing new sidewalk to improve pedestrian access to UC Irvine and San Diego Creek Trail, improving bicycle and pedestrian connectivity, constructing retaining walls, and providing water quality treatment.

#### I-405/SEAL BEACH BOULEVARD INTERCHANGE, SEAL BEACH

Project engineer responsible for storm drain and general roadway design assistance for final plans, specifications, and estimates for the widening of the Seal Beach Boulevard Interchange at I-405 in the City of Seal Beach. Improvements included widening the exit ramps to provide additional right-turn lanes, widening ramp intersections to provide dual left-turn lanes, and the widening of the I-405 overcrossing approaches.

#### JEFFREY OPEN SPACE TRAIL (JOST) EXTENSION, IRVINE

Project engineer responsible for the preparation of a PSR-PDS and Project Report for a proposed bicycle and pedestrian bridge connection of the JOST over I-5 to connect the JOST Extension with the existing JOST north of I-5.



## AARON SILVA, PE

Aaron has more than 12 years of experience in design and delivery of municipal and transportation projects. He is knowledgeable in both local agency and Caltrans design standards and has successfully delivered projects with sensitive and significant public outreach efforts. Aaron is recognized as an expert in the design of bike and pedestrian facilities, helping design and implement state of the practice solutions to improve active transportation safety throughout California.

### REPRESENTATIVE PROJECTS

#### PROJECT ROLE

Active Transportation  
Expert

#### AVAILABILITY

50%

#### EDUCATION

BS in Civil Engineering,  
California State  
University, Sacramento

#### REGISTRATION

CA C75938

#### YEARS OF EXPERIENCE

12

#### ADDITIONAL PROJECTS

- Carlsbad  
Boulevard  
Complete Street,  
Carlsbad
- Covell Corridor  
Complete  
Streets, Davis
- Fresno Bicycle  
Master Plan,  
Fresno
- Street Design  
Standards, Davis
- L Street  
Improvements,  
Davis

#### MENDEZ HISTORIC TRAIL/GREEN STREET BIKEWAY, WESTMINSTER

Project manager and bike/ped expert for this historic trail and Green Street bikeway project that will reduce vehicle travel lanes and create a two-mile long Class IV bikeway along the western limits of the corridor. A raised median will be incorporated to provide separation between vehicles and bicycles, and serve as a stormwater treatment for roadway runoff. Additional project improvements include pedestrian level lighting, correction of deficient driveways, ADA upgrades, pavement rehab, asphalt overlay, and curb ramps.

#### GARDEN GROVE COMPLETE STREETS, WESTMINSTER

Project manager and bike/ped expert for this ATP-funded bikeway project that will repurpose Garden Grove Boulevard to include one lane in each direction, a two-way-left-turn lane, and a Class IV protected bikeway with landscape median. The project also provides a road diet at Edwards Street/Trask Avenue and adds buffered bike lanes. The project requires a Caltrans encroachment permit and approval from UPRR. Additional project improvements include pedestrian level lighting, correction of deficient driveways, pavement rehabilitation, and curb ramps.

#### MACE BOULEVARD COMPLETE STREETS, DAVIS

Project manager responsible for the preliminary engineering, environmental clearance, design of pavement rehabilitation and roadway diet to increase non-motorized transportation and connectivity to Pioneer Elementary School. The improvements reduce a 4-lane high speed arterial to a two lane road with buffered Class II bike lanes, a two-way Class IV protected bikeway, and a HAWK pedestrian signal. The Class IV protected bikeway includes physical curbed barrier with table-top platforms at existing bus stops.

#### WEST CAPITOL AVENUE REHABILITATION, SACRAMENTO

Project manager for this project that will provide a safe, revitalized and healthy pedestrian environment through this major east-west arterial in Sacramento, which connects industrial, commercial, and residential land uses along the corridor. Mark Thomas is providing new bikeways and bike paths, pavement rehabilitation, and improved safety and mobility for bicycles/pedestrians along the corridor.

#### R STREET CORRIDOR IMPROVEMENTS, SACRAMENTO

Project engineer responsible for the geometric design of a mixed use corridor based on concepts from the City of Sacramento's urban design plan. The design reduces impacts to the historically significant heavy rail tracks while providing an ADA complaint pedestrian plaza on R Street from 16th Street to 18th Street. Also includes coordination with the redevelopment agency, utility coordination, attending PDT meetings, and participation in public outreach efforts to build consensus on key design features.





## RAVI SHAH, PE, QSD

Ravi has more than 11 years of experience providing project management expertise in the design of highway and local infrastructure improvements. He has served as civil lead, roadway, and drainage design engineer on numerous roadway improvement projects. Managing simultaneous projects, leading teams and building consensus are a few of the many strengths Ravi has developed as a project engineer. He is well versed at managing multi-agency, multi-discipline projects.

### REPRESENTATIVE PROJECTS

**PROJECT ROLE**  
Civil Support

**AVAILABILITY**  
35%

**EDUCATION**  
BS in Civil Engineering,  
Cal Poly Pomona,  
2008

**REGISTRATION**  
CA C79183  
QSD/P 25656

**YEARS OF EXPERIENCE**  
11

**ADDITIONAL PROJECTS**

- I-710 Utilities Relocation, Los Angeles County
- Gerald Desmond Bridge Design Replacement, Long Beach
- I-110/C Street Interchange Improvements, Port of Los Angeles
- SR-58 (Rosedale Highway) Widening and Improvements, Bakersfield

**BAYSIDE DRIVE MULTI-MODAL IMPROVEMENTS, NEWPORT BEACH**

Drainage/roadway design engineer for this improvement project in Newport Beach. Mark Thomas is providing engineering, geometric and transportation design services to complete this roadway project that will greatly improve pedestrian safety, bicycle connectivity, and overall vehicular and multimodal operations. Key services include Caltrans approval and permitting, pavement rehabilitation, complete streets/urban design, and bike/ped improvements.

**US-101 HOV & US-101 REHABILITATION PROJECT, SANTA BARBARA**

Project engineer responsible for design services to evaluate geometrics for this \$300M, 4.5-mile HOV widening and pavement rehabilitation project. The project involves the preparation of PS&E for highway and interchange improvements along US-101 from Cabrillo Boulevard to Padaro Lane. Project elements also include reconstruction of two interchanges with left-lane off-ramps, replacement of three bridges of FEMA-regulated creeks, retaining walls along the sea cliff, sound walls, and pavement rehabilitation.

**OC LOOP 20% DESIGN AND GRANT APPLICATION, ORANGE COUNTY**

Project engineer responsible for developing 20% conceptual design plans and an ATP grant application for construction of the OC Loop Segments O, P, Q of this regional trail system. The project is a 2.7-mile Class I multi-use path adjacent to Coyote Creek flood channel. The project includes two bridges over the channel, three roadway/highway undercrossings, three railroad undercrossings, and three roadway at-grade crossings.

**STATE COLLEGE BOULEVARD GRADE SEPARATION, FULLERTON**

Project engineer responsible for the development of the grade separation design and preparation of final PS&E for construction, drainage design, drainage plans and profiles, and hydrology and hydraulic calculations. The project includes a railroad bridge, retaining walls, pump station, signal/lighting modifications, parking lot site improvements, water/sewer relocations, utility coordination, and right of way.

**SR-47/Front STREET INTERCHANGE, PORT OF LOS ANGELES**

Deputy project manager responsible for the PS&E for the SR-47/Front Street/Harbor Boulevard Interchange modification to alleviate congestion and provide a direct connection to the existing West Basin Container Terminal facility for shipping terminal operators in the Port of Los Angeles. Improvements include widening on- and off-ramps for additional capacity and an increased acceleration/weave length. The realignment requires adding several retaining walls, the abandonment of the existing structure (Harbor Boulevard Off-Ramp Undercrossing), the removal of the inactive portions of the Pacific Harbor Line, and minor realignment of Knoll Avenue.







**BILL ZIMMERMAN, PE, TE, PTOE**  
PROJECT MANAGER



**Summary**

Mr. Zimmerman has 30 plus years of experience in traffic, highway, and transportation projects. His professional design experience includes traffic management/project control, traffic operation systems, communication systems, incident and verification systems, traffic studies, traffic management plans, planning studies, highway design, arterial design, local street design, and municipal engineering.

Bill has also provided project management, project engineering, and design for several state and local highway/roadway projects that include traffic operation and communications systems, interchanges, and major intersections. He also has extensive experience in the production and preparation of PS&E projects.

**Project Experience**

**Interim City Engineer, Norwalk, CA.** Interim City Engineer responsible for City Staff management, developing 8-year CIP, City representative, Funding Manger, project management, consultant management, Design Review, traffic engineering and support, CIP management. As Interim City Engineer, responsible for City issues, attending and presenting at City Council and Commission meetings, attending Public Workshops, and represent City at inter-agency meetings. In addition, responsible for seeking Federal and State funding for CIP projects from Caltrans and MTA.

**Contract Traffic Engineer, Signal Hill, CA.** Contract Traffic Engineer for the City. Responsibilities include: City – Wide Speed Zone Studies, project studies, traffic studies, development studies, public presentations, plan reviews, study reviews, traffic signal management, traffic signal design, Consultant Management, signing and striping plan, stop sign warrants, signal warrants, lead traffic safety committee, funding management, resident interface, neighborhood traffic calming programs, City Council and Planning Commission attendance, and public forum presentations.

**Firestone Boulevard Bridge Reconstruction, Norwalk, CA.** Project Manager responsible for preparation of the Request for Authorization (RFA) for the initial project and the amendment, street light design, and storm drain design. The project RFA included project Preliminary Engineering (PE), ROW, and Construction Obligation through Caltrans District 7 Local Assistance. The project was funded through the HBP program (Federal). In addition, the City of Norwalk requested additional funding for a storm drain line and water line relocation as well as additional ROW. W.G. Zimmerman Engineering was responsible for applying and submittal of the forms to acquire and obligate additional funding for the project.

**Magnolia Avenue and Olive Avenue Traffic Model for Bridge Reconstruction, Burbank, CA.** Project Manager responsible for preparation of a Simulation and Model of 2 ½ miles of roadways in downtown Burbank. The project included the area bounded by Front Street on the east and Victory Boulevard on the west. The project modeled over 10 intersections including the I-5 ramp for existing conditions and future conditions. SIMTraffic and SYNCHRO were used in the analysis to determine future street geometry for Magnolia and Olive Avenues. A Traffic Report was developed to incorporate into the Project Study Report.

**Years with Firm:** 21  
**Years with Other Firms:** 10  
**Education/Training:**  
 B.S. Civil Engineering - University of Colorado, Boulder, CO  
**Licenses/Certifications:**  
 Registered Civil Engineer:  
 California – #48667  
 Registered Traffic Engineer:  
 California – #2254







**RICHARD GALVIN**, Vice President of GPA, has been managing the environmental process for projects in California since 1995. Mr. Galvin’s proactive and organized approach to projects and his understanding of the environmental process have gained him the trust of numerous clients, including public agencies and private engineering firms. He is an expert on the environmental documentation process and moves documents through the approval process quickly and efficiently. Mr. Galvin has worked with local, state, and federal agencies throughout California, including the California Department of Transportation (Caltrans), the Los Angeles County Metropolitan Transportation Authority, Federal Transit Administration,

Federal Highway Administration, and numerous counties and cities. Mr. Galvin previously worked for Caltrans (District 7), where he was responsible for managing the environmental process for several major highway projects. He has extensive Caltrans knowledge and is extremely familiar with their process.

**EDUCATIONAL BACKGROUND:**

- B.S., Environmental Science, California State University, Chico

**PROFESSIONAL EXPERIENCE:**

- GPA Consulting, Vice President and Principal Planner, 2007-Present
- PMC, Senior Environmental Planner and Office Manager, 2001-2007
- California Department of Transportation (District 7), Associate Environmental Planner, 1995-2001

**AFFILIATIONS:**

- Association of Environmental Professionals

**SELECTED PROJECTS:**

**Firestone Boulevard Bridge Widening Over San Gabriel River, Norwalk.** The City of Norwalk proposed to widen the Firestone Boulevard Bridge to improve traffic circulation. GPA prepared an updated Preliminary Environmental Study (PES) form, coordinated the National Environmental Policy Act (NEPA) Revalidation process, and obtained regulatory permits pursuant to City and Caltrans requirements. GPA also completed regulatory permit compliance monitoring during construction. Preventing birds from nesting on the bridge, and bats from roosting in the bridge, was a primary concern during the construction phase. GPA coordinated closely with the City prior to and during construction to implement appropriate measures and monitor permit compliance. GPA surveyed for birds and bats, installed and maintained bat exclusion measures, and assisted the City with measures to prevent birds from nesting on the bridge. Mr. Galvin was the Principal-in-Charge.

**California Street Bridge, Ventura.** The City of Ventura proposed to replace the bridge railing with new ornamental railing and install decorative streetlights along the pedestrian walkway on the west side of the

bridge. Mr. Galvin was the Project Manager, overseeing the completion of the PES form and coordination of the review and approval process through Caltrans to receive a Categorical Exclusion.

**6<sup>th</sup> Street Park, Arts, River, and Connectivity Improvements, Los Angeles.** The 6<sup>th</sup> Street Viaduct Division of the City of Los Angeles Department of Public Works, Bureau of Engineering, in coordination with Caltrans, propose to create a world-class public space in areas beneath and around the 6<sup>th</sup> Street Viaduct between Mateo Street to the west and United States Highway 101 to the east in the city of Los Angeles. Mr. Galvin is managing the preparation of technical studies as a supplement to studies that were prepared for the 6<sup>th</sup> Street Viaduct Replacement Project, including studies related to biological resources, cultural resources, visual resources, hazardous materials, traffic, air quality, noise, and community impacts/relocations. He will also oversee the preparation of the environmental document, anticipated to be an Environmental Impact Report and Environmental Impact Statement Addendum.

**Interstate 710 South Corridor Bikeway, Los Angeles County.** The Los Angeles County Metropolitan Transportation Authority proposed a bikeway project along the Interstate 710 Corridor. Mr. Galvin is the Principal-In-Charge, overseeing the completion of a Mitigated Negative Declaration, associated technical studies, and public outreach.

**United States Highway 101/Palo Comado Canyon Road Interchange, Agoura Hills.** The City of Agoura Hills proposed to reconfigure the interchange to accommodate existing and future traffic, and to provide increased safety for vehicles, bicycles, and pedestrians. Mr. Galvin managed preparation of the technical analysis, as well as the Initial Study/Environmental Assessment in Caltrans’ format.

CONSULTING





**V. R. Nadeswaran, PE, GE, ENV SP**  
*Geotechnical Principal / QA/QC Reviewer*

**Emphasis**

- Roadway Widening and Rehabilitation
- New Pavements and Pavement Rehabilitation
- Pedestrian Crossings
- Storm Drain and Sewer Improvements
- Difficult Project Sites
- Coordination with Multiple Stakeholders

**Education**

1987/Master of Science/Soil Mechanics/University of Cambridge England

1985/Bachelor of Science/Civil Engineering/University of Moratuwa

**Professional Registration**

2015/Professional Engineer/AZ/59570

1998/Geotechnical Engineer/CA/2390

1993/Professional Engineer/CA/C51057

**Professional Overview**

Mr. Nadeswaran has nearly 30 years of experience in geotechnical investigations for infrastructure projects, including streets, highways, freeways, bridges, and interchanges; rail and transit; ports, harbors and airports; and water infrastructure, including pipelines, water treatment plants, and pump stations. He has served as geotechnical manager or principal for numerous projects that required conventional to complex analyses and had difficult and unique site conditions requiring a wide variety of field investigation techniques. He has directed and completed geotechnical work successfully on many projects that required coordination with multiple stakeholders or had oversight by multiple agencies.

**Professional Experience**

**Irvine Jamboree/Barranca Intersection Improvement Project, Irvine, CA** – Geotechnical principal for the widening of Jamboree Road near the Jamboree Road/Barranca Parkway intersection. DYA provided geotechnical subsurface explorations, performed laboratory tests on selected soil samples and prepared engineering analyses to develop conclusions and recommendations regarding the following: subsurface conditions, site preparation and grading, bedding and backfill, pavement thickness for new pavements, soil corrosion potential and obtaining the encroachment permits. Mr. Nadeswaran provided oversight and assistance to the geotechnical manager, as well as input to the geotechnical recommendations.

**Highland Boulder Avenue Improvements, Highland, CA** – Geotechnical principal for the proposed improvements along Boulder Avenue from Baseline to Greenspot Road to complete unfinished street components, retrofit improvements to meet current ADA standards, and perform pavement rehabilitation improvements to meet the goals of the California Complete Streets Law in order to meet the mobility needs of the community, including pedestrians, bicyclists, transit commuters, and motorists. DYA reviewed existing data, conducted a field exploration, performed laboratory tests on selected soil samples, performed engineering analyses to develop conclusions and recommendations, and prepared a geotechnical report with recommendations. Mr. Nadeswaran provided oversight and assistance to the geotechnical manager..

**LAWA LULEP 98th Street Extension, Los Angeles, CA** – Geotechnical principal for a project to extend 98th Street from its existing intersection with Bellanca Avenue approximately 3,000 feet east to La Cienega Boulevard. This project is a part of the Los Angeles World Airports (LAWA) Utilities and Landside Access Modernization Program (LAMP) Enabling Projects (LULEP) program. The project alignment will pass under the future Metro Crenshaw Line; and to accommodate the underpass, retaining walls will be constructed at the future intersection of 98th Street and Aviation Boulevard and existing utilities will need to be deepened and/or relocated. Mr. Nadeswaran provided oversight and assistance to the geotechnical manager, as well as input to the geotechnical recommendations.





Collaboration. Commitment. Confidence.™

**James Signore, PhD, PE**  
**Associate Pavement Engineer**

James has been in the pavement field for over 20 years. He specializes in pavement design and evaluation, rehabilitation and maintenance, materials assessment, and training. He has experience in designing pavements for many local agencies, Caltrans, and for heavy vehicle loading applications at airfields and ports. He has spent years researching pavement materials, having directed a state-of-the-art AMRL certified and Superpave mix design equipped research laboratory, and is well versed in state and local pavement practices and specifications. James has taught National Highway Institute's and American Society of Civil Engineer's "Techniques for Pavement Rehabilitation" seminars to practicing engineers for 17 years. He taught graduate courses in pavement engineering at San Jose State University and many of his former students are civil engineers at Bay Area local agencies.

**Representative Projects**

**Chakemco Street Rehabilitation. City of South Gate, California**

Pavement Engineer. NCE, serving as a sub-consultant, performed a pavement analysis and field evaluation, conducted coring and laboratory testing, performed pavement analysis and design services, and developed pavement rehabilitation and preventive maintenance recommendations for the street. NCE performed analysis in accordance with the Greenbook and Caltrans Highway Design Manual and reviewed the traffic index report. NCE developed pavement structural section.

**FY 2018-19 Street Resurfacing Program. City of Encinitas, California**

Lead Pavement Engineer. NCE, serving as a sub-consultant, performed pavement inspections, evaluations, and testing, and provided resurfacing and rehabilitation recommendations for 12.86 miles of roadway. The pavement condition index (PCI) for these roadways varied from 0 to 88. The program encompassed mostly two-lane streets (67 streets) with five four-lane streets and one five-lane street. The City's last pavement management program update was conducted in 2009 and the PCIs were extrapolated from that point forward.

**2018 Street Rehabilitation Program. City of San Marino, California**

Pavement Engineer. NCE provided pavement evaluation and design services for various sections of five roadways with pavement condition index (PCI) of under 20 for the City. A pavement condition survey was conducted with distresses identified along with areas for potential base repairs. Coring, sampling, and laboratory testing was performed and a pavement design and soils investigation memorandum was prepared. The memorandum included potential treatments with a focus on sustainable treatments and cost saving measures. Technical specifications were provided.

**Phase 1 Coast Village Road/North Jameson/Olive Mill Road/US-101 Intersection Roundabout Project. City of Santa Barbara, California**

Pavement Engineer. NCE, serving as a sub-consultant, is part of the T.Y. Lin team that is providing Phase 1 of the Coast Village Road/North Jameson/Olive Mill Road/US-101 Intersection roundabout project, which includes project approval/environmental document and the permit engineer evaluation report for the City of Santa Barbara. NCE's role is to prepare a draft and final preliminary geotechnical report following Caltrans guidelines for review and comment by the City, County, and Caltrans. This involves reviewing available as-built and subsurface investigation information from at or near the Olive Mill Road intersection. The report will include preliminary recommendations regarding subsurface conditions, pavement structural sections, seismic hazards, and wall foundation types.



**Education**

PhD, Civil Engineering, 1998  
University of Illinois – Urbana-Champaign  
MS, Civil Engineering, 1994  
University of Illinois – Urbana-Champaign  
BS, Electrical Engineering, 1985  
Clarkson University, Potsdam, NY

**Registrations and Certifications**

Professional Engineer – Civil, CA #62647

**Affiliations**

Member Transportation Research Board Committee AFD70, Pavement Rehabilitation  
Member Transportation Research Board Committee AFD70-1, Pavement Interlayer Systems  
Member ASCE Airfield Pavement Committee  
Member Federal Aviation Administration Pavement Technical Working Group

**Joined NCE**

2014

**Total Years of Experience**

22 years





## Lam Le

### Project Surveyor/ Director of Mapping

Mr. Le has over 23 years of experience as a Project Manager, Project Surveyor and CADD operator. His technical experience includes CAD drafting using CAICE, MicroStation InRoads, AutoCAD using SoftDesk, creating DTMs for earthwork quantities, road profiling, creating coordinate geometry figures for boundary analysis, computer-aided design and drafting. Mr. Le's duties include project management and coordination along with field support on multiple projects. He has provided multiple legal descriptions for easements, lot line adjustments and property descriptions and has done extensive title analysis for property establishment and ALTA Surveys.

#### Project Experience:

##### **Crenshaw Boulevard Rehabilitation – Torrance, CA**

September 2013 to December 2013, Director of Field Operations

Project Surveyor responsible for the Design Topographic Survey portion of this project. Cross sections were taken at 50' intervals to document deteriorated pavement on Crenshaw Boulevard from Sepulveda Boulevard to Skypark Drive and from Pacific Coast Highway to the south City limit. As provided R/W base mapping based on found centerline monuments.

##### **Bayside Drive Topographic Survey – Newport Beach, CA**

October 2017 to December 2017, Project Surveyor

We performed a field topographic survey of a 1.3 mile segment of Bayside Drive from East Coast Highway to Jamboree Road-Marine Avenue in the city of Newport Beach. The roadway is a secondary arterial that serves as direct access to homes, a collector for several neighborhoods, bypass to Coast Highway, and scenic pedestrian and bicycle corridor. We performed a field topographic survey of the proposed project site to document existing site topography and planimetrics. Substantial visible improvements were located within the street right of way, including utilities, manholes, valve covers, utility vaults and covers, sign posts, signs, trees, utility poles, traffic signal poles, cross gutters, local depressions, catch basins, driveway openings, sidewalks, corner access ramps, fire hydrants, parkway drains, etc. Visible indications of surface utilities lying within the project limits were located, as will accurate lid/rim elevations for drainage structures present. Street cross sections were taken at 25 foot intervals. The standard cross sectional data will consist of a back of walk elevation, Top of Curb, Flow Line, Gutter Lip, and crown for both sides of the street.

##### **Anza Avenue Rehabilitation – Torrance, CA**

January 2017 to March 2017, Project Surveyor

Performed a field topographic survey of Anza Avenue in the city of Torrance. Anza Avenue is a north-south arterial that serves Torrance and the South Bay region. The segment from 190<sup>th</sup> St to Sepulveda Boulevard is a four-lane roadway with center turn lanes and carries approximately 26,000 vehicles per day. We performed a field topographic survey of the proposed site to document existing site topography and planimetrics. Substantial visible improvements were located within the street right of way, including utilities, manholes, valve covers, utility vaults and covers, sign posts, signs, trees, utility poles, traffic signal poles, cross gutters, local depressions, catch basins, driveway openings, sidewalks, corner access ramps, fire hydrants, parkway drains, etc. In addition, the horizontal location of all existing striping, STOP Bars, etc. were also horizontally located.

Visible indications of surface utilities lying within the project limits were located, as will accurate lid/rim elevations for drainage structures present. Cross Section elevations were taken at 50 foot intervals. Contours were also generated at 1-foot intervals. The standard cross sectional data consisted of a back of walk elevation, Top of Curb, Flow Line, Gutter Lip, ¼ point and crown for both sides of the street. This topographic survey extended to a minimum of 50 feet beyond the project limits and side streets.

#### Registrations:

PLS 8231

#### Years of Experience: 23

Years with Firm: 10

#### Education:

Aerospace Engineering,  
California State Polytechnic  
University Pomona

#### Professional Affiliations:

International Union of  
Operating Engineers, Local 12

CSLA – Riverside, San  
Bernardino, and Orange  
County Chapter







**BJ Swanner, Right of Way Project Development Lead**



**Total Years of Experience: 11**  
**Years with Firm: 11**  
**Education: B.A., Geography Emphasis in GIS and Remote Sensing, University of California, Los Angeles**

**Registration: Member, International Right of Way Association**

BJ Swanner leads Epic’s Right of Way Project Development services and provides coordination with clients and project stakeholders in the public and private sectors. He is the key designer of the company’s proprietary cost-estimation and project- and property-management systems—collaborative tools that benefit clients by facilitating geospatial data synthesis, data analysis, mapping, database management and software development and implementation. BJ is proficient at discussing right of way complexities at the project planning and design phases, as well as represents clients at community meetings to explain the ROW process.

**Relevant Project Experience**

**Nogales Street-South Grade Separation, Alameda Corridor East Construction Authority (ACE), GIS Manager:** The Epic team provided extensive right of way services for this Caltrans oversight project. To help ensure the project would start on schedule, our team obtained two right of entries, 32 construction easements, 51 permanent easements, and four full-takes. The GIS team prepared maps and exhibits to assist property owners with understanding how their properties would be affected,

prepared exhibits to help utilities understand the location of their easement rights within larger easement areas and performed consistency check on plats and legals prepared by the surveyor. Epic obtained property possession through both purchase agreements and “possession and use” agreements. Our services also included title reports, appraisals and reviews, acquisition, property relocation, escrow, litigation support, utility relocations and Caltrans certification.

**Guava Street Bridge Replacement, City of Murrieta, Caltrans Right of Way Data Sheet Lead:** BJ provided the Caltrans Right of Way Data Sheets for this project in which Epic also coordinated title, appraisal and appraisal review services, performed acquisition negotiations, relocation assistance and oversaw escrows. Six properties were impacted, one of which involved relocating several exotic animals (including two camels) and their living quarters. Acquisitions included three permanent easements for Riverside County Flood Control and Water Conservation District access, four easements for slope and drainage and seven temporary construction easements. All acquisitions were voluntarily completed. Epic obtained Caltrans Certification 1.

**Valley View Grade Separation, City of Santa Fe Springs, GIS Manager:** This complex project involved construction of a grade separation bridge for Valley View Avenue from existing Burlington Northern and Santa Fe Railway Company (BNSF) tracks by creating an undercrossing of Valley View Ave at the intersection with Stage Road. The endeavor was a coordinated effort between the City of Santa Fe Springs, the City of La Mirada, Caltrans and BNSF. It utilized Federal, State and local funding. BJ and his team put together aerial maps showing the project take areas, drafted simple text to outline the project plans and provided other depictions to help the property owners understand the during and after conditions.

**SR-79 Realignment PA/ED, Riverside County Transportation Commission (RCTC), Right of Way Lead:** BJ oversaw the Caltrans Right of Way Data Sheets and a Draft Relocation Impact Report for the SR-79 Realignment project. The project proposed to realign SR-79 in San Jacinto, Hemet and Winchester from two to four lanes between the areas north of Ramona Expressway to just south of Domenigoni Parkway. Three alternatives were studied at the beginning of the project. Once a preferred alternative was selected, Epic prepared and updated Final Right of Way Data Sheets as well as a Final Relocation Impact Report. Epic performed a thorough review of over 200 parcels and analyzed the property impacts anticipated. The parcels identified covered a variety of property types including residential, business, industrial, agricultural, outdoor advertising signs, an outdoor marketplace and a mobile-home-park. Acquisitions involved full and partial takes.

**SR-710 North Study, Alternatives Analysis, Project Report Preparation & Environmental Studies Documentation, Los Angeles County Metropolitan Transportation Authority (Metro), GIS Manager:** BJ and the Epic team developed a GIS database of properties potentially impacted by proposed transit alternatives. They provided an impact analysis and cost estimates to support the Level II Screening phase of Alternatives Analysis. The team conducted comparable sales studies using GIS to identify the most geographically and temporally relevant property sales related to the project. BJ was also responsible for conducting right of way impact analyses in support of right of way data sheets, the Project Report, the Relocation Impact Report and the Environmental Impact Report. In addition, Epic assisted the environmental and engineering teams with community outreach and engineering cost estimates.

**SR-14 & Palmdale Blvd Interchange, PSR-PDS, City of Palmdale, Project Manager:** BJ served as project manager for the Epic team as it compiled a GIS database of impacted properties based on engineering design. Epic administered the Epic Land Solutions Cost Estimator (ELSCE) database for the project team. Epic developed a Conceptual Cost Estimate – Right of Way Component for multiple alternatives in support of PSR-PDS.

**City of Corona, Auto Center Drive Grade Separation - GIS Manager:** BJ provided Caltrans right of way data sheet support and GIS mapping services for this Caltrans-oversight roadway bridge project impacting 11 properties. Epic also provided title services, acquisitions and negotiations, eminent domain support, utility coordination and project certification.



## REQUIRED FORMS

We completed the forms the City has included in the RFP, with the exception of Exhibit 10-A, which is completed after contract negotiations, and Exhibit 17-F, which is completed at the end of the project.

**N/A at Proposal Stage**

**EXHIBIT 10-A**  
**A&E CONSULTANT FINANCIAL DOCUMENT REVIEW REQUEST**  
**Caltrans Division of Local Assistance**  
**(Completed by Local Agencies, One per Contract)**  
**(For New Proposed A&E Consultant Local Agency Contracts of \$150,000 or Greater)**  
**(For Amendments, use only when there are additional subconsultants or changes in ICR)**

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**EMAIL TO:**

California State Department of Transportation  
Independent Office of Audits and Investigations  
[conformance.review@dot.ca.gov](mailto:conformance.review@dot.ca.gov)

Date: \_\_\_\_\_  
Federal Project Number: \_\_\_\_\_

Attention: Audit Manager, External Contracts-Local Agencies

The following applicable documents are attached for proposed A&E Consultant Contract No. \_\_\_\_\_ at a proposed Contract or Amended amount of \$ \_\_\_\_\_, with \_\_\_\_\_  
(Prime Consultant's full legal name)

The Project Description is (Identify if an Amendment or a New Contract): \_\_\_\_\_

---

Participation Amounts for Prime and all Sub-consultants on this contract are:

Consultant's Name	Participation Amount	Category 1, 2, 3, 4, 5 or N/A (see below)	Caltrans ICR Acceptance ID # (if available)

Note: Add pages if necessary. N/A applies to Consultants with participation amount less than \$150,000

**I verify that we have received from the prime & sub-consultants on this contract and are forwarding to A&I, the financial documents that meet A&I's minimum requirements for contracts ≥ \$150,000\* (as listed below) as well as the financial documents required under each Consultant's Category Requirements as specified in the Exhibit 10-A Checklist:**

Minimum Requirements

- 1) A&E Consultant Financial Document Review Request Letter (Exhibit 10-A) - Completed for each contract, by Local Agency
- 2) Cost Proposals (Examples at Exhibit 10-H1 through 10-H4) – Completed by Consultants
- 3) Consultant Annual Certification of Indirect Costs and Financial Management System (Exhibit 10-K) - Completed by each Consultant (Except for firms requesting the Safe Harbor Rate)
- 4) Points of contact for Local Agency and Prime Consultant

Name \_\_\_\_\_ Signature \_\_\_\_\_

Title \_\_\_\_\_

Name of Local Agency and Department \_\_\_\_\_  
Address \_\_\_\_\_

**\*Consultants with multi-year Contracts that begin at \$150,000 or more, with Indirect Cost Rates (ICR) that change every year are required to follow the same minimum and category requirements for each fiscal year ICR proposed.**

<b>CALTRANS A&amp;I FINANCIAL DOCUMENT REVIEW REQUIREMENTS FOR ARCHITECTURAL AND ENGINEERING (A&amp;E) CONSULTANTS ON LOCAL GOVERNMENT AGENCY CONTRACTS</b>					
<b>All Prime &amp; Sub-consultants must submit the following minimum requirements for contracts ≥ \$150,000:</b>					
1) A&E Consultant Financial Document Review Request Letter (Exhibit 10-A) - Completed by Local Agency for each contract (1) 2) Cost Proposals (Examples at Exhibit 10-H1 through 10-H4) - Completed by Consultants 3) Consultant Annual Certification of Indirect Costs and Financial Management System (Exhibit 10-K) - Completed by each Consultant (except for firms requesting Safe Harbor Rate) 4) Local Agency and Prime Consultant's Points of Contact					
Type of Financial Documents and Information for ICR FYE proposed *	CATEGORY 1:	CATEGORY 2:	CATEGORY 3:	If not Categories 1-3	
	Firms with Cognizant Approval Letter for ICR FYE proposed	Firms with Caltrans Acceptance ID Number for ICR FYE proposed **	Firms Requesting Safe Harbor Rate (SHR)	CATEGORY 4: Contracts ≥ \$150K to < \$1M and participating amounts ≥ to \$150K	CATEGORY 5: Contracts ≥ \$1M and participating amounts ≥ \$150K
<b>For all Prime and Sub-consultants</b>					
Cognizant Approval Letter for the FYE proposed (issued by cognizant state, which is based on Location of Accounting Records as stated in AASHTO (CQ))	✓				
Caltrans' ICR Acceptance ID #s for ICR FYE proposed **		✓			
FAR Compliant Indirect Cost Rate (ICR) Schedule including FAR References and Disclosure Notes (2) ★ Prime Consultant must have a CPA Audited ICR Report if contract is ≥ \$1M, regardless of Prime Consultant's participation amount.(2)				✓	★
Prior Year ICR Schedule					✓
AASHTO Internal Control Questionnaire (ICQ) Appendix B (3)				✓	✓
Post Closing Trial Balance (4)					✓
Vacation/Sick Policy					✓
Bonus Policy					✓
Executive Compensation Analysis (ECA) (4)					✓
Prevailing Wage (PW) Policy for PW contracts (5)	✓	✓	✓ ***	✓	✓
<b>When applicable, additional documents may be requested:</b>					
Supplemental reconciliation schedule (to tie the proposed ICR Schedule to Trial Balance) (4)					
Chart of Accounts					
Income Statement (4)					
Labor Summary Report (6)					
Related Party Rent Analysis (4)					
Vehicle, Equipment, and Other Direct Costs Schedules (4)					
<b>Safe Harbor Rate Documents:</b>					
Consultant Certification of Eligibility of Contract Costs and Financial Management System (Attachment 1R)			✓		
<b>Additional Documents Required</b>	2	2	2	3	8



\* ICR FYE = Indirect Cost Rate Fiscal Year End. All items on this checklist may not be all inclusive. A&I reserves the right to request additional documentats as deemed necessary.

\*\* Caltrans ICR Acceptance ID # is an identification number issued by Caltrans upon review and acceptance of consultant's indirect cost rate(s) schedule for a specific fiscal year. This ID # can be referenced for use on future contracts using the same FYE ICR.

\*\*\* Firms using SHR can be reimbursed for the prevailing wage deltas either as an Other Direct Cost or as an Overhead/Indirect Cost - refer to A&I's PW Interpretive Guidance on [www.dot.ca.gov/audits](http://www.dot.ca.gov/audits).

- (1) Local Agencies are required to complete Exhibit 10-A and include all applicable required documents upon submission.
- (2) FAR Compliant ICR schedule includes FAR References, and Disclosure Notes. If the Disclosure Notes are not provided, A&I will provide a first year waiver of this requirement; however, the notes will be required on future fiscal year ICR schedules. See AASHTO Guide Chapter 5, 8, and 11 for references. The fiscal year-end indirect cost rate (ICR) to be applied to the Agreement is based on the submission package received by A&I. For financial document packages received from January 1, 2018 to June 30, 2018, the 2016 FYE ICR must be submitted or the FYE 2017 ICR if available. For financial document packages received from July 1, 2018 to December 31, 2018, the 2017 ICR must be submitted.
- (3) Go to AASHTO website @ [audit.transportation.org](http://audit.transportation.org), for Appendix B-Internal Control Questionnaire
- (4) Accounts and balances must match costs proposed on the FAR Compliant ICR schedule, as per 48 CFR Part 31.
- (5) Prevailing Wage (PW) contract requires written PW Policy. It must be on the company's letterhead, signed, and dated by company's official to show accounting methods used on delta base and delta fringe - refer to A&I's PW Interpretive Guidance on [www.dot.ca.gov/audits](http://www.dot.ca.gov/audits).
- (6) Document/Report must summarize total labor costs that agree to total direct labor and total indirect labor amounts included in the fiscal year ICR schedule proposed on the contract. Uncompensated overtime must be presented for salaried/exempt employees that are not compensated for hours worked in excess of 8 hours a day/40 hours per week/2080 hours per year. Refer to Uncompensated Overtime Interpretive Guidance on [www.dot.ca.gov/audits](http://www.dot.ca.gov/audits).

**EXHIBIT 10-I NOTICE TO PROPOSERS DBE INFORMATION**

The Agency has established a DBE goal for this Contract of 17%

OR

The Agency has not established a goal for this Contract. However, proposers are encouraged to obtain DBE participation for this contract.

**1. TERMS AS USED IN THIS DOCUMENT**

- The term “Disadvantaged Business Enterprise” or “DBE” means a for-profit small business concern owned and controlled by a socially and economically disadvantaged person(s) as defined in Title 49, Code of Federal Regulations (CFR), Part 26.5.
- The term “Agreement” also means “Contract.”
- Agency also means the local entity entering into this contract with the Contractor or Consultant.
- The term “Small Business” or “SB” is as defined in 49 CFR 26.65.

**2. AUTHORITY AND RESPONSIBILITY**

- A. DBEs and other small businesses are strongly encouraged to participate in the performance of Contracts financed in whole or in part with federal funds (See 49 CFR 26, “Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs”). The Consultant must ensure that DBEs and other small businesses have the opportunity to participate in the performance of the work that is the subject of this solicitation and should take all necessary and reasonable steps for this assurance. The proposer must not discriminate on the basis of race, color, national origin, or sex in the award and performance of subcontracts.
- B. Proposers are encouraged to use services offered by financial institutions owned and controlled by DBEs.

**3. SUBMISSION OF DBE INFORMATION**

If there is a DBE goal on the contract, Exhibit 10-O1 *Consultant Proposal DBE Commitment* must be included in the Request for Proposal. In order for a proposer to be considered responsible and responsive, the proposer must make good faith efforts to meet the goal established for the contract. If the goal is not met, the proposer must document adequate good faith efforts. All DBE participation will be counted towards the contract goal; therefore, all DBE participation shall be collected and reported.

Exhibit 10-O2 *Consultant Contract DBE Information* must be included with the Request for Proposal. Even if no DBE participation will be reported, the successful proposer must execute and return the form.

**4. DBE PARTICIPATION GENERAL INFORMATION**

It is the proposer’s responsibility to be fully informed regarding the requirements of 49 CFR, Part 26, and the Department’s DBE program developed pursuant to the regulations. Particular attention is directed to the following:

- A. A DBE must be a small business firm defined pursuant to 13 CFR 121 and be certified through the California Unified Certification Program (CUCP).

- B. A certified DBE may participate as a prime consultant, subconsultant, joint venture partner, as a vendor of material or supplies, or as a trucking company.
- C. A DBE proposer not proposing as a joint venture with a non-DBE, will be required to document one or a combination of the following:
  - 1. The proposer is a DBE and will meet the goal by performing work with its own forces.
  - 2. The proposer will meet the goal through work performed by DBE subconsultants, suppliers or trucking companies.
  - 3. The proposer, prior to proposing, made adequate good faith efforts to meet the goal.
- D. A DBE joint venture partner must be responsible for specific contract items of work or clearly defined portions thereof. Responsibility means actually performing, managing, and supervising the work with its own forces. The DBE joint venture partner must share in the capital contribution, control, management, risks and profits of the joint venture commensurate with its ownership interest.
- E. A DBE must perform a commercially useful function pursuant to 49 CFR 26.55, that is, a DBE firm must be responsible for the execution of a distinct element of the work and must carry out its responsibility by actually performing, managing and supervising the work.
- F. The proposer shall list only one subconsultant for each portion of work as defined in their proposal and all DBE subconsultants should be listed in the bid/cost proposal list of subconsultants.
- G. A prime consultant who is a certified DBE is eligible to claim all of the work in the Contract toward the DBE participation except that portion of the work to be performed by non-DBE subconsultants.

## 5. RESOURCES

- A. The CUCP database includes the certified DBEs from all certifying agencies participating in the CUCP. If you believe a firm is certified that cannot be located on the database, please contact the Caltrans Office of Certification toll free number 1-866-810-6346 for assistance.
- B. Access the CUCP database from the Department of Transportation, Office of Business and Economic Opportunity Web site at: <http://www.dot.ca.gov/hq/bep/>.
  - 1. Click on the link titled *Disadvantaged Business Enterprise*;
  - 2. Click on Search for a DBE Firm link;
  - 3. Click on *Access to the DBE Query Form* located on the first line in the center of the page.

Searches can be performed by one or more criteria. Follow instructions on the screen.

## 6. MATERIALS OR SUPPLIES PURCHASED FROM DBES COUNT TOWARDS THE DBE GOAL UNDER THE FOLLOWING CONDITIONS:

- A. If the materials or supplies are obtained from a DBE manufacturer, count 100 percent of the cost of the materials or supplies. A DBE manufacturer is a firm that operates or maintains a factory, or establishment that produces on the premises the materials, supplies, articles, or equipment required under the Contract and of the general character described by the specifications.
- B. If the materials or supplies purchased from a DBE regular dealer, count 60 percent of the cost of the materials or supplies. A DBE regular dealer is a firm that owns, operates or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the Contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. To be a DBE regular dealer, the firm must be an established, regular business that engages, as its principal business and under its own name, in the

purchase and sale or lease of the products in question. A person may be a DBE regular dealer in such bulk items as petroleum products, steel, cement, gravel, stone or asphalt without owning, operating or maintaining a place of business provided in this section.

- C. If the person both owns and operates distribution equipment for the products, any supplementing of regular dealers' own distribution equipment shall be, by a long-term lease agreement and not an ad hoc or Agreement-by-Agreement basis. Packagers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not DBE regular dealers within the meaning of this section.
- D. Materials or supplies purchased from a DBE, which is neither a manufacturer nor a regular dealer, will be limited to the entire amount of fees or commissions charged for assistance in the procurement of the materials and supplies, or fees or transportation charges for the delivery of materials or supplies required on the job site, provided the fees are reasonable and not excessive as compared with fees charged for similar services.



**EXHIBIT 10-O1 CONSULTANT PROPOSAL DBE COMMITMENT**

1. Local Agency: City of South Gate 2. Contract DBE Goal: 17%  
 3. Project Description: Long Beach Boulevard Green Street Improvements Project  
 4. Project Location: City of South Gate  
 5. Consultant's Name: Mark Thomas & Company, Inc. 6. Prime Certified DBE:

7. Description of Work, Service, or Materials Supplied	8. DBE Certification Number	9. DBE Contact Information	10. DBE %
Environmental	36278	GPA, Richard Galvin, Vice President 231 California Street, El Segundo, CA 90245 (310) 792-2690   andrea@gpaconsulting-us.com	5.1
Geotechnical Engineering	20160	Diaz Yourman, Cherie Eifler 1616 East 17th Street, Santa Ana, CA 92705 (714) 245-2920   cherie@diazyourman.com	6
Surveying	38284	CL Survey, Lam Le 8401 White Oak Avenue, #113, Rancho Cucamonga, CA 91730   lam@cl-survey.com	6.5
<b>Local Agency to Complete this Section</b>			
17. Local Agency Contract Number: _____		<b>11. TOTAL CLAIMED DBE PARTICIPATION</b>	<b>17.6 %</b>
18. Federal-Aid Project Number: _____			
19. Proposed Contract Execution Date: _____		IMPORTANT: Identify all DBE firms being claimed for credit, regardless of tier. Written confirmation of each listed DBE is required.	
Local Agency certifies that all DBE certifications are valid and information on this form is complete and accurate.		_____ 03/08/2019 12. Preparer's Signature 13. Date Rob Himes (949) 333-9690 14. Preparer's Name 15. Phone President 16. Preparer's Title	
20. Local Agency Representative's Signature _____	21. Date _____		
22. Local Agency Representative's Name _____	23. Phone _____		
24. Local Agency Representative's Title _____			

DISTRIBUTION: Original – Included with consultant's proposal to local agency.

**ADA Notice:** For individuals with sensory disabilities, this document is available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.

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**EXHIBIT 10-O2 CONSULTANT CONTRACT DBE COMMITMENT**

1. Local Agency: City of South Gate 2. Contract DBE Goal: 17%  
 3. Project Description: Long Beach Boulevard Green Street Improvements Project  
 4. Project Location: City of South Gate  
 5. Consultant's Name: Mark Thomas&Company, Inc 6. Prime Certified DBE:  7. Total Contract Award Amount: TBD  
 8. Total Dollar Amount for **ALL** Subconsultants: \$359,195 9. Total Number of **ALL** Subconsultants: 6

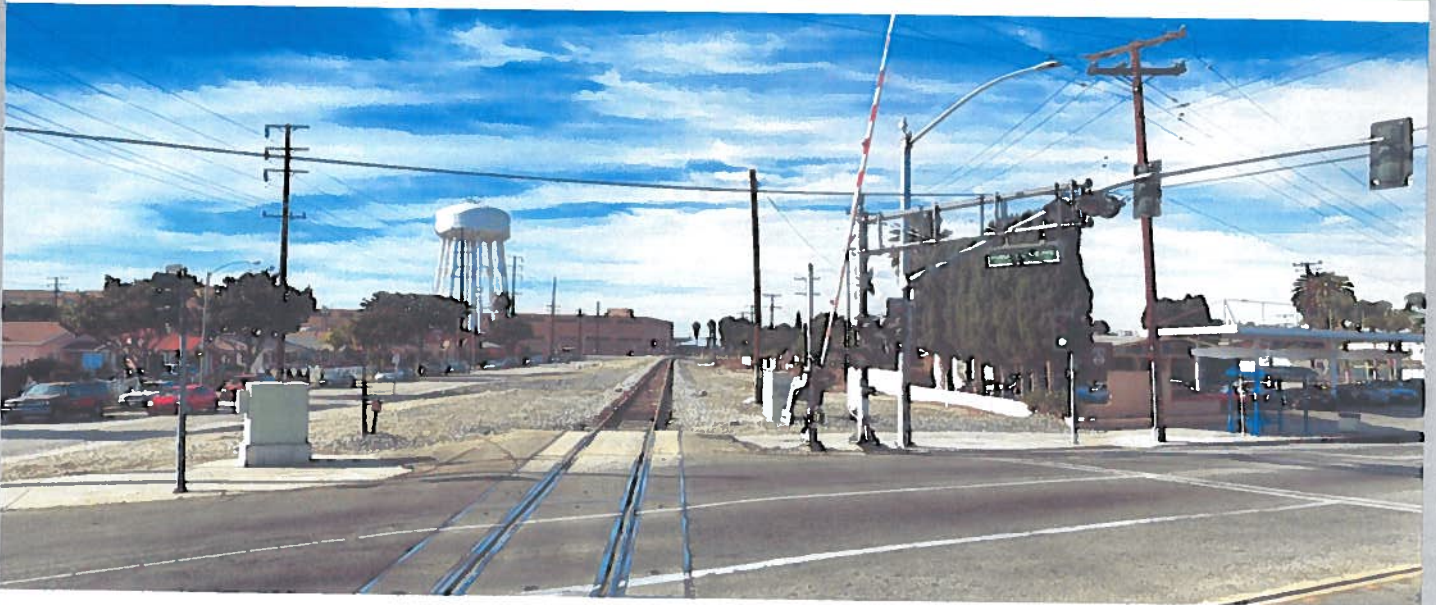
10. Description of Work, Service, or Materials Supplied	11. DBE Certification Number	12. DBE Contact Information	13. DBE Dollar Amount
Environmental	36278	GPA, Richard Galvin, Vice President 231 California Street, El Segundo, CA 90245 (310) 792-2690   andrea@gpaconsulting-us.com	61,149
Geotechnical Engineering	20160	Diaz Yourman, Cherie Eiffer 1616 East 17th Street, Santa Ana, CA 92705 (714) 245-2920   cherie@diazyourman.com	61,472
Surveying	38284	CL Survey, Lam Le 8401 White Oak Avenue, #113, Rancho Cucamonga, CA 91730   lam@cl-survey.com	78,680
<b>Local Agency to Complete this Section</b>			
20. Local Agency Contract Number: _____		<b>14. TOTAL CLAIMED DBE PARTICIPATION</b>	\$ 201,301
21. Federal-Aid Project Number: _____			17.6 %
22. Contract Execution Date: _____		IMPORTANT: Identify all DBE firms being claimed for credit, regardless of tier. Written confirmation of each listed DBE is required.	
Local Agency certifies that all DBE certifications are valid and information on this form is complete and accurate.		_____ 03/08/2019 15. Preparer's Signature 16. Date Rob Himes (949) 333-9690 17. Preparer's Name 18. Phone President 19. Preparer's Title	
23. Local Agency Representative's Signature 24. Date _____			
25. Local Agency Representative's Name 26. Phone _____			
27. Local Agency Representative's Title _____			

DISTRIBUTION: 1. Original – Local Agency  
 2. Copy – Caltrans District Local Assistance Engineer (DLAE). Failure to submit to DLAE within 30 days of contract execution may result in de-obligation of federal funds on contract.

ADA Notice: For individuals with sensory disabilities, this document is available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.



Move Forward



 **MARK**  
 **THOMAS**

**LOS ANGELES**

418 Bamboo Lane, Suite A  
Los Angeles, CA 90012 • (213) 542-8200

San José • Carmel • Cupertino • Fresno • Irvine • Los Angeles  
Oakland • Ontario • Sacramento • San Carlos • Walnut Creek

[markthomas.com](http://markthomas.com)



**EXHIBIT B**



**MARK THOMAS**

July 18, 2019

City of South Gate  
8650 California Avenue  
South Gate, CA 90280  
Attention: Elias Saikaly

**RE: Revised Fee Proposal for Long Beach Boulevard Green Street Project, City of South Gate**

Dear Mr. Saikaly,

Mark Thomas (MT) is very excited that the City of South Gate has selected our team to deliver the preliminary engineering and environmental documents, civil design, surveying, geotechnical, and PS&E for the Long Beach Blvd Green Street Project (City Project No. 515-ST A, B, C, & D).

After further discussions with the City, we have modified our fee proposal. The fee to perform this work is \$664,592. The updated scope of work and hourly fee breakdown for each task is included in the fee estimate for your reference.

We look forward to working with the City and serving you on this project. If you have any questions, please call me directly at (949) 247-3928 or email me at [avivar@markthomas.com](mailto:avivar@markthomas.com).

Thank you for this opportunity.

Sincerely,  
**MARK THOMAS**

Arturo Vivar, PE  
Project Manager

















**COST PROPOSAL FOR PROJECT SCOPE: Long Beach Blvd Median Project - Federal Project No. HSIPL 5257 (037)**

MARK THOMAS	MARK THOMAS													Subcontractors					TOTAL COST										
	Project Manager	Project Engineer II	Design Engineer II	Design Engineer I	SA, Technicians	Admin	Survey Manager	Project Surveyor	AUD Division Manager	AUD Project Manager	Landscaper Architect I	Landscaper Designer II	Landscaper Designer I	AUD Intern	Project Coordinator	Graphic Designer	Total INT Cost	Total Hours		Non-DBE	DBE	Survey	DBE	Non-DBE	DBE	DBE	DBE	DBE	
<b>2.0 PROJECT MANAGEMENT</b>																													
2.0.1 Monthly Schedules, Attendance, Rosters, Meeting Agendas & Minutes	8	16	16																										
2.0.2 Detailed Project Schedule	4																												
2.0.3 Monthly Project Reports	6																												
Subtotal Phase 1	18	16	16																										
<b>2.0 COMMUNITY OUTREACH</b>																													
2.0.1 Attend Meetings, Provide Minutes & Action Issue Matrix	4	4	4																										
2.0.2 Provide Informational Exhibits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Phase 2	4	4	4																										
<b>2.0 AGENCY &amp; COORDINATION</b>																													
2.0.1 Meeting Agendas and Minutes	4	4	4																										
2.0.2 Utility Notification Letters	4																												
2.0.3 Ground-Penetrating-Radar/Geology/Utility/Topography Investigation Report	4																												
2.0.4 Utility Matters	8																												
2.0.5 Utility Substructure Base Map (1/4"=30')	2																												
Subtotal Phase 3	18	4	4																										
<b>2.0 ENVIRONMENTAL STUDIES</b>																													
2.0.1 Environmental Document	2	10	10																										
2.0.2 RPD'S Program Compliance	2	10	10																										
Subtotal Phase 4	4	20	20																										
<b>2.0 PRELIMINARY ENGINEERING</b>																													
2.0.1 Preliminary Engineering - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.2 Preliminary Engineering - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.3 Preliminary Engineering - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.4 Preliminary Engineering - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.5 Preliminary Engineering - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Phase 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>2.0 TRAFFIC AND TRANSPORTATION ENGINEERING</b>																													
2.0.1 Traffic Study	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Phase 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>2.0 GEOTECHNICAL INVESTIGATION AND FOUNDATION STRATEGIES</b>																													
2.0.1 Pavement Analysis and Design	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.2 Median Island Soil Report	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.3 Vegetated Buffer Soil Analysis	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Phase 7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>2.0 CONCEPT PLANS</b>																													
2.0.1 Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.1.1 Pedestrian Improvement - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.1.2 Median Island Improvement - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.1.3 Vegetated Buffer Landscaping Improvement - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.2 Pedestrian Improvement - Public Outreach Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.2.1 Pedestrian Improvement - Public Outreach Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.2.2 Median Island Landscaping Improvement - Public Outreach Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.3 Final Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.3.1 Pedestrian Improvement - Final Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.3.2 Median Island Improvement - Final Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.0.3.3 Median Island Landscaping Improvement - Final Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Phase 8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>2.0 PLANNING</b>																													
2.0.1 30% Plans	10	20	20	36	36	24																							
2.0.2 60% Plans	10	20	20	36	36	24																							
2.0.3 90% Plans	8	16	16	24	24	16																							
2.0.4 100% Plans	4	8	8	12	12	8																							
2.0.5 Final Master Plan Set	4	4	4	4	4	4																							
Subtotal Phase 9	32	64	64	104	104	72																							
<b>TOTAL</b>	<b>135</b>	<b>216</b>	<b>133</b>	<b>116</b>	<b>83</b>	<b>112</b>	<b>54</b>	<b>172</b>	<b>141</b>	<b>269</b>	<b>162</b>	<b>167</b>	<b>166</b>	<b>54</b>	<b>12</b>	<b>70</b>	<b>110,000</b>	<b>50</b>	<b>10,000</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>



















**LONG BEACH BOULEVARD GREEN STREET PROJECT - SCOPE OF WORK**  
**City of South Gate**

(A) LONG BEACH BOULEVARD PEDESTRIAN IMPROVEMENTS PROJECT. FEDERAL PROJECT NO. ATPL 5267 (033)	(B) LONG BEACH BOULEVARD MEDIAN PROJECT. FEDERAL PROJECT NO. MSPL 5267 (037)	(C) LONG BEACH BOULEVARD URBAN GREENING PROJECT	(D) LONG BEACH BOULEVARD ROADWAY REHABILITATION
<b>TASK 5 - PRELIMINARY ENGINEERING</b>	<b>TASK 5 - PRELIMINARY ENGINEERING</b>	<b>TASK 5 - PRELIMINARY ENGINEERING</b>	<b>TASK 5 - PRELIMINARY ENGINEERING</b>
5.01 - Right-of-Way Preliminary Studies Task has been removed. It is anticipated that no Right-of-way will be acquired.	5.01 - Right-of-Way Preliminary Studies Task has been removed. It is anticipated that no Right-of-way will be acquired.	5.01 - Right-of-Way Preliminary Studies Task has been removed. It is anticipated that no Right-of-way will be acquired.	5.01 - Right-of-Way Preliminary Studies Task has been removed. It is anticipated that no Right-of-way will be acquired.
5.02 - Right-of-Way Acquisitions, Easements and Right-of-Entry Task has been removed. It is anticipated that no Rights-of-way will be acquired.			
5.01 - Field Survey Mark Thomas concurs with the RFP scope for Field Survey.	5.01 - Field Survey Mark Thomas concurs with the RFP scope for Field Survey.		
5.02 - Monument Restoration Mark Thomas concurs with the RFP scope for Monument Restoration. (28 Monuments)	5.02 - Monument Restoration Mark Thomas concurs with the RFP scope for Monument Restoration. (28 Monuments)		
	5.03 - Monument Project Control Mark Thomas concurs with the RFP scope for Project Control.		
<b>TASK 6 - TRAFFIC AND TRANSPORTATION ENGINEERING</b>	<b>TASK 6 - TRAFFIC AND TRANSPORTATION ENGINEERING</b>		
	6.01 - Traffic Study Mark Thomas concurs with the RFP scope for Traffic Study.		
			6.02 - Traffic Signal Modifications (Optional Task) Mark Thomas concurs with the optional scope per RFP Addendum #2 for Traffic Signal Modifications.
			6.03 - Traffic Management Plan (Optional Task) Mark Thomas concurs with the optional scope per RFP Addendum #2 for Traffic Management Plan.
<b>TASK 7 - GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>	<b>TASK 7 - GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>	<b>TASK 7 - GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>	<b>TASK 7 - GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>
			7.01 - Pavement Analysis and Design Mark Thomas concurs with the RFP scope for Pavement Analysis and Design with the following clarifications: NCE, Mark Thomas' sub will conduct 2 pavement cores, prepare analysis and Report.
	7.02 - Median Island Soil Report Mark Thomas concurs with the RFP scope for Median Island Soil Analysis.		
7.03 - Vegetated Bioswale Soil Analysis Mark Thomas concurs with the RFP scope for Vegetated Bio-swale Soil Analysis with the following clarifications: NCE, Mark Thomas' sub will conduct 4 infiltration tests along the corridor, prepare analysis and Suitability Report.			
<b>TASK 8 - CONCEPT PLANS</b>	<b>TASK 8 - CONCEPT PLANS</b>	<b>TASK 8 - CONCEPT PLANS</b>	<b>TASK 8 - CONCEPT PLANS</b>
8.01 - Preliminary Concept Plans (2 Concepts included for a portion of the project).	8.01 - Preliminary Concept Plans (2 Concepts included for a portion of the project).	8.01 - Preliminary Concept Plans (2 Concepts included for a portion of the project).	8.01 - Preliminary Concept Plans (2 Concepts included for a portion of the project).
8.01.01 Pedestrian Improvements Preliminary Concept Plans. Mark Thomas concurs with the RFP scope for Pedestrian Improvements Preliminary Concept Plans.			

**LONG BEACH BOULEVARD GREEN STREET PROJECT - SCOPE OF WORK**  
City of South Gate

<p>(A) LONG BEACH BOULEVARD PEDESTRIAN IMPROVEMENTS PROJECT. FEDERAL PROJECT NO. ATPL 5257 (055)</p>	<p>(B) LONG BEACH BOULEVARD MEDIAN PROJECT. FEDERAL PROJECT NO. HSPL 5257 (057)</p>	<p>(C) LONG BEACH BOULEVARD URBAN GREENING PROJECT</p>	<p>(D) LONG BEACH BOULEVARD ROADWAY REHABILITATION</p>
<p>8.01 - Final Concept Plan (1 Complete Concept Plan)</p> <p>8.03.01 Final Pedestrian Improvements Concept Plan</p> <p>Mark Thomas concurs with the RFP scope for Final Pedestrian Improvements Concept Plans.</p>	<p>8.01.02 Median Island Improvement Preliminary Concept Plans</p> <p>Mark Thomas concurs with the RFP scope for Median Island Improvements Preliminary Concept Plans.</p>	<p>8.01.03 Median Island Landscape Improvement Preliminary Concept Plans</p> <p>Mark Thomas concurs with the RFP scope for Median Island Landscape Improvements Preliminary Concept Plans.</p>	
<p>8.02 - Public Outreach Concept Plans (1 Complete Concept Plan)</p> <p>8.02.01 Pedestrian Improvements Public Outreach Concept Plans</p> <p>Mark Thomas concurs with the RFP scope for Pedestrian Improvements Public Outreach Concept Plans.</p>	<p>8.02 - Public Outreach Concept Plans (1 Complete Concept Plan)</p>	<p>8.02 - Public Outreach Concept Plans (1 Complete Concept Plan)</p>	
<p>8.02.02 Median Island Improvement Public Outreach Concept Plans</p> <p>Mark Thomas concurs with the RFP scope for Median Island Improvements Public Outreach Concept Plans.</p>			
<p>8.03 - Final Concept Plan (1 Complete Concept Plan)</p> <p>8.03.01 Final Pedestrian Improvements Concept Plan</p> <p>Mark Thomas concurs with the RFP scope for Final Pedestrian Improvements Concept Plans.</p>	<p>8.03 - Final Concept Plan (1 Complete Concept Plan)</p>	<p>8.03.03 Final Median Island Landscape Improvement Outreach Concept Plans</p> <p>Mark Thomas concurs with the RFP scope for Median Island Landscape Improvements Public Outreach Concept Plans.</p>	
<p>8.03.02 Final Median Island Improvement Concept Plan</p> <p>Mark Thomas concurs with the RFP scope for Final Median Island Improvements Concept Plans.</p>			
<p>8.03.03 Final Median Island Landscape Improvement Concept Plan</p> <p>Mark Thomas concurs with the RFP scope for Final Median Island Landscape Improvements Concept Plans.</p>	<p>8.03.03 Final Median Island Landscape Improvement Concept Plan</p> <p>Mark Thomas concurs with the RFP scope for Final Median Island Landscape Improvements Concept Plans.</p>	<p>8.03.03 Final Median Island Landscape Improvement Concept Plan</p> <p>Mark Thomas concurs with the RFP scope for Final Median Island Landscape Improvements Concept Plans.</p>	
<p>TASK 9 - PLAN PREPARATION</p> <p>Mark Thomas shall prepare and submit Plans at the 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP. The plans anticipated as part of this project are the following:</p> <p>Title Sheet Horizontal Control and Notes Construction Details (Pedestrian Improvements) Water Quality Plans (Bio-swales) Signing and Striping Plans (1"-40')</p> <p>Mark Thomas shall optimize the elements included in each plan set to minimize plans.</p> <p>TASK 10 - PREPARE GENERAL AND SPECIAL PROVISIONS FOR FEDERALLY FUNDED PROJECTS</p> <p>Task has been eliminated. City to provide.</p>	<p>TASK 9 - PLAN PREPARATION</p> <p>Mark Thomas shall prepare and submit Plans at the 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP. The plans anticipated as part of this project are the following:</p> <p>Title Sheet Horizontal Control and Notes Roadway Plan and Profiles (1"-40') Traffic Control and Staging Plans (1"-40')</p> <p>Mark Thomas shall optimize the elements included in each plan set to minimize plans.</p> <p>TASK 10 - PREPARE GENERAL AND SPECIAL PROVISIONS FOR FEDERALLY FUNDED PROJECTS</p> <p>Task has been eliminated. City to provide.</p>	<p>TASK 9 - PLAN PREPARATION</p> <p>Mark Thomas shall prepare and submit Plans at the 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP. The plans anticipated as part of this project are the following:</p> <p>Title Sheet Horizontal Control and Notes Landscape and Irrigation Plans (1"=20')</p> <p>Mark Thomas shall optimize the elements included in each plan set to minimize plans.</p>	<p>TASK 9 - PLAN PREPARATION</p> <p>Mark Thomas shall prepare and submit Plans at the 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP. The plans anticipated as part of this project are the following:</p> <p>Title Sheet Horizontal Control and Notes Roadway Plan (1"-40')</p> <p>Mark Thomas shall optimize the elements included in each plan set to minimize plans.</p>

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**LONG BEACH BOULEVARD GREEN STREET PROJECT - SCOPE OF WORK**  
City of South Gate

(A) LONG BEACH BOULEVARD PEDESTRIAN IMPROVEMENTS PROJECT. FEDERAL PROJECT NO. ATPL 5257 (033)	(B) LONG BEACH BOULEVARD MEDIAN PROJECT. FEDERAL PROJECT NO. HSP.L 5257 (037)	(C) LONG BEACH BOULEVARD URBAN GREENING PROJECT	(D) LONG BEACH BOULEVARD ROADWAY REHABILITATION
TASK 11 - TECHNICAL SPECIFICATIONS Mark Thomas shall prepare and submit Technical Specifications at 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP.	TASK 11 - TECHNICAL SPECIFICATIONS Mark Thomas shall prepare and submit Technical Specifications at 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP.	TASK 11 - TECHNICAL SPECIFICATIONS Mark Thomas shall prepare and submit Technical Specifications at 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP.	TASK 11 - TECHNICAL SPECIFICATIONS Mark Thomas shall prepare and submit Technical Specifications at 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP.
TASK 12 - COST ESTIMATES Mark Thomas shall prepare and submit the Engineer's Cost Estimate at 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP.	TASK 12 - COST ESTIMATES Mark Thomas shall prepare and submit the Engineer's Cost Estimate at 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP.	TASK 12 - COST ESTIMATES Mark Thomas shall prepare and submit the Engineer's Cost Estimate at 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP.	TASK 12 - COST ESTIMATES Mark Thomas shall prepare and submit the Engineer's Cost Estimate at 30%, 60%, 90% and 100% level of completion per requirements stated in the RFP.
TASK 13 - PREPARE A DISADVANTAGED BUSINESS ENTERPRISE (DBE) % OF CONTRACT GOAL Task has been eliminated. City to provide.	TASK 13 - PREPARE A DISADVANTAGED BUSINESS ENTERPRISE (DBE) % OF CONTRACT GOAL Task has been eliminated. City to provide.	TASK 13 - PREPARE A DISADVANTAGED BUSINESS ENTERPRISE (DBE) % OF CONTRACT GOAL Task has been eliminated. City to provide.	TASK 13 - PREPARE A DISADVANTAGED BUSINESS ENTERPRISE (DBE) % OF CONTRACT GOAL Task has been eliminated. City to provide.
TASK 14 - RIGHT-OF-WAY CERTIFICATION Task has been eliminated. City to provide.	TASK 14 - RIGHT-OF-WAY CERTIFICATION Task has been eliminated. City to provide.	TASK 14 - RIGHT-OF-WAY CERTIFICATION Task has been eliminated. City to provide.	TASK 14 - RIGHT-OF-WAY CERTIFICATION Task has been eliminated. City to provide.
TASK 15 - REQUEST FOR AUTHORIZATION TO PROCEED WITH CONSTRUCTION Task has been eliminated. City to provide.	TASK 15 - REQUEST FOR AUTHORIZATION TO PROCEED WITH CONSTRUCTION Task has been eliminated. City to provide.	TASK 15 - REQUEST FOR AUTHORIZATION TO PROCEED WITH CONSTRUCTION Task has been eliminated. City to provide.	TASK 15 - REQUEST FOR AUTHORIZATION TO PROCEED WITH CONSTRUCTION Task has been eliminated. City to provide.
TASK 16 - ADVERTISE AND AWARD PACKAGE Task has been eliminated. City to provide.	TASK 16 - ADVERTISE AND AWARD PACKAGE Task has been eliminated. City to provide.	TASK 16 - ADVERTISE AND AWARD PACKAGE Task has been eliminated. City to provide.	TASK 16 - ADVERTISE AND AWARD PACKAGE Task has been eliminated. City to provide.
TASK 17 - CONSTRUCTION BIDDING PHASE SERVICES Mark Thomas concurs with the RFP scope for Construction Bidding Phase Services.	TASK 17 - CONSTRUCTION BIDDING PHASE SERVICES Mark Thomas concurs with the RFP scope for Construction Bidding Phase Services.	TASK 17 - CONSTRUCTION BIDDING PHASE SERVICES Mark Thomas concurs with the RFP scope for Construction Bidding Phase Services.	TASK 17 - CONSTRUCTION BIDDING PHASE SERVICES Mark Thomas concurs with the RFP scope for Construction Bidding Phase Services.
TASK 18 - PRE-CONSTRUCTION MEETING AND JOB-SITE MEETINGS Mark Thomas concurs with the RFP scope for Pre-Construction Meeting and Job-site Walk.	TASK 18 - PRE-CONSTRUCTION MEETING AND JOB-SITE MEETINGS Mark Thomas concurs with the RFP scope for Pre-Construction Meeting and Job-site Walk.	TASK 18 - PRE-CONSTRUCTION MEETING AND JOB-SITE MEETINGS Mark Thomas concurs with the RFP scope for Pre-Construction Meeting and Job-site Walk.	TASK 18 - PRE-CONSTRUCTION MEETING AND JOB-SITE MEETINGS Mark Thomas concurs with the RFP scope for Pre-Construction Meeting and Job-site Walk.
TASK 19 - RESPOND TO REQUESTS FOR INFORMATION AND SUBMITTALS Mark Thomas concurs with the RFP scope for Respond to RFI and Submittal reviews.	TASK 19 - RESPOND TO REQUESTS FOR INFORMATION AND SUBMITTALS Mark Thomas concurs with the RFP scope for Respond to RFI and Submittal reviews.	TASK 19 - RESPOND TO REQUESTS FOR INFORMATION AND SUBMITTALS Mark Thomas concurs with the RFP scope for Respond to RFI and Submittal reviews.	TASK 19 - RESPOND TO REQUESTS FOR INFORMATION AND SUBMITTALS Mark Thomas concurs with the RFP scope for Respond to RFI and Submittal reviews.
TASK 20 - PREPARE CONSTRUCTION MANAGEMENT / INSPECTION (RFP) Task has been eliminated. City to provide.	TASK 20 - PREPARE CONSTRUCTION MANAGEMENT / INSPECTION (RFP) Task has been eliminated. City to provide.	TASK 20 - PREPARE CONSTRUCTION MANAGEMENT / INSPECTION (RFP) Task has been eliminated. City to provide.	TASK 20 - PREPARE CONSTRUCTION MANAGEMENT / INSPECTION (RFP) Task has been eliminated. City to provide.
TASK 21 - PREPARE RECORD DRAWINGS (AS BUILTS) Mark Thomas concurs with the RFP scope for the Preparation of the As-Built Drawings.	TASK 21 - PREPARE RECORD DRAWINGS (AS BUILTS) Mark Thomas concurs with the RFP scope for the Preparation of the As-Built Drawings.	TASK 21 - PREPARE RECORD DRAWINGS (AS BUILTS) Mark Thomas concurs with the RFP scope for the Preparation of the As-Built Drawings.	TASK 21 - PREPARE RECORD DRAWINGS (AS BUILTS) Mark Thomas concurs with the RFP scope for the Preparation of the As-Built Drawings.

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**Long Beach Boulevard Green Street Improvement ; City Project 515-ST  
Federal Project No. ATPL 5257 (033)  
HSIPL 5257 (037)**

**Proposal Due Date: 03/18/2019**

Consultant Name	Contact Person	Address	City, State, Zip	Phone	Time Stamp	Email
BKF Engineers	Chris Rideout	4675 MacArthur Court, Suite 400	Orange, CA 92868	949-526-8462	3/18/2019 4:27 PM	crideoout@bkf.com
GHD	Samad Farjo	175 320 Goddard Dr. Suite 200	Irvine, CA 92618	949-585-5238	3/18/2019 3:23 PM	sarnad.farjo@ghd.com
IMEG	Kevoik Tcharkhoutian	300 N. Lake Avenue, 14th Flr.	Pasadena, CA 91101	714- 507-1567	3/18/2019 4:15 PM	kevork.n.tcharkhoutian@imegcorp.com
JMD	Juan Diaz	18645 E. Gale St. Suite 212	City of Industry, CA 91748	626 820-1137	3/18/2019 4:15 PM	jmdiaz@jmdiaz.com
KOA Corporation	Jimmy H. Lin, P.E.	1100 Corporate Center Drive, Suite 201	Monterey Park, CA 91754	323.260.4703	3/18/2019 4:40 PM	jin@koacorp.com
Mark Thomas & Company, Inc	Arturo Vivar, PE	16795 Von Karman Avenue, Suite 205,	Irvine, CA 92606	949-477-9000 ext. 3928	3/18/2019 3:46 PM	avivar@markthomas.com
Tetra Tech	Mauricio Argente	350 S. Grand Ave. Suite 3310	Los Angeles, CA 90071	805-542-9052	3/18/2019 4:17 PM	info@tetratech.com
Willdan	Bill Pagett	13191 Crossroads Parkway, Suite 405	Industry, CA 91746-3497	562-908-6200	3/18/2019 2:28 PM	vmunoz@willdan.com

**Long Beach Boulevard Green Street Improvement; City Project No. 515-ST  
Federal Project No. ATPL 5257 (033)  
HSIPL 5257 (037)**

**Total Evaluation**

Rank	Firm Name	Total Points (375)	Total Points (50)	Total Points (75)	Total Max Point (500)
		<b>Proposal</b>	<b>Presentation</b>	<b>Interview</b>	<b>Total Points</b>
1	Mark Thomas	312.0	42.0	58.1	412.1
2	BKF	299.0	39.0	52.2	390.2
3	Willdan	295.3	38.3	53.9	387.5
4	KOA	278.3	28.4	46.2	352.9
5	GHD	268.7	28.6	46.6	343.9
6	Tetra Tech	250.0	31.7	44.1	325.8
7	JMD	244.3	28.1	43.3	315.7
8	IMEG	241.3	26.6	40.3	308.2

**COST PROPOSAL FOR PROJECT SCOPE: Long Beach Blvd Green Street Project w/ Traffic Study - TOTAL**

MARK THOMAS	Subcontractors													TOTAL COST												
	Principal	Project Manager	Project Engineer	Design Engineer II	Design Engineer I	Sr. Technician	Intern	Survey Manager	Project Surveyor	Landscape Division Manager	Landscape Project Manager	Landscape Architect	Landscape Designer		Landscape Intern	Project Coordinator	Graphic Designer	Total Hours	Total MT Cost	NR	QVA	CL Survey	WGCE	P&A	Spic Land Solutions	
	\$371	\$203	\$137	\$120	\$97	\$117	\$56	\$172	\$141	\$216	\$168	\$133	\$100	\$56	\$91	\$97			Non-DBE	DBE	DBE	Non-DBE	DBE	DBE	Non-DBE	
<b>1.0 PROJECT MANAGEMENT</b>																										
1.1 Monthly Schedules, Attendance, Rosters, Matrix, Meeting Agendas & Minutes	16	48	0	48	0	0	0	0	0	0	4	16	8	0	37	0	204	539,898	1,995	-	-	-	-	-	-	548,933
1.2 Detailed Project Schedule	0	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16	\$3,254	-	-	-	-	-	-	-	\$3,254
1.3 Monthly Project Reports	0	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16	\$3,254	-	-	-	-	-	-	-	\$3,254
Subtotal Phase 1	16	80	0	48	0	0	0	0	0	0	4	16	8	0	37	0	236	\$39,415	\$4,995	\$0	\$0	\$0,000	\$0	\$0	\$0	\$51,410
<b>2.0 COMMUNITY OUTREACH</b>																										
2.1 Attend Meetings, Provide Minutes & Action Issue Matrix	0	8	0	8	0	0	0	0	0	0	12	12	0	0	0	0	40	\$7,190	-	-	-	-	-	-	-	\$7,190
2.2 Provide Informational Exhibits	0	8	0	8	0	0	0	0	0	0	12	12	12	0	0	0	48	\$5,952	-	-	-	-	-	-	-	\$5,952
Subtotal Phase 2	0	16	0	16	0	0	0	0	0	0	24	24	12	0	0	0	88	\$13,142	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,142
<b>3.0 AGENCY &amp; COORDINATION</b>																										
3.1 Meeting Agendas and Minutes	0	12	0	0	12	0	0	0	0	0	0	0	0	0	0	0	36	\$4,276	-	-	-	-	-	-	-	\$4,276
3.2 Utility Notification Letters	0	0	0	0	0	0	0	24	0	0	0	0	0	0	0	0	24	\$1,344	-	-	-	-	-	-	-	\$1,344
3.3 Ground Penetrating Radar Report/Utility Pot-holing Investigation Report	0	0	0	0	12	0	12	0	0	0	0	0	0	0	0	0	24	\$1,836	-	-	-	-	-	-	-	\$1,836
3.4 Utility Matrix	0	0	0	0	0	0	0	24	0	0	0	0	0	0	0	0	24	\$1,344	-	-	-	-	-	-	-	\$1,344
3.5 Utility Substructure Base Map (24"x36")	0	0	0	0	6	0	24	0	0	0	0	0	0	0	0	0	30	\$1,926	-	-	-	-	-	-	-	\$1,926
Subtotal Phase 3	0	12	0	0	30	0	96	0	0	0	0	0	0	0	0	0	138	\$10,726	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,726
<b>4.0 ENVIRONMENTAL STUDIES</b>																										
4.1 Environmental Document	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	\$813	-	-	-	-	-	-	-	\$813
4.2 NPDES Program Compliance	0	8	0	32	32	0	0	0	0	0	0	0	0	0	0	0	72	\$8,570	-	-	-	-	-	-	-	\$8,570
Subtotal Phase 4	0	12	0	32	32	0	0	0	0	0	0	0	0	0	0	0	76	\$9,383	\$0	\$11,850	\$0	\$0	\$42,000	\$0	\$63,233	
<b>5.0 PRELIMINARY ENGINEERING</b>																										
5.1 Right-of-Way Preliminary Studies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
5.2 Right-of-Way Acquisition, Easements, and Right-of-Way	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
5.3 Field Survey	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
5.4 Monument Restoration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
5.5 Monument Project Control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
Subtotal Phase 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
<b>6.0 TRAFFIC AND TRANSPORTATION ENGINEERING</b>																										
6.1 Traffic Study	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
Subtotal Phase 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
<b>7.0 GEOTECHNICAL INVESTIGATION AND PAVEMENT STRATEGIES</b>																										
7.1 Pavement Analysis and Design	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
7.2 Median Island Soil Report	0	0	0	0	0	0	0	0	0	0	4	24	0	0	0	0	4	\$672	-	-	-	-	-	-	-	\$672
7.3 Vegetated Bioswale Soil Analysis	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
Subtotal Phase 7	0	0	0	0	0	0	0	0	0	0	4	24	0	0	0	0	4	\$946	\$42,900	\$0	\$0	\$0	\$0	\$0	\$0	\$43,846
<b>8.0 CONCEPT PLANS</b>																										
8.1 Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
8.1.1 Pedestrian Improvement - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
8.1.2 Median Island Improvement - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	6	24	0	0	0	0	30	\$4,152	-	-	-	-	-	-	-	\$4,152
8.1.3 Median Island Landscape Improvement - Preliminary Concept Plans	0	0	0	0	0	0	0	0	0	0	6	24	0	0	0	0	30	\$4,152	-	-	-	-	-	-	-	\$4,152
8.2 Public Outreach Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
8.2.1 Pedestrian Improvement - Public Outreach Concept Plans	0	0	0	0	0	0	0	0	0	0	6	24	0	0	0	0	54	\$5,496	-	-	-	-	-	-	-	\$5,496
8.2.2 Median Island Improvement - Public Outreach Concept Plans	0	0	0	0	0	0	0	0	0	0	6	24	0	0	0	0	54	\$5,496	-	-	-	-	-	-	-	\$5,496
8.2.3 Median Island Landscape Improvement - Public Outreach Concept Plans	0	0	0	0	0	0	0	0	0	0	6	24	0	0	0	0	54	\$5,496	-	-	-	-	-	-	-	\$5,496
8.3 Final Concept Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	0
8.3.1 Pedestrian Improvement - Final Concept Plans	0	0	0	0	0	0	0	0	0	0	6	24	0	0	0	0	54	\$5,496	-	-	-	-	-	-	-	\$5,496
8.3.2 Median Island Improvement - Final Concept Plans	0	0	0	0	0	0	0	0	0	0	6	24	0	0	0	0	54	\$5,496	-	-	-	-	-	-	-	\$5,496
8.3.3 Median Island Landscape Improvement - Final Concept Plans	0	0	0	0	0	0	0	0	0	0	6	24	0	0	0	0	54	\$5,496	-	-	-	-	-	-	-	\$5,496
Subtotal Phase 8	0	0	0	0	0	0	0	0	0	0	54	216	0	0	0	0	418	\$45,438	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,438
<b>9.0 PLANNING PREPARATION</b>																										
9.1 30% Plans	0	28	10	96	124	82	78	0	0	0	42	56	72	74	0	0	662	\$70,304	-	-	-	-	-	-	-	\$70,304
9.2 60% Plans	0	28	12	104	132	90	86	0	0	0	62	100	134	124	0	0	872	\$91,821	-	-	-	-	-	-	-	\$91,821
9.3 90% Plans	0	20	12	72	92	68	68	0	0	0	42	72	132	88	0	0	666	\$69,648	-	-	-	-	-	-	-	\$69,648
9.4 100% Plans	0	8	6	24	34	24	24	0	0	0	26	40	68	52	0	0	306	\$32,086	-	-	-	-	-	-	-	\$32,086
9.5 Final M&P Plan Set	0	2	0	12	0	0	0	0	0	0	0	0	0	0	0	0	30	\$3,718	-	-	-	-	-	-	-	\$3,718
Subtotal Phase 9	0	86	40	300	382	280	256	0	0	0	172	208	406	338	0	0	2536	\$267,505	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$267,505







RECEIVED

NOV 20 2019

City of South Gate  
CITY COUNCIL

Item No. 7

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

11:10am

AGENDA BILL

For the Regular Meeting of: November 26, 2019

Originating Department: Public Works

Department Director:

*Arturo Cervantes*  
Arturo Cervantes

City Manager:

*Michael Flad*  
Michael Flad

**SUBJECT: AGREEMENT WITH C J CONCRETE CONSTRUCTION, INC., FOR THE CONSTRUCTION OF THE CITYWIDE SIDEWALK IMPROVEMENT PROJECT, PHASE VI, CITY PROJECT NO. 599-ST**

**PURPOSE:** To award a contract for the construction of the Citywide Sidewalk Improvement Project, Phase VI.

**RECOMMENDED ACTIONS:**

- a. Approve Agreement with C J Concrete Construction, Inc., to construct the Citywide Sidewalk Improvement Project, Phase VI, (Project) City Project No. 599-ST, in an amount not-to-exceed \$421,370;
- b. Authorize the Mayor to execute the Agreement in a form acceptable to the City Attorney; and
- c. Approve the Notice of Exemption for the construction of the Project and direct the City Clerk to file it with the Los Angeles County Registrar Recorder's Office.

*AF* **FISCAL IMPACT:** There is no fiscal impact to the General Fund. The Project is a part of the Capital Improvement Program. It is funded with \$500,000 in SB1 funds originally approved on April 24, 2018, and since carried forward in Account No. 311-790-39-9470 (Capital Improvements – City Sidewalk Improvements, Phase VI). The following is a summary of the construction budget:

Construction Services	SB 1
Design & Administration	\$12,580
Construction Contract	\$421,370
Construction Contingency	\$32,800
Inspection & Labor Compliance	\$22,500
Inspection Contingency	\$2,250
Staff Time (Construction Management)	\$8,500
<b>Total</b>	<b>\$500,000</b>

**ALIGNMENT WITH COUNCIL GOALS:** This project meets the City Council's goal for "Continuing Infrastructure Improvements." The milestone identified in the adopted Work Program is to start construction in January 2020.

**ANALYSIS:** In 2013, the City initiated the Citywide Sidewalk Improvement Program. This program has a goal of improving pedestrian safety, mobility and access by repairing damaged sidewalks and driveway approaches, constructing ADA compliant access ramps, removing tripping hazards, and repairing curbs and gutters. To date, the construction of five Project phases have been completed. By approving the proposed Agreement, the City Council will implement the construction of the sixth phase of the program.

Phase VI improvements entail the removal, reconstruction and the repairing of damaged sidewalks, driveway approaches, cross gutters, curb and gutters and removing street trees at nineteen locations. Phase VI also includes the construction of eight new access ramps in order to meet current American with Disabilities Act (ADA) standards.

**BACKGROUND:** The Citywide Sidewalk Improvement Project is a part of the Capital Improvement Program. Design of the Project is complete, construction bids have been received, and an Agreement is necessary to start construction.

On September 26, 2019, staff advertised the Notice Inviting Bids in the *Los Angeles Wave* newspaper. The Project was also advertised in trade publications such as the *Construction Bid Board*, *Builders Notebook*, *Southern California Builders*, *Bid America*, and *Dodge Data & Analytics*.

On October 14, 2019, the City conducted a non-mandatory information meeting for all prospective bidders. On November 4, 2019, nine bids were received and opened by the City Clerk in a public forum. The summary of the bids follows:

No.	Contractor	Total Bid Amount
1.	C J Concrete Construction, Inc.	\$421,370
2.	Kalban, Inc.	\$464,460
3.	EBS General Engineering, Inc.	\$495,410
4.	Aramexx Group, Inc.	\$499,740
5.	CT&T Concrete Paving	\$503,117
6.	Hardy & Harper, Inc.	\$550,080
7.	Onyx Paving Company	\$555,000
8.	Grigolla & Sons Construction, Inc.	\$582,050
9.	Caliba, Inc.	\$585,900

C J Concrete Construction, Inc., submitted the lowest responsible and responsive bid. The bid is 12% above the Engineer's estimate of \$376,100. The difference between the low bid amount and the Engineer's estimate is believed to be due to the increase of construction costs.

On November 5, 2019, staff checked the contractor's references. Having been in existence as a general contractor for over 20 years, C J Concrete Construction, Inc., has the necessary experience to perform the work required. Based in Santa Fe Springs, C J Concrete Construction, Inc., has successfully completed similar projects in the cities of Long Beach, Ontario, Garden Grove, Lakewood, Cerritos, Orange and Costa Mesa. The Citywide Sidewalk Improvement Project, Phase V, of the City of South Gate was completed by C J Concrete Construction, Inc.

Pursuant to the guidelines of the California Environmental Quality Act (CEQA), this Project is categorically exempt under Title 14 of the California Code of Regulations, Section 15301, as a Class 1(c) exemption for existing facilities. Class 1(c) exemptions apply to: Existing highways and streets, sidewalks, gutters, bicycle and pedestrian trails, and similar facilities (this includes road grading for the purpose of public safety).

Weather permitting, construction of the 30 working-day project, is scheduled to begin in January 2020, and be completed in February 2020.

- ATTACHMENTS:**
- A. Proposed Agreement
  - B. Bid Summary
  - C. Location Map
  - D. Notice of Exemption

JR:lc



**AGREEMENT FOR THE CITYWIDE SIDEWALK IMPROVEMENT PROJECT,  
PHASE VI, CITY PROJECT No. 599-ST, BETWEEN  
THE CITY OF SOUTH GATE AND C J CONCRETE CONSTRUCTION, INC.**

This Agreement for the Citywide Sidewalk Improvement Project, Phase VI, City Project No. 599-ST (“Agreement”), is made and entered into on November 26, 2019, by and between the City of South Gate, a municipal corporation (“City”), and C J Concrete Construction, Inc., a California corporation, License No. 720989A (“Contractor”). City and Contractor are sometimes hereinafter individually referred to as a “Party” and collectively referred to as “Parties.”

The City and the Contractor hereto mutually agree as follows:

**ARTICLE I**

**THE PROJECT**

For and in consideration of the mutual promises set forth herein, Contractor agrees with City to perform and complete in good and workmanlike manner all work required by the Contract Documents for City Contract No. \_\_\_\_\_, which involves the Citywide Sidewalk Improvement Project Phase VI, City Project No. 599-ST.

Said work shall be performed in accordance with the Plans, Specifications, and other Contract Documents, all of which are referenced in Article III hereof and incorporated herein as though fully set forth. Contractor shall furnish at its own expense all labor, materials, equipment and services necessary therefore, except such labor, materials, equipment and services as are specified in the Contract Documents to be furnished by City.

**ARTICLE II**

**CONTRACT SUM AND PAYMENT**

For performing and completing the work in accordance with the Contract Documents, City shall pay Contractor, in full compensation therefore, the contract sum of Four Hundred Twenty One Thousand Three Hundred Seventy (\$421,370.00) as set forth in the Bid Schedule(s) that are included among the Contract Documents. Said sum shall constitute payment in full for all work performed hereunder, including, without limitation, all labor, materials, equipment, tools and services used or incorporated in the work, supervision, administration, overhead, expenses and any and all other things required, furnished or incurred for completion of the work as specified in the Contract Documents. City shall make payments to Contractor on account of the contract sum at the time, in the manner, and upon the conditions specified in the Contract Documents.

**ARTICLE III**

**CONTRACT DOCUMENTS**

The Contract Documents, which constitute the entire Agreement between the City and the Contractor, are enumerated as follows: the Notice Inviting Bids, the Instructions to Bidders, the Accepted Proposal, the Bid Schedule(s), the List of Subcontractors, Contractor's Industrial Safety Record, the Contractors Qualification Statement, the Bid Security Forms for Check or Bond, this Agreement, the Worker's Compensation Insurance Certificate, the Performance Bond, the Payment Bond, the Non-Collusion Affidavit, the Specifications, and Special Provisions and all addenda as prepared prior to the date of bid opening setting forth any modifications or interpretations of any of said documents, and any and all supplemental agreements heretofore or herewith executed amending or extending the work contemplated and which may be required to complete the work in a substantial and acceptable manner, all of which are referred to as the Contract Documents. These form the entire "Contract", and all are as fully a part of the Contract as if attached to this Agreement or repeated herein.

**ARTICLE IV**

**INDEMNIFICATION**

The Contractor shall indemnify, hold harmless and defend (with counsel selected by the City), the City of South Gate and its affiliated entities, its officers, employees, consultants and sub-consultants, their respective officers, agents, employees (collectively the "Indemnified Parties"), from any and all claims and losses whatsoever occurring or resulting to any and all persons, firms, or corporations furnishing or supplying work, services, materials, or supplies in connection with the performance of this Agreement, any and all claims, lawsuits or actions arising from the awarding or execution of this Agreement, and from any and all claims and losses occurring or resulting to any person, firm, corporation or property for damage, injury, death arising out of or connected with the Contractor's obligation to indemnify, defend and save harmless the "Indemnified Parties" as stated hereinabove including, but not be limited to, paying all legal fees and costs incurred in connection with any such claims, losses, lawsuits or actions. THIS PROVISION SHALL SURVIVE THE COMPLETION OF WORK AND SERVICES TO BE PROVIDED UNDER THIS AGREEMENT AND THE OTHER CONTRACT DOCUMENTS.

**ARTICLE V**

**COMMENCEMENT, COMPLETION AND LIQUIDATED DAMAGES**

Contractor shall commence work on a date to be specified in a written Notice to Proceed from the City's Director of Public Works, and shall complete all work within thirty (30) working days thereafter (subject to "force majeure" delays, if any, to the extent allowed under the Contract Documents). If the work is not completed within that time, Contractor shall owe and pay to the City liquidated damages in the amount or amounts set forth in the Contract Documents.

**ARTICLE VI**

**EFFECTIVE DATE**

This Agreement is effective on November 26, 2019.

**IN WITNESS WHEREOF**, the Parties hereto have caused this Agreement to be executed and attested by their respective officers thereunto duly authorized.

**CITY OF SOUTH GATE:**

By: \_\_\_\_\_  
Belén Bernal, Mayor

Dated: \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

**APPROVED AS TO FORM:**

By: Raul F. Salinas / RFS  
Raul F. Salinas, City Attorney

**C J CONCRETE CONSTRUCTION, INC.:**

By: \_\_\_\_\_  
John C. Sarno, President

Dated: \_\_\_\_\_

**WORKER'S COMPENSATION INSURANCE CERTIFICATE**

The Contractor shall execute the following form as required by the California Labor Code, Sections 1860 AND 1861.

I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that Code, and I will comply with such provisions before commencing the performance of the work of this Contract.

DATED: \_\_\_\_\_

CONTRACTOR:  
C J CONCRETE CONSTRUCTION, INC.

By: \_\_\_\_\_  
John C. Sarno, President

ATTEST:

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Title



## INDEMNIFICATION AND LIABILITY INSURANCE REQUIREMENTS

The following requirements must be met when submitting insurance certificates to the City of South Gate in connection with Public Works and other projects:

1. The insurance certificate must be issued to the City of South Gate, 8650 California Avenue, South Gate, CA 90280, attention of the City Engineer.
2. The City of South Gate, South Gate Housing Authority, and their officers, employees, elected officials, and agents must be shown as additional insured per ISO CG 20 10 11 85, and separate endorsement signed by an authorized representative of the insurance company is required.
3. The City has the right to request a copy of complete insurance policy including all endorsements and certificates.
4. The Certificate must include cross liability coverage either included in the Commercial General Liability coverage, and so indicate on the face of the Certificate under that heading or by separate endorsement.
5. The Certificate should also indicate that the insurance covers "All Operations" or should specify the particular services to be provided.
6. Contractor shall procure and maintain for the duration of the Contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Contractor, his agents, representatives, employees or subcontractors.

### Minimum Scope of Insurance

Coverage shall be at least as broad as:

1. Insurance Services Office Commercial General Liability coverage (occurrence from CG 0001).
2. Insurance Services Office form number CA 0001 (Ed. 1/87) covering Automobile Liability, code 1 (any auto).
3. Workers' Compensation insurance as required by the State of California and Employer's Liability Insurance.
4. Course of Construction insurance covering for "all risks" of loss. Earthquake and flood insurance is not required to be furnished by the Contractor.

Contractor shall maintain limits no less than:

1. General Liability: \$1,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the project which is the subject of this Agreement and the location where work thereunder is to be performed, or the general aggregate limit shall be twice the required occurrence limit.
2. Automobile Liability: \$1,000,000 per accident for bodily injury and property damage.
3. Employer's Liability: \$1,000,000 per accident for bodily injury or disease.
4. Course of Construction: Completed value of the project that is the subject of this Agreement.

**Deductibles and Self-Insured Retention**

Any deductibles or self-insured retention must be declared to and approved by the City. At the option of the City, either the insurer shall reduce or eliminate such deductibles or self-insured retention as respects the City, its officers, officials, employees and volunteers; or the Contractor shall provide a financial guarantee satisfactory to the City guaranteeing payment of losses and related investigations, claim administration and defense expenses.

**Other Insurance Provisions**

The general liability and automobile policies are to contain, or be endorsed to contain, the following provisions:

1. The City, its officers, officials, employees, and volunteers are to be covered as insurers with respect to liability arising out of automobiles owned, leased, hired or borrowed by or on behalf of the Contractor; and with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Contractor's insurance or as a separate owner's policy.
2. For any claims related to the project that is the subject of this Agreement, the Contractor's insurance coverage shall be primary insurance as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it.
3. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled, or modified, by either party, except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the City.

Course of construction policies shall contain the following provisions:

1. The City shall be named as loss payee.
2. The insurer shall waive all rights of subrogation against the City.

Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII.

Verification of Coverage

Contractor shall furnish the City with original certificates and amendatory endorsements effecting coverage required by this clause. The endorsements should be on forms provided by the City or on other than the City's forms, provided those endorsements or policies conform to the requirements. All certificates and endorsements are to be received and approved by the City before work commences. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements affecting the coverage required by these specifications at any time.

Subcontractors

Contractor shall include all subcontractors as insurers under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverage for subcontractors shall be subject to all of the requirements stated herein.

Indemnification

The Contractor shall indemnify, hold harmless and defend (with counsel selected by the City of South Gate), the City of South Gate, the City of South Gate Housing Authority, their consultants and sub-consultants, and their respective officers, agents, and employees, from any and all claims and losses whatsoever occurring or resulting to any and all persons, firms, corporations or other entities furnishing or supplying work, services, materials, or supplies in connection with the performance of this Agreement, any and all claims, lawsuits or actions arising from the awarding or execution of this Agreement, and from any and all claims and losses occurring or resulting to any person, firm, corporation or other entity, or property for damage, injury, death arising out of or connected with the Contractor's obligation to indemnify, defend and save harmless the City of South Gate, the City of South Gate Housing Authority, their consultants, sub-consultants, and other parties listed above, as stated hereinabove shall include, but not be limited to, paying all legal fees and costs incurred by legal counsel of the City of South Gate's choice in representing the City of South Gate, the City of South Gate Housing Authority, consultants and sub-consultants in connection with any such claims, losses, lawsuits or actions. THIS PROVISION SHALL SURVIVE THE COMPLETION OF WORK AND SERVICES TO BE PROVIDED UNDER THIS AGREEMENT.

**CITYWIDE SIDEWALK IMPROVEMENT PROJECT, PHASE VI  
CITY PROJECT NO. 599-ST**

**FAITHFUL PERFORMANCE BOND  
100% OF CONTRACT AMOUNT**

KNOW ALL MEN BY THESE PRESENTS:

**WHEREAS**, the City of South Gate ("City" herein) has awarded to C J Concrete Construction, Inc. ("Contractor" herein) a Contract for:

**CITYWIDE SIDEWALK IMPROVEMENT PROJECT, PHASE VI, CITY PROJECT NO. 599-ST; and**

**WHEREAS**, said Contract is incorporated herein by this reference; and

**WHEREAS**, said Contractor is required under the terms of said Contract to furnish a bond for the faithful performance of said Contract;

**NOW, THEREFORE**, we, Contractor and \_\_\_\_\_ as Surety, are held and firmly bound unto the City in the penal sum of **Four Hundred Twenty-One Thousand Three Hundred Seventy (\$421,370.00)** lawful money of the United States, for the payment of which we bind ourselves, our heirs, successors, executors and administrators, jointly and severally, firmly by these presents.

The condition of this obligation is such that the obligation shall become null and void if the above-bounded Contractor, his or its heirs, executors, administrators, successors, or assigns, shall in all things stand to, abide by, well and truly keep and perform the covenants, conditions and provisions in said Contract and any alteration thereof made as therein provided, on his or their part, to be kept and performed at the time and in the manner therein specified, and in all respects according to their true intent and meaning, and shall indemnify and save harmless the City, its officers, agents and employees, as therein stipulated; otherwise, this obligation shall be and remain in full force and effect.

As a part of the obligation secured hereby, and in addition to the face amount specified, costs and reasonable expenses and fees shall be included, including reasonable attorneys' fees, incurred by the City in successfully enforcing the obligation, all to be taxed as costs and included in any judgment rendered.

The Surety hereby stipulates and agrees that no change, extension of time, alteration or addition to the terms of the Contract, the work to be performed thereunder, or the specifications that accompany the Contract shall in any manner affect its obligations on this bond. The Surety hereby waives notice of any such change, extension of time, alteration or addition to the terms of the Contract, the work, or the specifications.



Note: All signatures must be acknowledged before a notary public. Attach appropriate acknowledgment.

**CONTRACTOR:  
C J CONCRETE CONSTRUCTION, INC.**

By: \_\_\_\_\_  
John C. Sarno

Title: \_\_\_\_\_  
President

\_\_\_\_\_  
(Type address of Contractor)

\_\_\_\_\_  
(Type name of Surety)

\_\_\_\_\_  
(Type address of Surety)

By: \_\_\_\_\_  
(Signature of authorized officer)

\_\_\_\_\_  
(Title of officer)

APPROVED AS TO FORM:

\_\_\_\_\_  
Raul F. Salinas, City Attorney

**CITYWIDE SIDEWALK IMPROVEMENT PROJECT, PHASE VI  
CITY PROJECT NO. 599-ST**

**100% PAYMENT BOND**

**WHEREAS**, the City of South Gate, South Gate, California (“City” herein), has awarded to C J Concrete Construction, Inc., (“Contractor” herein) a Contract for the work described as follows:

**CITYWIDE SIDEWALK IMPROVEMENT PROJECT, PHASE VI  
CITY PROJECT NO. 599-ST**

**WHEREAS**, said Contractor is required to furnish a bond in connection with said Contract, to secure the payment of claims of laborers, mechanics, material suppliers and other persons, as provided by law;

**NOW, THEREFORE**, we, the undersigned Contractor and Surety, are held firmly bound unto the City in the sum of **Four Hundred Twenty-One Thousand Three Hundred Seventy (\$421,370.00)** for which payment well and truly to be made we bind ourselves, our heirs, executors and administrators, successors and assigns, jointly and severally, firmly by these presents.

**THE CONDITION OF THIS OBLIGATION IS SUCH THAT**, if said Contractor, its heirs, executors, administrators, successors, assigns, or subcontractors shall fail to pay any of the persons named in Civil Code Section 9100(a), or amounts due under the Unemployment Insurance Code with respect to work or labor performed under the Contract, or any amounts required to be deducted, withheld, and paid over to the Employment Development Department from the wages of employees of the Contractor and its subcontractors pursuant to Section 13020 of the Unemployment Insurance Code, with respect to such work and labor, then the Surety herein will pay for the same in an amount not exceeding the sum specified in this bond, otherwise the above obligation shall be void. If suit is brought upon this bond, the said Surety will pay a reasonable attorney’s fee to the plaintiff(s) and the City in an amount to be fixed by the court.

This bond shall inure to the benefit of any of the persons named in Civil Code Section 9100(a) as to give a right of action to such persons or their assigns in any suit brought upon this bond.

Said Surety, for value received, hereby stipulates and agrees that no change, extension of time, alteration or modification of the Contract Documents or the work to be performed thereunder shall in any way affect its obligations on this bond, and it does hereby waive notice of such change, extension of time, alteration or modification of the Contract Documents or of work to be performed thereunder.

**IN WITNESS WHEREOF**, this instrument has been duly executed by the above-named Contractor and Surety on \_\_\_\_\_, 2019.

Note: All signatures must be acknowledged before a notary public. Attach appropriate acknowledgment.

**CONTRACTOR:  
C J CONCRETE CONSTRUCTION, INC.**

By: \_\_\_\_\_  
John C. Sarno, President

\_\_\_\_\_  
(Type address of Contractor)

\_\_\_\_\_  
(Type name of Surety)

\_\_\_\_\_  
(Type address of Surety)

By: \_\_\_\_\_  
(Signature of authorized officer)

\_\_\_\_\_  
(Title of officer)

APPROVED AS TO FORM:

\_\_\_\_\_  
Raul F. Salinas, City Attorney

**NON-COLLUSION AFFIDAVIT TO BE EXECUTED BY  
EACH AWARDEE OF A PRINCIPAL CONTRACT**

STATE OF CALIFORNIA )  
 ) SS.  
COUNTY OF )

\_\_\_\_\_ being first duly sworn, deposes and says that he is  
\_\_\_\_\_ of \_\_\_\_\_ (sole owner, a  
partner, president, etc.) \_\_\_\_\_ the party making the foregoing bid,  
that such bid is not made in the interest of or behalf of any undisclosed person, partnership,  
company, association, organization or corporation, that such bid is genuine and not collusive or  
sham, that said bidder has not directly or indirectly induced or solicited any other bidder to put in  
a false or sham bid, and has not directly or indirectly colluded, conspired, connived or agreed with  
any bidder or anyone else to put in a sham bid, or that anyone shall refrain from bidding, that said  
bidder has not in any manner, directly or indirectly, sought by agreements, communication or  
conference with anyone to fix the bid price of said bidder or of any other bidder, or to fix the  
overhead, profit or cost element of such bid price, or of that of any other bidder, or to secure any  
advantage against the public body awarding the Contract or anyone interested in the proposed  
Contract; that all statements contained in such bid are true and, further, that said bidder has not,  
directly or indirectly, submitted his bid price, or any breakdown thereof, or the contents thereof,  
or divulged information or data relative thereto, or paid and will not pay any fee in connection  
therewith to any corporation, partnership, company, association, organization, bid depository or to  
any member or agent thereof, or to any other individual, except to such person or persons as have  
a partnership or other financial interest with said bidder in their general business.

Signed \_\_\_\_\_

\_\_\_\_\_  
Title

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Notary Public

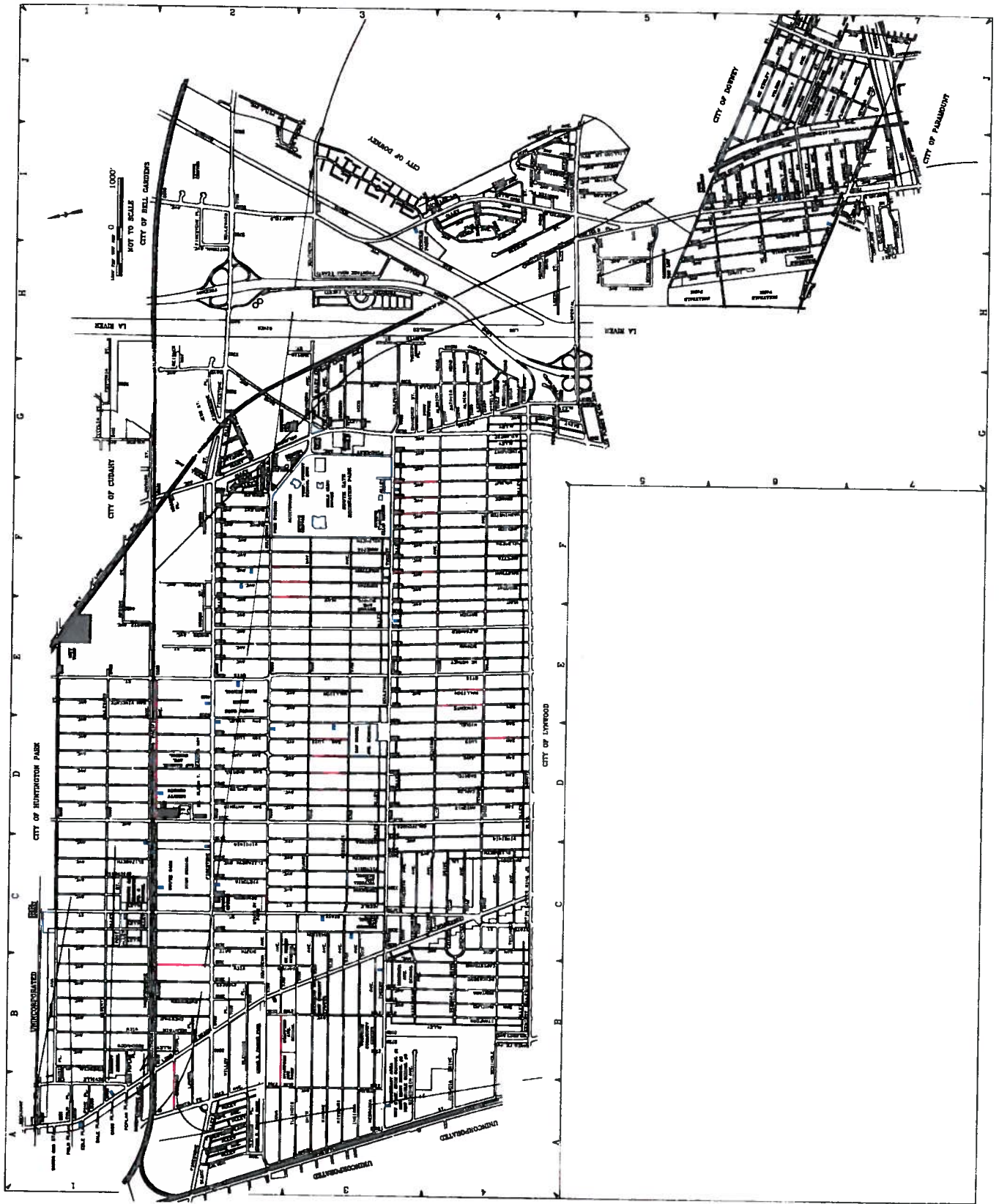
(Attach Notary Certificate)



PROJECT: 599-ST: Citywide Sidewalk Improvement Project, Phase VI BID OPENING: 2:00 PM, Monday November 4, 2019													
NO.	ITEM DESCRIPTION	UNIT	ESTIMATED QUANTITY	Engineer's Estimate		Aramexx Group Inc		Kalban Inc		Grigolla & Sons Const. Co. Inc		Caliba Inc	
				ITEM PRICE	TOTAL	ITEM PRICE	TOTAL	ITEM PRICE	TOTAL	ITEM PRICE	TOTAL	ITEM PRICE	TOTAL
1	Remove and Reconstruct Sidewalk Complete Per SPPWC Standards	S.F.	17900	\$10.00	\$179,000.00	\$16.00	\$286,400.00	\$12.00	\$214,800.00	\$15.00	\$268,500.00	\$14.00	\$250,600.00
2	Remove and Reconstruct 6" Curb & Gutter Complete Per SPPWC Standards	L.F.	280	\$60.00	\$16,800.00	\$80.00	\$22,400.00	\$75.00	\$21,000.00	\$75.00	\$21,000.00	\$100.00	\$28,000.00
3	Remove and Reconstruct 8" Curb & Gutter Complete Per SPPWC Standards	L.F.	750	\$70.00	\$52,500.00	\$82.00	\$61,500.00	\$75.00	\$56,250.00	\$80.00	\$60,000.00	\$75.00	\$56,250.00
4	Remove and Reconstruct 6" Curb Only Complete Per SPPWC Standards	EA.	200	\$45.00	\$9,000.00	\$40.00	\$8,000.00	\$75.00	\$15,000.00	\$55.00	\$11,000.00	\$60.00	\$12,000.00
5	Remove and Reconstruct 8" Curb Only Complete Per SPPWC Standards	EA.	210	\$55.00	\$11,550.00	\$44.00	\$9,240.00	\$75.00	\$15,750.00	\$60.00	\$12,600.00	\$65.00	\$13,650.00
6	Remove and Reconstruct Concrete Driveway Complete Per SPPWC Standards	S.F.	600	\$20.00	\$12,000.00	\$30.00	\$18,000.00	\$15.00	\$9,000.00	\$20.00	\$12,000.00	\$25.00	\$15,000.00
7	Removal of Tree Stamp Complete	EA.	17	\$2,500.00	\$42,500.00	\$1,500.00	\$25,500.00	\$2,400.00	\$40,800.00	\$2,400.00	\$40,800.00	\$5,200.00	\$88,400.00
8	Removal of Tree Stamp Complete	EA.	2	\$500.00	\$1,000.00	\$900.00	\$1,800.00	\$280.00	\$560.00	\$1,200.00	\$2,400.00	\$2,000.00	\$4,000.00
9	Furnish and Install Root Barrier Complete	L.F.	1450	\$15.00	\$21,750.00	\$10.00	\$14,500.00	\$33.00	\$47,850.00	\$75.00	\$108,750.00	\$40.00	\$58,000.00
10	Construct New Concrete Curb Ramp per SPPWC Standard Plans Complete with Truncated Dome	EA.	8	\$3,500.00	\$28,000.00	\$5,800.00	\$46,400.00	\$5,000.00	\$40,000.00	\$5,000.00	\$40,000.00	\$7,000.00	\$56,000.00
11	Survey Marker Restoration Complete	EA.	2	\$1,000.00	\$2,000.00	\$3,000.00	\$6,000.00	\$1,725.00	\$3,450.00	\$2,500.00	\$5,000.00	\$2,000.00	\$4,000.00
	<b>Total</b>				\$376,100.00		\$499,740.00		\$464,460.00		\$582,050.00		\$585,900.00

LOWEST RESPONSIBLE BIDDER

NO	ITEM DESCRIPTION	UNIT	ESTIMATED QUANTITY	Hardy & Harper Inc		CJ Concrete Const. Inc		EBS General Engg. Inc		Onyx Paving Company Inc.		CT&I Concrete Paving Inc	
				ITEM PRICE	TOTAL	ITEM PRICE	TOTAL	ITEM PRICE	TOTAL	ITEM PRICE	TOTAL	ITEM PRICE	TOTAL
1	Remove and Reconstruct Sidewalk Complete Per SPPWC Standards	S.F.	17900	\$12.40	\$221,960.00	\$8.25	\$147,675.00	\$11.40	\$204,060.00	\$14.00	\$250,600.00	\$15.00	\$268,500.00
2	Remove and Reconstruct 6" Curb & Gutter Complete Per SPPWC Standards	L.F.	280	\$85.00	\$23,800.00	\$60.00	\$16,800.00	\$77.00	\$21,560.00	\$70.00	\$19,600.00	\$55.00	\$15,400.00
3	Remove and Reconstruct 8" Curb & Gutter Complete Per SPPWC Standards	L.F.	750	\$105.00	\$78,750.00	\$65.00	\$48,750.00	\$79.00	\$59,250.00	\$75.00	\$56,250.00	\$60.00	\$45,000.00
4	Remove and Reconstruct 6" Curb Only Complete Per SPPWC Standards	EA.	200	\$98.00	\$19,600.00	\$40.00	\$8,000.00	\$91.00	\$18,200.00	\$60.00	\$12,000.00	\$50.00	\$10,000.00
5	Remove and Reconstruct 8" Curb Only Complete Per SPPWC Standards	EA.	210	\$113.00	\$23,730.00	\$45.00	\$9,450.00	\$93.00	\$19,530.00	\$65.00	\$13,650.00	\$50.00	\$10,500.00
6	Remove and Reconstruct Concrete Driveway Complete Per SPPWC Standards	S.F.	600	\$33.00	\$19,800.00	\$10.00	\$6,000.00	\$26.00	\$15,600.00	\$25.00	\$15,000.00	\$18.00	\$10,800.00
7	Removal of Tree Complete	EA.	17	\$2,620.00	\$44,540.00	\$2,850.00	\$48,450.00	\$2,365.00	\$40,205.00	\$3,000.00	\$51,000.00	\$2,473.00	\$42,041.00
9	Furnish and Install Root Barrier Complete	L.F.	1450	\$16.00	\$23,200.00	\$65.00	\$94,250.00	\$32.50	\$47,125.00	\$40.00	\$58,000.00	\$34.00	\$49,300.00
10	Construct New Concrete Curb Ramp per SPPWC Standard Plans Complete with Truncated Dome	EA.	8	\$7,700.00	\$61,600.00	\$4,000.00	\$32,000.00	\$7,725.00	\$61,800.00	\$9,000.00	\$72,000.00	\$5,500.00	\$44,000.00
11	Survey Marker Restoration Complete	EA.	2	\$1,100.00	\$2,200.00	\$4,197.50	\$8,395.00	\$4,015.00	\$8,030.00	\$1,300.00	\$2,600.00	\$3,500.00	\$7,000.00
	<b>Total</b>				\$550,080.00		\$421,370.00		\$495,910.00		\$555,000.00		\$503,117.00



**NOTICE OF EXEMPTION**

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**TO:** County Clerk/Registrar-Recorder  
County of Los Angeles  
Environmental Filings  
12400 E. Imperial Hwy  
Norwalk, CA 90650

**FROM:** Public Works Department  
City of South Gate  
8650 California Avenue  
South Gate, CA 90280-3075

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**Project Title and Location (including county):**

Citywide Sidewalk Improvement Project, City Project No. 599-ST.

Location: Various Locations, City of South Gate, Los Angeles County, California

**Project Description:**

The proposed project will consist of repair and replace of existing curbs, gutters, sidewalk, curb ramps, removal of trees and minor pavement improvements

**Name of Public Agency Approving Project:**

City of South Gate - Public Works Department

**Name of Person/Agency Carrying Out Project:**

Emilio M. Murga, P.E., Interim Assistant City Engineer / City of South Gate

**Exempt Status: (Check one)**

- Ministerial (Sec. 21080 (b) (1); 15268);
- Declared Emergency (Sec. 21080 (b) (3); 15269(a));
- Emergency Project (Sec. 21080 (b) (4); 15269(b) (c));
- Emergency Project (Sec. 21080 (b) (4); 15269(b) (c));
- Categorical Exemption: Section: 15301 Class: 1(c)
- Statutory Exemption: Section: \_\_\_\_\_ Class: \_\_\_\_\_

**Reasons why project is exempt:**

The work falls under the category of repair of existing public facilities which includes the repair of existing streets (minor pavement improvements), sidewalks, curb ramps, curb and gutters. Therefore, this project qualifies for a Categorical Exemption Section 15301 Class 1 (c) under existing facilities and has no significant effects on the environment.

**Lead Agency Contact Person and Phone Number:**

Emilio M. Murga, P.E., Interim Assistant City Engineer  
562-505-1001

[emurga@sogate.org](mailto:emurga@sogate.org)

**Prepared and filed by the South Gate Public Works Department by:**

Emilio M. Murga, P.E., Interim Assistant City Engineer

---

Signature

Printed Name and Title

Date

RECEIVED

# City of South Gate

Item No. 9

NOV 20 2019

CITY COUNCIL

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

5:05pm

## AGENDA BILL

For the Regular Meeting of: November 26, 2019

Originating Department: Public Works

Department Director: \_\_\_\_\_

*Arturo Cervantes*

City Manager: \_\_\_\_\_

*Michael Flad*  
Michael Flad

**SUBJECT: AMENDMENT NO. 6 TO CONTRACT NO. 3131 WITH WILLDAN ENGINEERING, INC., EXTENDING AS-NEEDED ENGINEERING SERVICES FOR THREE MONTHS**

**PURPOSE:** Willdan Engineering, Inc., (Willdan) provides as-needed engineering services to the City's Engineering Division under Contract No. 3131. The contract expires on November 30, 2019. Proposed Amendment No. 6 extends the contract by three months to provide time to award a new contract.

**RECOMMENDED ACTIONS:**

- a. Approve Amendment No. 6 to Contract No. 3131 with Willdan Engineering, Inc., extending the term through February 29, 2020, for as-needed engineering services to allow time to finalize a competitive selection process to award a new contract; and
- b. Authorize the Mayor to execute Amendment No. 6 in a form acceptable to the City Attorney.

**FISCAL IMPACT:** There is no fiscal impact to the General Fund. There are sufficient funds in the budgeted accounts to fund services through February 29, 2020, as noted below:

Contract No. 3131		General Fund 100-701-31-6101	Gas Tax 212-713-31-6101	Various CIP Funds	Total Budget	Total Expenditures
1	Miscellaneous Engineering Services	\$200,000			\$200,000	\$163,445.21
2	CIP Services			\$400,000	\$400,000	\$135,405.88
3	Grant Writing Services	\$84,597	\$180,000		\$264,597	\$170,763.65
<b>Contract Amount</b>		<b>\$284,597</b>	<b>\$180,000</b>	<b>\$400,000</b>	<b>\$864,597</b>	<b>\$469,614.74</b>

**ANALYSIS:** The Public Works Department is finalizing a competitive selection process to award a new as-needed engineering services contract. Staff needs additional time to complete the process. Proposed Amendment No. 6 to Contract No. 3131 with Willdan extends the contract term by three months through February 29, 2020. This provides adequate time to complete the RFP process and award a new contract.

**BACKGROUND:** Since 2004, the Public Works Department has used as-needed engineering services to provide the Engineering Division with specialized engineering services, expertise, and staffing support. The following is a summary of the services provided by Willdan under Contract No. 3131:

- As-needed Engineering Services – Common services include execution of miscellaneous technical assignments, plan check, development review, surveying, structural reviews, legal



descriptions and tract map reviews.

- As-needed CIP Project Services - Common services include performing plan checks of CIP Projects, reviewing technical studies, reviewing or preparing prevailing wage compliance documents, State and Federal funding compliance and staff augmentation services.
- As-needed Grant Writing Services – Common services include preparing grant applications, researching and analyzing available grants, meeting with granting agencies, preparing needed plans and maps, and staff coordination.

On July 14, 2015, the City Council approved Contract No. 3131 with Willdan for a two-year term, in the amount of \$300,000. On June 14, 2016, the City Council approved Amendment No. 1 to increase funds for additional grant writing services in the amount of \$88,199. On June 27, 2017, the City Council approved Amendment No. 2 to extend the term through June 30, 2018, to continue to provide the same services in the amount of \$238,199. On May 8, 2018, the City Council approved Amendment No. 3 to extend the term through June 30, 2019, in the amount of \$238,199. On June 11, 2019, the City Council approved Amendment No. 4 to extend the term through September 30, 2019. On September 24, 2019, the City Council approved Amendment No. 5 to extend the term through November 30, 2019, to continue to provide the same services within the existing budget.

**ATTACHMENTS:**

- A. Proposed Amendment No. 6
- B. Amendment No. 5
- C. Amendment No. 4
- D. Amendment No. 3
- E. Amendment No. 2
- F. Amendment No. 1
- G. Contract No. 3131

VHC:lc

**AMENDMENT NO. 6 TO CONTRACT NO. 3131  
FOR AS-NEEDED PROFESSIONAL CONSULTING SERVICES  
BETWEEN THE CITY OF SOUTH GATE AND WILLDAN ENGINEERING**

This Amendment No. 6 to Contract No. 3131 for As-Needed Professional Consulting Services ("Amendment No. 6") is made and entered into on November 26, 2019, by and between the City of South Gate ("City") and Willdan Engineering ("Engineer"). City and Engineer are sometimes hereinafter individually referred to as a "Party" and collectively as "Parties."

**RECITALS:**

**WHEREAS**, on July 24, 2015, the City Council approved Contract No. 3131 for Professional Services with Willdan Engineering ("Agreement") for a term of two (2) years, through and including July 1, 2015 to June 30, 2017, in an amount not to exceed One Hundred Fifty Thousand Dollars (\$150,000) per fiscal year, for a sum of Three Hundred Thousand Dollars (\$300,000); and

**WHEREAS**, on June 14, 2016, the City Council approved Amendment No. 1 to the Agreement ("Amendment No. 1") extending the services for additional as-needed engineering services related to the preparation and submittal of grant applications, through and including June 14, 2016 to June 30, 2017, in an amount not to exceed Eighty-Eight Thousand One Hundred Ninety-Nine Dollars (\$88,199), under the terms and conditions of the Agreement; and

**WHEREAS**, on July 17, 2017, the City Council approved Amendment No. 2 to the Agreement ("Amendment No. 2") extending the services for an additional one (1) year, through and including June 30, 2018, in an amount not to exceed Two Hundred Thirty-Eight Thousand One Hundred Ninety-Nine Dollars (\$238,199), under the terms and conditions of the Agreement; and

**WHEREAS**, on May 8, 2018, the City Council approved Amendment No. 3 to the Agreement ("Amendment No. 3") extending the services for an additional one (1) year, through and including June 30, 2019, in an amount not to exceed Two Hundred Thirty-Eight Thousand One Hundred Ninety-Nine Dollars (\$238,199), under the terms and conditions of the Agreement; and

**WHEREAS**, on June 11, 2019, the City Council approved Amendment No. 4 to the Agreement ("Amendment No. 4") extending the services for an additional three (3) months, through and including September 30, 2019, with no additional compensation and provided that the current hourly rates schedule remains unchanged, under the terms and conditions of the Agreement; and

**WHEREAS**, on September 24, 2019, the City Council approved Amendment No. 5 to the Agreement ("Amendment No. 5") extending the services for an additional two (2) months, through and including November 30, 2019, with no additional compensation and

**Amendment No. 6  
to Contract No. 3131**

provided that the current hourly rates schedule remains unchanged, under the terms and conditions of the Agreement; and

**WHEREAS**, City and Engineer desire to execute Amendment No. 6 to the Agreement ("Amendment No. 6") extending the services for an additional three (3) months, through and including February 29, 2020, provided that the current hourly rates schedule remains unchanged, under the terms and conditions of the Agreement, bringing the aggregate total of the Agreement, Amendment No. 1, Amendment No. 2, Amendment No. 3, Amendment No. 4, Amendment No. 5 and Amendment No. 6 to Eight Hundred Sixty-Four Thousand Five Hundred Ninety-Seven Dollars (\$864,597).

**NOW, THEREFORE, THE PARTIES HEREBY AGREE AS FOLLOWS:**

**1. MODIFICATION TO AGREEMENT.**

- a. TERM OF AGREEMENT.** The term of the Agreement shall be extended for an additional three (3) months through and including February 29, 2020.
- b. COMPENSATION.** Without limiting the generality of the foregoing, the hourly compensation payable by the City to the Engineer under the Agreement shall remain unchanged during the term of the Agreement as extended by Section 1 above. Furthermore, the City reserves the right to augment or reduce the scope of work as the City deems necessary.

The amount authorized by this Amendment No. 6 shall not cause an exceedance of the City Council approved total contract amount of \$864,597.

**2. EFFECT OF AMENDMENT.**

Except as expressly amended herein, all other terms and conditions of the Agreement shall remain in full force and effect. All of the recitals to this Amendment No. 6 are incorporated into the Agreement as modified by this Amendment No. 6.

[Remainder of page left blank intentionally.]

**IN WITNESS WHEREOF**, the Parties hereto have caused this Amendment No. 6 to be executed and attested by their respective officers hereunto duly authorized.

**CITY OF SOUTH GATE:**

By: \_\_\_\_\_  
M. Belén Bernal, Mayor


Dated: \_\_\_\_\_

**ATTEST:**

By: \_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

**APPROVED AS TO FORM:**

By: \_\_\_\_\_  
Raul F. Salinas, City Attorney



**WILLDAN ENGINEERING:**

By: \_\_\_\_\_  
Adel Freij, Deputy Director

Dated: \_\_\_\_\_



**AMENDMENT NO. 5  
TO AGREEMENT FOR AS-NEEDED PROFESSIONAL  
CONSULTING SERVICES WITH WILLDAN ENGINEERING**

THIS AMENDMENT NO. 5 ("Amendment No. 5") TO AGREEMENT FOR AS-NEEDED PROFESSIONAL CONSULTING SERVICES WITH WILLDAN ENGINEERING, Contract No. 3131 ("Agreement") effective as of the date specified in paragraph 5 hereof, is made and entered into by and between the CITY OF SOUTH GATE ("CITY"), and WILLDAN ENGINEERING ("ENGINEER").

**RECITALS:**

**WHEREAS**, CITY and ENGINEER have previously executed the above-referenced Agreement for Professional Services dated July 24, 2015, Contract No. 3131 ("Agreement") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and ENGINEER have previously executed the Amendment No. 1 to Contract No. 3131, dated June 14, 2016, ("Amendment No. 1") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and ENGINEER have previously executed the Amendment No. 2 to Contract No. 3131 dated July 17, 2017, ("Amendment No. 2") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and ENGINEER have previously executed the Amendment No. 3 to Contract No. 3131 dated May 8, 2018, ("Amendment No. 3") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and ENGINEER have previously executed the Amendment No. 4 to Contract No. 3131 dated June 11, 2019, ("Amendment No. 4") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and Engineer desire to execute Amendment No. 5 to Contract No. 3131, the Agreement ("Amendment No. 5") extending the services for two additional months, through November 30, 2019, for as-needed professional consulting services; provided that the current hourly rates schedule remains unchanged;

**NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:**

**1. EXTENSION OF TERM.**

The term of the Agreement is hereby amended to extend the term of this Agreement for two additional months for as-needed professional consulting services, for the

period from October 1, 2019 through November 30, 2019, inclusive.

**2. EFFECT OF AMENDMENTS.**

Except as expressly amended herein, all other terms and conditions of the Agreement shall remain in full force and effect.

**3. COMPENSATION.**

Without limiting the generality of the foregoing, the hourly compensation payable by the City to the Engineer under the Agreement shall remain unchanged during the term of the Agreement as extended by Section 1 above. Furthermore, the CITY reserves the right to augment or reduce the scope of work as the CITY deems necessary.

The amount authorized by this Amendment No. 5 shall not cause an exceedance of the City Council approved total contract amount of \$952,796.

**4. INDEPENDENT CONTRACTOR.**

Engineer is hereby retained as an independent contractor for the sole purpose of rendering professional and/or special services described herein. Engineer nor its employees are agents or employees of the CITY. Engineer shall be solely responsible for the payment of all federal, state and local income tax, social security tax, Workers' Compensation insurance, state disability insurance, and any other taxes or insurance. Engineer, as an independent contractor, is responsible for paying under federal, state or local law. Engineer and its employees are thus not eligible to receive workers' compensation, medical, indemnity or retirement benefits, including but not limited to enrollment in CalPERS. Unless, expressly provided herein, Engineer is not eligible to receive overtime, vacation or sick pay. Engineer shall not represent or otherwise hold out itself or any of its directors, officers, partners, employees, or agents to be an agent or employee of CITY. Engineer shall have the sole and absolute discretion in determining the methods, details and means of performing the services required by CITY. Engineer shall furnish, at his/her own expense, all labor, materials, equipment and transportation necessary for the successful completion of the services to be performed under this Agreement. CITY shall not have any right to direct the methods, details and means of the services; however, Engineer must receive prior written approval from CITY before using any sub-consultants for services under this Agreement.

**5. INDEMNIFICATION OF CALPERS DETERMINATION.**

In the event that Engineer or any employee, agent, or subcontractor of Engineer providing services under the Agreement claims or is determined by a court of competent jurisdiction or CalPERS to be eligible for enrollment in CalPERS as an employee of the CITY, Engineer shall indemnify, defend, and hold harmless CITY

**Amendment No. 5  
to Contract No. 3131**


for the payment of any employee and/or employer contributions for CalPERS benefits on behalf of Engineer or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of CITY.

**6. EFFECTIVE DATE.**

This Amendment No. 5 shall become effective as of the date set forth below on which the last of the parties, whether CITY or Engineer, executes this Amendment No. 5.

**IN WITNESS WHEREOF**, the parties hereto have caused this Amendment No. 5 to be executed and attested by their respective officers hereunto duly authorized.

**"CITY"  
CITY OF SOUTH GATE**



**Maria Belen Bernal, Mayor**

Dated: 9.24.19

**ATTEST:**



**Carmen Avalos, City Clerk  
(SEAL)**

**APPROVED AS TO FORM:**



**Raul F. Salinas, City Attorney**

**"ENGINEER"  
WILLDAN ENGINEERING, INC.**



Title: ABEL FRIGO  
DEPUTY DIRECTOR

Dated: September 23, 2019

**AMENDMENT NO. 4  
TO AGREEMENT FOR AS-NEEDED PROFESSIONAL  
CONSULTING SERVICES WITH WILLDAN ENGINEERING**

THIS AMENDMENT NO. 4 ("Amendment No. 4") TO AGREEMENT FOR AS-NEEDED PROFESSIONAL CONSULTING SERVICES WITH WILLDAN ENGINEERING, Contract No. 3131 ("Agreement") effective as of the date specified in paragraph 5 hereof, is made and entered into by and between the CITY OF SOUTH GATE ("CITY"), and WILLDAN ENGINEERING ("ENGINEER").

**RECITALS:**

**WHEREAS**, CITY and ENGINEER have previously executed the above-referenced Agreement for Professional Services dated July 24, 2015, Contract No. 3131 ("Agreement") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and ENGINEER have previously executed the Amendment No. 1 to Contract No. 3131, dated June 14, 2016, ("Amendment No. 1") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and ENGINEER have previously executed the Amendment No. 2 to Contract No. 3131 dated July 17, 2017, ("Amendment No. 2") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and ENGINEER have previously executed the Amendment No. 3 to Contract No. 3131 dated May 8, 2018, ("Amendment No. 3") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and Engineer desire to execute Amendment No. 4 to Contract No. 3131, the Agreement ("Amendment No. 4") extending the services for three additional months, through September 30, 2019, for as-needed professional consulting services; provided that the current hourly rates schedule remains unchanged;

**NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:**

**1. EXTENSION OF TERM.**

The term of the Agreement is hereby amended to extend the term of this Agreement for three additional months for as-needed professional consulting services, for the period from July 1, 2019 through September 30, 2019, inclusive.



**2. EFFECT OF AMENDMENTS.**

Except as expressly amended herein, all other terms and conditions of the Agreement shall remain in full force and effect.

**3. COMPENSATION.**

Without limiting the generality of the foregoing, the hourly compensation payable by the City to the Engineer under the Agreement shall remain unchanged during the term of the Agreement as extended by Section 1 above. Furthermore, the CITY reserves the right to augment or reduce the scope of work as the CITY deems necessary.

The amount authorized by this Amendment No. 4 shall not cause an exceedance of the City Council approved total contract amount of \$952,796.

**4. INDEPENDENT CONTRACTOR.**

Engineer is hereby retained as an independent contractor for the sole purpose of rendering professional and/or special services described herein. Engineer nor its employees are agents or employees of the CITY. Engineer shall be solely responsible for the payment of all federal, state and local income tax, social security tax, Workers' Compensation insurance, state disability insurance, and any other taxes or insurance. Engineer, as an independent contractor, is responsible for paying under federal, state or local law. Engineer and its employees are thus not eligible to receive workers' compensation, medical, indemnity or retirement benefits, including but not limited to enrollment in CalPERS. Unless, expressly provided herein, Engineer is not eligible to receive overtime, vacation or sick pay. Engineer shall not represent or otherwise hold out itself or any of its directors, officers, partners, employees, or agents to be an agent or employee of CITY. Engineer shall have the sole and absolute discretion in determining the methods, details and means of performing the services required by CITY. Engineer shall furnish, at his/her own expense, all labor, materials, equipment and transportation necessary for the successful completion of the services to be performed under this Agreement. CITY shall not have any right to direct the methods, details and means of the services; however, Engineer must receive prior written approval from CITY before using any sub-consultants for services under this Agreement.

**5. INDEMNIFICATION OF CALPERS DETERMINATION.**

In the event that Engineer or any employee, agent, or subcontractor of Engineer providing services under the Agreement claims or is determined by a court of competent jurisdiction or CalPERS to be eligible for enrollment in CalPERS as an employee of the CITY, Engineer shall indemnify, defend, and hold harmless CITY

**Amendment No. 4  
to Contract No. 3131**

for the payment of any employee and/or employer contributions for CalPERS benefits on behalf of Engineer or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of CITY.

**6. EFFECTIVE DATE.**

This Amendment No. 4 shall become effective as of the date set forth below on which the last of the parties, whether CITY or Engineer, executes this Amendment No. 4.


**IN WITNESS WHEREOF**, the parties hereto have caused this Amendment No. 4 to be executed and attested by their respective officers hereunto duly authorized.

**"CITY"  
CITY OF SOUTH GATE**

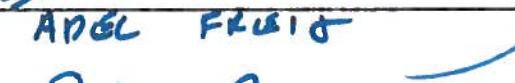
  
\_\_\_\_\_  
Jorge Morales, Mayor

Dated: 2/23/19

**ATTEST:**

  
\_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

**"ENGINEER"  
WILLDAN ENGINEERING, INC.**

  
\_\_\_\_\_  
ANGEL F. RUIZ  
Title: DEPUTY DIRECTOR

Dated: July 3, 2019

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
Raul F. Salinas, City Attorney

**AMENDMENT NO. 3  
TO AGREEMENT FOR PROFESSIONAL SERVICES  
WITH WILLDAN ENGINEERING, INC.**

**THIS AMENDMENT NO. 3 TO AGREEMENT FOR PROFESSIONAL SERVICES WITH WILLDAN ENGINEERING, INC. ("Amendment 2"), effective as of the date specified in paragraph 3 hereof, is made and entered into by and between the CITY OF SOUTH GATE ("CITY"), and WILLDAN ENGINEERING, INC. ("ENGINEER").**

**RECITALS:**

**WHEREAS, CITY and ENGINEER have previously executed that certain Agreement for Professional Services dated July 24, 2015, Contract No. 3131 ("Agreement") relating to professional services in the City of South Gate; and**

**WHEREAS, CITY and ENGINEER have previously executed Amendment No. 1 to Contract No. 3131 dated June 14, 2016, ("Amendment No. 1") relating to professional services in the City of South Gate; and**

**WHEREAS, CITY and Engineer executed Amendment No. 1 covering said as-needed engineering services for an amount not to exceed \$88,199 under the terms and conditions of Agreement; and**

**WHEREAS, CITY and ENGINEER have previously executed Amendment No. 2 to Contract No. 3131 dated July 17, 2017, ("Amendment No. 1") relating to professional services in the City of South Gate; and**

**WHEREAS, CITY requests Engineer to perform additional as-needed engineering services and other services related to preparing and submitting grant applications; and**

**WHEREAS, CITY and Engineer desire to execute Amendment No. 3 to the Agreement ("Amendment No. 3") extending the expiration date of said as-needed engineering services from June 30, 2018 to June 30, 2019 under the terms and conditions of Agreement;**

**NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:**

**1. COMMENCEMENT AND COMPLETION OF WORK**

The City hereby exercises its option under Section 4 of the Agreement to extend the term of the Agreement to June 30, 2019.

**2. COMPENSATION**

The City hereby amends Section 9.A to increase the amount of the Agreement from \$626,398 to \$864,597.

**3. EFFECT OF AMENDMENTS.**

Except as expressly amended herein, all other terms and conditions of the Agreement and its Amendments, Attachments, and Exhibits thereto, shall remain in full force. The CITY reserves the right to augment or reduce the scope of work as the CITY deems necessary.

**4. EFFECTIVE DATE.**

Unless otherwise specified herein, this Amendment No. 3 shall become effective as of the date set forth below on which the last of the parties, whether CITY or ENGINEER, executes this Amendment No. 3.

**IN WITNESS WHEREOF**, the parties hereto have caused this Amendment 3 to be executed and attested by their respective officers hereunto duly authorized.

**"CITY"  
CITY OF SOUTH GATE**

\_\_\_\_\_  
María Belén Bernal, Mayor

Dated: \_\_\_\_\_

**ATTEST:**

**"ENGINEER"  
WILLDAN ENGINEERING, INC.**

\_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

\_\_\_\_\_  
Title: \_\_\_\_\_

**APPROVED AS TO FORM:**

Dated: \_\_\_\_\_

  
\_\_\_\_\_  
Raul F. Salinas, City Attorney



**AMENDMENT NO. 2  
TO AGREEMENT FOR PROFESSIONAL SERVICES  
WITH WILLDAN ENGINEERING, INC.**

**THIS AMENDMENT NO. 2 TO AGREEMENT FOR PROFESSIONAL SERVICES WITH WILLDAN ENGINEERING, INC.** ("Amendment 2"), effective as of the date specified in paragraph 3 hereof, is made and entered into by and between the CITY OF SOUTH GATE ("CITY"), and WILLDAN ENGINEERING, INC. ("ENGINEER").

**RECITALS:**

**WHEREAS**, CITY and ENGINEER have previously executed that certain Agreement for Professional Services dated July 24, 2015, Contract No. 3131 ("Agreement") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and ENGINEER have previously executed Amendment No. 1 to Contract No. 3131 dated June 14, 2016, ("Amendment No. 1") relating to professional services in the City of South Gate; and

**WHEREAS**, CITY and Engineer executed Amendment No. 1 covering said as-needed engineering services for an amount not to exceed \$88,199 under the terms and conditions of Agreement; and

**WHEREAS**, CITY requests Engineer to perform additional as-needed engineering services related to preparing and submitting grant applications; and

**WHEREAS**, CITY and Engineer desire to execute Amendment No. 2 to the Agreement ("Amendment No. 2") extending the expiration date of said as-needed engineering services from June 30, 2017 to June 30, 2018 under the terms and conditions of Agreement;

**NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:**

**1. COMMENCEMENT AND COMPLETION OF WORK**

The City hereby exercises its option under Section 4 of the Agreement to extend the term of the Agreement to June 30, 2018.

**2. COMPENSATION**

The City hereby amends Section 9.A to increase the amount of the Agreement from \$150,000 to \$626,398.

**3. EFFECT OF AMENDMENTS.**

Except as expressly amended herein, all other terms and conditions of the Agreement and its Amendments, Attachments, and Exhibits thereto, shall remain in full force. The CITY reserves the right to augment or reduce the scope of work as the CITY deems necessary.

**4. EFFECTIVE DATE.**

Unless otherwise specified herein, this Amendment No. 2 shall become effective as of the date set forth below on which the last of the parties, whether CITY or ENGINEER, executes this Amendment No. 2.


**IN WITNESS WHEREOF**, the parties hereto have caused this Amendment 2 to be executed and attested by their respective officers hereunto duly authorized.

"CITY"  
CITY OF SOUTH GATE


  
\_\_\_\_\_  
Maria Davila, Mayor

Dated: 7-11-17

ATTEST:

  
\_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

"ENGINEER"  
WILLDAN ENGINEERING, INC.

  
\_\_\_\_\_  
ADEL M. FRAGIO  
Title: Deputy Director

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Raul F. Salinas, City Attorney

Dated: 7.24.17

**AMENDMENT NO. 1  
TO AGREEMENT FOR PROFESSIONAL SERVICES  
WITH WILLDAN ENGINEERING, INC.**

**THIS AMENDMENT NO. 1 TO AGREEMENT FOR PROFESSIONAL SERVICES WITH WILLDAN ENGINEERING, INC. ("Amendment 1"), effective as of the date specified in paragraph 3 hereof, is made and entered into by and between the CITY OF SOUTH GATE ("CITY"), and WILLDAN ENGINEERING, INC. ("ENGINEER").**

**RECITALS:**

**WHEREAS, CITY and ENGINEER have previously executed that certain agreement for Professional Services dated July 24, 2015, Contract No. 3131 ("Agreement") relating to professional services in the City of South Gate; and**

**WHEREAS, CITY requests Engineer to perform additional as-needed engineering services related to preparing and submitting grant applications; and**

**WHEREAS, CITY and Engineer desire to execute Amendment No. 1 covering said as-needed engineering services for an amount not to exceed \$88,199 under the terms and conditions of Agreement No. 3131;**

**NOW, THEREFORE, THE PARTIES AGREE AS FOLLOWS:**

**1. EFFECT OF AMENDMENTS.**

**Except as expressly amended herein, all other terms and conditions of the Agreement and its Amendments, Attachments, and Exhibits thereto, shall remain in full force. The CITY reserves the right to augment or reduce the scope of work as the CITY deems necessary.**

**[Remainder of page left blank intentionally]**

**2. EFFECTIVE DATE.**

Unless otherwise specified herein, this Amendment No. 1 shall become effective as of the date set forth below on which the last of the parties, whether CITY or ENGINEER, executes this Amendment No. 1.

**IN WITNESS WHEREOF**, the parties hereto have caused this Amendment 1 to be executed and attested by their respective officers hereunto duly authorized.

**"CITY"  
CITY OF SOUTH GATE**

\_\_\_\_\_  
W.H. (Bill) De Witt, Mayor

Dated: \_\_\_\_\_

**ATTEST:**

**"ENGINEER"  
WILLDAN ENGINEERING, INC.**

\_\_\_\_\_  
Carmen Avalos, City Clerk  
(SEAL)

\_\_\_\_\_  
Title: \_\_\_\_\_

**APPROVED AS TO FORM:**

Dated: \_\_\_\_\_

\_\_\_\_\_  
Raul F. Salinas, City Attorney



**AGREEMENT FOR PROFESSIONAL SERVICES**

THIS AGREEMENT FOR PROFESSIONAL SERVICES ("Agreement") is made and entered into by and between the **City of South Gate** ("City"), and **Willdan Engineering, a California Corporation** ("Consultant") identified in Section 1 hereof.

**RECITALS**

WHEREAS, City desires to engage Consultant to perform certain technical and professional engineering services, as provided herein, in connection with that certain project identified as: **AS-NEEDED PROFESSIONAL CONSULTING SERVICES;**

NOW, THEREFORE, the parties agree as follows:

1. Parties to the Agreement.

The parties to the Agreement are:

City: The City of South Gate, a municipal corporation, having its principal office at 8650 California Avenue, South Gate, California 90280.

Consultant: Willdan Engineering  
13191 Crossroads Parkway North, Suite 405  
Industry, CA 91746-3497

2. Representatives of the Parties and Service of Notices.

The representatives of the parties who are primarily responsible for the administration of this Agreement, and to whom formal notices, demands and communications shall be given, are as follows:

A. The principal representative of the City shall be:

Arturo Cervantes, P.E.  
City Engineer/ Public Works Director  
Public Works Department  
City of South Gate  
8650 California Avenue  
South Gate, CA 90280  
Telephone: (323) 563-9512  
Fax: (323) 563-9572  
Email: [acervantes@sogate.org](mailto:acervantes@sogate.org)

B. The principal representative of the Consultant shall be:

William C. Pagett, P.E.  
Senior Vice President  
Willdan Engineering  
13191 Crossroads Parkway North, Suite 405  
Industry, CA 91746-2120  
Telephone: (562) 908-6214  
Fax: (562) 695-2120  
Email: bpagett@willdan.com

C. Formal notices, demands and communications to be given hereunder by either party shall be made in writing and may be affected by personal delivery or by mail.

D. If the name of the principal representative designated to receive the notices, demands or communications, or the address of such person, is changed, written notice shall be given within five (5) working days of said change.

3. Description of Work.

City hereby engages Consultant, and Consultant accepts such engagement, on an as-needed basis to perform technical and professional services in accordance with the "Request for Qualifications (RFQ)" attached hereto as Exhibit "A" and the "Statement of Qualifications, dated June 1, 2015 (SOQ) on file with the City. Consultant shall perform and complete, in a manner satisfactory to City, all work and services requested in accordance with Exhibit "A" and the hourly rates schedules in the SOQ, and attached hereto as Exhibit "B." The Director of Public Works, or the Director of Public Works' designee, shall have the right to review and inspect the work during the course of its performance at such times as may be specified by the Director of Public Works.

4. Commencement and Completion of Work.

The execution of this Agreement by the parties does not constitute an authorization to proceed. The services of Consultant in accordance with Exhibit "A" and Exhibit "B" shall be for a term of two (2) years beginning July 1, 2015 and ending on June 30, 2017, with an option to extend the agreement for an additional year ending June 30, 2018. Consultant shall have no claim for compensation for any additional services or work, which has not been preauthorized in writing by the Director of Public Works.

5. Extension of Time for Completion of Work.

A. If, at any time, the work is delayed due to suspension order by the City, or due to any other cause which, in the reasonable opinion of the City is unforeseeable and beyond the control and not attributable to the fault or negligence of Consultant, then Consultant shall be entitled to an extension of time equal to said delay, subject to the City's right to terminate this Agreement pursuant to Section 11.

B. Consultant shall submit to the Director of Public Works a written request for an extension of time within ten (10) days after the commencement of such delay, citing the reason for such delay. Failure to submit the written request within such time period shall constitute a waiver thereof. The Director of Public Works shall, in his sole discretion, determine whether and to what extent any extensions of time shall be permitted. If the Director of Public Works approves such request, he shall do so in writing.

C. No extension of time requested or granted hereunder shall entitle Consultant to additional compensation unless, as a consequence of such extension, additional work must be performed. In such event, the City shall in good faith consider any request for additional compensation submitted by Consultant.

6. Data Provided to Consultant.

City shall provide to Consultant, without charge, all data, including reports, records, maps and other information, now in the City's possession, which may facilitate the timely performance of the work requested in accordance with Exhibit "A" and Exhibit "B."

7. Independent Contractor.

Consultant is an independent contractor and shall have no power or authority to incur any debt, obligation or liability on behalf of the City.

8. Consultant's Personnel.

A. All services required under this Agreement will be performed by Consultant, or under Consultant's direct supervision, and all personnel shall possess the qualifications, permits and licenses required by State and local law to perform such services, including, without limitation, a City of South Gate business license as required by the South Gate Municipal Code.

B. Consultant shall be solely responsible for the satisfactory work performance of all personnel engaged in performing services required by this Agreement, and compliance with all reasonable performance standards established by City.

C. Consultant shall be responsible for payment of all employees' and subcontractor's wages and benefits, and shall comply with all requirements pertaining to employer's liability, workers' compensation, unemployment insurance, and Social Security.

D. Each project proposal shall disclose sub-consultants and the estimated cost of work. All sub-consultant services shall require prior approval of the Public Works Department.

E. Consultant shall indemnify and hold harmless the City and all other related entities, officers, employees, and representatives, from any liability, damages, claims, costs and expenses of any nature arising from alleged violations of personnel practices, or of any acts or omissions by Consultant and/or its employee, independent contractors, agents, or representatives in connection with the work performed arising from this Agreement, to the extent resulting from their

negligent or other wrongful conduct.

9. Compensation.

A. The total compensation to be paid by City to Consultant for all work and services requested shall be in accordance with the hourly fee schedule (Exhibit "B") and shall be as submitted pursuant to the written budget proposal submitted for as-needed work with costs identified for each such project, program, or activity; but shall not exceed One-Hundred and Fifty Thousand Dollars (\$150,000) per fiscal year. All requests by the City for supporting documentation is required for payment of invoiced services. The City reserves the right to withhold payment until said documentation is provided. Consultant's fees and charges for the work and services performed shall in no event exceed those set forth in Exhibit "B" attached hereto and made a part hereof. Travel expenses (time, mileage, etc.) to attend business meetings and/or any other business associated with as-needed services shall be waived and shall not be shown on the Consultant and sub-consultant's compensation submittal to the City.

B. On or before the fifth day of each calendar month following commencement of the work, Consultant may cause to be made and submitted to City a written detailed estimate of the value of all work completed and materials incorporated into the project up to the first day of the month in which the estimate is made. In reviewing and approving such estimate, the City may consider, in addition to other facts and circumstances, the relationship of the work completed to the work remaining to be done. The City shall have the right to retain ten percent (10%) of the estimated cost of the work as partial security for Consultant's performance of this Agreement. Within thirty (30) days after approval of Consultant's estimate, City shall pay to Consultant the balance of such estimated value after deducting there from all prior payments and all sums to be retained as partial security under the terms of this Agreement.

C. Upon satisfactory completion of all work and services requested in accordance with Exhibit "A" and Exhibit "B," and City's approval thereof, City shall pay to Consultant the total amount remaining due for each increment or phase of the work, including all funds retained as partial security. Final payment shall be made by City to Consultant within sixty (60) days after City's written acceptance of the work.

D. No payment made hereunder by City to Consultant, other than the final payment, shall be construed as an acceptance by City of any work or materials, nor as evidence of satisfactory performance by Consultant of its obligations under this Agreement.

10. Indemnity and Insurance.

A. Consultant agrees to indemnify, hold harmless and defend the City, its officers and employees, from and against any and all claims, losses, obligations, or liabilities whatsoever incurred in or in any manner arising out of or related to Consultant's and/or its employees, independent contractors, agents, or representatives negligent or wrongful acts, errors or omissions. Consultant will deliver to City a certificate of insurance evidencing professional liability insurance coverage in an amount not less than \$1,000,000.



**Contract No.**

B. In addition to paragraph A, above, (1) The Consultant, at its expense, shall maintain in effect at all times during the performance of work under this Agreement not less than the following coverage and limits of insurance, which shall be maintained with insurers listed "A" or better in the Best's Insurance Guide and authorized to do business in the State of California.

(a) Workers' Compensation and Employer's Liability

- Workers' Compensation-coverage as required by law.
- Employer's Liability-limits of at least \$1,000,000 per occurrence.

(b) Comprehensive General Liability

- Combined Single Limit-\$1,000,000.

The automobile and comprehensive general liability policies may be combined in a single policy with a combined single limit of \$1,000,000. All of the Consultant's policies shall contain an endorsement providing that written notice shall be given to City at least thirty (30) calendar days prior to, cancellation of the policy, ten (10) days notice if cancellation is due to nonpayment of premium.

(2) Policies providing for bodily injury and property damage coverage shall contain the following:

(a) An endorsement extending coverage to City as an additional insured, in the same manner as the named insured, as respects liability arising out of the performance of any work under the Agreement. Such insurance shall be primary insurance as respects the interest of City, and any other insurance maintained by City shall be considered excess coverage and not contributing insurance with the insurance required hereunder.

(b) "Severability of Interest" clause.

(c) Provision or endorsement stating that such insurance, subject to all of its other terms and conditions, applies to the liability assumed by Consultant under the Agreement, including without limitation that set forth in Section 10.A.

(3) Promptly on execution of this Agreement and prior to commencement of any work Consultant shall deliver to City copies of all required policies and endorsements to the required policies.

(4) The requirements as to the types and limits of insurance to be maintained by the Consultant are not intended and shall not in any manner limit or qualify Consultant's liabilities and obligations under this Agreement.

(5) Any policy or policies of insurance that Consultant elects to carry as insurance against loss or damage to its equipment and tools or other personal property used in the performance of this Agreement shall include a provision waiving the insurer's right of subrogation against the City.

11. Termination for Convenience.

The governing board of the City may terminate this Agreement at any time without cause by giving fifteen (15) days written notice to Consultant of such termination and specifying the effective date thereof. In that event, all finished or unfinished documents and other materials shall, at the option of City, become its property. If this Agreement is terminated by City as provided herein, Consultant will be paid a total amount equal to its actual costs as of the termination date, plus ten percent (10%) of that amount for profit. In no event shall the amount payable upon termination exceed the total maximum compensation provided for in this Agreement.

12. Termination for Cause.

A. The governing board of the City may, by written notice to Consultant, terminate the whole or any part of this Agreement in any of the following circumstances:

(1) If Consultant fails to perform the services required by this Agreement within the time specified herein or any authorized extension thereof; or

(2) If Consultant fails to perform the services called for by this Agreement or so fails to make progress as to endanger performance of this Agreement in accordance with its terms, and in either of these circumstances does not correct such failure within a period of ten (10) days (or such longer period as City may authorize in writing) after receipt of notice from City specifying such failure.

B. In the event City terminates this Agreement in whole or in part as provided above in paragraph A of this Section 12, City may procure, upon such terms and in such manner as it may deem appropriate, services similar to those terminated.

C. If this Agreement is terminated as provided above in paragraph A, City may, at its election, require Consultant to provide all finished or unfinished documents, data, studies, drawings, maps, photographs, reports, etc., prepared by Consultant. Upon such termination, Consultant shall be paid an amount equal to the value of the work performed. In ascertaining the value of the work performed up to the date of termination, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents whether delivered to City or in possession of Consultant, and to authorized reimbursement expenses.

D. If, after notice of termination of the Agreement under the provisions of this Section 12, it is determined, for any reason, that Consultant was not in default, or that the default was excusable, then the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to Section 11.

13. Non-Discrimination and Equal Employment Opportunity.

A. In the performance of this Agreement, Consultant shall not discriminate against any employee, subcontractor, or applicant for employment because of race, color, religion, ancestry, sex, national origin, handicap or age. Consultant will take affirmative action to ensure that subcontractors and applicants are employed, and that employees are treated during employment without regard to their race, color, religion, ancestry, sex, national origin, handicap or age. Affirmative action relating to employment shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment; layoff or termination; rates of pay or other forms of compensation; and selection for training including apprenticeship.

B. The provisions of subsection A above shall be included in all solicitations or advertisements placed by or on behalf of Consultant for personnel to perform any services under this Agreement. City shall have access to all documents, data and records of Consultant and its subcontractors for purposes of determining compliance with the equal employment opportunity and non-discrimination provisions of this Section, and all applicable provisions of Executive Order No. 11246 which is incorporated herein by this reference. A copy of Executive Order No. 11246 is available for inspection and on file with the Public Works Department.

14. Consultant's Warranties and Representations.

Consultant warrants and represents to City as follows:

A. Consultant has not employed or retained any person or entity, other than a bona fide employee working exclusively for Consultant, to solicit or obtain this Agreement.

B. Consultant has not paid or agreed to pay any person or entity, other than a bona fide employee working exclusively for Consultant, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the execution of this Agreement. Upon such breach or violation of this warranty, City shall have the right, in its sole discretion, to terminate this Agreement without further liability, or, in the alternative, to deduct from any sums payable hereunder the full amount or value of any such fee, commission, percentage or gift.

C. Consultant has no knowledge that any officer or employee of the City has any interest, whether contractual, non contractual, financial, proprietary, or otherwise, in this transaction or in the business of the Consultant, and that if any such interest comes to the knowledge of Consultant at any time, a complete written disclosure of such interest will be made to City, even if such interest would not be deemed a prohibited "conflict of interest" under applicable laws.

D. Upon the execution of this Agreement, Consultant has no interest, direct or indirect, in any transaction or business entity which would conflict with or in any manner hinder the performance of services and work required by this Agreement, nor shall any such interest be acquired during the term of this Agreement.

15. Subcontracting, Delegation and Assignment.

A. Consultant shall not delegate, subcontract or assign its duties or rights hereunder, either in whole or in part, without the prior written consent of the City; provided, however, that claims for money due or to become due to Consultant from City under this Agreement may be assigned to a bank, trust company or other financial institution without such approval. Any proposed delegation, assignment or subcontract shall provide a description of the services to be covered, identification of the proposed assignee, delegee or subcontractor, and an explanation of why and how the same was selected, including the degree of competition involved. Any proposed agreement with an assignee, delegee or subcontractor shall include the following:

(1) The amount involved, together with Consultant's analysis of such cost or price.

(2) A provision requiring that any subsequent modification or amendment shall be subject to the prior written consent of the City.

B. Any assignment, delegation or subcontract shall be made in the name of the Consultant and shall not bind or purport to bind the City and shall not release the Consultant from any obligations under this Agreement including, but not limited to, the duty to properly supervise and coordinate the work of employees, assignees, delegees and subcontractors. No such assignment, delegation or subcontract shall result in any increase in the amount of total compensation payable to Consultant under this Agreement.

16. Ownership of Documents.

All plans, specifications, reports, studies, tracings, maps and other documents prepared or obtained by Consultant in the course of performing the work required by this Agreement shall be the property of the City. Basic survey notes, sketches, charts, computations and similar data prepared or obtained by Consultant under this Agreement shall, upon request, be made available to City without restriction or limitation on their use. City's reuse of such materials on any project other than the project, which is the subject of this Agreement, shall be at City's sole risk.

17. Entire Agreement and Amendments.

A. This Agreement supersedes all prior proposals, agreements, and understandings between the parties and may not be modified or terminated orally.

B. No attempted waiver of any of the provisions hereof, nor any modification in the nature, extent or duration of the work to be performed by Consultant hereunder, shall be binding unless in writing and signed by the party against whom the same is sought to be enforced.

18. Resolution of Disputes.

Disputes regarding the interpretation or application of any provisions of this Agreement shall, to the extent reasonably feasible, be resolved through good faith negotiations between the parties. In the event that the parties cannot reach agreement, parties agree to submit their



**Contract No.**

dispute to non-binding arbitration prior to the commencement of any legal action or suit. The parties are free to choose a mutually agreeable arbitrator; however, in the event of a lack of agreement between the parties, the matter shall be submitted to the American Arbitration Association and be subject to its Commercial Arbitration Rules. Each party shall bear its own costs and fees, and share equally in the cost of the arbitration fee.

19. Severability

If any provision of this Agreement is held by court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions nevertheless will continue in full force and effect without being impaired or invalidated in any way.

20. Exhibits.

The following exhibits to which reference is made in this Agreement are deemed incorporated herein in their entirety:

Exhibit "A" Request for Qualifications (RFQ)  
Exhibit "B" Hourly Rate Schedule

21. Governing Law.

This Agreement shall be governed by the laws of the State of California. Venue shall be within the County of Los Angeles.

22. Effective Date.

Unless otherwise specified herein, this Agreement shall become effective as of the date set forth on which the last of the parties, whether City or Consultant, executes said Agreement. Agreement for as-needed professional services is approved for two years ending June 30, 2017. At the City's sole discretion, and with the consent of the Consultant, the Agreement may be renewed for one additional year provided, however, that the rate schedule remains unchanged.


[Remainder of this page left blank intentionally]

Contract No.

**AGREEMENT FOR AS-NEEDED PROFESSIONAL SERVICES BETWEEN THE CITY OF SOUTH GATE AND WILLDAN ENGINEERING**

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed and attested by their respective officers thereunto duly authorized.

"CITY"  
CITY OF SOUTH GATE

By:   
Jorge Morales, Mayor

Dated: 07/14/2015


"CONSULTANT"  
WILLDAN ENGINEERING

By:   
Signature


Sr. Vice Pres.  
Title

Dated: 7/24/2015

ATTEST:

  
Carmen Avalos, City Clerk

APPROVED AS TO FORM:

  
Raul F. Salinas, City Attorney

June 1, 2015

Mr. Clint Herrera, PE  
Assistant City Engineer  
Public Works Department  
City of South Gate  
8650 California Avenue  
South Gate, CA 90280-3075

Subject: Statement of Qualifications for As-Needed Professional Services

Dear Mr. Herrera:

Willdan Engineering is pleased to submit this Statement of Qualifications (SOQ) to the City of South Gate to provide as-needed professional services. As a multidisciplinary firm, we have a full complement of resources under one roof, enabling us to provide a complete range of services to the City of South Gate. Willdan has assembled a team of highly qualified and deeply experienced individuals who are fully committed to the successful completion of assignments under this contract.

Our firm has over five decades of experience providing a wide range of support services to local government agencies throughout Southern California and the Western United States, including civil and traffic engineering, water/wastewater engineering, structural design, landscape architectural, planning, building and safety services, assessment district engineering, special funding administration, geotechnical services, and construction management. Because we focus solely on the needs of the public sector, we have a perspective on public agency issues that is unique among private consulting firms.

We believe there are several reasons why Willdan is uniquely qualified to undertake this important assignment for the City of South Gate:

- **Knowledge of the City** – Willdan's knowledge of the City of South Gate and our experience in providing a wide range of services to the City will enable us to initiate work quickly and to respond appropriately to issues that arise during the course of this contract. We currently provide general engineering, design, and construction management services to the City of South Gate. For this reason, we have an established working relationship with City staff and a familiarity with City procedures and requirements.
- **51+ - Year Track Record** – Willdan has extensive experience providing a complete range of engineering services to local agencies on an "as-needed" basis and for specific projects. The firm's capabilities encompass streets and highways, drainage, water/wastewater, signals, traffic programs, bridges and structures, airports, landscaping, and mapping. We provide professional services in all phases of project development, including site analysis and conceptual development; preliminary and final design; and construction observation and administration. Since 1979, Willdan's Building and Safety Division has provided building department plan review and inspections for numerous public jurisdictions throughout the

Western United States. Our Building and Safety Division offers services such as building and safety inspection, grading and right-of-way inspection, plan check, permit technician, construction management, code enforcement, building official, disaster recovery services, and assistance in the development permit process. Our services also include environmental planning and facility financing, and we employ state-of-the-art computer-aided design. We have direct experience with county, state, and federal processes, regulations, and requirements.

- **Close Proximity to the City** – Willdan's Los Angeles office is just 15 miles from the City of South Gate.
- **Extensive Resources** – Willdan's over 500 employees are available to meet the City's current needs and to provide a quick response in times of heavy workloads, emergencies, and disasters, such as earthquakes and flooding.
- **Experienced Staff** – Willdan's comprehensive engineering, planning, and building and safety services take projects from inception to completion. We will assign appropriately trained and highly qualified individuals to each project. Our staff has extensive experience in providing professional services for design engineering and architecture, construction management, inspection, geotechnical, surveying, special funding administration, grant writing, plan check, right-of-way acquisition (with legal descriptions and appraisals), assessment district engineering, transportation services, building and safety management (including public counter and field inspection), building and safety development plan review and consultant services, and community development services. Public contact positions will be filled with staff members who are bilingual in English and Spanish.
- **Grant Writing and Management** – Willdan has assisted in obtaining outside funding totaling over \$270 million for our client cities over the past 20 years.
- **Knowledge of Government Agencies** – Willdan's knowledge of and familiarity with the requirements of Caltrans, Los Angeles County Department of Public Works (LACDPW), Los Angeles County Community Development Commission (CDC), Department of Housing and Urban Development (HUD), and Los Angeles County Metropolitan Transportation Authority (Metro) are unmatched. In addition, Willdan is highly experienced in implementing the requirements of the National Pollutant Discharge Elimination System (NPDES) Permit, the Americans with Disabilities Act (ADA), and the Statewide General Waste Discharge Requirements for Sanitary Sewer Systems (WDR).

We very much appreciate this opportunity to submit our SOQ to the City of South Gate and look forward to working with you. This SOQ is valid for a period of one-hundred and twenty (120) calendar days.

This SOQ is submitted by Willdan's Los Angeles (City of Industry) Regional office, which is located adjacent to the Crossroads Parkway interchange with the Pomona (Route 60) Freeway. Our address and telephone number are: 13191 Crossroads Parkway North, Suite 405, Industry, California 91746-3497, (562) 908-6200. Mr. William C. Pagett, PE, is the Senior Vice President and will have overall responsibility as Principal-in-Charge for the services provided to the City of South Gate.



June 1, 2015  
Page 3

If you have any questions, please contact Mr. Bill Pagett at (562) 368-4850 or e-mail [bpagett@willdan.com](mailto:bpagett@willdan.com), or Mr. Adel Freij, PE, Principal Project Manager at (562) 364-8486 or e-mail [afreij@willdan.com](mailto:afreij@willdan.com).

Respectfully submitted,

WILLDAN ENGINEERING



William C. Pagett, PE  
Senior Vice President



Adel M. Freij, PE  
Principal Project Manager

91005-11\06-130\S15-001\_11157

## **Executive Summary**

### **Willdan Group, Inc.**

Founded in 1964 and headquartered in Anaheim, California, Willdan Engineering (Willdan), a California corporation, is a subsidiary of Willdan Group, Inc., (WGI) a publicly-traded Delaware corporation. Throughout its 51-year history, Willdan has dedicated itself to providing public agencies with reliable engineering and consulting services. Combining depth of staffing, state-of-the-art technical resources, and local offices rooted in their communities, Willdan has earned its reputation as a problem solver across a wide range of client interests. We understand the concerns of government agencies – especially those of local government. Willdan offers a broad scope of expertise that uniquely qualifies us to serve the needs of cities, counties, special districts, and state and federal agencies.

Willdan has historically concentrated our efforts in the area of public works engineering for cities and counties. Since its establishment, Willdan has expanded in size, location, and service capabilities. We have evolved into a professional consulting firm offering a broad array of services that provide a comprehensive and integrated approach to our clients' needs. The firm has been a consistent industry leader in providing all aspects of municipal and infrastructure engineering, public works contracting, construction management, planning, building safety, public financing, homeland security, environmental investigation and remediation, and energy efficiency and management. WGI's corporate-wide capabilities include:

#### **Engineering**

- Construction Management & Inspection
- NPDES/TMDL Compliance and Admin
- Planning/Environmental Compliance Services
- Grant Funding Acquisition/Admin
- Contract Staff Augmentation
- Landscape Architecture
- Disaster Recovery
- FHWA and Caltrans' LAPM Project Assistance
- Pavement Management
- Building & Safety Plan Check & Inspection
- Labor Compliance Services
- CEQA/NEPA/EIR Document Preparation
- Project Management
- Civil Design
- Land Development Plan Review
- City Engineering
- Water/Wastewater and Drainage Design
- Survey/Mapping/GIS/ROW Engineering

#### **Geotechnical/Material Testing**

- Soils Testing
- Geotechnical/Foundation Testing/Inspection
- Forensic Investigation
- Materials Testing
- Deputy Inspections
- Seismic Hazard

#### **Financial Services**

- Assessment District Administration
- Cost Allocation/ Study
- Development Fee Study
- Fiscal Impact Analysis
- Utility Rate Analysis
- Arbitrage/Rebate

#### **Homeland Solutions**

- Infrastructure Protection
- Needs Assessment
- Large Event Security

## Energy Solutions

- Demand Side Energy Management
- Energy Efficiency
- Renewable Resources/Sustainability
- Water Conservation

## Firm Disciplines

Willdan possesses expertise in all facets of the public sector. The services required for the City of South Gate are directly related to our core competencies. No other firm matches Willdan's combined breadth of directly relevant technical and operational expertise and depth of experience. We are truly the City's one-stop shop to meet virtually any municipal service need. Willdan's engineering disciplines include:

<b>City Engineering and Contract Staff Support</b>		
▪ Capital Improvements Planning	▪ Funding Application Assistance	
▪ User Rate Studies	▪ Special Assessments	
▪ Planning Commission Services	▪ Contract Administration	
▪ Construction Project Management and Inspection	▪ Roadway Design, Inventory, and Rehabilitation	
▪ Impact Studies	▪ Community Outreach	
<b>PM/CM</b>		
<b>Program Management Services</b>		
▪ Design Management	▪ Planning Approval Assistance	
▪ Agency Approval Assistance	▪ Funding Assistance	
▪ Cost Estimating	<b>Construction Management Services</b>	
▪ Bid Administration	▪ Constructability Review	
▪ Contract Administration	▪ Resident Engineering	
▪ Claims Review and Investigation	▪ Construction Observation	
▪ Federal Labor Compliance	▪ Utility Coordination	
▪ Public Relations	▪ Material Sampling and Testing	
<b>Construction Inspection Services</b>		
▪ Documentation of Pre-Construction Conditions	▪ Meetings	
▪ Field Inspection	▪ Reporting and Documenting	
▪ Testing Oversight	▪ Punch List Preparation	
▪ Preparation of As-Built Plans	▪ Project Closeout	
<b>Civil Plan Review</b>		
<b>Development Plan Review</b>		
▪ Grading Plans	▪ Certificates of Compliance	
▪ Erosion Control Plans	▪ Street Lighting and Traffic Signal Plans	
▪ Street Improvement Plans	▪ Storm Drain Plans	
▪ Tentative and Final Subdivision Maps	▪ Sewer, Water, and Utility Plans	
<b>Transportation Engineering</b>		
<b>Airport Engineering</b>		
▪ Runway Modifications	▪ Runway and Taxiway Design	
▪ Drainage On-site/Off-site	▪ Drainage Improvements	
▪ Signing and Striping	▪ Geology and Geotechnical	
	▪ Pavement Management and Rehabilitation	

<b>Transportation Engineering</b>	
▪ Roadway and Parking Lot Lighting Design	▪ Roadway Design
▪ Taxiway and Apron Improvements	▪ T-Hangers
▪ Utilities	<b>Airport Planning and Entitlements</b>
▪ Circulation and Traffic Studies	▪ Financial Management
▪ Grant Administration	▪ Grant Procurement
▪ Master Plans	<b>Highway Engineering</b>
▪ Project Approval Documents	▪ Freeway Interchanges
▪ HOV Lanes	▪ Highway and Bridge Design
▪ Local Streets and Roads	▪ Pavement Management and Reconstruction
▪ Noise Barriers	▪ Seismic Retrofitting
▪ Transportation Planning	<b>Rail Engineering</b>
▪ Railroad Grade Separations	▪ Transit Engineering
<b>Water Resources</b>	
<b>Water Supply</b>	
▪ Planning	▪ Master Plans
▪ Inspection	▪ Design
▪ Water System Improvements	▪ Evaluation and Studies
	▪ Water and Energy Conservation
<b>Wastewater</b>	
▪ Planning	▪ Master Plans
▪ Inspection	▪ Design
	▪ Evaluation and Rehabilitation of Sewage Systems
▪ Sewer System Management	▪ Sewage Lift Stations
▪ Stormwater Program Management	<b>Flood Control and Stormwater/NPDES</b>
▪ Master Plans	▪ Hydrology Reports
▪ Feasibility Studies	▪ Federal Insurance Studies (LOMR, CLOMR)
▪ Storm Water and Drainage Design	▪ Channel Improvements
▪ Financial, Legal, Political, Regulatory, and Technical Requirements	▪ Pollution Discharge Requirements(NPDES)/Permit Processing
▪ Hydraulic Models	▪ Scour and Sediment Transport Analysis
▪ Debris Dam and Side Weir Design	
<b>Disaster Recovery Services</b>	
▪ Operation of One-Stop Building Permit Centers	▪ FEMA Public Assistance
▪ Replacement or Repair of Damaged Storm Drains, Streets, and Bridges	▪ Guaranteed Plan Check and Inspection Turn-Around Performance
▪ Hazard Mitigation Plans	▪ Ability to Staff Up and Staff Down with the Workload
▪ Street and Storm Drain Clean-Up	▪ Removal of Burned Vehicles
▪ Preparation and Implementation of a Near-Term Erosion and Sediment Control Program	▪ Establishment and Management of Citywide Debris Removal Program
▪ Fast Mobilization Response	



<b>Mapping</b>		
<ul style="list-style-type: none"> <li>Easements and Legal Descriptions</li> </ul>	<ul style="list-style-type: none"> <li>Expert Witness</li> </ul>	
<b>GIS</b>		
<ul style="list-style-type: none"> <li>Water Distribution System Mapping and Modeling</li> </ul>	<ul style="list-style-type: none"> <li>Wastewater Collection System Mapping and Modeling</li> </ul>	
<ul style="list-style-type: none"> <li>Stormwater Collection System Mapping and Modeling</li> </ul>	<ul style="list-style-type: none"> <li>Field Data Collection</li> </ul>	
<ul style="list-style-type: none"> <li>Hydrologic and Hydraulic Modeling</li> </ul>	<ul style="list-style-type: none"> <li>Pavement Management</li> </ul>	
<ul style="list-style-type: none"> <li>Municipal Planning and Zoning</li> </ul>	<ul style="list-style-type: none"> <li>Land Subdivision</li> </ul>	
<ul style="list-style-type: none"> <li>Building Permits</li> </ul>	<ul style="list-style-type: none"> <li>Transportation Planning and Traffic Analysis</li> </ul>	
<ul style="list-style-type: none"> <li>Vehicle Routing</li> </ul>	<ul style="list-style-type: none"> <li>Public Safety – Police, Fire</li> </ul>	
<ul style="list-style-type: none"> <li>Disaster Management</li> </ul>	<ul style="list-style-type: none"> <li>NPDES IC/ID Reporting</li> </ul>	
<ul style="list-style-type: none"> <li>GASB 34 Asset Inventory</li> </ul>	<ul style="list-style-type: none"> <li>Assessment District Management</li> </ul>	
<ul style="list-style-type: none"> <li>Maintenance District Mapping</li> </ul>	<ul style="list-style-type: none"> <li>Housing Inventory/Blight Analysis</li> </ul>	
<ul style="list-style-type: none"> <li>Street Address Assignment</li> </ul>		
<b>Planning</b>		
<b>Community Development</b>		
<ul style="list-style-type: none"> <li>Property Rehabilitation Programs</li> </ul>	<ul style="list-style-type: none"> <li>Grant Applications/Administration</li> </ul>	
<ul style="list-style-type: none"> <li>Redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>Housing Studies and Programs</li> </ul>	
<ul style="list-style-type: none"> <li>Labor Standards Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development</li> </ul>	
<b>Contract Staff Services</b>		
<ul style="list-style-type: none"> <li>Interim City/County Staff Assignments</li> </ul>	<ul style="list-style-type: none"> <li>Overload Case Processing</li> </ul>	
<ul style="list-style-type: none"> <li>On-Call Support</li> </ul>	<ul style="list-style-type: none"> <li>Expedited Permit Processing</li> </ul>	
<ul style="list-style-type: none"> <li>Expert/Specialized Staff</li> </ul>	<ul style="list-style-type: none"> <li>Project Management</li> </ul>	
<ul style="list-style-type: none"> <li>Staff Training</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of Department Staffing and Operations</li> </ul>	
<ul style="list-style-type: none"> <li>Start-Up of New Planning Departments</li> </ul>	<b>Environmental Planning</b>	
<ul style="list-style-type: none"> <li>CEQA/NEPA Compliance/Document Preparation</li> </ul>	<ul style="list-style-type: none"> <li>Technical Studies/Resource Assessments</li> </ul>	
<ul style="list-style-type: none"> <li>Mitigation Monitoring Programs</li> </ul>	<ul style="list-style-type: none"> <li>Agency and Process Coordination</li> </ul>	
<ul style="list-style-type: none"> <li>Third-Party Environmental Review</li> </ul>	<ul style="list-style-type: none"> <li>Legal Challenge Assistance</li> </ul>	
<b>Urban Planning and Design</b>		
<ul style="list-style-type: none"> <li>Specific Plans</li> </ul>	<ul style="list-style-type: none"> <li>General Plan Elements</li> </ul>	
<ul style="list-style-type: none"> <li>Land-Use Plans and Studies</li> </ul>	<ul style="list-style-type: none"> <li>Zoning Ordinances/Development Codes</li> </ul>	
<ul style="list-style-type: none"> <li>Design Manuals and Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Community Plans</li> </ul>	
<ul style="list-style-type: none"> <li>GIS Databases and Mapping</li> </ul>	<ul style="list-style-type: none"> <li>Site Planning and Analysis</li> </ul>	
<ul style="list-style-type: none"> <li>Smart Growth Programs</li> </ul>	<ul style="list-style-type: none"> <li>Urban Design Plans</li> </ul>	
<b>Landscape Architecture</b>		
<b>Landscape Design</b>		
<ul style="list-style-type: none"> <li>Parks and Sports Field Design</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Facility Design</li> </ul>	
<ul style="list-style-type: none"> <li>Construction Documents and Bidding</li> </ul>	<ul style="list-style-type: none"> <li>Urban Beautification</li> </ul>	
<ul style="list-style-type: none"> <li>Recreational Trails Design</li> </ul>	<ul style="list-style-type: none"> <li>Design Manuals and Guidelines</li> </ul>	
<ul style="list-style-type: none"> <li>Native Vegetation Mitigation</li> </ul>	<ul style="list-style-type: none"> <li>Photographic View Simulations</li> </ul>	
<b>Landscape Management</b>		
<ul style="list-style-type: none"> <li>Construction Management and Administration</li> </ul>	<ul style="list-style-type: none"> <li>Landscape Maintenance Contract Updates</li> </ul>	

<b>Landscape Architecture</b>	
<ul style="list-style-type: none"> <li>Plan Check Services</li> </ul>	<ul style="list-style-type: none"> <li>Assessment Districts/Homeowners Associations Inventories</li> </ul>
<ul style="list-style-type: none"> <li>Irrigation Systems Auditing</li> </ul>	<b>Urban Forestry</b>
<ul style="list-style-type: none"> <li>Street Tree Inventories</li> </ul>	<ul style="list-style-type: none"> <li>Policy and Procedure Developments</li> </ul>
<ul style="list-style-type: none"> <li>Management Contract Documentation and Administration</li> </ul>	<ul style="list-style-type: none"> <li>Landscape Planning</li> </ul>
<ul style="list-style-type: none"> <li>Site Planning</li> </ul>	<ul style="list-style-type: none"> <li>Resource and Cost Analysis Services</li> </ul>
<ul style="list-style-type: none"> <li>Master Planning</li> </ul>	
<b>Structural Engineering</b>	
<b>Consulting Services</b>	
<ul style="list-style-type: none"> <li>Bridge Advance Planning Studies</li> </ul>	<ul style="list-style-type: none"> <li>Study and Analysis</li> </ul>
<ul style="list-style-type: none"> <li>Bridge Evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Bridge Planning/Feasibility Studies</li> </ul>
<ul style="list-style-type: none"> <li>Bridge Sufficiency Rating Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Bridge Inventory and Operating Rating Study</li> </ul>
<b>Bridge Preliminary Engineering</b>	
<ul style="list-style-type: none"> <li>Bridge Preliminary Design</li> </ul>	<ul style="list-style-type: none"> <li>HBRR (now HBP) Funding Application</li> </ul>
<b>Design and Construction</b>	
<ul style="list-style-type: none"> <li>Freeway Overcrossing, Undercrossing, and Ramp</li> </ul>	<ul style="list-style-type: none"> <li>Bridge Type Selection Report</li> </ul>
<ul style="list-style-type: none"> <li>Railroad Bridge and Grade Separation</li> </ul>	<ul style="list-style-type: none"> <li>Seismic Retrofit Strategy Report</li> </ul>
	<ul style="list-style-type: none"> <li>Local Bridge Replacement/Rehabilitation</li> </ul>
	<ul style="list-style-type: none"> <li>High-Occupancy Vehicle (HOV) Bridge Widening</li> </ul>
	<ul style="list-style-type: none"> <li>Bridge Seismic Retrofit.</li> </ul>
<b>Building and Safety</b>	
<b>Plan Review and Inspection</b>	
<ul style="list-style-type: none"> <li>Residential</li> </ul>	<ul style="list-style-type: none"> <li>Commercial</li> </ul>
<ul style="list-style-type: none"> <li>Medical</li> </ul>	<ul style="list-style-type: none"> <li>Industrial</li> </ul>
<ul style="list-style-type: none"> <li>Casinos</li> </ul>	<ul style="list-style-type: none"> <li>Schools</li> </ul>
<ul style="list-style-type: none"> <li>Solar Installations</li> </ul>	<ul style="list-style-type: none"> <li>Correctional Facilities</li> </ul>
<ul style="list-style-type: none"> <li>Plan Reviewers</li> </ul>	<b>Contract Staffing</b>
<ul style="list-style-type: none"> <li>Counter Support</li> </ul>	<ul style="list-style-type: none"> <li>Inspectors</li> </ul>
<ul style="list-style-type: none"> <li>Code Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Permit Technicians</li> </ul>
<b>Staff Certifications</b>	
<ul style="list-style-type: none"> <li>Architectural</li> </ul>	<ul style="list-style-type: none"> <li>Building Official</li> </ul>
<ul style="list-style-type: none"> <li>Electrical</li> </ul>	<ul style="list-style-type: none"> <li>ADA</li> </ul>
<ul style="list-style-type: none"> <li>Fire</li> </ul>	<ul style="list-style-type: none"> <li>CASp</li> </ul>
<ul style="list-style-type: none"> <li>Mechanical</li> </ul>	<ul style="list-style-type: none"> <li>Energy</li> </ul>
<ul style="list-style-type: none"> <li>Structural</li> </ul>	<ul style="list-style-type: none"> <li>Green Building</li> </ul>
	<ul style="list-style-type: none"> <li>Plumbing</li> </ul>
<b>Code Enforcement</b>	
<ul style="list-style-type: none"> <li>Review, Study, and Analysis of Existing Programs</li> </ul>	<ul style="list-style-type: none"> <li>Vehicle Abatement and Parking Enforcement</li> </ul>
<ul style="list-style-type: none"> <li>Neighborhood Cleanup and Improvement Programs</li> </ul>	<ul style="list-style-type: none"> <li>Community Education Programs</li> </ul>
<ul style="list-style-type: none"> <li>Development of Educational Materials</li> </ul>	<ul style="list-style-type: none"> <li>Provide Project Managers and/or Supervisors as On-Site Employees</li> </ul>
<ul style="list-style-type: none"> <li>Provide Full-Time, Part-Time, Interim and/or Weekend Staff as On-Site Employees</li> </ul>	<ul style="list-style-type: none"> <li>Development, Implementation, and Staffing of Graffiti Abatement Programs</li> </ul>

<b>Code Enforcement</b>	
<ul style="list-style-type: none"> <li>Development of Ordinances and Writing of Grant Proposals</li> </ul>	<ul style="list-style-type: none"> <li>Assist in Enforcement, including Prosecution by City and District Attorneys</li> </ul>
<b>Traffic Engineering</b>	
<b>Studies and Analysis</b>	
<ul style="list-style-type: none"> <li>Traffic Impact Fee Development</li> </ul>	<ul style="list-style-type: none"> <li>Traffic Impact Analysis</li> <li>Parking, Circulation, Crosswalk and School-Area Safety</li> <li>Pedestrian</li> </ul>
<ul style="list-style-type: none"> <li>Suggested Route to School Studies</li> </ul>	
<ul style="list-style-type: none"> <li>Engineering and Traffic Surveys</li> </ul>	<b>City Traffic Engineering</b>
<ul style="list-style-type: none"> <li>City Traffic Engineer Staffing</li> </ul>	<ul style="list-style-type: none"> <li>Grant Applications to State and Federal Agencies</li> <li>Work Area Traffic Control Training</li> </ul>
<ul style="list-style-type: none"> <li>Operation and Roadway Improvements</li> </ul>	
<b>Traffic Design and Operations</b>	
<ul style="list-style-type: none"> <li>Signal Interconnect Design</li> </ul>	<ul style="list-style-type: none"> <li>Geometric Design</li> <li>Computer-Assisted Traffic Signal Coordination Timing</li> </ul>
<ul style="list-style-type: none"> <li>Engineering and Traffic Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Traffic Signal, Signing and Striping, Design</li> </ul>
<ul style="list-style-type: none"> <li>Commuter Rail Projects</li> </ul>	<ul style="list-style-type: none"> <li>Transportation Modeling</li> </ul>
<ul style="list-style-type: none"> <li>Bus Transit Systems</li> <li>Street Lighting Systems</li> </ul>	<ul style="list-style-type: none"> <li>Traffic Signal Control System Design, Implementation, and Operation</li> </ul>

For any project to be successful, organization and positive management of the consultant team is essential. That is why we assign a senior member of our staff, **Mr. William C. Pagett, PE, Senior Vice President**, to serve as **Principal-in-Charge**. He will have overall responsibility for coordination and administration of services to be provided by Willdan. **Mr. Adel Freij, PE, Principal Project Manager**, will act as the primary contact with the City's staff and is responsible for ensuring that the City's needs are met, that work efforts are fully coordinated, and that work performance is at the highest technical level.

Willdan currently provides municipal services to the following cities through our Los Angeles, Orange County, and San Bernardino County offices, with each listed service being directly comparable to those included in this proposal to the City of South Gate:

**On-Going Engineering Services**

Barstow	Lakewood	Rosemead
Calimesa	Lawndale	South Gate
Grand Terrace	Los Alamitos	Westlake Village
Hawaiian Gardens	Maywood	
Highland	Norwalk	
Indian Wells	Paramount	
Inglewood	Placentia	
La Puente		



**Current Traffic Engineering Services**

Arcadia	Lawndale
Camarillo	Los Angeles County
Hawaiian Gardens	Norwalk
Inglewood	Paramount
La Puente	Rancho Palos Verdes
La Cañada-Flintridge	Rialto
Lakewood	

Rolling Hills  
Rolling Hills Estates  
Rosemead

**On-Call Traffic Engineering Services**

Arcadia	Los Angeles County
Brea	South Gate
La Puente	South Pasadena
Lakewood	
Long Beach	

**Engineering Plan Check**

Agoura Hills	La Puente
Calabasas	La Cañada Flintridge
Calimesa	Lakewood
Cerritos	Malibu
Covina	Paramount
Compton	Placentia
Hawaiian Gardens	Rialto

Rosemead  
Thousand Oaks  
Westlake Village  
West Covina

**Engineering Design**

Covina	Los Angeles County
Fontana	Maywood
Hawaiian Gardens	Norwalk
Highland	Paramount
La Puente	Pico Rivera
La Canada Flintridge	Placentia
Lakewood	Pomona
La Mirada	Rancho Palos Verdes
Long Beach	Rolling Hills Estates
	South Gate

**Building and Safety Services**

Cudahy	Rialto
El Monte	Rolling Hills
Goleta	Rolling Hills Estates
La Puente	Rosemead
Los Angeles County	Sierra Madre
Maywood	UCLA
	UCSB



Rate Schedule



WILLDAN ENGINEERING  
Schedule of Hourly Rates  
Effective July 1, 2015 to June 30, 2018

ENGINEERING		INSPECTION SERVICES		BUILDING AND SAFETY (cont.)	
Technical Aide	90.00	Assistant Public Works Observer*	106.00/116.00	Building Inspector*	111.00/116.00
Drafter I	101.00	Public Works Observer*	106.00/116.00	Supervisor Code Enforcement	122.00
Drafter II	106.00	Senior Public Works Observer	117.00	Senior Building Inspector	122.00
Senior Drafter	117.00	Supervising Public Works Observer	127.00	Plans Examiner	122.00
GIS Analyst I	122.00	<b>MAPPING AND EXPERT SERVICES</b>		Supervising Building Inspector	133.00
GIS Analyst II	138.00	Survey Analyst I	106.00	Senior Plans Examiner	133.00
GIS Analyst III	155.00	Survey Analyst II	122.00	Inspector of Record	149.00
Design Engineer I	122.00	Calculator I	106.00	Deputy Building Official	149.00
Design Engineer II	127.00	Calculator II	117.00	Plan Check Engineer	149.00
Designer I	122.00	Calculator III	128.00	Building Official	155.00
Designer II	127.00	Senior Survey Analyst	138.00	Supervising Plan Check Engineer	155.00
Senior Design Engineer I	133.00	Supervisor - Survey & Mapping	160.00	Principal Project Manager	185.00
Senior Design Engineer II	138.00	Principal Project Manager	185.00	Deputy Director	185.00
Senior Designer	138.00	<b>LANDSCAPE ARCHITECTURE</b>		Director	185.00
Associate Engineer	143.00	Assistant Landscape Architect	106.00	<b>PLANNING</b>	
Design Manager	143.00	Associate Landscape Architect	122.00	Community Development Technician	80.00
Senior Design Manager	154.00	Senior Landscape Architect	133.00	Planning Technician	90.00
Senior Engineer	154.00	Principal Landscape Architect	155.00	Assistant Planner	111.00
Supervising Engineer	165.00	Principal Project Manager	185.00	Assistant Community Development Planner	111.00
Program Manager	185.00	<b>BUILDING AND SAFETY</b>		Associate Community Development Planner	122.00
Project Manager	185.00	Assistant Code Enforcement Officer	74.00	Associate Planner	122.00
City Engineer	185.00	Plans Examiner Aide	80.00	Senior Community Development Planner	138.00
Principal Project Manager	185.00	Assistant Construction Permit Specialist	90.00	Senior Planner	138.00
Deputy Director	185.00	Construction Permit Specialist	85.00	Principal Community Development Planner	155.00
Director	185.00	Code Enforcement Officer	85.00	Principal Planner	155.00
Principal Engineer	185.00	Assistant Building Inspector*	101.00/116.00	Deputy Director	185.00
<b>CONSTRUCTION MANAGEMENT</b>		Senior Code Enforcement Officer	101.00	Director	185.00
Labor Compliance Specialist	101.00	Senior Construction Permit Specialist	106.00	<b>ADMINISTRATIVE</b>	
Labor Compliance Manager	127.00	Supervising Construction Permit Specialist	111.00	Computer Data Entry	69.00
Utility Coordinator	133.00			Clerical	69.00
Assistant Construction Manager	127.00			Word Processing	69.00
Construction Manager	154.00				
Senior Construction Manager	160.00				
Project Manager	185.00				
Deputy Director	185.00				
Director	185.00				

Mileage reimbursement will be charged at the current Federal guideline rate at the time of billing. Vehicles will be charged at a monthly rate of \$500.00.  
\* Prevailing Wage Project, Use \$116.00

Additional billing classifications may be added to the above listing during the year as new positions are created. Consultation in connection with litigation and court appearances will be quoted separately. The above schedule is for straight time. Overtime will be charged at 1.5 times, and Sundays and holidays, 2.0 times the standard rates. Blueprinting, reproduction, messenger services, and printing will be invoiced at cost plus fifteen percent (15%). A sub consultant management fee of fifteen percent (15%) will be added to the direct cost of all sub consultant services to provide for the cost of administration, consultation, and coordination. Valid July 1, 2015 thru June 30, 2018, thereafter, the rates may be raised once per year to the value of change of the Consumer Price Index for the Los Angeles/Orange County/Sacramento/San Francisco/San Jose area, but not more than five percent per year.

Rev. 12/1/14

### Fee Schedule - Personnel

July 2016- June 2018  
City of Southgate

<b>TECHNICAL STAFF</b>	
<b>GEOTECHNICAL</b>	
Soil Technician (Non-prevailing Wages) .....	75
Soil Technician (Prevailing Wages).....	110
Sr. Soil Technician (Non-prevailing Wages).....	85
Sr. Soil Technician (Prevailing Wages).....	110
Staff Engineer/Geologist.....	120
Senior Staff Engineer/Geologist .....	135
Project Engineer/Geologist.....	165
Senior Geotechnical Engineer/Geologist.....	185
Principal/Chief Engineer/Geologist.....	210
<b>SPECIAL INSPECTION (Concrete, Structural Steel, Welding)</b>	
Special Inspection (Non-Prevailing Wages).....	70
Special Inspection (Prevailing Wages).....	110
Concrete Test Report.....	10
Supervisor .....	120
Construction Material Engineer .....	165

<b>ADMINISTRATIVE</b>	
Computer Data Entry.....	80.00
Clerical .....	80.00
Word Processing.....	70.00
Computer Time.....	15.00
CAD Operator.....	125.00
<b>EXPERT WITNESS</b>	
Principal Engineer/Geologist.....	350.00

Staff assignments depend on availability of personnel, site location, and the level of experience that will satisfy the technical requirements of the project and meet the prevailing standard of professional care. The above schedule is for straight time. Overtime will be charged at 1.5 times, and Sundays and holidays, 2.0 times the standard rates. Travel time to and from the job site will be charged at the hourly rates for the appropriate personnel. Blueprinting, reproduction, messenger services, and printing will be invoiced at cost plus fifteen percent (15%). A subconsultant management fee of fifteen percent (15%) will be added to the direct cost of all subconsultant services to provide for the cost of administration, consultation, and coordination. Mileage/Field Vehicle usage will be charged at the rate of \$.58/mile or \$5 per hour, subject to negotiation. The rates will be subjected to a 4% annual escalation and will be automatically adjusted in the invoices.

**Fee Schedule - Laboratory**

July 2015- June 2018  
City of Southgate

**Identification and Index Properties**

In-Situ Moisture and Density (ASTM D2937)	22.00
Grain Size Analysis (ASTM D422)	
Sieve Only (3" to #200)	75.00
Sieve and Hydrometer	125.00
Percent Passing #200 Sieve (ASTM D1140)	55.00
Atterberg Limits (ASTM D4318)	
Multi Point	115.00
One Point	80.00
Specific Gravity (ASTM D854)	80.00
Sand Equivalent (ASTM D2418)	80.00

**Compaction and Bearing Strength**

Modified Proctor Compaction (ASTM D1557)	
Method A or B (4" Mold)	175.00
Method A or B (6" Mold)	185.00
Compaction, California 216	185.00
California Bearing Ratio CBR (ASTM D1883)	
3 points	4650.00
R-Value	280.00

**Shear Strength**

Torvane/Pocket Penetrometer	18.00
Direct Shear - per point	
Consolidated-Drained per pt. (ASTM D3080)	95.00
Residual per pt.	130.00
Unconfined Compression (ASTM D2166)	140.00
Unconsolidated-Undrained (UU)	160.00

**Asphalt Tests**

Extraction/Asphalt	195
Hveem/Marshall Maximum Density	230
Wash Gradation	110

Unit rates presented are for routinely performed geotechnical and construction material laboratory tests. Other tests can be performed in our laboratory, including rock core, soil cement, and soil lime tests. Additional tests will be quoted on request. The rates will remain firm for a period of 120 days from the date of this submittal. Unit rates presented herein assume samples are uncontaminated and do not contain heavy metals, acids, carcinogens, or volatile organic compounds that can be measured by an OVA or PID with concentrations greater than 50 ppm. Willdan will not accept contaminated samples. Uncontaminated samples will be disposed of 30 days after presentation of test results.

**Consolidation/Collapse and Swell Tests**

Consolidation (ASTM D2435)	
8 load increments w/one time-rate	170.00
Additional load increment	30.00
Additional Time rate per load increment	55.00
Single point (collapse test)	80.00
Single Load Swell (ASTM D4546)	
Ring sample, field moisture	75.00
Ring sample, air dried	75.00
Remolded sample per specimen	55.00
Expansion Index (ASTM D4828/UBC 29-2)	130.00

**Laboratory Permeability**

Constant Head (ASTM D2434)	255.00
Falling Head Flexible Wall (ASTM D5084)	295.00
Triaxial Permeability (EPA 9100)	350.00

**Chemical Tests**

Corrosivity (pH, resistivity, sulfates, chlorides)	175.00
Organic content (ASTM D2974)	80.00

**Construction Material Testing**

6 X12 Concrete Cylinder (C39)	30.00
2", 4", 6" Diameter Concrete Cores (Test Only)	30.00
Mortar and Grout, Cylinder and Cubes	30.00
Reinforcing Steel, Tensile and Bend Tests	65.00
Cylinders Pick-up	55.00



Willdan Financial Services Hourly Rate Schedule Effective July 1, 2015 to June 30, 2018	
Position	Hourly Rate
Support Staff	\$ 50
Property Owner Services Representative	55
Analyst Assistant	75
Analyst	100
Senior Analyst	120
Senior Project Analyst	130
Project Manager	145
Senior Project Manager	165
Principal Consultant	200
Group Manager	210

**Notes:**

- Our fee is not contingent upon the outcome of the special district formation or annexation.
- WFS will invoice the City of South Gate monthly based on percentage of project completed.
- Any additional expenses for outside services, including mailing costs (printing, processing and postage) for notices and ballots, will be billed to the City of South Gate at our cost, plus a 10% markup for coordinating the mailings. Additionally, any costs associated with the printing and mailing that are requested in advance by the outside vendor will be paid in advance by the City.



RECEIVED

NOV 19 2019

City of South Gate  
CITY COUNCIL

Item No. 10

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

AGENDA BILL

6:00pm

For the Regular Meeting of: November 26, 2019

Originating Department: Public Works

Department Director:

  
Arturo Cervantes

City Manager:


  
Michael Flad

**SUBJECT: NOTICE OF COMPLETION FOR THE SOUTH GATE CITY HALL LIGHTING IMPROVEMENTS PROJECT, CITY PROJECT NO. 512-ARC**

**PURPOSE:** Construction of the South Gate City Hall Lighting Improvements Project (Project) is complete and the retention payment to the contractor is due. Section 7107 of the Public Contract Code requires the City to accept completion of the construction of the project and issue public notice of such, prior to releasing the retention payment.

**RECOMMENDED ACTIONS:**

- a. Accept completion of construction of the South Gate City Hall Lighting Improvements, City Project No. 512-ARC, as completed on November 7, 2019; and
- b. Direct the City Clerk to file a Notice of Completion with the Los Angeles County Registrar Recorder's Office.

 **FISCAL IMPACT:** Construction funds for this Project were budgeted in Fiscal Year 2018/19 and carried over to Fiscal Year 2019/20 in Account No. 311-790-49-9904 (Capital Improvements – City Hall Complex & Facilities Improvements), as summarized below:

Project Component	Cost
<b>Construction Contract Amount</b>	<b>\$40,402.90</b>
Original Contract Amount	\$35,533.46
Change Order No. 1	\$4,869.44
<b>*Project Management &amp; Inspection</b>	<b>\$6,000.00</b>
<b>Project Total</b>	<b>\$46,402.90</b>

\*This is an estimate. Staffing costs will continue to be incurred until final payments and paperwork are processed.

**ALIGNMENT WITH COUNCIL GOALS:** This item meets the City Council's goal for "Continuing Infrastructure Improvements of City Amenities & Enhancements." The goal identified in the 2019/20 Work Program was to complete the construction of the Project.

**ANALYSIS:** The Public Contract Code establishes requirements that the City must abide to prior to releasing the final payment on construction projects. The Notice of Completion provides written notice to concerned parties that all work on the project has been completed. The Notice of Completion initiates the 35 day period within which concerned parties may exercise their lien rights for the work they performed on the Project. The City may use a part or all of the 5% retention payment to settle any

liens exercised against the City. If no liens or claims have been filed within 35 days of the filing of the Notice of Completion, the City will release the retention and any remaining amount due to Contractor.

**BACKGROUND:** The South Gate City Hall Lighting Improvements Project is a part of the Capital Improvement Program (CIP). The Project was implemented to enhance visibility and address deferred maintenance needs within the City Hall complex. The improvements included exterior and interior lighting, safety lighting and miscellaneous electrical work.

On December 19, 2018, the City Manager approved the award of Contract No. 3498 to Thomas International Co., in the amount of \$35,533.46, for the construction of the Project. Construction began on April 12, 2019, and was accepted as complete by City staff on November 7, 2019.

The contractor met all of the contract obligations and the City Council may now accept the construction of the Project as complete.

There was one owner-initiated change order for the Project. Change Order No. 1 was approved administratively on September 16, 2019, in the amount of \$4,869.44. The change order was necessary to provide new recess lighting in the main entrance way of City Hall and the Council Conference Room.

Contract Change Order No. 1 was approved administratively in accordance with South Gate Municipal Code Section 1.54.610 (Approval of Modifications and Change Orders), Chapter 1.54 (Purchasing System and Bidding Rule, Title 1 (Administration and Personnel). This provision authorizes staff to approve change orders administratively that are equal to or less than \$50,000 or twenty percent of the original contract price, whichever is less.

**ATTACHMENTS:** A. Notice of Completion  
B. Change Order No. 1

ES:lc

**RECORDING REQUESTED BY**

**AFTER RECORDING MAIL TO**

CITY CLERK OFFICE  
CITY OF SOUTH GATE  
8650 CALIFORNIA AVENUE  
SOUTH GATE, CA 90280

**SPACE ABOVE THIS LINE FOR RECORDER'S USE**

**NOTICE OF COMPLETION**

NOTICE is hereby given that:

- 1 The undersigned is owner of the interest stated below in the property hereinafter described;
- 2 The NAME (including that of the undersigned), ADDRESS and NATURE OF TITLE of every person owning any interest in such property is as follows:

FULL NAME	FULL ADDRESS	NATURE OF TITLE
City of South Gate	8650 California Avenue South Gate, CA 90280	In Fee

- 3 The names and addresses of the transferors of the undersigned owner: (to be shown if the undersigned is a successor in interest of the owner who caused the improvement to be constructed, etc.)
- 4 A work of improvement on the property hereinafter described was COMPLETED ON November 7, 2019
- 5 The name of the CONTRACTOR, if any, for such work of improvement; **Thomas International Company  
15041 Jackson Street Suite 877, Midway City, CA 92655**

- 6 The property on which said work of improvement was completed is in the City of South Gate, County of Los Angeles, State of California, and is described as follows:

**SOUTH GATE CITY HALL LIGHTING IMPROVEMENTS PROJECT, CITY PROJECT NO. 512-ARC**

- 7 The street and address of said property is: 8650 California Avenue Dated: November 26, 2019  
South Gate, CA 90280

- 8 Signature of \_\_\_\_\_ }

**Owner or Owners** Belén Bernal, Mayor, City of South Gate

***A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.***

STATE OF CALIFORNIA            }  
  }  
COUNTY OF LOS ANGELES    }       SS

Subscribed and sworn to (or affirmed) before me on this \_\_\_\_\_ day of \_\_\_\_\_,  
20\_\_\_\_, by \_\_\_\_\_, proved to me on the basis of satisfactory  
evidence to be the person(s) who appeared before me.

Signature: \_\_\_\_\_

Place Notary Seal Above



**CITY OF SOUTH GATE  
PUBLIC WORKS DEPARTMENT  
CONTRACT CHANGE ORDER**

**CHANGE ORDER**

**PROJECT TITLE** City Hall Lighting Improvement Project  
**CONTRACT #** 3498  
**CONTRACTOR** Thomas International Co  
13041 Jackson St Ste 877  
Midway City CA 92655-0377

**CITY PROJECT #:** S12-ARC  
**PURCHASE ORDER #** 5054  
**CHANGE REQUESTED BY** City of South Gate  
**DATE OF REPORT** 9/12/2019  
**Acct. No.** 311-790-49-9904

	Cost	Calendar Days
Original Contract Amount	\$ 35,533.46	25
Contract Change Order No. 1	\$ 4,869.44	10
Total increase to contract (all change orders) to date	\$ 4,869.44	
Revised Total Contract Amount	\$ 40,402.90	35
Percentage of Total Increase (or Decrease) to Contract Amount to Date	13.70%	

**DESCRIPTION OF CHANGE ORDER WORK TO BE PERFORMED, ESTIMATE OF QUANTITIES, AND PRICES TO BE PAID:**

Change in Bid item Quantities										
ITEMS	DETAILED DESCRIPTION	UNIT	CONTRACT QUANTITY	QUANTITY THIS ESTIMATE	PREVIOUS ESTIMATE	QUANTITY TO DATE	UNIT PRICE	CONTRACT PRICE	EXTENDED AMOUNT	Time Extension Working Days
S-1	Purchase and install fixture F1	EA	18.00	2.00	0.00	20.00	\$718.90	\$718.90	\$ 1,432.80	2
S-2	Additional Time performed between April 15 through April 19, 2019	HRS	0.00	4.00	0.00	4.00	\$75.17	\$75.17	\$ 344.53	1
S-3	Additional Time performed between April 22 through April 25, 2019	HRS	0.00	1.00	0.00	1.00	\$75.17	\$75.17	\$ 195.04	1
S-4	Additional Time performed between April 28 through May 1, 2019	HRS	0.00	1.00	0.00	1.00	\$77.17	\$77.17	\$ 324.11	1
S-5	Additional Time performed between May 4 through May 7, 2019	HRS	0.00	1.25	0.00	1.25	\$78.17	\$78.17	\$ 97.71	0
S-6	Additional Time performed on June 7, 2019	HRS	0.00	4.33	0.00	4.33	\$75.17	\$75.17	\$ 335.15	1
S-7	Additional Time performed on June 10, 2019	HRS	0.00	1.00	0.00	1.00	\$83.05	\$83.05	\$ 163.05	0
S-8	Additional Time performed on June 11, 2019	HRS	0.00	2.00	0.00	2.00	\$83.05	\$83.05	\$ 202.93	0
S-9	Install a wall mount six recessed light fixture by Halo	EA	0.00	1.00	0.00	1.00	\$600.32	\$600.32	\$ 600.32	1
S-10	Install a wall mount six recessed light fixture by Halo	EA	0.00	1.00	0.00	1.00	\$405.22	\$405.22	\$ 405.22	1
S-11	Remove wall mount six recessed light fixture by Halo	EA	0.00	1.00	0.00	1.00	\$297.35	\$297.35	\$ 297.35	0
S-12	Purchase and install 4 2x2 Laminate fixture	EA	0.00	1.00	0.00	1.00	\$660.72	\$660.72	\$ 660.72	1
S-13	ete bid item N-11	EA	0.00	1.00	0.00	1.00	\$1,075.00	\$1,075.00	\$ (1,075.00)	0
S-14	Additional Time performed on June 11, 2019	HRS	0.00	1.00	0.00	1.00	\$895.51	\$895.51	\$ 895.51	1
<b>Total Cost:</b>									<b>\$ 4,869.44</b>	<b>10</b>

**THE TOTAL AMOUNT OF THIS CONTRACT CHANGE ORDER IS: \$4,869.44**

Approval Recommended by  
Elias Saikatly P.E. Project Manager

Approval Recommended by  
Jose Loera T.E. City Traffic Engineer

Approved by  
Arturo Cervantes P.E. Assistant City Manager Director of Public Works

Date 9/12/2019

Date 9-12-19

Date 9/16/19

We the undersigned Contractor have given careful consideration to the change proposed and hereby agree if this proposal is approved that we will provide all equipment furnish all materials except as may be otherwise noted above and perform all services necessary for the work above specified, and will accept as full payment therefore the prices shown above. NOTE: If you, the Contractor, do not sign acceptance of this Order, your attention is directed to the requirements of the Specifications as to proceeding with the ordered work and filing a written protest within the time therein specified.

Accepted by Tom Nguyen  
Thomas International Co  
Title Project Coordinator

Date 9-17-19

**RECEIVED**

# City of South Gate

# Item No. 11

CITY COUNCIL

NOV 20 2019

## AGENDA BILL

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

3:55pm

For the Regular Meeting of: November 26, 2019

Originating Department: Public Works

Department Director:

*Arturo Cervantes*

City Manager:

*Michael Flad*

**SUBJECT: NOTICE OF COMPLETION FOR THE CITY HALL PUBLIC CORRIDOR FLOOR IMPROVEMENTS, CITY PROJECT NO. 567-ARC**

**PURPOSE:** Construction of the City Hall Public Corridor Floor Improvements, City Project No. 567-ARC (Project) is complete and the retention payment to the contractor is due. Section 7107 of the Public Contract Code requires the City to accept completion of the construction of the project and issue public notice of such, prior to releasing the retention payment.

**RECOMMENDED ACTIONS:**

- a. Accept completion of construction, effective October 14, 2019, of the City Hall Public Corridor Floor Improvements, City Project No. 567-ARC, constructed by Cinbad Industry, Inc.; and
- b. Direct the City Clerk to file a Notice of Completion with the Los Angeles County Registrar Recorder's Office.

**FISCAL IMPACT:** Funds for this Project, in the amount of \$100,000.00, were budgeted in Fiscal Year 2018/19 in Account No. 311-790-49-9906 (Capital Improvements – City Hall Interior Remodeling Project) and will be carried forward to Fiscal Year 2019/20. The cost breakdown for this Project is summarized below:

Project Component	Actual Expenditures
<b>Construction Contract</b>	
Contract No. 3526	\$86,125.00
Change Order No. 1 (credit)	(\$4,178.75)
<b>Total</b>	<b>\$81,946.25</b>
<b>Other Services</b>	
Asbestos Survey	\$800.00
Floor Sealing	\$1,746.00
<b>Total Cost</b>	<b>\$84,492.25</b>

**ALIGNMENT WITH COUNCIL GOALS:** This Project meets the City Council's goal for "Continuing Infrastructure Improvements."

**ANALYSIS:** The Public Contract Code establishes requirements that the City must abide to prior to releasing the final payment on construction projects. The Notice of Completion provides written notice to concerned parties that all work on the project has been completed. The Notice of Completion

initiates the 35 day period within which concerned parties may exercise their lien rights for the work they performed on the Project. The City may use a part or all of the 5% retention payment to settle any liens exercised against the City. If no liens or claims have been filed within 35 days of the filing of the Notice of Completion, the City will release the retention and any remaining amount due to Contractor.

**BACKGROUND:** The City Hall Public Corridor Floor Improvements Project (Project) is a part of the Capital Improvement Program. The Project entailed removing and installing new flooring in the City Hall's public hallways and connecting breezeway, customer service areas and the employee lunchroom. The Project also included re-staining and/or replacing the existing wooden base boards.

On May 28, 2019, the City Council approved Contract No. 3526 with Cinbad Industry, Inc., for the construction of the Project in an amount not-to-exceed of \$86,125. Construction began on September 6, 2019, and the work was accepted as complete by City staff on October 14, 2019.

The final contract amount is \$81,946.25. This is inclusive of one change order. Change Order No. 1 reduced the contract amount to reflect the actual construction quantities needed to complete construction. A total amount of \$40.00 was added, and a total of \$4,218.75 was reduced from the contract. As such, Change Order No. 1 is a credit to the City in the amount of \$4,178.75.

Change Order No. 1 was approved administratively on November 13, 2019, in accordance with South Gate Municipal Code Section 1.54.610 (Approval of Modifications and Change Orders), of Chapter 1.54 (Purchasing System and Bidding Rules), of Title 1 (Administration and Personnel). This provision authorizes staff to approve change orders administratively that are equal to or less than \$50,000 or twenty percent of the original contract price.

Cinbad Industry, Inc., has met all of the contract obligations. Work was performed in accordance with the approved specifications with acceptable quality and workmanship within budget and time.

The City Council may now accept the Project as complete. The Notice of Completion can now be filed with the Los Angeles County Registrar Recorder's Office.

**ATTACHMENTS:** A. Notice of Completion  
B. Change Order No. 1

GD:lc

**RECORDING REQUESTED BY**

**AFTER RECORDING MAIL TO**

CITY CLERK OFFICE  
CITY OF SOUTH GATE  
8650 CALIFORNIA AVENUE  
SOUTH GATE, CA 90280

SPACE ABOVE THIS LINE FOR RECORDER'S USE

**NOTICE OF COMPLETION**

NOTICE is hereby given that:

- 1 The undersigned is owner of the interest stated below in the property hereinafter described;
- 2 The NAME (including that of the undersigned), ADDRESS and NATURE OF TITLE of every person owning any interest in such property is as follows:

FULL NAME	FULL ADDRESS	NATURE OF TITLE
City of South Gate	8650 California Avenue South Gate, CA 90280	In Fee

- 3 The names and addresses of the transferors of the undersigned owner: (to be shown if the undersigned is a successor in interest of the owner who caused the improvement to be constructed, etc.)
- 4 A work of improvement on the property hereinafter described was COMPLETED ON October 14, 2019
- 5 The name of the CONTRACTOR, if any, for such work of improvement was Cinbad Industry Inc., 21417 Germain Street, Chatsworth CA 91311
- 6 The property on which said work of improvement was completed is in the City of South Gate, County of Los Angeles, State of California, and is described as follows:

**CITY HALL CORRIDOR FLOOR IMPROVEMENTS, CITY PROJECT NO. 567-ARC**

- 7 The street and address of said property is: 8650 California Avenue Dated: November 26, 2019  
South Gate, CA 90280
- 8 Signature of \_\_\_\_\_ }  
  
**Owner or Owners** Maria Belén Bernal , Mayor, City of South Gate



***A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.***

STATE OF CALIFORNIA            }  
  }  
COUNTY OF LOS ANGELES    }       SS

Subscribed and sworn to (or affirmed) before me on this \_\_\_\_\_ day of \_\_\_\_\_,  
20\_\_\_\_, by \_\_\_\_\_, proved to me on the basis of satisfactory  
evidence to be the person(s) who appeared before me.

Signature: \_\_\_\_\_

Place Notary Seal Above



**RECEIVED**

**Item No. 12**

NOV 20 2019

# City of South Gate

**CITY COUNCIL**

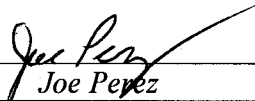
CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

3:00pm

## AGENDA BILL

For the Regular Meeting of: November 26, 2019  
Originating Department: Community Development

Department Director:

  
Joe Perez

City Manager:

  
Michael Flad

**SUBJECT: ECONOMIC DEVELOPMENT STRATEGY PLAN, FISCAL YEAR 2018/19 YEAR IN REVIEW**

**PURPOSE:** To review the proposed Economic Development Strategy Plan for Fiscal Year (FY) 2018/19.

**RECOMMENDED ACTION:** Receive and file the City of South Gate Economic Development Strategy Plan, FY 2018/19 Year in Review, containing priorities and actions taken to improve the City's economic development efforts.

 **FISCAL IMPACT:** Funds for the Economic Development Strategy Plan are available in Account Number 100-601-42-6101 (Community Development Administration - Professional Services).

**ALIGNMENT WITH COUNCIL GOALS:** This report meets the City Council's goals of encouraging economic and workforce development by informing the City Council and public of accomplishments and specific initiatives designed to enhance the City's economic future.

**ANALYSIS:** As a follow up to the Comprehensive Economic Development Strategic Plan, implemented by the City last summer, the Community Development Department retained a consultant to facilitate the preparation of a FY 2018/19 Year in Review for the Economic Development Strategy. Around the theme of "A Vision in Action," the Year in Review identifies priorities identified in the Economic Development Strategic Plan and lists the actions taken by the City throughout FY 2018/19. The report also lists future and ongoing activities that the City intends to implement to continue to meet the needs of current and future residents and businesses.

The Economic Development Strategy identified four core focus areas intended to guide City leaders in developing and implementing a successful economic development plan. The four-part Strategy consisted of the following elements:

- Leveraging Opportunity
- Elevating Community
- Communicating Success
- Evaluating Processes

Throughout FY 2018/19, City officials of South Gate focused on implementing the recommendations identified in the Economic Development Strategic Plan. Some of the actions taken are listed below:

- Leverage existing and potential opportunities for economic growth to ensure that the City remains full of opportunity for every generation;
- Continue to make a concerted effort to ensure that economic growth remains consistent with community aspirations and goals by seeking strategies that result in equity and sustainability;
- Continue to communicate and highlight its successes in economic growth and development with potential investors, developers, the South Gate community, and neighboring communities; and
- Undertake periodic evaluation processes to ensure that economic development efforts are successful.

The City will continue its economic development efforts in FY 2019/20 and beyond to assure that goals detailed in the South Gate Economic Development Strategy are achieved. Proposed projects and programs to implement the Strategy will be aligned with these goals.

**BACKGROUND:** In June 2018, the City prepared and adopted a Comprehensive Economic Development Strategy in order to identify priorities that attract development, meet the needs of today's industries and current residents, and promote short and long-term success. These activities will stimulate the nearly 3,000 businesses operating within the City and improve the livelihood of residents. In 2019, the City immediately began work on key strategic priorities, recapped in the Economic Development Strategy, FY 2018/19 Year in Review.

As part of the greater Los Angeles economic region, South Gate benefits from the activities and resources available to the public and private sector to stimulate job growth, economic success for South Gate families and workers, and investment opportunities for local businesses and property owners. A local economic development strategy, clarifies the city's role within these partnerships, and guides its actions in achieving economic development goals.

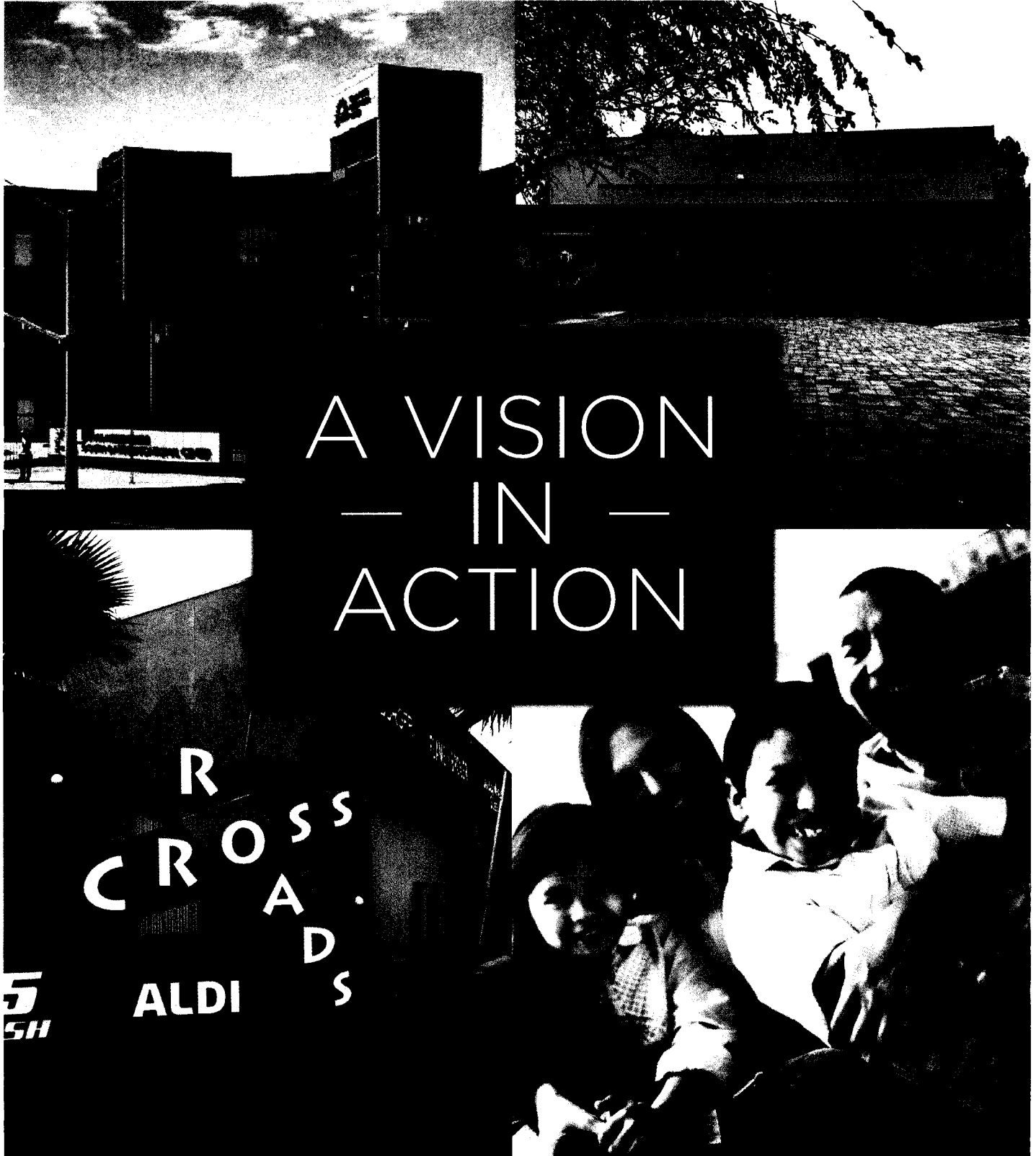
**ATTACHMENT:** Economic Development Strategic Plan, FY 2018/19 Year in Review





# THE CITY OF SOUTH GATE

ECONOMIC DEVELOPMENT STRATEGIC PLAN  
FISCAL YEAR 2018/19 YEAR IN REVIEW



A VISION  
— IN —  
ACTION

CROSSROADS  
ALDI

# Hello!

The South Gate Economic Development Strategy was adopted in June 2018 to identify priorities that attract development, meet the needs of today's industries and current residents, and promote short and long-term success. These activities will stimulate the nearly 3,000 businesses operating within the City and improve the livelihood of residents.

Over the ensuing year, the City immediately began work on key strategic priorities, recapped here.

---

**South Gate City Council:**

Mayor Belén Bernal  
Vice Mayor Denise Diaz  
Council Member Maria Davila  
Council Member Bill De Witt  
Council Member Al Rios

**City Manager:**

Michael Flad

**Contact:**

Joe Perez  
Director of Community  
Development, City of South Gate  
323.563.9566  
[www.cityofsouthgate.org](http://www.cityofsouthgate.org)



# 2019 SOUTH GATE SNAPSHOT



## CHANGES OVER FY 18-19

**↑8%**  
**Median Income**  
 (\$50,931)

**↑\$10k**  
**Median Home Sales**  
 (\$446,000)

**↓0.7%**  
**Labor Force**  
 (42,500)

**↓0.2%**  
**Unemployment Rate**

**↑5.9%**  
**Multifamily Rents**  
 (\$1.60)

## BUSINESS & WORKFORCE



**~2,900**  
**Businesses**  
**42,500**  
**Labor Force**

<b>88%</b> South Gate	<b>87%</b> Los Angeles Metropolitan Area	<b>82%</b> State of California
<b>Businesses with Less than 10 Employees</b>		

<b>4.1%</b> South Gate	<b>3.9%</b> County of Los Angeles	<b>3.5%</b> State of California
<b>Unemployment Rate</b>		



## COMMUNITY PROFILE

**Rent burden:**  
**62%**  
 (South Gate)

**Rent burden:**  
**56%**  
 (County of Los Angeles)

**Median Income:**  
**\$50,931**

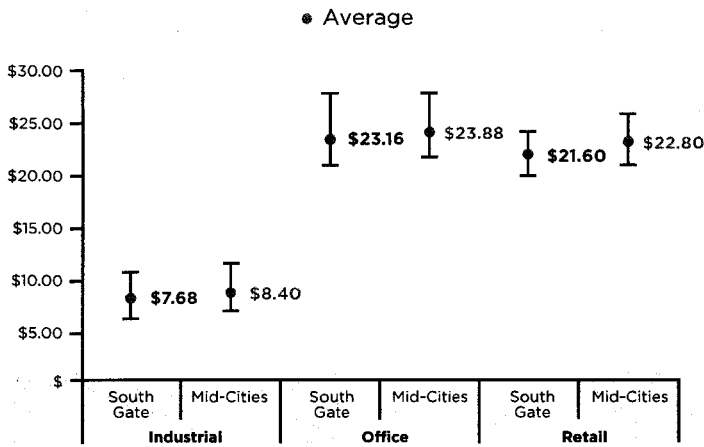
**Median Net Worth:**  
**\$32,613**

Sources: US Census Bureau, ESRI BAO, Dun and Bradstreet, CoStar and California Employment Development Department.

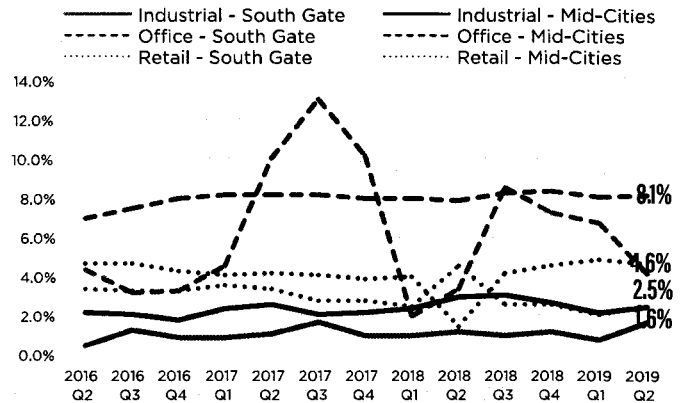
# REGIONAL REAL ESTATE MARKET



## Asking Rental Rates



## Vacancy Rates



Rental rates and vacancy rates for the South Gate retail and industrial markets are historically lower than those in the Mid-Cities submarket.



# SOUTH GATE REAL ESTATE MARKET

Asset	Type	Existing Inventory		Vacancy Rate	YTD Net Absorption	YTD Net Deliveries	Annual Rental Rate per SF
		#Bids	Total GLA				
Industrial	Flex	6	41,738	-	-	-	-
	Warehouse	270	10,420,789	1.6%	(61,092)	-	\$8.76
Office	Class A	-	-	-	-	-	-
	Class B	6	45,896	14.7%	-	-	\$21.12
	Class C	48	209,038	1.8%	8,000	-	\$24.36
Retail	General Retail	336	1,652,066	2.4%	11,586	-	\$14.76
	Mall	-	-	-	-	-	-
	Power Center	15	372,347	7.6%	(14,576)	-	-
	Shopping Center	68	1,213,909	1.7%	6,659	-	\$23.40
	Specialty	-	-	-	-	-	N/A

Vacancy rates in the office market are more susceptible to fluctuation due to the small inventory of office space in the City.

# SOUTH GATE HOUSING MARKET



**Rental Rate**  
(per square foot)

**\$1.51**  
Q2 2018

**\$1.60**  
Q2 2019



**Median Home**  
**Sales**

**\$436K**  
June 2018

**\$446K**  
June 2019

Multifamily rental rates are rising at a faster rate than home prices.





# LEVERAGING OPPORTUNITY

City officials of South Gate are focused on leveraging existing and potential opportunities for economic growth to ensure that the City remains full of opportunity for every generation.



## **PRIORITIES:**

1. Provide assistance to small businesses
2. Pursue state and federal financial resources
3. Maintain investment map
4. Encourage youth opportunity, education & employment

## **ACTIONS TAKEN IN 2018-19:**

- Participated in the CALED Local Economic Advisory Program to better understand current efforts to support small businesses, as well as how the City can improve its economic development efforts.
- Engaged HUB Cities and appropriated \$6 million in efforts to create a potential Employment Resource Center as part of an effort to increase utilization of workforce programs for South Gate youth and adult job seekers.
- Launched the shop small/local campaign in November 2018 to promote small businesses within the City.
- Funded \$100,000 for Youth Employment Program.
- Began the Firestone Boulevard Regional Corridor Capacity Enhancement Project.
- Hosted an Economic Development Strategic Plan briefing and training workshop with City staff to discuss implications and staff roles in its success.
- Appropriated \$30k to develop a Sister City Program to establish relationships with cities and localities abroad to develop civic, economic and business partnerships.
- Completed a comprehensive 5-year Information Technology Master Plan to update the current IT infrastructure, resources, and service delivery to meet the rapid technological changes and demands of the City and the community.
- The South Gate Police Department provided “Active Shooter” training to business owners.



# ELEVATING COMMUNITY

City officials will continue to make a concerted effort to ensure that economic growth remains consistent with community aspirations and goals by seeking strategies that result in equity and sustainability.



## **PRIORITIES:**

1. Maintain housing supply
2. Encourage discussion of displacement threats
3. Create incentives for businesses to hire graduates of local youth programs
4. Sponsor mentorships
5. Promote façade improvement program
6. Seek community benefit agreements

## **ACTIONS TAKEN IN 2018-19:**

- Finalized the Tweedy Boulevard Specific Plan, which will facilitate the revitalization of Tweedy Boulevard, one of the main commercial corridors in the City.
- Awarded a \$4.6 million Active Transportation Program Grant to fund improvements on Tweedy Mile to enhance pedestrian safety and beautify the corridor.
- Awarded a \$174,000 grant for an Open Streets event from Los Angeles Metro Transportation Authority (Metro) to promote sustainable transportation modes, foster community participation in the development of multi-modal policies and infrastructure, and improve economic and public health.
- Acknowledged residents who maintain and beautify their homes through the Home Recognition Program.
- Explored inclusionary housing as a possible policy method to prevent gentrification.
- Pursued assembly and redevelopment of property on Long Beach Blvd. for infill housing available to a wide range of household income levels.
- Promoted Commercial Façade Improvement Program in Quarterly Vista Magazine, City Newsletter, social media, and website.
- Held four (4) Budget Subcommittee meetings to increase civic engagement in the City's budget process.
- Recruited additional Business Watch Program partners and held monthly meetings.
- Implementing Building and Safety Electronic Permitting System.
- Supported Tweedy Mile Association and Chamber of Commerce Events.



# COMMUNICATING SUCCESSSES

The City of South Gate will continue to communicate and highlight its successes in economic growth and development with potential investors, developers, the South Gate community, and neighboring communities.



## **PRIORITIES:**

1. Host events to bring investors and developers to South Gate
2. Market economic potential to investors
3. Showcase youth programs
4. Market to visitors from neighboring communities
5. Communicate Economic Development efforts to residents and business owners

## **ACTIONS TAKEN IN 2018-19:**

- Distributed Monthly Business Connection Newsletter to communicate development and business updates to the community.
- Continued to post development updates on social media platforms.
- Appropriated \$50k for marketing services to provide strategic support for communications projects, initiatives, and campaigns designed to advance the City's vision, mission, image and branding.



# EVALUATING PROCESSES

The City of South Gate will undertake periodic evaluation processes to ensure that economic development efforts are successful.



## **PRIORITIES:**

1. Annual evaluation with City Council and Chamber of Commerce
2. Gain input from residents
3. Evaluate how City's organizational structure and operations respond to strategy
4. Maintain focus on potential opportunities and emerging industries
5. Focus on fiscal resilience

## **ACTIONS TAKEN IN 2018-19:**

- Adopted an on-time and balanced FY 2018-19 Budget.
- Appropriated \$20k to complete a customer service study to identify process improvements.
- Reestablished the Tweedy Mile Advisory Board to make recommendations to the City Council on the expenditure of revenues derived from the levy assessments on proposed improvements and activities in regards to the Tweedy Mile Association.



# FUTURE AND ONGOING ACTIVITIES

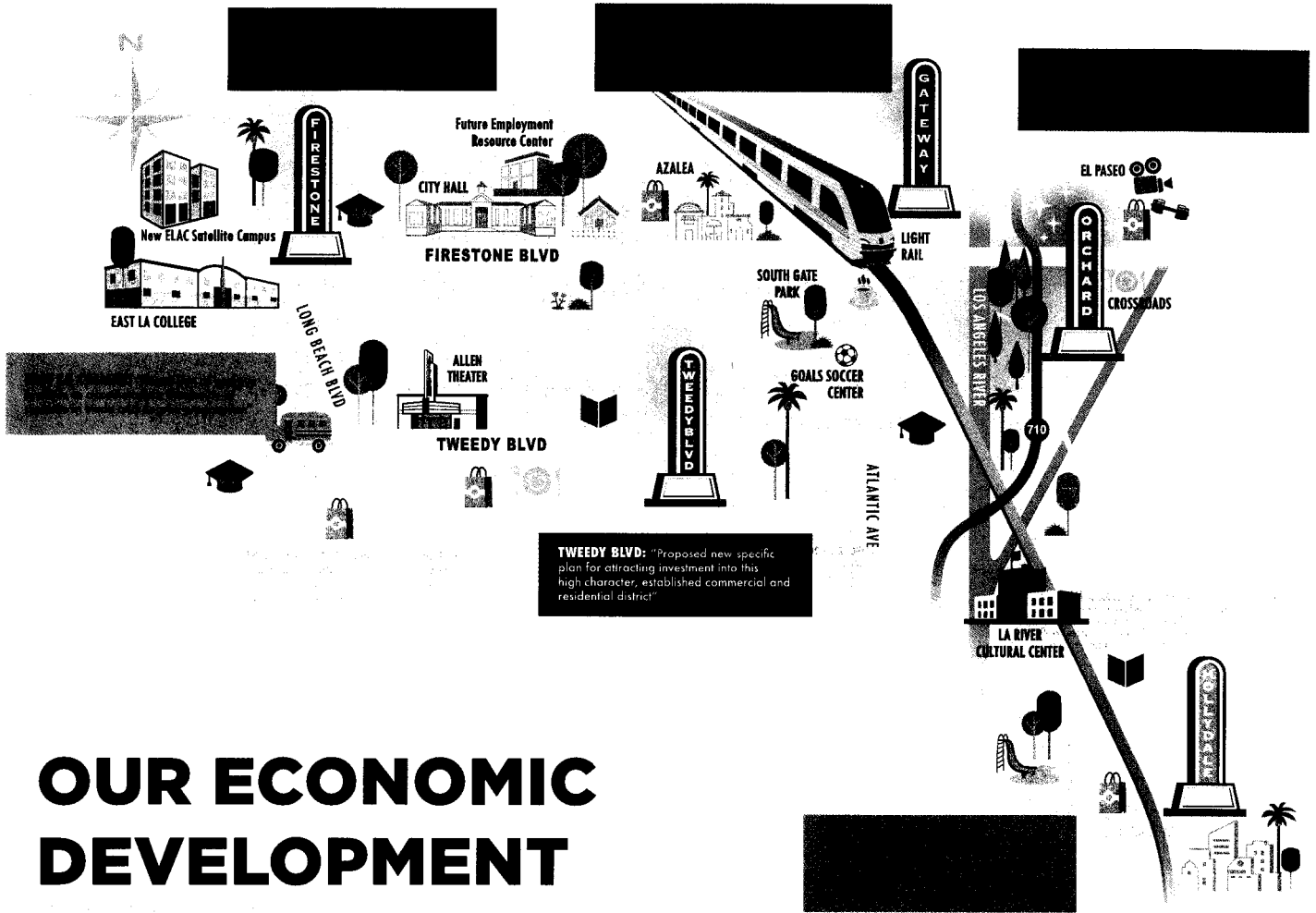
The City of South Gate will continue its economic development efforts over FY 19-20 and beyond to assure that the goals detailed in the South Gate Economic Development Strategy are achieved.



## THE CITY OF SOUTH GATE:

- Will focus on internal improvements to expedite the planning and development process, including pursuing grant funding to assist in implementation.
- Will perform studies to evaluate the feasibility and benefit of programs such as an Affordable Housing Incentive Program and Inclusionary Housing Program that will maximize the use of opportunity housing sites.
- Will begin implementation activities for the Gateway District, Tweedy Boulevard, and Hollydale Specific Plans.
- Has partnered with SCORE to hold business training workshops for the South Gate business community.
- Has partnered with various non-profits and the Los Angeles County Department of Consumer and Business Affairs to host a Small Business Legal Academy for the South Gate business community.
- Has hosted Development Partners.
- Will implement inclusionary housing ordinance.
- Will continue to complete Commercial Façade Improvement Program.
- Will continue to pursue State and Federal financial resources, such as SB 2 funding and EPA grant funding for planning, brownfield inventories, environmental assessments, and community outreach.
- Will adopt the Gateway District Specific Plan, and continue to plan for the West Santa Ana Branch (WSAB) Transit Corridor.
- Will explore free Public Wi-Fi options on the Tweedy Boulevard.
- Exploring cost sustainable systems for public counter.
- Will implement public portal to enable the public to view property information, schedule building inspections, and apply for permits.





# OUR ECONOMIC DEVELOPMENT PARTNERS:

**GO-Biz - State's contact for economic development and job creation efforts**

[www.business.ca.gov](http://www.business.ca.gov)  
877-345-4633

**LAEDC - Strategic partner for LA region**

[www.laedc.org](http://www.laedc.org)  
213-622-4300

**HUBCities - Workforce development resource**

[www.hubcities.org](http://www.hubcities.org)  
323-586-4700

**South Gate Chamber of Commerce - Local business resource**

[www.southgatecc.org](http://www.southgatecc.org)  
323-567-1203

**Long Beach SBDC - Small business assistance programs**

[www.longbeachsbdc.org](http://www.longbeachsbdc.org)  
562-938-5100

**SCORE - Free-business mentoring**

[www.score.org](http://www.score.org)  
800-634-0245



For more information or inquiries, contact Joe Perez, Director of Community Development, City of South Gate, 323.563.9566 [www.cityofsouthgate.org](http://www.cityofsouthgate.org)

RECEIVED

Item No. 13

NOV 20 2019

City of South Gate  
CITY COUNCIL

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

4:50pm

AGENDA BILL

For the Regular Meeting of: November 26, 2019  
Originating Department: Administrative Services

Department Director:

*Jackie Acosta*  
Jackie Acosta

City Manager:

*Michael Flad*  
Michael Flad

**SUBJECT: TECHNOLOGY MASTER PLAN**

**PURPOSE:** To receive and file the Technology Master Plan.

**RECOMMENDED ACTIONS:**

- a. Receive and file a presentation from City staff and ClientFirst Technology Consulting regarding the Technology Master Plan (TMP); and
- b. Discuss and direct staff to start implementing the TMP initiatives.

**FISCAL IMPACT:** The estimated cost of the 6-Year Technology Master Plan is \$13.5M and will be funded from the City’s unassigned General Fund and Information System Fund reserves. Funds for the first year projects will be appropriated as the individual projects are brought to the City Council for approval. Funds for the subsequent years’ projects will be budgeted in those years. Each major project/initiative will come back to the City Council for approval before implementation.

**ALIGNMENT WITH COUNCIL GOALS:** Completing the Technology Master Plan (TMP) (Item #158) and conducting an external cyber security assessment (Item #163) are included in the Fiscal Year 2019/20 Work Program. The information services operations assessment and the 6-Year TMP will accomplish these two work program items. The TMP includes a series of achievable projects and initiatives recommended for implementation over the next six years that will be appropriately aligned with the City Council’s and staff’s goals and objectives.

**ANALYSIS:** Technology is no longer the way of the future, it is the here and now and almost everything we do at work and in our personal lives is tied to technology. City staff rely heavily on technology to accomplish many of their daily tasks. The public relies on technology to interact with staff, to pay for City services, to get information about what is happening in the City, etc. However, the City has not given much priority to our information technology infrastructure over the last 10 years. As with most assets, if you do not invest in the proper maintenance and repairs, the technology infrastructure will soon fall into disrepair and ultimately fail. The City cannot afford to get to that point. Just as we do for our water and sewer systems, street and roads, and city sidewalks, the City needs a “master plan” for our technology infrastructure and software. To that end, staff has been working with ClientFirst Technology Consulting (ClientFirst) for the past year to put together this comprehensive, multi-year Technology Master Plan (TMP).

**BACKGROUND:** Technology is key to providing excellent customer service for our residents and businesses in South Gate. Over the last few years, citizens have been requesting the ability to handle more transactions

online, have more efficient interactions with City staff and greater transparency. In order to respond to the growing demand for technology enhancements, it is imperative that technology projects and purchases going forward focus on standardization, integration and consolidation to improve the efficiency and effectiveness of delivering municipal services.

In 2018, the City authorized staff to contract with ClientFirst to perform an assessment of the City's current information services operations and technology infrastructure and to develop a TMP. The TMP is a long-range technology compass, charting a dynamic course for the City's technological future. The TMP also serves as a financial planning instrument, forecasting major technology investments for the next six years. Like the City's annual Capital Improvement Program, estimated expenditures for strategic technology projects will be scheduled over a six-year period. This six-year rolling outlook will be revisited annually in order to adapt to changes in both the economy and the constantly evolving technology industry. It is intended that the TMP will be updated and presented to the City Council annually as a function of the City Council's Goals and Objectives process and will set technology funding priorities for the budget process, recognizing that implementation continuity over a several year period for some initiatives may be essential. Listed below are just a few benefits that will result from the implementation of the TMP:

- The TMP is an actionable six-year plan that outlines recommended initiatives/projects and costs in a way that can be understood by all stakeholders and elected officials.
- The TMP identifies key areas for improved efficiency, citizen service, cyber-security and information technology (IT) operational improvements. It outlines dependencies and reduces unnecessary spending while outlining ongoing IT costs. It includes recommended improvements for efficiencies affecting both business departments and IT operations.
- The TMP is a living document and can be used on an annual basis to budget technology needs.
- The TMP will outline a series of applicable Best Practices that South Gate can utilize moving forward to improve the way applications and the IT function are managed.

The development of the 6-Year Technology Master Plan included these major steps:

1. Project initiation and information gathering – Consultant spent time working with staff to assemble the project team (cross section of users from all departments) and kick-off the project. The kick-off meeting outlined goals and objectives and set expectations for the project. These steps were critical to the success of the project.
2. Assessment Workshops – Consultant established a true dialog with the departments and met extensively with Computer Information Systems (CIS), the City Manager's office and each City Department to understand current systems, applications and needs for improvement.
3. Research and Preliminary Plan Development – Consultant analyzed the meeting discussions, researched and developed initiatives or projects to assist the City in improving citizen services, staff efficiency, the CIS function and its infrastructure.
4. Prioritization Workshops – Consultant discussed and agreed on priorities with the various departments. Consultant assembled the key components of the plan and conducted an additional workshop with the departments to allow staff to discuss their specific needs and provide input on Consultant's recommendations.
5. Develop and Issue Report - Consultant developed the overall report documents, including strategies, goals and objectives and a five-year budget with priorities. Consultant presented the report to City Management and will present to the City Council.

Through their analysis, and in conjunction with City staff, ClientFirst has developed 82 initiatives that need to be implemented to bring the City's technology infrastructure and application software to a more modern state. The overarching goal of the various initiatives is to serve both the internal needs of the departments and, as a

result, provide residents and businesses in South Gate with improved access to their City government and City services.

ClientFirst found that City management, staff and contractors have worked hard to maintain the information technology systems with limited financial and staff resources over the last several years. Although the organization has maintained operations with very limited expenditures in the past, a significant portion of the IT infrastructure and some of the enterprise business applications – which are the backbone of departmental operations and citizen services – are out of date, nearing end of life, underutilized or are significantly behind peer municipalities. Continuing with the existing state of City systems is a significantly less than optimal approach to doing business. It takes more recurring staff time (and therefore labor costs) to make up for the lack of more up-to-date IT systems and infrastructure that are common in other municipal governments.

Additionally, the City currently has various software products throughout the organization that provide the basic functionality needed for each department; however, they are not seamlessly integrated together and some are no longer supported by the manufacturer.

- The City has been using Quadrant cashiering software for many years and it is no longer supported by the vendor.
- The City implemented the EDEN financial software in 2007 and it is nearing the end of the time for which the vendor will still provide service and updates.
- The City implements the Police Department's CAD/RMS system in 1999 and it is two generations behind and is nearing the end of the time for which the vendor will still provide service and updates.
- The City's data network was installed in 2006 and is end-of-life and no longer supported by the vendor.

These are just a few examples of how outdated the City's vital technology systems are. This Technology Master Plan is critically important to the day-to-day operations of the City across all City Departments.

Again, the TMP contains 82 initiatives which are divided into eight categories. Each category is briefly described below:

- **Best Practices** – Initiatives in this section will enhance the City's ability to select, procure and maintain more effective technology solutions in the future, as well as improve the overall productivity of the staff.
- **Departmental Applications and Systems** – Initiatives in this section are primarily related to department business applications which can have a significant impact on overall productivity, enhanced communications, information sharing, improved constituent service, improved transparency and cost efficiencies.
- **Smart Cities** – Initiatives in this section utilize information and communications technology to improve operational efficiencies, delivery of services and engagement with citizens.
- **IT Infrastructure** – Initiatives in this section are designed to improve the systems and equipment on which the City's technology works, providing for better efficiency, security, reliability and access.
- **IT Operations** – Initiatives in this section are designed to improve processes and procedures used by IT staff to maintain network operations, applications and workstations.
- **IT Security** – Initiatives in this section will improve security systems and practices, including disaster recovery to protect City systems and data.
- **Telecommunications** – The initiative in this section deals with the need to replace the City's telephone system.
- **IT Staffing** – Initiatives in this section are designed to ensure that there is adequate staffing to operate, maintain and enhance the City's Information Technology infrastructure.

The individual initiatives in the plan have been prioritized and placed on a schedule based on their priority, project cost and availability of resources to complete the work. In the first year of the TMP, the majority of initiatives are devoted to working on infrastructure needs so that other improvements can be built upon and supported by the improved backbone infrastructure. In future years of the TMP, once infrastructure issues have largely been addressed, the TMP focuses on applications and integrated systems.

It is important to note that the TMP includes investments not only in hardware and software, but also helps the City develop and use best practices in wide areas of technology, including systems selection and implementation, software license management, getting the most out of existing systems, user training and process improvements, among other investments. The plan recommends third-party subject-matter expert assistance where necessary to support the implementation of the Technology Master Plan. The plan is envisioned as a living document. Technology is constantly changing and the needs and resources of the City are dynamic. Given the nature of that environment it will be incumbent upon staff to continually monitor progress and to propose adjustments appropriate to best meet the needs of the City and the community.

Additionally, action plans will be developed by the departments and IT for all active, short-term initiatives. The City will review and update the TMP annually, using an abbreviated version of the assessment methodology. This will allow the plan to be a vehicle to continuously guide the information technology activities of the City while providing an annual budget estimate. The annual TMP update will be synchronized with the City's annual budget process so that the City's TMP initiative costs can be represented in the City's annual municipal budget.

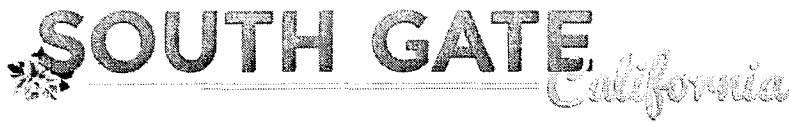
In order to start the City on a path to improve our technology, City staff is requesting that the City Council receive and file the Technology Master Plan (TMP) developed by ClientFirst Technology Consulting and authorize staff to start implementing the TMP initiatives.

- ATTACHMENTS:**
- A. Technology Master Plan (TMP)
  - B. TMP Budget
  - C. TMP Detailed Initiatives Report



# Technology Master Plan

November 2019



*Client Locations*

**Coast-to-Coast**

*Practice Locations*

**California**

**Illinois**

**Texas**

**North Carolina**

**800.806.3080**

[www.clientfirstcg.com](http://www.clientfirstcg.com)

Optimal Technology Guidance

**CLIENTFIRST**  
TECHNOLOGY CONSULTING

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# Engagement Purpose and Background

## Technology Master Plan Objective

The objective of this Technology Master Plan includes developing and articulating a vision for the effective use of technology to support the work of the City. The assessment identifies technology strategies that have a positive return on investment and improve public safety or resident service. The assessment deliverables include strategies, goals and objectives, actionable technology initiatives, and a five-year budget for the included recommendations.

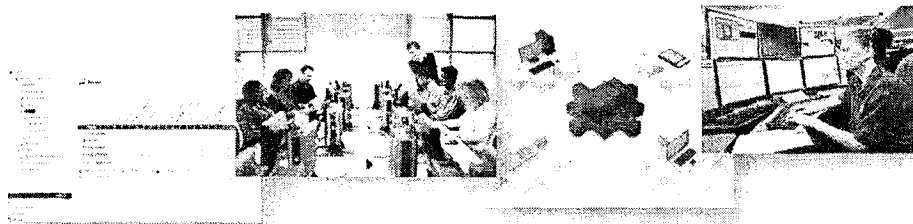
The following plan is expected to serve as a guide to the IT team and City management over the next five years in planning, procuring, implementing, and managing current and future technology investments. Further, the plan will assist in managing departmental resources related to technology services within the City, including those provided to the public. The plan is the result of a thorough analysis of the following:

- Existing hardware and network infrastructure, staffing, funding, applications, business systems, projects, processes, telecommunications, training, and other investments and resources currently in use by the City
- Interviews and workshops involving all levels of City staff, including the management team, end-users, City and Police Department IT staff, and other stakeholders
- Identification and prioritization of projects that the IT staff should undertake over the next five years
- Identification of resources required to accommodate current and future information technology requirements, such as data storage and management, legal requirements, security requirements, etc.

## Deliverables

The assessment includes:

- Project Purpose and Background
- Methodology for Implementation and Maintenance of the Assessment
- Current Technology Environment Summary
- Key Benchmarking Metrics
- Strategies, Goals, and Objectives
- IT Vision and Principles
- IT Initiatives (Projects) by Priority
- Key Initiatives
- Moving Forward
- Timelines
- IT Plan Budgets



## Methodology and Approach

We utilized a five-phase methodology for the development of this Technology Plan. This process served as the cornerstone of the project, allowing the collaborative process to shape and develop our recommendations and approach, enabling us to tailor each step to fit the City's unique specifications. We worked in partnership with the City to improve the IT environment, so that it better meets the needs of staff and constituents.

### Project Initiation and Technology Inventory

Set Expectations

Technology Inventory

#### Needs Assessment Workshops

Non-IT Department Workshops

IT Infrastructure, Operations and Staffing Review

#### Research and Preliminary Plan Development

Assess Strengths and Weaknesses

Define Strategies, Goals, and Objectives

Develop Preliminary Initiatives and Staffing Recommendations

Research Alternative Solutions

Preliminary Budgets and Prioritizations

#### Planning and Prioritization Workshops

Project Sponsor and IS

Project Committee

Executive Management

Cost-Benefit, ROI Analysis

#### Final Report and Presentations

Develop Final Report and Leadership Presentations

# Technology Spending Benchmark

## Overview

Significant spending on technology infrastructure last occurred approximately ten years ago. Since then, existing systems and end-user devices have been maintained, but spending on the data network, servers, and phone system have been limited. Many core infrastructure components are obsolete and have reached the end of their useful life (“end of life”).

Three major applications systems are also aging and nearing end of life. Those systems are the Enterprise Resource Planning (Financial) system, the Computer Aided Dispatch/Records Management system (Police), and the Enterprise Asset Management system (Work Orders).

The age of the Enterprise Resource Planning (Financial) system has led to a significant number of manual interfaces between departmental systems. These interfaces are often paper-based manual processes or in “shadow systems” and require significant staff time. Continuing with prior generation systems is a significantly less-than-optimal approach. It takes more recurring staff time, and therefore labor cost, to make up for the lack of integrated IT systems that are common in other municipal governments.

Over the last few years, citizens have begun demanding more efficient interaction, online transactions, and more transparent information availability. The City will not be able to manage these changes without updating and improving the approach to business application utilization and business processes. This increases the need to improve methods to better utilize enterprise business applications and sustaining the IT infrastructure that supports them.

## IT Spending Metrics

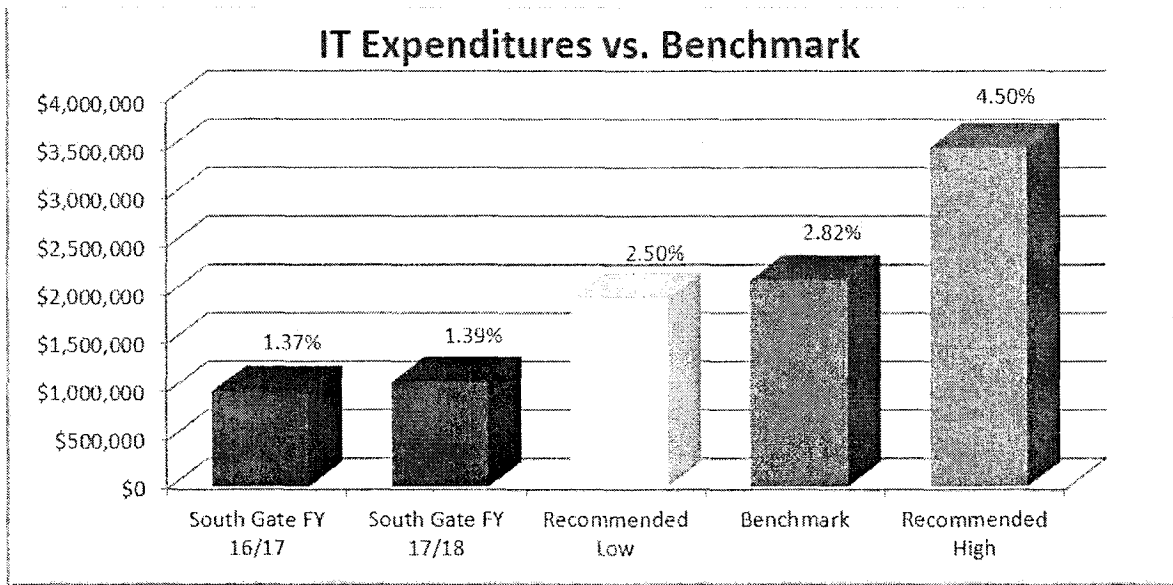
*IT Spending versus Operating Budgets* provides an overall indication of whether the IT function receives a sufficient level of organizational resources to provide the necessary services. Over time, underfunding typically reduces IT Department’s ability to respond to requests, reduces system availability, and negatively impacts organization-wide productivity.

### IT Spending versus Operating Fund Budgets

The following table depicts South Gate’s *IT Spending versus Recommended Best Practices* and a municipal benchmark of 47 agencies.

South Gate FYE 17	South Gate FYE 18	Recommended Low	Benchmark	Recommended High
1.37%	1.39%	2.50%	2.82%	4.50%





Per the City's Comprehensive Annual Financial Report for fiscal year end 2017 and 2018, the actual expenditures for operating related funds totaled \$72,207,406 and \$77,836,543. IT expenditures approximated \$986,458 and \$1,084,231. The municipal spending benchmark range from the surveys were between 1% and 8%, with an average of 2.82%. The percentage of IT expenditures versus operating related budgets at South Gate is significantly below municipal industry standards. This is indicative of an agency that has lower IT staffing levels than peer agencies, and that does not maintain IT infrastructure and major application system up to date.

The need for several very large technology projects in the next few years, as well as significant replacements for end-of-life systems and equipment will result in expenditures above the normal recommended high. We expect these system replacements to result in increased productivity throughout the City, as well as greater citizen transactions, service access, and interactions through the City's website.

# IT Strategies, Goals, and Objectives

Strategies for leveraging and maximizing information system utilization in delivering City services are listed below. Within each strategy, we have listed initial goals and objectives for the City. We have translated those goals and objectives into specific initiatives in the *Appendix* of the report. Additionally, outlined later in the report are the budgetary costs for each initiative, resource requirements, implementation time frame, and, if appropriate, the next steps toward implementation.

## Select and Implement a New Enterprise Resource Planning (ERP) System

### Goals and Objectives

- Follow a system selection best-practice approach to choose an ERP system that best fits the City's needs and replaces the following core application suites:
  - ♦ Financials
  - ♦ Enterprise Asset Management (Work Orders / Preventative Maintenance)
- The ERP system should also include critical integration/interfaces, including, but not limited, to the following:
  - ♦ Community Development/Land and Licensing Management
  - ♦ Parks and Recreation
- This process should include the following:
  - ♦ Assess and define needs
  - ♦ Develop an RFP based on the assessment and defined needs
  - ♦ Analyze and determine short-list
  - ♦ Conduct detailed, tailored demonstrations
  - ♦ Perform reference checks
  - ♦ Conduct site visits
  - ♦ Select finalist
  - ♦ Conduct due diligence and contract review and negotiation
- Implement using best practices with Project Management Office, utilizing PMI (Project Management Institute) standards.
- Focus on reducing the number of disparate departmental-focused systems to eliminate the need for custom interfaces.

## Select and Implement a Computer-Aided Dispatch/Records Management (CAD/RMS) System

### Goals and Objectives

- Follow a system selection best-practice approach to choose a CAD/RMS system that best fits the City's needs and replaces the following core application suites:
  - ◆ Computer-Aided Dispatch
  - ◆ Records Management
  - ◆ Jail Management
- This process should include the following:
  - ◆ Assess and define needs
  - ◆ Develop an RFP based on the assessment and defined needs
  - ◆ Analyze and determine shortlist
  - ◆ Conduct detailed tailored demonstrations
  - ◆ Perform reference checks
  - ◆ Conduct site visits
  - ◆ Select finalist
  - ◆ Conduct due diligence and contract review and negotiation
- Implement using best practices with Project Management Office, utilizing PMI (Project Management Institute) standards.
- Focus on improving the integration with GIS and leveraging that integration to:
  - ◆ Develop crime analysis capabilities
  - ◆ Improve vehicle routing and tracking

## Consolidate the IT Function

### Goals and Objectives

- Create a single, citywide IT function.
- Expand the IT function to include an IT Manager (new position).
- Develop service-level agreements with Police, followed by other departments.
  - ◆ Determine 24/7 support methodology.
- Expand use of the Help Desk, and develop operational metrics.
- Select and implement IT operational tools on a citywide basis.
  - ◆ Reduce manual processes within the IT function.
  - ◆ Move from a reactive to a proactive posture for IT.
- Utilize the IT Steering Committee to advise on the establishment of citywide IT priorities.
- Develop an IT Project Portfolio.

### Move Towards a Citywide GIS/Geospatial Application Perspective

#### Goals and Objectives

- Create a GIS Master Plan to identify citywide GIS priorities and resource requirements.
- Move to a centralized GIS data model for all City departments, and consolidate GIS system activity.
- Leverage GIS integration with the City's systems to better utilize these core applications.
- Leverage GIS as a repository for geospatial data and Smart City application data.
  - ◆ Utilize Esri's analytical capabilities to inform reporting and decision-making.

### Ensure IT Governance

#### Goals and Objectives

- Formalize an IT Steering Committee and Governance mechanism.
  - ◆ Monitor the plan and recommend adjustments on an annual basis.
  - ◆ Collaborate on projects and initiatives.
    - Focus on applications integration across departments.
    - Identify key business process issues and improve.
  - ◆ Establish training goals and develop analytical skills.
  - ◆ Act as a sounding board for management and staff.

### Modernize IT Infrastructure

#### Goals and Objectives

- Upgrade obsolete core infrastructure systems to current generation infrastructure.
  - ◆ Upgrade from Active Directory and the server environment.
  - ◆ Virtualize the server infrastructure.
  - ◆ Move from the current email system to Microsoft 365.
  - ◆ Upgrade workstations to Windows 10.
  - ◆ Redesign the data network to improve security, segmentation, and network speeds.
  - ◆ Upgrade or replace the telephone system.
  - ◆ Reduce wasted staff productivity in time spent maintaining and resolving issues on aging technology.
- Improve resiliency and uptime of infrastructure.
  - ◆ Reduce security risks through improved network management capabilities.
  - ◆ Design infrastructure to include cost-effective redundancies to reduce downtime.
  - ◆ Identify space and create a secure computer room for the Police Department.
- Provide wireless to residents, staff, and other constituents.

### **Develop a Sustainability Plan**

#### **Goals and Objectives**

- Develop a long-term, sustainable plan to replace computer equipment, infrastructure components, and applications software when they have reached the end of their useful life.
  - ◆ Expand existing capital replacement planning to include all IT infrastructure items.
  - ◆ Document all applications-related costs, including maintenance, upgrades, and training.
  - ◆ Understand Total Cost of Ownership for new applications or Smart City initiatives.
    - Update Sustainability Plan to include TCO of new initiatives.

### **Improve Application Management and Support**

#### **Goals and Objectives**

- Improve departmental ownership of applications.
- Identify key roles and responsibilities for core business applications.
  - ◆ Process Owners
  - ◆ Application Champions
  - ◆ Application/Business Process Analysis
  - ◆ Ad Hoc Report Writers
- Add Business Analyst (Application Support Specialist) skill sets.
- Improve application analysis and reporting capabilities within business departments and/or the IT Division.
- Perform process reviews and document specific feature/function requirements for inclusion in RFPs when procuring new applications.
- Create and maintain Application and User License Inventory.
- Follow software selection best practices for new software acquisitions.
- Follow implementation project management best practices.
- Create standard operating procedures.
- Utilize industry subject-matter experts for large, complex projects.

### **Expand Citizen Communication and Online Customer Service**

#### **Goals and Objectives**

- Incorporate existing online services into the website to maintain a consistent City of South Gate brand.
- Increase online transaction capabilities.
- Introduce online planning, permitting, and inspection scheduling capabilities.
- Allow license renewals and other form of regular payments online.
- Provide for online applications for Boards and Commissions.
- Implement online requests for residents and visitors.



# Technology Decision-Making Principles

## Vision / Mission Statement

The City of South Gate is dedicated to providing the highest quality technology-based services in the most cost-effective manner to deliver services effectively and efficiently on a sustained basis that reflects the organization's dedication to excellent customer service. The City will ensure its information systems are maintained in a secure environment, are capable of supporting information technology advancements made by the City, and will exist in an integrated environment that fosters an open, collaborative, and unifying culture. Technology is committed to the values of:

### Reliability

### Professionalism and Integrity

### Efficiency and Effectiveness

### Innovation

### Excellence

### Collaboration and Teamwork

- Given **Finite IT Resources**, the City will focus these resources on the most productive and cost-effective projects.
- City departments will agree on a **Collaborative Long-Term IT Vision and Strategies**, which requires active participation in setting IT priorities through an IT Committee consisting of department leadership.
- The City will strive to **Maximize Utilization of Existing Systems** and prior investments in application software, as well as to expand functionality and seek enhancements to existing applications.
- The City is committed to ensuring **Sufficient Staff Training and Application Software Knowledge** of existing vendor systems.
- **Department Ownership** is fundamental to achieving maximum return-on-investment of applications. Departments recognize the importance of assuming responsibility for managing and implementing their specific core business applications, with the support of IT staff. City departments are committed to taking responsibility for adapting and improving processes to best integrate them with the application software.
- The City will develop an **IT Services Portfolio**, so all interested parties and stakeholders understand the IT Division's roles and responsibilities in servicing the City overall.

# IT Initiative Summaries

## Introduction

*Technology Planning* is a process to assess, research, prioritize, budget, and plan future technology initiatives. Some of the following initiatives are ready for approval and implementation, while others require further assessment and research before the City can make a final determination of priority, resource requirements, and cost-benefit.

**Productivity Improvement** – Many of the following initiatives will have a direct impact on overall productivity within the organization. Some of these initiatives will significantly impact specific processes, reducing staff time required to complete a certain process, while others will ease or speed delivery of services to City residents.



**Cost Savings** – Many of the initiatives outlined will have direct or indirect cost savings when implemented. Extensive return-on-investment (ROI) calculations are not within the scope of this report. An ROI considerations discussion is included in the *Technology Current State Assessment* of the report.



## IT Initiative Categories

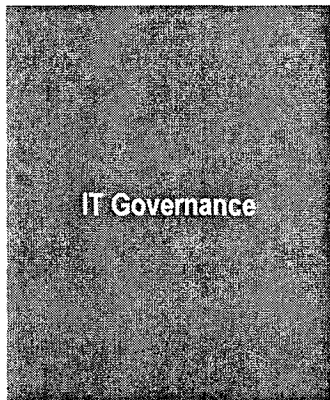
The assessment process resulted in 82 initiatives. Over the last few years, our Technology Assessments have included a range of 60 to 130 initiatives. Combined, there are hundreds of findings and recommendations throughout the report. *CLIENTFIRST* classified the major findings and recommendations into eight categories, including:

Best Practices	Departmental Applications and Systems	Smart Cities	IT Infrastructure
IT Operations	IT Security	Telecom	IT Staffing

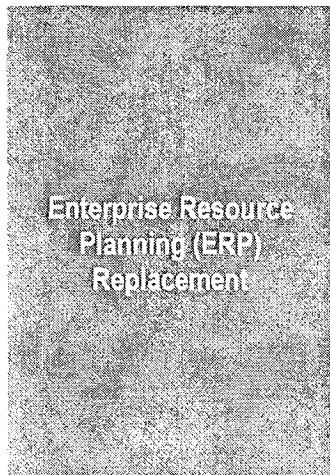
# Key Initiatives

The following are a list of key initiatives that were identified as a part of the planning process. These initiatives could also be considered high priority. The key initiatives listed below either provide immediate ROI, are a long-term building block for the success of the plan, or mitigate risk. The City has made note of these as the initiatives from this plan that should be kept in the forefront during future implementation of this Technology Assessment.

It should also be noted these initiatives are not ranked in any particular order. The City is contemplating such a ranking prior to beginning the implementation of the Technology Assessment.



- In the past, the City has made application system software selections on a department-level basis.
- IT Governance provides a vehicle for departments to work together to manage the Technology Assessment and coordinate recommendations within.
- The recommended *ERP Replacement*, *GIS Master Plan*, and *Improved Online Resident Services* initiatives will require a more holistic view of City information technology needs and increased interdepartmental coordination.



- The ERP system is the set of core applications that are used to operate all of the City's most common operations.
- It is critical to update and maintain the City's ERP application.
- The existing ERP system is reaching the end-of-support, so vendor support is increasingly limited. The system must be replaced within the planning horizon.
- Due to limitations in Eden, other ancillary systems and shadow systems have been acquired or developed that are not interfaced or integrated.
- Many of these shadow systems would not be necessary with the implementation of a new ERP system.

**Enterprise Asset  
Management (EAM)  
Replacement**

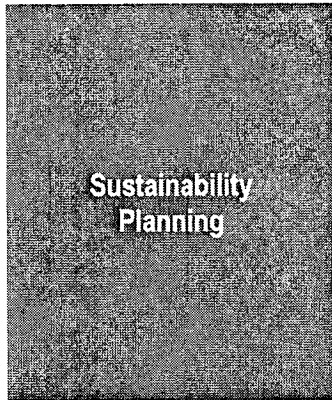
- The City currently uses CitiTech as their main system for managing assets (work order and preventative maintenance).
- Many key EAM business processes continue to be manual. Staff members also wish to utilize the application to support additional business processes.
- We believe the best course of action will be to consider incorporating EAM functions into a replacement ERP system.
- Consolidating EAM into ERP may result in significant long-term savings related to application support and integration.

**CAD/RMS  
Replacement**

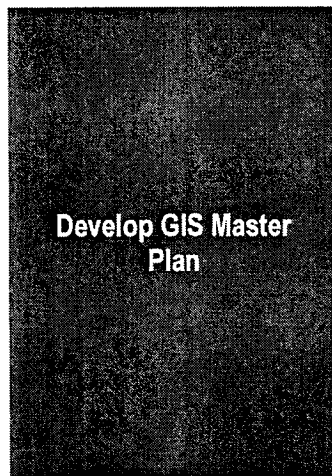
- The City is currently using SafetyNet for computer-aided dispatch/records management and jail management.
- SafetyNet was installed in 1999 or 2000 and is two generations behind and at end-of-support.
- Replacing this system will result in improved public safety and officer safety capabilities for the Police Department.
- There are many CAD/RMS vendors with a California presence, and conducting an RFP will ensure a highly competitive selection process.
- We recommend that best practice software selection methodologies be utilized for the selection of a replacement system.

**Public Safety Radio  
System**

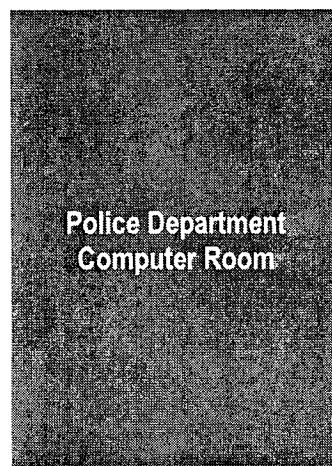
- The current radio system is end of life.
- The system is no longer supported, and replacement parts are limited.
- Modern radio systems allow integration capabilities to reach across multiple applications and resources for enhanced response coordination.
- This is a mission critical system that increases ease of use for organizing resources, coordinating a response, and communicating valuable information.



- While the Technology Assessment outlines ambitious goals for information technology at the City, fiscal responsibility will remain a central goal for the responsible administration of City government.
- Developing a plan that outlines the long-range costs of information technology – including maintenance, upgrades, capital replacement, and training – can inform the long-range budget and planning processes of the City and provide insights into the overall cost of information technology.



- GIS and spatial maps are a key component in the management of the City's assets and will drive many of the City's operations, including Smart City initiatives, in the future.
- GIS systems are integrated with land management and EAM applications to improve field-based information storage and retrieval.
- GIS and maps also provide a visual interface for citizens to access services and information.
- Having a citywide approach to GIS will set the City on a course to meet Smart City, address management, geospatial, and mapping needs.



- Police Department computer equipment is located in three different rooms:
  - ◆ A temporary room next to booking
  - ◆ A closet in the southeast section of the building
  - ◆ A hallway in the basement
- None of the current spaces were designed as computer rooms and none of them are physically secure (or can be physically secured).
- We recommend the Police Department identify a space of sufficient size to hold public safety systems, construct a new computer room, and transfer equipment to that location.



**Police Department  
Structured  
Connectivity System**

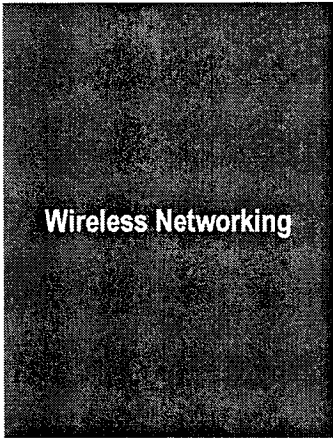
- Cabling for computers within the Police Department is obsolete and does not support current network speeds.
- The cabling also terminates in the computer rooms on the first floor.
- With the identification of a new Police computer room, cabling within the facility should be redesigned.
  - ◆ Cabling within the distance limitations of a new computer room should be homed to that room.
  - ◆ An ancillary cabling closet may be required in another section of the building to meet cabling distance limitations.

**Network Redesign**

- The data network for the City was installed in 2006/2007 and is now 12 years old.
- The data network equipment is end-of-life and no longer supported by the manufacturer.
- The data network equipment operates at a minimum of a factor of ten times slower than current network speeds.
- We recommend redesigning the data network to current standards for speed and security.
- Follow best practices for procuring highly complex technical systems by preparing an RFP and utilizing a competitive bidding process.

**Server Upgrades and  
Virtualization**

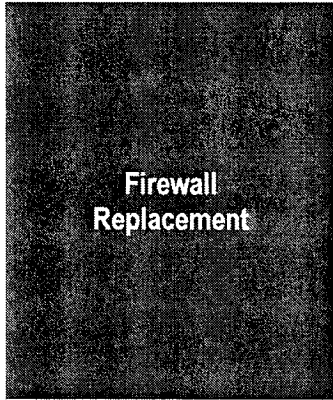
- The majority of City servers are end-of-life.
- These servers are, for the most part, configured to individually provide a single function. Virtualization is not used to consolidate hardware and increase manageability and resiliency.
- We recommend redesigning the server environment and migrating to a new, virtual platform.
- We have budgeted for a hyper-converged system which combines servers and disks into a single software-managed platform that can be distributed for improved resiliency.
- Follow best practices for procuring highly complex technical systems by preparing an RFP and utilizing a competitive bidding process.

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- Wireless networking for the public, guests, and staff has been implemented in some key locations.
- Wireless networking has rapidly become expected in public spaces, conference rooms, and throughout facilities.
- We recommend the City procure wireless network capabilities for all public and staff spaces as a part of the network redesign project.
- Follow best practices for procuring highly complex technical systems by preparing an RFP and utilizing a competitive bidding process.

A light, textured rectangular box with the text "Help Desk Ticketing" in white, bold font centered within it.

- City and Police IT use electronic mail accounts to collect and track requests for assistance or service.
- Using email for Help Desk ticketing does not allow for easy assignment or tracking of tickets. The current method does not provide for the ability to spot trends or develop performance metrics.
- Help Desk ticketing systems are a standard component of best practice IT operations.
- We recommend the City should select and implement a consolidated (all City technology) Help Desk system such as Trakit.
- A marketing campaign will be required to gain staff acceptance of a Help Desk ticketing system.

A dark, textured rectangular box with the text "Firewall Replacement" in white, bold font centered within it.

- The firewalls that separate City systems from the Internet are obsolete, end-of-life, and no longer supported.
- These firewalls should be replaced with next-generation firewalls that provide advanced threat detection and filtering services. Care should be taken to acquire firewalls with sufficient Internet bandwidth capacity for the planning horizon.
- Additional firewalls are recommended to increase network segmentation and threat visibility per current security best practices.



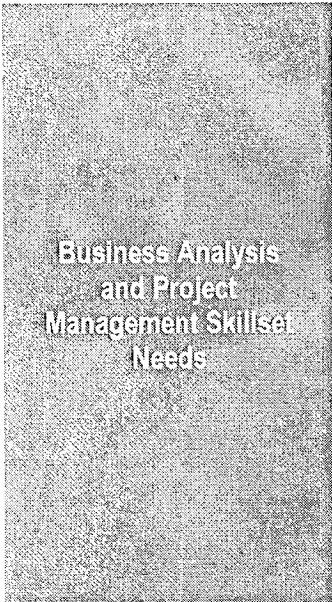
**Phone System Upgrade**

- The City VoIP phone system was installed in 2006/2007 and is now 12 years old.
- The phone system is end-of-life and no longer supported by the manufacturer.
- The phones themselves operate at a minimum of a factor of ten times slower than current network speeds.
- We recommend preparing a competitive bid that is independent of manufacture. We recently saved another agency well into six figures by using this methodology.
- Follow best practices for procuring highly complex technical systems by preparing an RFP and utilizing a competitive bidding process.

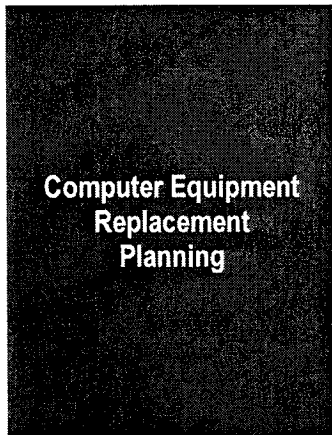


**Consolidate the IT Function**

- A Technology Services Manager is responsible for IT systems within the Police Department.
- We recommend the addition of a part-time Help Desk Technician to focus on public safety-related desktop and mobile device issues.
- An IT staff of three, led by an IT Administrator, are responsible for citywide IT systems.
- Consolidating the IT function will allow for improved resource allocation and the development of a succession plan along with improved staff resiliency.
- Expand the IT function to include an IT Manager to manage all technical staff and this plan on a day-to-day basis.



- The IT function has sufficient technical staff to fulfill its mission.
- However, the IT Administrator currently has four primary areas of responsibility:
  - ◆ IT Management
  - ◆ Tier 3 Technical Support
  - ◆ Business Analyst
  - ◆ Project Manager
- Successfully implementing this plan will require additional business analyst and project management skills beyond those that are currently available.
- There are many manual processes in place that could be automated without significant investment in equipment or software.
- We believe automation will result in a significant return on investment and improved services.



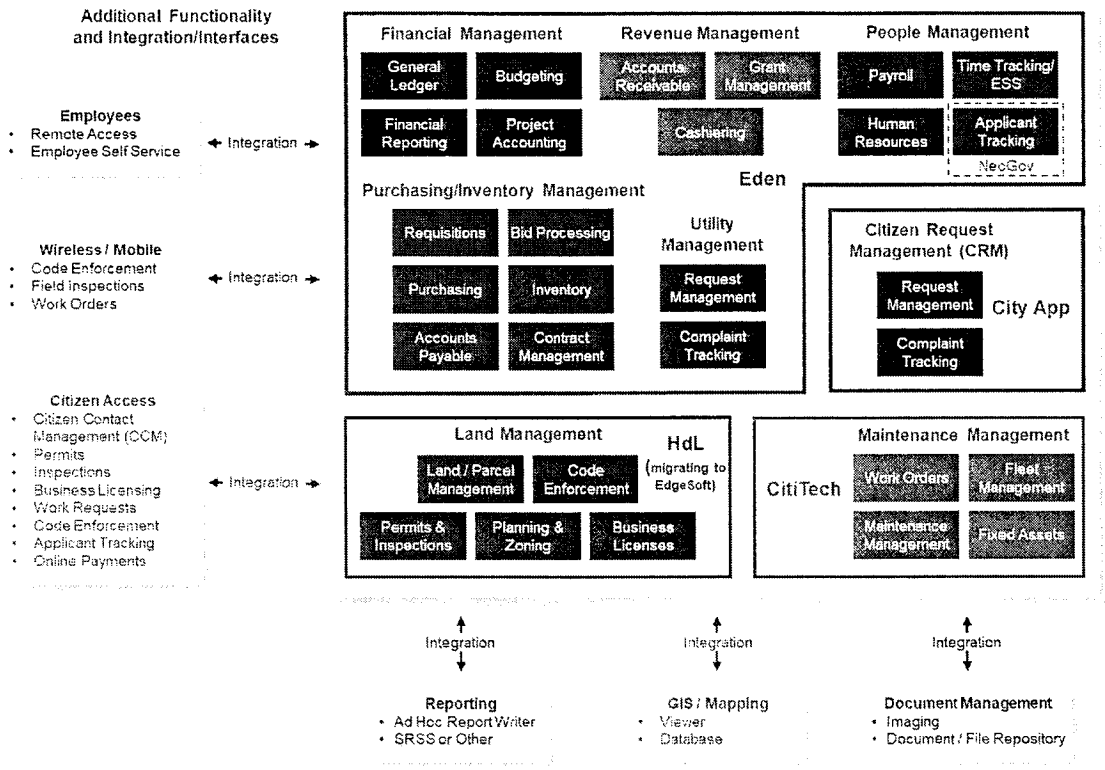
- Significant portions of the City's technology infrastructure were last updated in 2006/2007. These systems are now obsolete and no longer supported.
- Limited investment over the last twelve years have caused this plan to recommend a significant capital expenditure to reach current levels of technology.
- Development of a long-term Computer Equipment Replacement Plan, and funding that plan through an Internal Service Fund or some other annual funding mechanism, can reduce spikes in capital costs for technology.

# Benefits of Modern ERP Software

An *Enterprise Resource Planning (ERP) System* automates and integrates many core, citywide functions into a single solution while automating manual processes and providing a central location of information and reporting. An enterprise system allows collaboration and sharing of information between divisions, departments, and citizens to provide a transparent and efficient government operation. The benefits of an enterprise system are numerous and include:

- Built-in integrations between Land, Work, Financial, and People Management application suites
- Newer information technology platforms (processing, capacity advantages)
- Real-time notifications/queues
- Task tracking
- Real-time access to information
- Elimination of duplicate data entry
- Improved data integrity
- Centralized location and customer account maintenance
- Reliable information
- Workflow capabilities
- Centralized cash receipt capabilities
- Efficient revenue collection
- Reduced operating costs
- Improved internal communication
- Foundation for future improvement
- Potential reduction in annual maintenance and support fees
- Improved online information for citizens to access

## ERP Example – Depicting Existing Applications





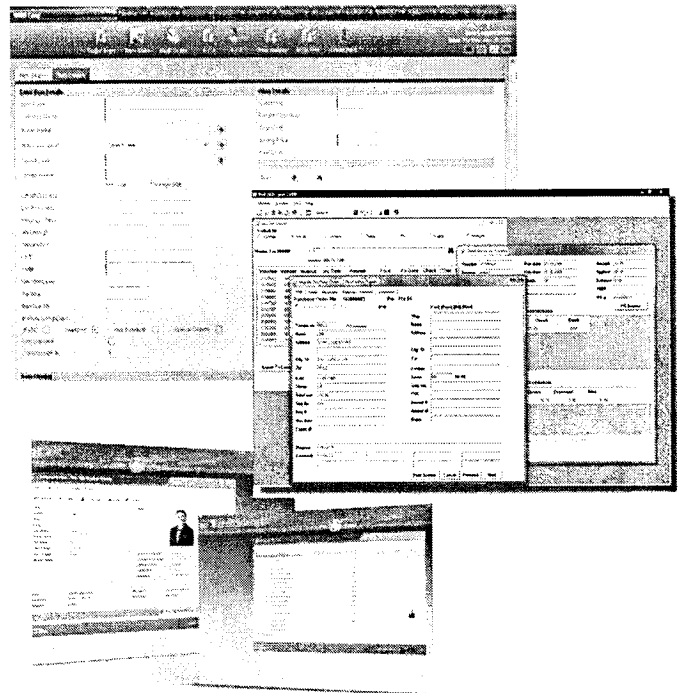
## Financial and People Management

The *financial management suite* is a suite of an enterprise system that encompasses the financial tasks and processes performed to ensure all organization-wide activity is properly accounted for and accurately reported to local, state, and federal agencies. Benefits of a financial management suite include:

- Quick generation of financial reports
- More efficient budgeting processes
- Real-time access to available budget and funding
- Better spending controls for departments and projects
- Management of grants and funding sources
- Real-time inquiries into capital improvement project progress

The *people management suite* manages the organization's workforce and provides automation to the human resources, payroll, time keeping, and applicant tracking functions. Employee self-service is also available to allow employees the flexibility in retrieving information at their convenience. Benefits of a people management suite include:

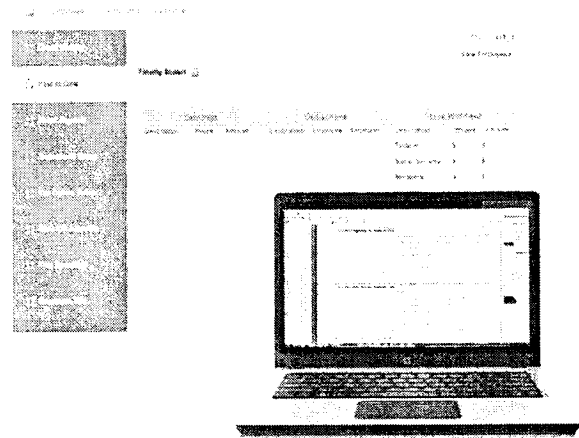
- Paperless personnel forms
- One-time data entry
- Tracking or misplacement of employee paper files
- Incorporation of employee self-service (ESS)
- Integration between time keeping, payroll, HR, and financial management
- Quick and reliable reporting to federal and state agencies
- Improved employee satisfaction
- Automated time entry approvals and payroll calculations
- Minimal steps between processing payroll and issuing direct deposits and checks



## Employee Self-Service

*Employee self-service* (ESS) allows employees to provide, change, and retrieve their personal information through an online employee portal, thereby reducing the manual interaction required with the Human Resources Department. ESS offers an online option for employees to access and manage the following information for themselves:

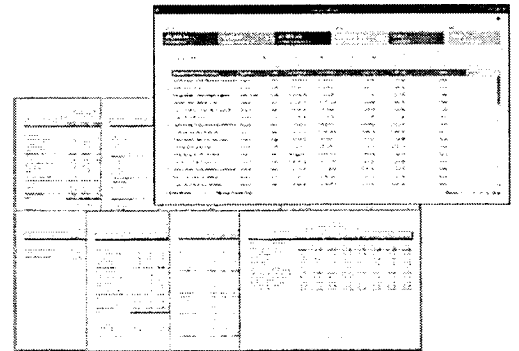
- Address changes
- Tax allowances changes
- Open enrollment benefits
- Dependent changes
- Leave/vacation accrual balances
- Electronic paystub copies
- Year-end W-2s
- Populating and retrieving timesheets
- Time requests
- Tax forms
- Many other forms and applications



## Reporting

The number one problem that is commonly seen when utilizing disjointed applications is the extensive time users dedicate to the consolidation of information for reporting purposes. Enterprise systems allow information to be quickly retrieved from a single source with numerous readily available reports. Users are also able to create their own reports without requiring them to be technical experts. This allows staff to spend more time studying analytics rather than manually assembling reports. Benefits of improved reporting include:

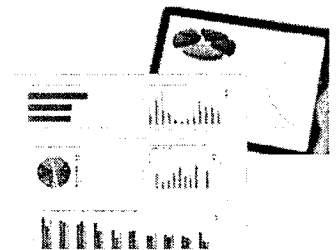
- Aggregated data across divisions, departments, and the organization as a whole
- Improved data accuracy and reduced human error
- Intuitive report creation capabilities
- Board-ready reports
- Sharing of created reports
- Elimination of labor-intensive report creation



## Individual User Dashboards

*Dashboards* form part of a user's home page and display reports, key indicators, and other metrics regarding day-to-day operations, activities, and historical trends. Benefits of dashboards include:

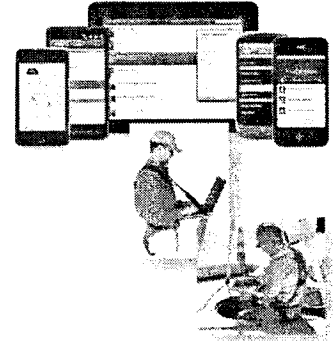
- Quick links for immediate access to required tasks and approvals
- Easy modification of dashboards for each user's preference
- Automated generation of dashboard information
- Transformation of data into visual information
- Easy-to-understand graphics
- Real-time analysis
- Drill-down access to activity detail



## Mobile Computing

*Mobile computing* provides the flexibility to operate a more mobile and productive workforce. An enterprise system can allow staff to utilize applications while in the field in order to perform their job functions while away from their office. Common benefits of mobile computing include:

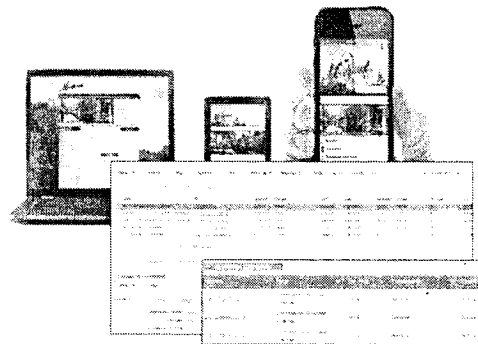
- Completion of work while in the field
- Real-time access to information
- Inspection results in the field
- Receipt of notifications and job assignments
- Reduced travel to and from office locations
- Map routing based on location of activities
- Retrieval of mapping information
- Management of code enforcement cases in field



## Online Citizen Access

*Online citizen access* enables a more transparent government by providing the public with 24/7 access to real-time information for inquiries and payment processing. This allows residents to retrieve online information that is pertinent to each individual, and allows them to take further actions, improving customer relations by eliminating the need to be physically present at City Hall. The following are examples of online citizen access transactions:

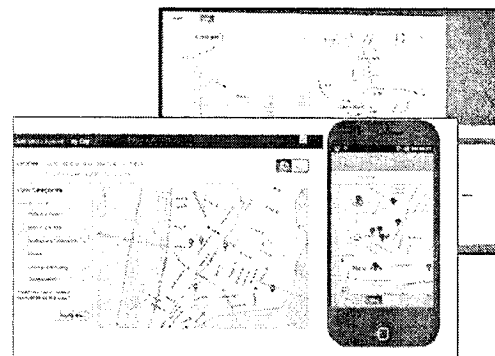
- Online permit applications
- Submit and access plan review comments
- Online payments
- Submit complaints
- Submit citizen requests
- Submit inspection requests
- Access to inspection results
- GIS maps (zoning, voting cities, etc.)



## Citizen Request Management

A *citizen request management system* is used to track, manage, and resolve citizen concerns and requests in a timely manner by automatically routing citizen requests to the appropriate department. It also provides the citizen with the flexibility to submit and track their complaints through the Web or a mobile phone application. Common benefits of a citizen request management system include:

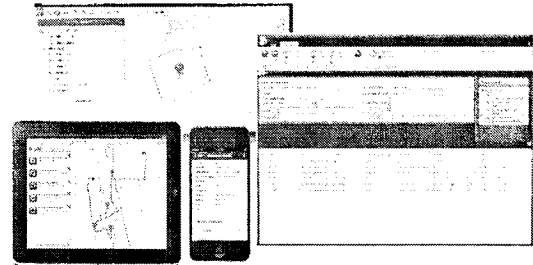
- Ability for citizens to submit requests 24/7 through a phone application or the website
- Automatic assignment and routing of requests, by type, to appropriate department(s) or staff
- Ability for citizens to view current request status
- Conversion of requests to work orders
- Ability to include photos and geolocation of a request
- More effective and efficient processes
- Improved transparency and citizen relationships



## Land Management

The *Land Management system* is one of the suites offered by enterprise application systems and manages the creation, issuance, and tracking of community development activities related to planning and zoning, permitting, building inspections, licensing, and code enforcement. Benefits associated with the utilization of the application include:

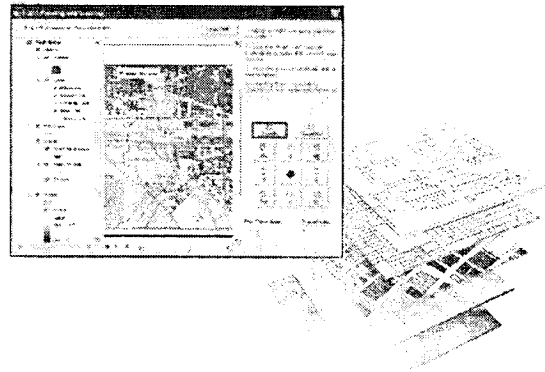
- More automated permit processing from application through permit issuance
- Automatic routing for permits requiring reviews and approvals
- Single electronic file for all permit applications and documents
- More automated tracking of reviews, inspections, and fees by permit and development projects
- Tracking of timelines, tasks, and required group reviews
- Viewing all project and permit information at a glance
- Readily accessible planning and zoning records
- Automatic generation of case documentation
- Centralized current and historical parcel information



## GIS Integration

Enterprise systems offer real-time integration to *geographic information systems (GIS)* in order to display land-use, zoning, and infrastructure layers on a map, as well as parcel, permit, inspection, code enforcement, and work order activity that resides within the enterprise system. Benefits of GIS integration include:

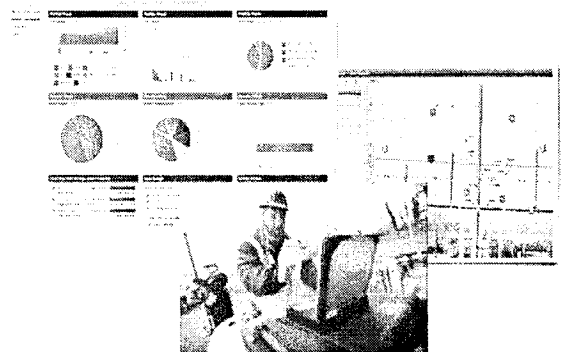
- Viewing system activity on a map (e.g., active projects, permits, cases, etc.)
- Map routing of work orders, service requests, and daily inspections
- Displaying locations of infrastructure assets
- Generating asset condition analysis
- Ability to overlay multiple map layers
- Integration to website for resident inquiries



## Maintenance and Asset Management

Another suite of an enterprise system is the *maintenance and asset management system*, which provides automation in managing the maintenance and day-to-day operations related to infrastructure assets, buildings, facilities, and fleet vehicles, while being able to capture and report on the labor, equipment usage, and material costs associated with a work order and preventative maintenance. System benefits include:

- Electronic routing of citizen requests
- Centralized task and maintenance management
- Completion of work orders from the field
- Streamlined public works operations
- Retrieval of historic work order information and costs
- Quicker work order completion times
- Improved decision-making through access to real-time information
- Viewing of asset and activity trends visually through GIS mapping capabilities
- Better replacement planning and forecasting
- Enhancement of staff productivity
- Improved compliance with regulatory standards
- Improved safety and risk management

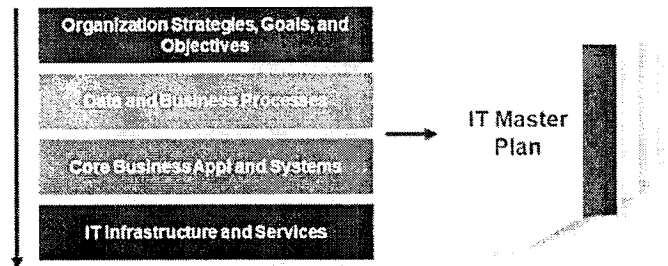




# Conclusion

## Moving Forward

Moving forward, over the next 18 to 24 months, the key areas of focus for information technology include a complete network upgrade, ERP system replacement, CAD/RMS system replacement, GIS Master Plan development, and IT operational improvements. Consideration should be given to the role of enterprise asset management in the ERP system selection. Expanding City wireless for guests and staff is a key technology project. IT operational improvements and automation improvements should also be considered.



The above paragraph contains ambitious and costly technology objectives for the City. Because staff resources and available time for new projects is limited, in general, most organizations can only sustain one major application improvement project at a time.

If the City chooses to implement these systems rapidly, organizational change management and strategic oversight will be critical to the City's success. In many cases, we continue to work with agencies on these issues during plan implementation, and we have found slow and steady progress following best practice methodologies leads to improved likelihood of success, higher quality implementations, and improved staff utilization of new systems.

IT must work to position itself in the following ways:

**IT Infrastructure** – Follow best practices in replacing the data network and installing wireless throughout all City facilities, implementing IT operational improvements and automation, and in disaster recovery planning projects.

**IT Staffing** – City IT staff members have many responsibilities. Consolidating IT staff and adding a Business Applications Analyst will allow IT leadership to focus their efforts on application and Smart City initiatives that are critical to the long-range success of the City and this plan. The addition of a Business Applications Analyst along with project management skills will provide long-term benefits as well as increase application utilization and organizational productivity.

**Application Utilization** – City departments want to improve their core business processes and fully utilize their applications. The City should work to encourage a sense of application ownership and continuous improvement by the departments. Improved application utilization is one of the most effective ways to increase staff productivity and improve customer service.

**ERP Replacement** – The entire effort to select and implement a new ERP solution to replace Eden, and potentially the Enterprise Asset Management system, will logistically require three years. The City needs to ensure all its applications needs have been identified and appropriate funding has been budgeted for a replacement ERP by conducting a comprehensive assessment and developing a Request for Proposals (RFP). Additionally, because *the City has not conducted this type and complexity of project with these specific business analysis, documentation, and negotiation requirements, the City should obtain assistance from a municipal ERP Applications Subject-Matter Expert.*

**CAD/RMS Replacement** – The entire effort to select and implement a new CAD/RMS solution to replace SafetyNet will logistically require two years. The City needs to ensure all its public safety needs have been identified and appropriate funding has been budgeted for a replacement system by conducting a comprehensive assessment and developing a Request for Proposals (RFP). Additionally, because *the City has not conducted this type and complexity of project with these specific business analysis, documentation, and negotiation requirements, the City should obtain assistance from a municipal ERP Applications Subject-Matter Expert.*

**Governance** – The formation of the internal IT Steering Committee will foster cooperation and collaboration in setting priorities and executing multi-department initiatives. Over the long run, the IT Steering Committee will oversee and maintain the execution and occasional modification of this plan.

We expect the projects outlined in this report to result in improved productivity and customer service, as well as improved sustainability.

Third-party subject-matter experts will be helpful for projects that are (1) high priorities, (2) beyond the scope of City skill sets, and/or (3) lacking internal resource availability.

Additionally, we recommend action plans be developed by the departments and IT for all active, short-term initiatives. The action plans should include all identified needs, recommended solutions, responsible individuals, and target due dates. These action plans can ensure all needs are being addressed and/or a decision has been made not to pursue an initiative. These action plans will also prove beneficial to annual resource and budget planning requirements.

The City should review and update the plan annually, using an abbreviated version of this planning methodology. In this way, the plan will be a vehicle to continuously guide the information technology activities of the City. The annual plan update should be synchronized with the City's annual budget process, so the City's initiative costs can be properly represented in the City's annual budget.

## Benefits

The completed plan should not be viewed as static, but rather as a dynamic tool that is revised and updated as business conditions and requirements change. If the planning function is not an ongoing process, certain objectives and benefits will not be realized, because the objectives themselves may change as the organization and its environment evolves.

Major benefits that are (or should be) realized through the implementation of this Technology Assessment include:

- Increased collaboration and communication between the departments and IT
- Transformation of the organization's overall understanding, knowledge, and stewardship of information technology
- Clear direction for IT operations and IT projects for the next five years, focused on meeting the organization's needs
- Citywide department consensus and understanding of all IT initiatives and their priorities
- Foundational process and methodology for evaluation of project investments and analyzing business case justification

## Immediate Next Steps

It is recommended the IT Steering Committee begin work by reviewing the plan and priorities, including the ranking and sequencing of the Key Initiatives. Next, assign lead and participatory resources to these Top Priority IT initiatives, as well as to all other high-priority IT initiatives. This should include the finalization of target due dates for immediate next steps of those initiatives. Initiative leaders should then report status updates for active initiatives to the IT Steering Committee as part of each agenda.

Major issues for each initiative should be discussed among the Committee and/or sub-committees for general feedback, collaboration, and lessons learned, as many of the initiatives cross departmental boundaries.

In order to improve the culture of application utilization, management, and support, it is also recommended a series of training seminars be developed for all key department stakeholders and all enterprise business application users throughout the organization. This is an effective way to maintain momentum and kick off the tremendous change that is to occur in improving operations and constituent services.

# Technology Master Plan Capital Budget

The Technology Assessment budget on the following pages is not an entirely new set of spending requirements. The plan encapsulates all information technology issues and needs of all departments in the City. Some initiatives are normally funded by departments themselves, and some already have capital reserves set aside, while others are part of normal annual IT budgeting.

# Technology Current State Assessment (Initiatives)

The following section contains the *Technology Current State Assessment* documentation in its entirety.



## Technology Master Plan Budget



Initiative	IT Initiative	Comments	Priority	Budget Range		FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
				Low	High						
<b>Best Practices</b>											
1	Technology Governance	Best Practice for managing and prioritizing the limited resources of the IT function. Conduct a Technology Governance Workshop that will include a governance guideline binder for City's future use and reference.	H	\$7,500	\$12,500		\$10,000				
2	IT Project and Services Portfolio	Document IT roles and responsibilities for all services, including SLA, for business application support.	H	\$5,000	\$10,000			\$10,000			
3	Sustainability Planning	Develop a long-range plan to continue to support applications and underlying technology with updates as needed.	H	\$7,500	\$12,500			\$10,000			
4	Project Planning and Implementation Best Practices	Best Practice focused on utilizing project planning techniques to deliver projects in a timely manner with less risk.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5	Applications Management Best Practices	Identify application owners and champions within the Departments to lead improvement efforts.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6	Business Process Reviews	Utilize business process reviews to improve processes, reduce work steps, and save staff time.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7	Enterprise Reporting Best Practices	Ongoing application support and continued assistance with enterprise system reporting will be critical for implementation of these practices.	M	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8	ITIL (Information Technology Infrastructure Library)	ITIL is a standard for delivering IT services.	M	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
9	COBIT (Control Objectives for Information and Related Technologies)	Utilize COBIT Best Practices to improve IT services planning and life cycle management.	M	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10	User Training and Support	Initially Windows 10, Office 2016, and then ongoing Office and Departmental training budget year-over-year. Recurring budget item.	H	\$10,000	\$25,000		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
11	Training Room	The City currently uses Council Chambers or Executive Conference Room for large meetings and software training. The recommended applications improvements and implementation of a new ERP system will require space for computers, screens, and printers for configuration and training for the duration of the plan.	H	\$9,850	\$14,650	\$14,650					
12	Software Selection Best Practices	Best Practice focused on reducing risk and improving software selection outcomes while maximizing value through a competitive selection process.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
13	User Access Controls	Integrate applications with Active Directory to ease administration and sign-on processes.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
14	Cloud Computing	Utilize return-on-investment methodologies to make decisions regarding options for Cloud/hosted solutions vs. a traditional license model.	M	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
15	Return-On-Investment Considerations	Policy and practices the City will follow per the initiative recommendations. Topic will be covered in the IT Governance Workshop noted in that initiative.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

## Technology Master Plan Budget



Initiative	IT Initiative	Comments	Priority	Budget Range		FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
				Low	High						
<b>Departmental Applications and Systems</b>											
16	Eden (Enterprise Resource Planning - ERP) Replacement	Budget for the acquisition and Best Practices implementation of a new ERP system including third-party implementation management services and annual recurring maintenance and support. NOTE: This is for an on-premise solution to be run on-site on City-owned servers. Software as a Service (SaaS) subscription-based hosted/Cloud options are available and costs for hosted/Cloud can be as much as 50-100% higher compared to on-premise over a ten-year usage period.	H	\$750,000	\$1,250,000			\$500,000	\$500,000	\$70,000	\$70,000
17	Eden (Enterprise Resource Planning - ERP) Replacement Selection Services	Budget for conducting Software Selection Best Practices to select new ERP and EAM systems, with assistance from a third-party resource.	H	\$75,000	\$125,000		\$50,000				
18	Time and Attendance System	Budget includes third-party SME and project management assistance due to complexity.	H	\$75,000	\$150,000	\$125,000	\$25,000				
19	Performance-Evaluation Software	Implement online work flow automation.	H	\$15,000	\$30,000		\$20,000				
20	EAM (Enterprise Asset Management) Replacement	This can be summarized as work orders and maintenance of City's physical and infrastructure assets. Project costs include Best Practices implementation with third-party implementation management assistance.	M	\$300,000	\$800,000	\$400,000	\$200,000	\$100,000	\$50,000		
21	Project Tracking and Collaboration	Basecamp, Wrike, or other tools to foster collaboration on multi-department or multi-jurisdictional projects. These solutions are most often provided on a yearly subscription basis.	M	\$2,000 yearly	\$3,000 yearly			\$3,000	\$3,000	\$3,000	\$3,000
22	Construction Management Software	This will be to automate the construction management process, which is currently manually-based using spreadsheets and MS Project. The ongoing cost shown after FYE 2022 is for annual maintenance and support fees.	M	\$50,000	\$150,000				\$150,000	\$6,000	\$6,000
23	InDesign and AutoCAD Software Upgrade	Upgrade to newest versions of the software and replacement of PCs and monitors to improve productivity while using the software.	M	\$25,000	\$35,000			\$35,000	\$6,000	\$6,000	\$6,000
24	Land Management - EdgeSoft Implementation	The costs for this initiative are in the current year's budget and implementation is proceeding. This initiative is to ensure that implementation best practices are followed and the proper integration/interface is included.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
25	Landscape Design Software	This is for landscape design software to be used for the Hollydale Park Master Planning Project and other park-related planning, refresh, and maintenance.	L	\$10,000	\$20,000					\$20,000	\$1,750
26	Police CAD/RMS Replacement	This is the cost for the replacement of the existing CAD/RMS HiTECH SafetyNet system environment. The FYE 2020 cost is for the effort to complete a third-party SME process review/assessment and select the system that is the best fit. It also assumes a contract would be signed before June 30th 2020 (encumbered). Ongoing maintenance and support will be about 20% of the software costs.	H	\$800,000	\$1,600,000	\$800,000	\$500,000	\$70,000	\$70,000	\$70,000	\$70,000
27	Public Safety Radio System	Cost of replacement and new annual recurring costs.	H	\$1,200,000	\$2,000,000	\$1,400,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
28	Electronic Ticketing and Citation System	Since most CAD/RMS vendors offer electronic citations modules, it is recommended the City look to their selected CAD/RMS vendor for this solution (see above).	M	Included in CAD/RMS Replace Initiative		Included in CAD/RMS Replace Initiative					

## Technology Master Plan Budget



Initiative	IT Initiative	Comments	Priority	Budget Range		FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
				Low	High						
29	Police Interview Room Recording System	This is for replacing the existing interview room recording equipment. Many vendors also offer cloud-based storage on an annual basis. The initial budget shown is for the one-time cost of the equipment, and the annual recurring is for cloud-based video storage/management.	M	\$20,000	\$40,000			\$40,000	\$3,500	\$3,500	\$3,500
30	Electronic Document Management System (EDMS)	Budget for EDMS system selection per best practices, acquisition, and implementation of a new EDMS system with costs for third-party assistance for these activities.	M	\$350,000	\$500,000					\$350,000	\$150,000
31	Intranet Implementation	Budget for the acquisition and implementation of an intranet system. Consider option with existing vendor (CivicPlus).	M	\$25,000	\$50,000	\$50,000					
Smart Cities											
32	GIS Assessment and Strategies	Budget for third-party assistance to complete a GIS assessment, determine strategies, and lay out a plan for improved GIS capabilities.	H	\$40,000	\$60,000		\$60,000	\$50,000	\$50,000	\$50,000	\$50,000
33	Website Design Review and Improvement	The City's existing website solution provider offers refresh services every four years as part of the recurring maintenance and support fee. These "included" services often fall short of needs. The number included for this initiative is for additional services to fully complete an assessment and refresh. City is considering a move away from the current website provider.	H	\$15,000	\$100,000	\$100,000					
34	Online Citizen Access	This is a strategy-based initiative. The principle strategy to be applied is to extend online public access and services (including payments) for all applicable operations. Cost for these endeavors are incorporated in the initiatives included in this plan. OpenGov is currently used and offers City financial information as a public access service.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
35	Citizen Request Management (CRM) Replacement	Budget for a replacement CRM (Citizen Request Management) system.	M	\$50,000	\$80,000			\$80,000			
36	Passport Application and Renewal Processing	Off-the-shelf solutions were not found for these processes. The costs included for this initiative are roughly estimated based on possibly forming a consortium with other communities that provide these passport services (Santa Monica, Orange, Bell, etc.)	M	\$30,000	\$50,000				\$50,000		
37	E-Filing Systems - Public Access	This is for the automation related to FPPC, SEI (Form 700), and Lobbyist Disclosure filings, which includes the ability for online filing and public access to this filing information. Solutions like NetFile and others are annual cloud-based subscription services.	H	\$5,000 yearly	\$10,000 yearly	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
38	Public Wireless - Tweedy Boulevard and South Gate Park	Public wireless Tweedy Boulevard and South Gate Park.	H	\$400,000	\$650,000	\$220,000	\$220,000				

## Technology Master Plan Budget



Initiative	IT Initiative	Comments	Priority	Budget Range		FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
				Low	High						
IT Infrastructure											
39	Computer Equipment Replacement Planning	Utilize a Best Practice equipment replacement schedule to eliminate end-of-life and obsolete equipment. Server and SAN replacement in PD FYE2022 and in CH FYE2023.	H	Ongoing Cost	Ongoing Cost	\$37,500	\$37,500	\$207,500	\$232,500	\$37,500	\$37,500
40	City Hall Computer Rooms	Kilchen is across hall and sometimes room has water on floor. Must move power cables from floor to overhead. Move all non-essential equipment from basement computer room to first floor computer room (after virtualization). Move video surveillance system from high shelf to workstations within IT.	H	\$15,000	\$25,000		\$25,000				
41	Police Computer Rooms	Consolidate two Police computer rooms into single Police computer room as a part of a remodel. Consider basement vault. Cost depends on fire suppression method selected.	H	\$200,000	\$275,000	\$275,000					
42	Structured Connectivity System	Re-cable PD to support new computer room. Re-cable smaller facilities to bring up to standards. Create new patch panel and workstation network capability in City Hall first floor computer room.	H	\$200,000	\$300,000	\$35,000	\$187,500	\$37,500	\$18,750	\$18,750	\$18,750
43	Power Distribution	Good PDUs in first floor City Hall computer room, but need new PDUs for all other computer rooms.	M	\$5,000	\$10,000	\$10,000					
44	Network Redesign	Network equipment from 2006 and must be replaced.	H	\$300,000	\$350,000	\$350,000					
45	Servers – Windows 2016 Domain Upgrade	City to purchase four additional servers, two for City Hall and two for Police.	H	\$60,000	\$75,000	\$75,000					
46	IT Infrastructure Roles and Responsibilities	Best Practice division of responsibilities between City Hall and Police IT Staff.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
47	Create Best Practice Internet Connectivity (DMZ)	Necessary for online services and secure remote access.	H	\$5,000	\$10,000			\$10,000			
48	Virtual Server Migration	Utilize VMware to consolidate all servers.	M	\$50,000	\$75,000		\$75,000				
49	Wireless Network	Expand wireless networks to cover all City facilities, including guest wireless access.	H	\$50,000	\$100,000	\$15,000	\$62,500				
50	Mobile Access	This cost is for third-party assistance to do an assessment of mobile needs for non-Police field-based application (e.g., work orders, permits, inspections, CRM, etc.) Further budgets for the acquisition of mobiles and deployment will be an outcome of this assessment.	H	\$75,000	\$100,000		\$7,000	\$30,500	\$20,000	\$20,000	\$8,000
51	Mobile Digital Computer (MDC) Replacement Planning	Replacement planning specific to in-vehicle MDCs, the majority of which serve Police.	H	\$100,000	\$125,000				\$60,000	\$60,000	
52	Conference Room Audiovisual	Improvements in conference room capabilities.	M	\$25,000	\$75,000			\$14,000	\$7,000	\$7,000	
53	Internet Bandwidth	Expand Internet speeds at City Hall. Add secondary (resilient) Internet connection at PD.	H	\$15,000/year	\$20,000/year	\$3,000	\$36,000	\$18,000	\$18,000	\$18,000	\$18,000
54	Computer Upgrades	Upgrade from Windows 7 to Windows 10. Increase RAM and add Solid State Disk in those with spinning disk. Windows 7 obsolete in 2020.	H	\$60,000	\$75,000		\$65,000				
55	Electronic Mail (Exchange)	Move to Office 365.	H	\$52,000/year	\$62,000/year	\$61,250	\$52,500	\$42,000	\$42,000	\$44,400	\$44,400
56	Office Software Upgrades	Move to Office 365, and include Office software.	H	Included in Email (O365)	Included in Email (O365)			Included in Email (O365)			
57	E-Fax	Move to electronic faxing wherever possible to reduce cost of plain, old telephone lines. Do in conjunction with phone system upgrade or replacement.	M	\$5,000	\$10,000		\$7,500				
58	Dual Monitors	Implement dual monitors for majority of staff to increase productivity. Includes monitor arms and any additional USB->HDMI adapters.	H	\$60,000	\$100,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	

## Technology Master Plan Budget



Initiative	IT Initiative	Comments	Priority	Budget Range		FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
				Low	High						
59	Video Surveillance	Single video surveillance management system for use throughout the City. Consider integration with door access control system.	M	\$200,000	\$350,000				\$50,000	\$90,000	\$45,000
60	Door Access Control	Integrated door access control management system for use throughout the City. Consider system that integrates with video surveillance management system.	M	\$250,000	\$400,000					\$162,500	\$35,000
<b>IT Operations</b>											
61	Help Desk Ticketing System	Implement robust Service Desk offering, and expand usage.	H	\$10,000	\$20,000	\$15,000					
62	Mobile Device Management	Implement management product for smart phones, tablets, and laptops.	H	\$750/year	\$3,000/year	\$1,000	\$1,000	\$1,500	\$1,500	\$2,000	\$2,000
63	IT Asset Management Automation	Implement Netrix or similar to track all IT assets.	M	\$5,000	\$10,000			\$10,000			
64	IT Automation Tools (Patch Management)	Patch all critical applications versus existing Microsoft patching.	H	\$5,000	\$15,000		\$14,500				
65	Desktop Management	Desktop inventory and software push capability.	M	\$5,000	\$15,000			\$10,000			
66	Network Management Tools (Configuration Management)	Implement What's Up Gold or other configuration management and alerts/alarms tool.	H	\$15,000	\$25,000		\$15,000				
67	IT Support Metrics	Measurements from Help Desk (Service Desk)	M		\$7,000				\$7,000		
68	IT Policies and Procedures	Develop IT policies and procedures.	M	\$7,800	\$14,800		\$7,800	\$7,000			
69	IT Procurement Practices	Best Practice for the procurement of large, complex technology systems.	H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>IT Security</b>											
70	Backups and Disaster Recovery Planning	Cloud-based backups and disaster recovery capabilities. Dependency - expanded Internet bandwidth.	H	\$25,000	\$50,000			\$50,000	\$25,000	\$25,000	\$25,000
71	Firewall Replacement	Replace obsolete firewalls, and implement additional firewalls for CJIS security and additional bandwidth needs.	H	\$75,000	\$100,000	\$100,000					
72	Antivirus Updates	Move to an enterprise antivirus solution that allows for tracking of non-compliant systems.	H	\$6,250	\$12,500	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
73	Two-Factor Authentication	For all staff.	M	\$15,000	\$25,000			\$25,000			
74	IT Security Assessment	Following network, DMZ, and firewall improvements.	M	\$15,000	\$25,000				\$25,000		
75	PCI Compliance Review	Assess credit card processing methodologies and security procedures.	M	\$7,500	\$12,500		\$10,000				
76	Records and Data Retention	Expand City records retention to include electronic records and data. Implement cloud-based electronic mail archiving and migrate .PST files.	H	\$5,000/year	\$10,000/year	\$14,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
<b>Telecommunications</b>											
77	VoIP Phone System Upgrade	Replace obsolete phone system. Will require a complete hardware and software upgrade. Recommended Best Practice methodology includes a competitive procurement process that considers replacement systems in addition to an upgrade.	H	\$170,000	\$255,000	\$25,000	\$220,000				



## Technology Master Plan Budget



Initiative	IT Initiative	Comments	Priority	Budget Range		FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
				Low	High						
<b>IT Staffing</b>											
78	IT Staff Training	Include CBT Nuggets and one class per staff member.	H	\$16,500	\$20,000	\$16,500	\$16,500	\$16,500	\$16,500	\$16,500	\$16,500
79	Enterprise Applications Support	Corresponding to the fiscal year of ERP system selection, add a Business Systems Analyst to the IT Team.	M	\$105,000/ year	\$125,000/ year			\$57,500	\$115,000	\$119,600	\$124,384
80	GIS Staffing	Following the GIS Assessment, determine GIS staffing mechanism. Consider outsourcing GIS to third party.	M	\$50,000/ year	125,000/ year			\$75,000	\$75,000	\$75,000	\$75,000
81	IT Staffing		H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
82	IT Project Management	Technology Master Plan project management.	H	\$125,000/ year	\$250,000/ year	\$171,000	\$200,000	\$206,000	\$212,180	\$218,545	\$225,102
						<b>\$4,354,400</b>	<b>\$2,317,800</b>	<b>\$1,908,500</b>	<b>\$2,000,430</b>	<b>\$1,685,795</b>	<b>\$1,207,386</b>
						<b>6-Year Grand Total</b>					<b>\$13,474,311</b>
<b>Other Funding Sources (funds, grants, etc.)</b>											
<b>Other Funding Sources (funds, grants, etc.)</b>											
<b>Other Funding Sources (funds, grants, etc.)</b>											
<b>Other Funding Sources (funds, grants, etc.)</b>											
						<b>Subtotal - Other Funding Sources</b>					
						<b>Net new Funding</b>					
						<b>\$4,354,400</b>	<b>\$2,317,800</b>	<b>\$1,908,500</b>	<b>\$2,000,430</b>	<b>\$1,685,795</b>	<b>\$1,207,386</b>
						<b>6-Year Grand Total</b>					<b>\$13,474,311</b>

# Technology Current State Assessment (Initiatives)

November 2019

 *California*

*Client Locations*  
**Coast-to-Coast**

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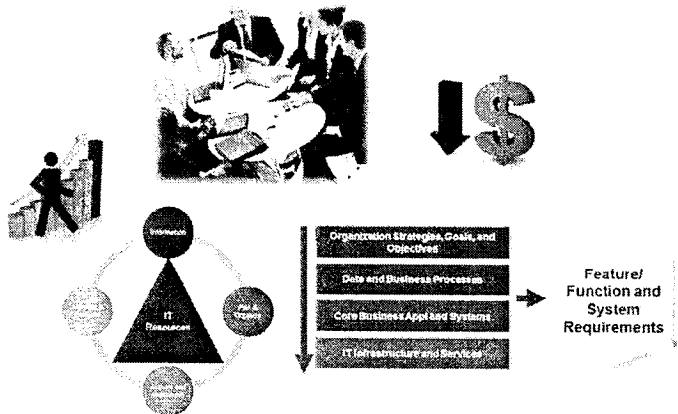
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*Best practices* are methods that are recognized as consistently providing better results than those achieved with other methods. We believe that the following best practices will enhance the City's ability to select, procure, and maintain solutions that are more effective in the future, as well as improve overall productivity of staff.

1. Technology Governance
2. IT Project and Services Portfolio
3. Sustainability Planning
4. Project Planning and Implementation Best Practices
5. Applications Management Best Practices
6. Business Process Reviews
7. Enterprise Reporting Best Practices
8. ITIL (Information Technology Infrastructure Library)
9. COBIT (Control Objectives for Information and Related Technologies)
10. User Training and Support
11. Training Room
12. Software Selection Best Practices
13. User Access Controls
14. Cloud Computing
15. Return-On-Investment Considerations



## 1. Technology Governance

### Background

#### *Technology Governance*

Traditionally, key technology decisions are made by IT professionals and a select few organization managers. This does not always ensure the most effective delivery of technology to stakeholders (all departments and constituents). Technology governance can provide a collaborative forum for major decisions, planning, internal communication, and department and staff training regarding such matters. Technology governance can also provide a methodology for stewardship of technology resources on behalf of the stakeholders who demand a benefit and/or return on the investment.

#### *Steering Committee*

A *Technology Steering Committee* is a group of employees and managers from a variety of departments and disciplines that provide long-term direction and oversight for an organization's technology resources. This committee can provide a stabilizing influence and focus for development of organizational concepts and planning. Some of the responsibilities the group may carry out include:



- Identifying and developing technology initiatives and projects
- Prioritizing technology initiatives
- Monitoring the Technology Master Plan and projects' progress
- Project management of Technology Master Plan implementation
- Providing a forum for lessons learned during implementation of technology projects
- Providing an initial review process of technology-related projects requested by individual departments
- Reviewing and providing feedback on long-term, unresolved Help Desk issues
- Developing and reviewing standards and policies
- Helping to achieve support for technology across the organization
- Reviewing Help Desk statistics, issues, and long-term unresolved needs
- Discussing internal customer service concerns
- Acting as a sounding board for management and staff

Implementation of a technology governance methodology can be an effective forum for departments to become more knowledgeable about technology and how it can be used to enhance customer service and create efficiencies throughout City business processes.

### Findings and Observations

Interdepartmental cooperation is necessary to meet the City's technology goals. The implementation of the Technology Master Plan recommendations will provide a great opportunity for City departments to collaborate on future technology use and application needs.

## Recommendations

- Assemble and formally implement a Technology Steering Committee, including a Technology Steering Committee Charter, to discuss technologies and recommend priorities, assist in policy development, communicate with department staff, and oversee the implementation of the Technology Master Plan.
- Utilize the Technology Steering Committee as the initial forum for IT functions and other departments to propose and present new technology-related projects to ensure best practices are followed and applied to the review, selection, approval, procurement, implementation (project management), and ongoing technology maintenance.

## Recommended Next Steps

- Develop a Technology Steering Committee charter.
- Determine potential Technology Steering Committee members who are:
  - ◆ Interested in participating on the committee
  - ◆ Able to speak for Department Heads
- Develop and implement a Technology Steering Committee focused on:
  - ◆ Oversight of the Technology Master Plan
  - ◆ Adjusting priorities, based on limited IT resources
  - ◆ Annual IT budget review and prioritization
  - ◆ IT policy reviews
  - ◆ New project reviews and feedback
  - ◆ Lessons learned from ongoing projects
- Determine representation of all departments on the Steering Committee for regular technology-based communication, ongoing education, and continued collaboration.
- Assign leaders to report on Technology Master Plan initiatives implementation progress.
- Monitor and discuss active Technology Master Plan initiatives at each Committee meeting.
- Form sub-committees, as appropriate.
  - ◆ Consider a GIS sub-committee to focus on developing a strong citywide GIS program.

## Benefits

- More transparency, responsibility, and accountability
- Prioritization of initiatives
- Improved compliance and consistency
- Enhanced communication and collaboration
- Higher degree of business and technology alignment
- Widespread personal and professional growth

## 2. IT Project and Services Portfolio

### Background

An *IT Support Services Portfolio* is a complete list of IT projects and services provided to City staff and the public. The support services portfolio outlines IT responsibilities for each service and any service-level agreement for those services (e.g., 24/7 support required, disaster recovery priorities, user-access permissions, report writing for certain software modules, server uptime requirements, etc.) Applications support is only one aspect of the complete portfolio. Other IT services include projects, Help Desk, data network, telephone systems, cyber security, etc.

### Recommendations

- Create an IT Projects and Services Portfolio to effectively communicate and set expectations for all users regarding what support services IT provides and communicate service-level standards.
- Utilize results of the Technology Master Plan as the basis for a five-year project portfolio and budget.
  - ♦ Create a separate “small projects” portfolio for non-TMP projects requiring less than forty (40) hours of IT work.
- IT Steering Committee (see *Governance* initiative) should track and review the portfolio and receive regular updates from IT staff and departments on the status of projects.
- Utilize the *Application Management Best Practices* as well as *User Training and Support* initiatives as a basis to complete the services portfolio.

### 3. Sustainability Planning

#### Background

*Sustainability planning* is the process of mapping the acquisition, maintenance, upgrade, improvements, training, and eventual replacement for major application systems over a long-term period (e.g. ten years). Sustainability planning helps in two significant ways:

1. It reduces the significant periodic spikes in capital expenditures for large software solutions.
2. It schedules upgrades and replacements of departmental business application systems in a convenient and timely manner.
3. It provides for ongoing use training.

Sustainability planning includes computer replacement planning to create a holistic view of necessary technology expenditures over the long run. Sustainability planning can be used to develop a minimum annual set-aside.

The growing practice of sustainability planning provides a more practical and realistic way to determine and plan for the ongoing operational needs of all departments.

Because software applications are the primary technology tools of business departments, the City can benefit from implementation of sustainability planning versus the more limited practice of replacement planning.

#### *Return-on-Investment (ROI) Considerations*

- A study conducted by Express Metrix for quantifying ROI as it relates to IT and software asset management describes the following ROI benefits of replacement planning within an organization:<sup>1</sup>
  - ♦ Reduced cost of ownership related to IT assets by determining licenses for which an organization is overspending and reducing Help Desk costs
  - ♦ Managed technology change by developing software procurement models that map current and future needs with technology migration and upgrade planning
  - ♦ Minimized security risks by preventing unauthorized use, enforcing desktop standards, and identifying PCs with unlicensed applications

In a study conducted by the Aberdeen Group, the following were the cost savings that occurred after incorporating a sustainability plan:<sup>2</sup>

- System automations reduced paper costs by up to 11%
- Efficiencies reduced facility costs by up to 10%
- Waste and disposal costs were reduced by up to 8%
- Transportation and logistics costs were reduced by up to 5%

#### Findings and Observations

- The City has spent a limited amount on technology over the last three years.
- Some application-related costs are in department budgets.
- IT spending throughout the organization is somewhat fragmented.
  - ♦ IT spending cannot be easily summarized for the organization.

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<sup>1</sup> Express Metrix.

<sup>2</sup> Aberdeen Group, 2009.



## Recommendations

- Develop a sustainability plan for major IT and department software applications.
  - ♦ Microsoft licenses should be replaced N-1 (i.e., every other version). The City should investigate the possibility of shifting to a subscription-based, hosted model (Office 365) in future budget years.
  - ♦ Consider subscription-based software for other software including Adobe, AutoCAD, etc.
  - ♦ Larger core applications (e.g., Financials, Land Management, Work Order Management, Recreation, etc.) benefit most from sustainability planning because these should only be replaced every 10-15 years, if procured and managed properly.
- Investigate and track annual maintenance and support, and upgrade costs for all major systems to determine if the cost structure is sustainable. If the cost structure is not sustainable, consider alternatives and priorities over the next five-year period.

## Benefits

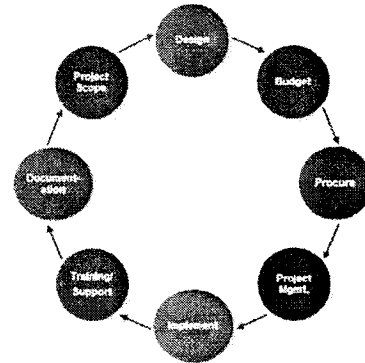
- Increased long-term investment through scalability
- Reduced maintenance expenses
- Increased trust in systems
- Reduced risk and liability
- Reduction in total cost of ownership
- Avoidance of unforeseen upgrades
- Informed purchase timing
- Software lifecycle evaluation

## 4. Project Planning and Implementation Best Practices

### Background

A best practice approach should be followed for all significant implementation projects. The complexity and risk determine the actual level of due diligence that should be performed. The following is an outline of project planning and implementation best practices:

- **Determine Scope of Work** – Work with all stakeholders to determine what needs to be accomplished.
- **Design** – For larger, more complex projects, the design effort may become a separate project. For smaller projects, design is integrated into budgeting.
- **Specifications** – Make sure an appropriate level of vendor-agnostic specifications are included with procurement requests that reduce ambiguity and provide better comparisons between vendors.
- **Collaborate** – Include input and requirements of all stakeholder groups to ensure all requirements are included in specifications and all stakeholders buy-in to the final solution. The IT Steering Committee should review as part of the Committee's roles and responsibilities.
- **Develop Budget** – Project budgets include hardware, software, and consulting and SME costs. Consulting costs are estimated by outlining the various work steps and estimating the hours required to complete them.
- **Gain Sign-Off** – Once the budget is complete, review the scope of work and costs with the project sponsor and gain their approval before continuing, including consent by the IT Steering Committee.
- **Create Project Plan** – Based on all stakeholder needs, delivery dates, and the tasks to be completed, develop a project plan and estimated implementation date.
- **Outline Communication Plan** – Outline the process for communicating implementation dates, improvements, and training to appropriate staff members.
- **Document Other Plans** – Other plans may include training, testing, contingency, and back-out. These plans are developed on an as needed basis.
- **Configure, Implement, and Train** – Utilizing planning methodologies and technical expertise, configure the necessary system components, and implement the solution with the least possible impact to staff and productivity. The IT Steering Committee should receive status reports on the progress of the implementation, including whether the project is on time and within budget, whether user needs are being met, and that vendors are following through with their contractual obligations.
- **Post-Implementation Review** – Complete a post-implementation review with successes, lessons learned, and any unresolved issues requiring vendor assistance. Report the results of the IT Steering Committee's review.
- **Post-Implementation Support** – All implementations that affect multiple users require on-site, post-implementation support to eliminate remote response times.
- **Documentation** – Develop any necessary procedures and update documentation as part of the project.



## Findings and Observations

- The City does not utilize a Project Management Office (PMO) approach or a culture of following project management best practices for all IT projects.
- The City has limited IT project management expertise.
- The IT function does not regularly utilize project management methodologies on larger projects, although third-party subject matter experts (SMEs) have been used on occasions for research and studies.

## Recommendations

- Develop a project portfolio for all IT and software-related projects.
- Follow Planning and Implementation Best Practices as listed in the introduction of this initiative.
- Review all major active and upcoming projects during Technology Steering Committee meetings.
- Obtain services of third-party project managers and/or subject-matter experts, as appropriate and/or cost beneficial.

## Benefits

- Prioritization of projects
- Reduced periods between transitions
- Increased information-sharing capabilities
- Enhanced communication and consensus
- Increased anticipation and management of technology upgrades
- Improved analysis and planning
- Increased departmental collaboration
- Measurement and tracking of results and outcomes

**5. Applications Management Best Practices**

**Background**

The City utilizes over 127 different software applications or modules throughout all departments. Major systems include:

Application Functionality	Vendor
Financial/Accounting Management & Budgeting	Eden
Personnel Management & Payroll	Eden
CIS/Utility Billing	Eden (Radix & Itron AMR project)
Advanced Scheduling and Time Keeping	Telestaff (Police only)
Land Management (Planning, Permitting, Inspections, Code Enforcement, Licensing, etc.)	HdL migrating to EdgeSoft
Work Orders/Maintenance Management	CitiTech
Electronic Document and Records Management	N/A
Geographic Information System (GIS)	PW: GIS Nobel/GeoViewer 9 Police: Esri Police: Geo maps (geospatialtech.com)
CAD (Computer Aided Dispatch) / RMS (Records Management System)	Hightech/Pulsium's "SafetyNet" product line

A more comprehensive example listing of City applications is included below.

*Note: This is not an official inventory*

- Adobe
  - ◆ Acrobat Pro
  - ◆ Acrobat Reader
  - ◆ Flash
  - ◆ Illustrator
  - ◆ InDesign
  - ◆ Photoshop
- Audacity
- AutoCAD
- Bank file transfer-WinSCP
- Bank of the West (BofW)
- BlueCheck
- CalGang
- California DOJ
- CalPERS online
- Canva
- Chromecast
- City App (Citizen Engagement Tool)
- CitiTech
  - ◆ Work Orders
  - ◆ Work Reports
  - ◆ Asset Management
  - ◆ Annual Work Plans
  - ◆ Inspections
  - ◆ Inventory
- Civic Plus
- Colorado Timing System
- Compliance Hub (online)
- County Assessors maps
- Credit Card Readers
- Crystal Reports
- Daktronics
- Dropbox
- Eden/Tyler Technologies
  - ◆ Accounts Payable
- Accounts Receivable
- Administration with E-Server administration
- Applicant Tracking
- Budget Preparation
- General Ledger
- Human Resources
- Inventory Control
- Parcel Manager
- Payroll
- Purchasing
- Requisitions
- Tyler Cashiering
- Tyler community
- Utility Billing
- Elavon/Converge website
- eMedia
- ESRI
- E-Trak

- Fingerprint Readers
- Fire Fox
- FTP
- Fuel Station Management
- Geo Viewer
- Geospat Tech
- GIS Nobel/GeoViewer 9
- Go Section 8
- Google
  - ◆ Chrome
  - ◆ Drive
  - ◆ Maps
  - ◆ Sheets
- GovInvest
- Happy/MRI
- HdL
  - ◆ Business License
  - ◆ Code Enforcement
  - ◆ Permits
- HP Photo Image
- IA-Pro
- IDIS
- IndigoVision
- Itron
- Java
- JDIC
- LA County Land Development
- LA County Stormwater System
- LiveScan
- MC5500
- Microsoft
  - ◆ Access
  - ◆ Excel
  - ◆ Internet Explorer
  - ◆ One Drive
  - ◆ Outlook
  - ◆ Paint
  - ◆ PowerPoint
  - ◆ Publisher
  - ◆ Word
  - ◆ Word Perfect
- MicroStation
- MJM Software
- NeoGov
- NPDES System
- OmniPage 18
- OpenEdge
- OpenGov
- Pavement Management Software
- PDF-Xchange Editor
- PIC
- PIPS/BOSSS
- Pitney Bowes - SendPro
- Pitney Bowes Machine
- Property Radar
- PUMA
- Quadrant Cashiering
- Quattro Pro
- QueTel
- Radix
- RecordPad Sound Recorder
- SafetyNet
- SCADA
- Scanner Program
- Smart Cover (Sewer)
- Smart viewer
- Sony Vegas Studio
- Soundcloud
- SSD
- Telestaff
- Title Report Company
- TMS
- Voice Print
- VPN remote access
- VX Tracker
- WCA Arbor Access
- X2 Cross-Connection
- Zoom

**Findings**

- Many of the City's systems are aged or past implementation processes lack time-saving and service-level functionality. This has left a number of these systems underutilized, resulting in loss of productivity due to manual processes, inefficient workarounds, and inefficient or unnecessary reconciliations.
- Various versions of software are inconsistent creating compatibility issues (examples include AutoCAD and Adobe).
- Training is needed for many software applications throughout the City (see *User Training and Support* initiative).
- The City is lacking sufficient resources to document business processes, develop needs for applications systems, prioritize needs, evaluate solutions, and identify sufficient implementation as well as ongoing management and support resources for these software solutions.
- Additionally, the City has insufficient IT resources to ensure quality applications utilization, increase department process improvements, and gain significant efficiencies in labor throughout the organization.
- Gaining greater utilization of the existing application modules is vital to significant increases in staff productivity throughout the City. The ability to accomplish this is difficult because of limited resources and the diversity of application providers in use.



**Future Applications Management Best Practices**

The City can benefit greatly by changing traditional applications management and support practices. Use of the following recommendations can lead to improved functionality, use, and increase overall productivity.

**Future Applications Roles and Responsibilities**

Applications support and management roles and responsibilities must be identified and assigned to each department’s operational application modules. We recommend starting with:

- Finance, Accounting, and Budgeting
- Personnel Management and Payroll
- CIS Utility Billing
- Land Management
- EAM/Work Orders/Maintenance Management

Legend		Financial Management					Personnel Management	
Process Owner	Application Area Functional Lead (Business Analyst)	Budgeting	Cost Accounting	Fixed Accounting	Purchasing and Materials	Accounts Payable	Accounts Receivable	
PO	John	Rubio	Thomas	Lurie	Carole	Robert	Erin	
PO	John	Rubio	Thomas	Thomas	Sherry	Pat	John	
PO	John	Rubio	Thomas	Thomas	William	Robert	Robert	
PO	John	Rubio	Thomas	Lurie	Carole	Pat	Erin	
PO	John	Rubio	Thomas	Lurie	Carole	Pat	Erin	
PO	John	Rubio	Thomas	Lurie	Carole	Pat	Erin	
PO	John	Rubio	Thomas	Lurie	Carole	Pat	Erin	
PO	John	Rubio	Thomas	Lurie	Carole	Pat	Erin	
PO	John	Rubio	Thomas	Lurie	Carole	Pat	Erin	
PO	John	Rubio	Thomas	Lurie	Carole	Pat	Erin	

Identification and assignment will help the City select capable staff resources to fulfill the roles and responsibilities for applications management best practices in the future.

**Process Owner**

- “Resident expert” staff member who is responsible for a given departmental process or function
- May also be responsible for oversight and delivery of the daily, weekly, monthly, and annual processes that the application or module is utilized to fulfill
- Primarily makes final decisions on process policies, procedures, and deliverables for their area of expertise
- Stays current with the applicable industry best practices, technology, and applications capabilities
- Stays current with existing application vendors’ capabilities, offerings, and enhancements

**Application Champion (Power User)**

- An expert on a specific application or software module
- Possesses greatest knowledge of application or module
- Lead trainer or support person for other staff members that utilize application or module
- Usually has formal training and is responsible for application configuration setup and changes on an ongoing basis
- Often trained to provide ad hoc report writing capabilities
- Stays current with the applicable industry best practices, technology, and application capabilities
- Stays current with existing application vendors’ capabilities, offerings, and enhancements

**Business Process and Application Analyst Skillset**

- Assigned to work with process owners, application champions, report writers, and users
- Reviews business processes, current utilization of application, manual processes, and shadow systems (e.g., spreadsheets and other databases) to increase automation, improve efficiencies, and increase utilization of core business applications
- Assists in the development of user, application, and process requirements
- Assists in developing and documenting standard operating procedures (SOPs)

### Ad Hoc Report Writer Aptitude

- Aptitude to develop ad hoc reports using vendors' report writing tools, which may include third-party tools such as Crystal Reports, Cognos, or Microsoft SQL Server Reporting Services (SRSS)
- Assigned as the go-to person for ad hoc reports that other users cannot quickly generate on their own

### IS Division Roles and Responsibilities

Define IT roles and responsibilities by application module. Consider taking the following actions:

- Identify role of IS Division for a given application or module (primarily server and network support, but in some cases may also provide application analysis and support, or ad hoc and custom report writing).
- Departments need to take as much responsibility as possible for applications management of software modules utilized by their primary business-process functions, as the IS Division does not have sufficient resources to fulfill all applications management support and maintenance roles for the entire organization.

### Multiple Roles

Please note that the organization may not have an identified resource in some instances and that some applications may not require certain roles. It is also likely that, in some instances, the same person(s) will fulfill more than one role for a given application or modules.

### Module Lead

- Lead responsibility for needs assessments, selection processes, documentation, gathering information, and coordinating other Key Module Stakeholders (see below)
- Lead participant in reviewing software and business-process needs requirements
- Provides feedback or clarifications on software needs
- Lead departmental implementer for new software module and functionality

### Key Module Stakeholders (often from other departments)

- Participant in reviewing software needs requirements
- Assists in gathering documentation and identifying department or division needs
- May also provide feedback or clarifications on software needs
- Shares responsibility in implementation of new software modules and functionality

### Recommendations

- Consider adding more specialized application and business analyst personnel (application support specialist) to the IT staff to provide increased and improved applications support to departmental users for departmental business applications.
- Departments should be encouraged to become more responsible for changes to application setup and configurations with assistance from IT personnel. If department personnel are unable to make these changes, training should be provided. If needed, third-party subject-matter experts can be helpful for large or complex projects.
- Training department personnel to perform their own simple report writing (basic listings and extracts in tabular form) is challenging, but beneficial. More complex reporting often requires specific understanding of database structures in the application. This can free up the capacity of IT staff to focus on other important issues, such as providing assistance on more difficult or complex reporting needs.

- Over time, we believe that applications utilization by departments will improve if *applications sponsors* (i.e., process owners and application champions) take a more active role in monitoring upcoming functionality improvements from new software releases that will benefit the City. In addition, it would be helpful if application sponsors and sponsoring departments monitored and discussed applications usage with other peer organizations and entities to gather information and potential productivity improvements that could be incorporated into the City's systems.
- Specifically assign roles and responsibilities to each applicable application or module.
- Key assignments should encompass responsibility for understanding industry best practices and solutions or processes available, as well as taking the lead in continually assessing and inventorying needs.
- Inventory current and future feature/function, reporting, training, and support gaps, and maintain improvement needs lists by specific software modules.

### Benefits

- Increased use of applications features, resulting in higher return on software investment
- Higher degree of user independence as well as less reliability and cost for vendor assistance or time required by City IT staff
- Identification of applications user roles and responsibilities
- Improved efficiencies and productivity
- Improved customer service

### Next Steps

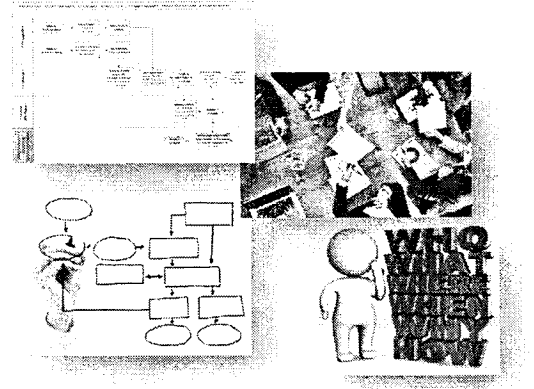
- Each department should complete Application/User Matrices for current and future applications usage and applications management roles. The IT Steering Committee should review completed matrices.
- Identify process owner(s) for each module or insert "N/A" if not applicable.
- Identify application champion(s) for each module.
- Identify application analyst(s) for each module, or insert "N/A" if not applicable.
- Identify ad hoc report writers, or insert "N/A" if not applicable.
- Differentiate (e.g., by color shading, annotations, etc.) if individuals are expected to assume roles in the future with additional training.
- Define IS Division roles and responsibilities for all applications or modules.

## 6. Business Process Reviews

### Background

A *Business Process Review* (often called Business Process Improvement) is a method of analyzing and evaluating current processes for the purpose of:

- Identifying enhancement and streamlining opportunities
- Automating manual processes
- Eliminating or dramatically reducing the use of shadow systems and processes
- Eliminating paper and other equipment and supply costs
- Maximizing human resources involved in the processes
- Embedding or transferring the knowledge of subject-matter experts (SMEs) into the processes and associated workflows
- Applying the functionality of technology and the configuration of the system to support process improvements



It should also be noted that the features, functions, and capabilities of applications systems can also dictate opportunities for process improvements.

Process review and improvement is a continual process. This is not an effort that is applied once and then forgotten, settling on the status quo. Individuals should strive for continuous improvement. An organization stays healthy in the same way, by continuing to review and improve processes and incorporating those improvements into the configuration and setup of the supporting application systems. Processes and system configurations need to be continually improved in response to:

- Emergence and introduction of new technologies
- Release of application software updates containing new features, functions, and capabilities
- Changes in law, regulations, or rules
- Changes in the needs and demands of the City's constituents and the public user community
- Unforeseen changes in access to resources or funding
- Changes in business operation processes

Although process review and improvement should be continual, it is most common for process improvement projects to occur:

- In preparation for, and during the implementation of, new or replacement application systems
- When new technology becomes available that provides opportunities for additional automation
- On a pre-established process review and improvement cycle (important to ensure a continued regularly scheduled focus on improvement)

**Recommendations**

- Perform Business Process Reviews throughout the organization (as applicable), breaking processes down by department, division, and, finally, the process level. This should also take into consideration interdepartmental interaction and dependencies.
  - ♦ Begin by analyzing the staff feedback throughout this report to identify high-priority areas.
  - ♦ These Business Process Reviews should be scheduled per the following:
    - In preparation for, and during the implementation of, new or replacement application systems
    - When new technology becomes available that provides opportunities for additional automation
    - On a pre-established process review and improvement cycle (important to ensure a continued, regularly scheduled focus on improvement)
- These Business Process Review (and improvement) efforts should be conducted prior to any enterprise system implementation and in coordination with the *Application Management Best Practices* initiative. Departmental process owners and the application support resources (Application Support Specialist/Business Analyst) need to be involved with this review process in parallel with their ongoing application management support roles.
- City management needs to be aware of the potential need for employee reassignment or redeployment and the moral and emotional effect this may have (see *Workload Transference* concept described below).
- Consider utilizing a third-party SME or consulting firm, initially, for scheduling, structuring, and conducting the necessary business process review and improvement efforts. It is often helpful to have an outside resource assist, due to their position as an unbiased third party.

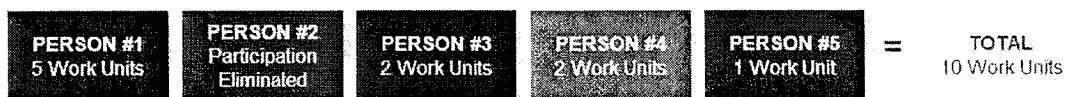
**Workload Transference (A Business Process Concept)**

As a result of business process improvements, including those that occur during the implementation of new systems, the City's processes will be changed and streamlined. These changes often require the shifting of workload (tasks and amount of effort) from one person to another. Even though a particular individual in the process may realize an increase in their workload, the total work effort for the entire process is reduced. This is called "workload transference" and is the reason reallocation and change in personnel duties is often required to achieve the potential gains from the implementation of a new system. The diagram below represents this principle of workload transference.

"As Is" Process (prior to new system)



"To Be" Process (after implementation of new system)



Even though Person #1 in the process has an increase of three work units, the work units of the individuals down the process stream have been reduced, with a total reduction of workload for the entire process stream (reduction of five work units).



*Note: It is important to understand this as an example of a single process. This example represents a reduction of hours and effort, not a reduction in employee count.*

**Benefits**

- Improved efficiencies through:
  - ♦ Process enhancements and streamlining
  - ♦ Automation of manual processes
  - ♦ Elimination or dramatic reduction of shadow systems and processes
  - ♦ Elimination of paper and other equipment and supply costs
  - ♦ Maximization of human resources involved in the processes
- Improved utilization of existing system through reconfiguration and setup, gaining productivity, and achieving better results
- Preservation of institutional knowledge by embedding or transferring staff knowledge into processes and associated workflows
- Maximized investment in software applications and technologies by incorporating process improvements in system workflows, configuration, and setup

## 7. Enterprise Reporting Best Practices

### Background

Enterprise software applications that support the critical business functions and processes of the organization (i.e., ERP, Financial, Maintenance and Operations, and Property) also store and retain the organization's critical information and data as a byproduct.

Reporting is based on the premise of entering or capturing data, and then extracting and presenting this data as information. Information is the outcome of the reporting process, presented in a useful, consumable, and digestible format, enabling the organization to:

- Equip line, supervisory, and department or division management personnel with information to make necessary daily decisions during the conduct of fulfilling operational responsibilities
- Provide leadership with the ability to better understand and validate operations and output
- Measure how well the organization is meeting its goals, objectives, and service levels, as well as meeting any established key performance indicators
- Make decisions and establish practices and policies to manage risk
- Empower leadership to make strategic decisions necessary for guiding mid- and long-term direction for the organization as well as measure the ongoing implementation and results of those decisions

Information provided from reporting results can be presented in many formats, including, but not limited to:

- Traditional rows and columns
- Tabular
- Pivot tables
- Graphic (e.g., line, bar, and pie, including dashboard presentation)
- Overlay

Ideal reporting systems can also provide the results in actionable format, including, but not limited to:

- Using analysis tools to apply filters and factors to view and better understand the information
- Using the data to determine options and apply decision criteria (what-if scenarios)
- Sharing and combining data with information from other departments, systems, or even external data sources
- Allowing collaboration and group analysis

An organization will find it difficult to maximize utilization of their application software and achieve their goals in an environment where data is painstakingly entered into a system but cannot be retrieved in a meaningful way. In short, enterprise applications cannot deliver full value without providing the organization the ability to use data contained in these systems to manage their operations and guide them in determining their future direction.

### Findings and Observations

- Crystal Reports and SQL Server Reporting Services are used for reporting purposes throughout the City.
- Multiple departments would like to receive Crystal reports and SQL Server Reporting Services user training.



Enterprise Software Needs Assessment Roles and Responsibilities										
PO = Process Owner(s)			AA = Application Analyst(s)			FL = Application Area Functional Lead (Liaison/Coordinator)				
FF = Feature Function Lead Reviewer			RW = Ad hoc Report Writer(s)			FF = Feature Function Reviewer(s)				
AC = Application Champion(s)			IT = IT Responsibilities (e.g. System Admin. or server support)			NP = Needs Assessment/Software Selection Participants				
U = List of all users of the module by name										
Financial Management										
General Ledger (Includes Bank Reconciliation)	Budgeting	Project and Grant Accounting	Purchasing and Requisitions	Contract Management	Accounts Payable	Accounts Receivable	Cashiering and Online Payments (Cash Receipts)	Fixed Assets	Financial Reporting	Ad Hoc Reporting
PO =										
FF =										
AC =										
AA =										
RW =										
IT =										
FL =										
FF =										
NP =										
U =										

- The City should make use of all reporting and information presentation options available. Options for meeting reporting needs are as follows and are also **placed in order of preference and priority**. It should be noted that these options are often dependent on the technology, database, database structure, and development tools the application vendor(s) applied when building their systems.
  - ♦ **Dashboard(s)** - Dashboards are provided by many enterprise application software vendors. Dashboards are often used as the launch platform for the application, but also display information that is of interest to the specific user's role. The status of expenditures against budget, number, and types of work orders issued versus completed for a particular time period, and much more, is an example of this. These results are often displayed graphically as context-sensitive content so that clicking on the graphic enables drilling-down to the detailed information contained in the application upon which it is based. Frequently-used reports can also be pinned on the Dashboard for quick access and execution.
  - ♦ **Vendor Application Standard Reports** - Most vendors provide a set of prewritten reports that are included with the software application. These are reports that the software vendors have determined are most commonly needed or requested by the application user community and included in a quick-access link that can be executed from a drop-down list or menu. These standard reports usually have additional criteria to select (e.g., applying a date range, specifying a particular value type, etc.) Some vendors have written these reports using their own report-writing services (i.e., SSRS), which allows the use of standard reports as a base from which user modifications are applied with the vendor's ad hoc reporting tools.
  - ♦ **Ad Hoc Reports** - Ad hoc reporting tools allow for the custom development of reports without the benefit of programming knowledge. Most report-writing tools are intuitive enough for non-IT-oriented department staff to independently create customized reports. It should be noted that familiarity with the application and data contained in the system is a prerequisite to be able to use any ad hoc reporting tool. However, any user that is a mid- to high-volume user of the application who is also computer proficient usually has the system knowledge to make use of an ad hoc reporting tool. As noted earlier, more sophisticated reports may require the assistance of IT staff. Ad hoc reports are a powerful tool for the user community, allowing them to independently meet their basic reporting needs. The types of ad hoc reporting tools that are available include:

- Application vendor proprietary tools
  - Vendor-incorporated SQL Server Reporting Services (SSRS)
  - Third-party reporting/BI tools (e.g., Crystal, Cognos, Business Objects, etc.)
  - Other non-SQL, server database-specific reporting tools (e.g., Oracle reporting tools, etc.)
- ♦ **Financial Analysis and Financial Statement Report-Writing Tools** - These reporting tools are a form of ad hoc reporting, but include additional capabilities related to financial analysis and financial reporting needs of finance and accounting staff. A few common reporting tools for this need are listed below:
    - Reporting tool developed by the software application vendor, to be used with their particular application
    - Tools to produce financial reports, like CAFR builders and other tools to produce other GASB-related/required reports
    - Third-party financial reporting tools offered to work with the more common financial/accounting systems in the local government market space.
  - ♦ **Application Vendor Business Analytics and Key Performance Indicators (KPIs)** - These are typically tools that allow for performance-based analytics and other performance measure-related reporting. These are often accompanied by a dashboard with the same characteristics described in the *Dashboard* option above. Many of these tools also provide more sophisticated capabilities for exporting to Excel for the use of Excel-based pivot tables and other advanced Excel capabilities. Some software vendors are beginning to offer these capabilities as an optional “bolt-on” to their application solutions.
  - ♦ **User-Programmed/Coded Reporting** - These are reports built using internal IT staff and could also include hard-coded reports that a vendor may build for the customer. Standard and ad hoc reporting options should be explored before turning to this alternative. This option is usually deployed when the reporting need is so sophisticated or complex that a coding method is the only way to accomplish the desired outcome. Examples of this type of report include:
    - SQL queries
    - Other coded/programmed reports
  - ♦ **Application Vendor-Written Custom Applications** - Because of the vendors’ detailed knowledge of their own systems, they are often a good resource for hire to write custom reports. It is often best to have several reports grouped together, which will help keep costs more manageable as vendors will provide discounts for larger blocks of hours for these reporting services. It is also a good idea to request that the vendor build these reports using their report-writing tool, if possible, so responsibility in maintaining them can be assumed in the future, as needed, or used as a base to build variant (modified) reports.
- After completing the existing report inventories and identifying City reporting roles and responsibilities as recommended above, an assessment and gap analysis should be conducted to include:
    - ♦ A review of existing reports to determine how well they meet needs as well as if any modifications are required to better meet needs or provide more value
    - ♦ A detailed list of necessary reports that are needed for all departments and divisions, including any formatting or Excel export needs and reporting tool options to be applied (per definitions above), organization-wide cross-application reporting needs, which require additional processes to combine data from multiple sources using multiple reporting tools and options

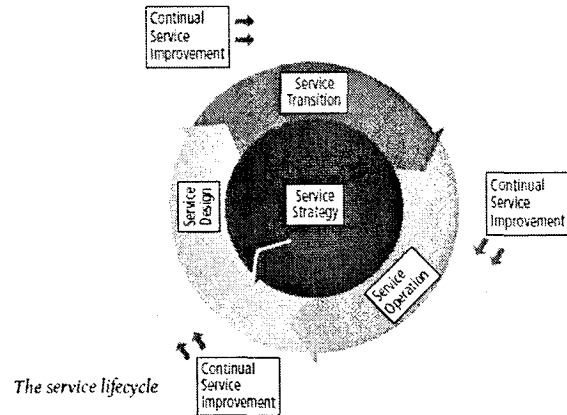


- ◆ Conduct a workshop, after the undeveloped necessary reports have been identified, to prioritize these reports, with participation of all staffing levels within the City from line and field staff to supervisors and management, including executive leadership, as necessary, to cover all reporting needs in the assessment and gap analysis process
  - Prioritization should apply a High, Medium, and Low scale. High-priority reports should be done in the first third of the implementation period. Medium-priority reports should be completed in the middle third of the implementation period. Lastly, the low-priority reports should be completed in the final third of the implementation period. Cost-benefit and impact to operations and customers should be utilized in these prioritizations.

## 8. ITIL (Information Technology Infrastructure Library)

### Background

This lifecycle approach to IT organization results in strategies that align service management with business strategy, structures IT services to meet the real business environment, and builds a support model for the day-to-day procedures needed to support business objectives. Through an understanding of *Information Technology Infrastructure Library (ITIL)* and how it relates to IT operational environments, *CLIENTFIRST* can identify the strategies and resources needed to accomplish the business objectives based on the current structure of the IS Department.



ITIL provides a common framework understood by suppliers, clients, vendors, and businesses through a set of global standards. *CLIENTFIRST* utilizes these concepts for service delivery throughout its IT planning process to provide a sound approach to support IT initiatives<sup>3</sup>. ITIL is a framework intended to assist organizations with the alignment of IT operations with business objectives through an IT service strategy of continuous realignment. ITIL is considered a best practice approach to IT service delivery that can be molded to fit all organizational structures. ITIL v3 groups IT service into four (4) categories: Strategy, Design, Transition, and Operation. *CLIENTFIRST* recommends that all IT Managers obtain at least foundational certification in ITIL.

### Benefits

- Reduction in unplanned work
- Increase in number of successful changes
- Improved operations management
- Secure sharing of infrastructure and asset information
- Increased anticipation and management of technology upgrades
- Maintained Software Updates
- Reduced recovery times
- Reduction in total cost of ownership
- Improved alignment of technology with business requirements and needs

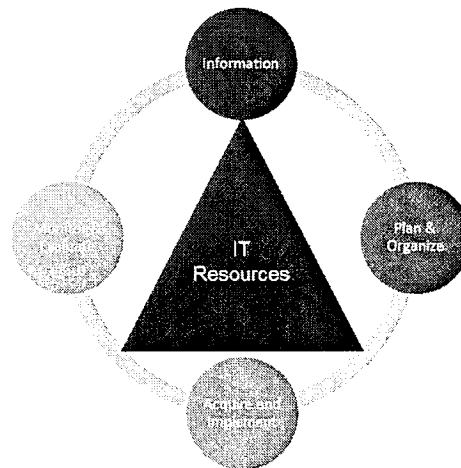
<sup>3</sup> [www.itil-officialsite.com](http://www.itil-officialsite.com) – ITIL, 2009.

## 9. COBIT (Control Objectives for Information and Related Technologies)

### Background

Control Objectives for Information and related Technology, also known as *COBIT*, helps to ensure alignment of IT with the environment through the adoption of incentives, metrics, and oversight. IT governance is the responsibility of executives and Board of Directors and consists of the leadership and organizational structures and processes that ensure that the enterprise's IT sustains and extends the organization's strategies and objectives. For IT to be successful in delivering, management should put an internal control system or framework in place. The COBIT control framework contributes to these needs by:

- Making a link to the organization's requirements
- Organizing IT activities into a generally accepted process model
- Identifying the major IT resources to be leveraged
- Defining the management control objectives to be considered



The orientation of COBIT consists of linking organizational goals to IT goals, providing metrics and maturity models to measure their achievement, and identifying the associated responsibilities of organization and IT process owners. The benefits of implementing COBIT as a governance framework over IT include:

- Better alignment based on an organizational focus
- A view of what IT does that is understandable by management
- Clear ownership and responsibilities based on process orientation
- General acceptability with third-parties and regulators
- Shared understanding among all stakeholders, based on a common language
- COBIT is an IT governance framework and supporting toolset that allows managers to bridge the gap between control requirements, technical issues, and business risks. COBIT enables clear policy development and best practices for IT control throughout organizations. COBIT emphasizes regulatory compliance, helps organizations increase the value attained from IT, enables alignment, and simplifies implementation<sup>4</sup>. *CLIENTFIRST* utilizes the concepts from COBIT throughout its technology planning process.

<sup>4</sup> [www.isaca.org](http://www.isaca.org) – COBIT, 2009.

## Benefits

- Reduction in unplanned work
- Increased number of successful changes
- Improved operations management
- Secure sharing of infrastructure and asset information
- Increased anticipation and management of technology upgrades
- Reduction in total cost of ownership

## 10. User Training and Support

### Background

Software systems are tools utilized to conduct business operations. Like other tools (e.g., phones, audiovisual equipment, backhoes, plotters, etc.), gaining greater utilization of these tools through sufficient training and installation of other available software modules is key to significant increases in productivity and greater efficiency, as well as achieving cost savings in many areas.



### Findings and Observations

- Software applications that are underutilized will gain significant increases in staff productivity if more training were provided.
- An updated inventory list can clarify and confirm licensing compliance, over and under seat license requirements, and identify training needs and user-responsibility roles, as discussed in the *Application Management Best Practices* initiative.

### ***Business Department Application Training***

As applications software changes and grows in complexity, training staff members to properly use software becomes more critical. We believe that a renewed citywide emphasis on targeted staff training on applications software will pay significant dividends in increased staff effectiveness and productivity. An inventory of high-priority training is essential to achieve expected productivity. The City can identify and assess future training needs for all applications and users upon completion of an application/user matrix (see *Applications and User Licensing Inventory* initiative).

### ***Return-on-Investment (ROI) Consideration***

In a study conducted by Nucleus Research, an organization drove productivity gains of up to 50% through ongoing, successful user trainings.<sup>5</sup>

### Recommendations

- Develop a Training Plan including:
  - ♦ Completing an Applications/User Matrix, by department and user
  - ♦ Conducting a survey, by user, to assess training required to address actual needs and determine anticipated enrollment (this should be driven by department managers to elicit participation when training is made available)



<sup>5</sup> Nucleus Research, 2010.

- ◆ Processing improvement reviews will uncover many needs for additional training across departments and application systems
- Use existing training rooms and facilities for training and for use as a lab to implement application improvements, as well as configure and setup systems to accommodate process improvement/workflows.
  - ◆ Optimum configuration for a training facility is a minimum of 500 square feet, with 12 PCs and one-to-two printers for hands-on training.
- Determine strategies for accomplishing training needs and engage software vendors, such as:
  - ◆ Self-learning aids
  - ◆ Internal classes (internal or external trainers)
  - ◆ On-site vendor training
  - ◆ Lunch-and-learns
  - ◆ Go-To Application Champions
  - ◆ Training opportunities at software vendor annual user conferences
- Participate in software vendor user conference and local user meetings if they are available.
- Create a repository of basic how-to training aids and other training information (e.g., videos, past class information, etc.)
- Consider procuring a screen-capture video solution to assist with developing internal video training aids.
- Current and future needs can be evaluated and prioritized through a combination of mechanisms, including the Technology Steering Committee.
- Consider class attendance as a factor in performance evaluations. This can be accomplished by having department management involved and agreeing to which classes each employee would benefit from.
- Consider efforts to reduce and/or limit the total number of software vendors and databases whenever possible. This will reduce and limit overall cost-of-ownership, support requirements, training and reporting needs, and improve overall integration capabilities.

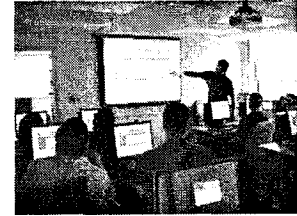
**Benefits**

- Improved operations management
- Improved utilization and efficiency of software applications
- Activation and use of existing functionality that is currently unknown but important to the City
- Review and activation of new functionality provided in future applications software releases
- Increased information sharing
- Better identification of training needs
- Increased training alternatives
- Improved software administration (fewer staff required to service user community)

## 11. Training Room

### Background

A training room serves as a great opportunity for staff to become familiar with applications or expand on their current skills. It serves as a best practice to promote professional growth and continued improvement through increased utilization of existing or future organization applications to be released to staff. A dedicated training room is also a requirement for all major software implementation projects.



### Findings and Observations

- The City needs a permanent training location.
- The City will benefit from a full-time training room with dedicated PCs to successfully complete the projects outlined in this plan.
  - An optimally configured training room would include eight-to-twelve PCs.

### Recommendations

- The organization should establish and then continue to maintain a training room for:
  - Testing new applications that are being implemented
  - Implementing and testing updates to existing applications, as well as support applications management best practices
  - Lab activities, including testing implementation of new application features or reconfiguration of existing application setup
  - Lab activities for resolution environment in instances where staff members are experiencing extensive computer difficulties
  - Use by staff (users) to improve upon existing application skill sets and competencies
  - Maintaining an existing and new applications inventory and training room PC images can be a challenge
    - Consider using applications push or the IS imaging solution to easily push applications to training PCs
    - Time spent automating maintenance of training room PCs will pay large benefits in reduced maintenance in the long run
- Identify approximately 500 square feet of space for use as a training room.
- Eight-to-twelve computers or workstations should be maintained in a room that provides adequate individual space for each workstation.
- A permanent training room will be needed if the organization implements ongoing user training, refresher training, and other training needs.
- Due to the expected volume of upcoming applications training, two or three training rooms may be needed at various times.
  - Consider refreshing training rooms as a part of executing the *Computer Equipment Replacement Planning* initiative.



## 12. Software Selection Best Practices

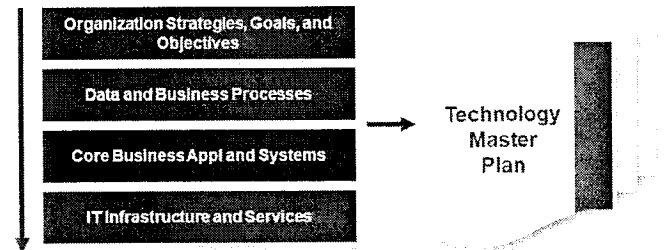
### Background

Selecting the right system and technology is more critical today than ever before, because the efficiency and effectiveness of the organization is directly dependent on its use of technology and information systems. Organizations realize they must take greater advantage of automation to meet growing constituent and public demands.

### Return-on-Investment Considerations

While new software solutions can transform certain operations, processes, and constituent services, consider these facts:

- Without proper preparation, planning, and methodology for selection and implementation, organizations face many problems and risks, including:
  - ♦ Spending hundreds of thousands—and, potentially, millions—of dollars more than necessary in total cost of ownership
  - ♦ Failed or prolonged implementation
  - ♦ Implementation of systems that still do not meet the organization's functional needs
  - ♦ Low productivity
  - ♦ Poor contract negotiation position
  - ♦ Lack of and/or reduced integration between other software systems
- Organizations typically fall short of their implementation goals due to one or more of the following factors:
  - ♦ Insufficiently defining system objectives and requirements
  - ♦ Failing to adequately involve both management and users
  - ♦ Underestimating the costs and effort required
  - ♦ Failing to adequately plan for expansion
  - ♦ Failing to properly evaluate software
- For key software systems to be implemented properly and for the organization to reap the full benefits, the organization should utilize a structured analysis and selection methodology. A structured approach to selection and implementation results in significant benefits, including:
  - ♦ Reduced risk of a failed or prolonged implementation
  - ♦ Lower total cost of ownership
  - ♦ Independent and objective analysis of potential alternatives
  - ♦ Well-defined objectives and requirements
  - ♦ An education process for the organization



### STARTLING STATISTICS

- Only 32% of projects are on time, within budget, deliver all required features and functions, and achieve measurable business and stakeholder benefits.
- Approximately 44% of projects are "challenged" (late, over budget, and/or have less than the required features and functions).
- 69% of project failures are due to a lack of and/or improper implementation of project management methodologies.
- Nearly 40% of those surveyed said that a "lack of employee buy-in and executive support" was the biggest challenge facing a successful implementation.
- A recent customer survey shows that enterprise implementation projects:
  - ♦ Have only a 7% chance of on-time implementation
  - ♦ Will likely cost more than estimated
  - ♦ Will likely deliver unsatisfying results (only 21% will realize half or more of expected benefits)
- In a past study of local government enterprise implementations published in Government Finance Review, it was found that the average project was 176% over budget and 243% beyond the planned implementation timeline.

- ◆ Selection of technology that meets the organization's short- and long-term objectives and requirements
- ◆ Effective contract negotiation through well-prepared and documented needs
- ◆ Overall project time savings
- ◆ Improved implementation readiness

### Recommendations

- Adapt these best practices for size and complexity of projects. More due diligence is generally required for larger, more complex projects. However, even small projects can benefit from these due diligence methodologies.
- Utilize best practice selection methodology when evaluating new software solutions (see example work plan below).
- Consider third-party consults when selecting or improving complex or highly specialized solutions.
- Ensure process reviews are completed and detailed feature/function specifications are documented as part of the RFP (see example below).
- Ensure detailed feature/function specifications are utilized with test scripts before going live on new applications implementations.
- Include all stakeholders in each software evaluation and implementation project.
- Ensure detailed feature/function specifications are utilized in post-implementation reviews and ongoing training (see example work plan pages below).

### Benefits

- Reduction in hardware and software requirements
- Reduction in preparation time for deployments
- Better identification of integration requirements
- Reduced license fees
- Increased utilization of applications systems
- More effective due diligence
- Increased staff buy-in, consensus, and morale
- Improved decision making (selecting software that is the best fit for assessed needs)
- Improved implementation results (time, costs, and results)

**Example Work Plan**

Step	Software System Selection Work Plan
<b>Phase 1 – Needs Assessment and Recommendations</b>	
1	<p>Kick-Off and Project Team Development – Hold a formal Kick-Off Meeting, and then work with the Project Manager to finalize the makeup of the selection Project Team and document required roles and responsibilities. Include representatives from all key stakeholder groups.</p> <p><b>IT Infrastructure and Staffing Readiness Review</b></p>
2	<p>IT Information Meetings and Interviews – Conduct information-gathering activities focused on the ability of the existing IT staff and infrastructure to support the needs of the organization and review the readiness to implement and support the platform that will be required for the new software system, including:</p> <ul style="list-style-type: none"> <li>IT Network and Infrastructure</li> <li>Storage and Backups</li> <li>Servers, Server Applications, and Management</li> <li>IT Security</li> <li>Disaster Recovery</li> <li>Desktop Environment</li> <li>Printers</li> </ul>
3	<p>Documentation – Document information and summarize the required preparation initiatives, findings, and recommendations.</p>
4	<p>IT Assessment Memo – Prepare a memo assessing gap and readiness of IT infrastructure to support the organization's general needs and the introduction of the new software system. The memo is to include the following:</p> <ul style="list-style-type: none"> <li>General readiness of IT to support the organization's needs and support the introduction of a new software</li> <li>IT Initiatives with findings and recommendations, including the following scope:                             <ul style="list-style-type: none"> <li>IT Environment and Infrastructure</li> <li>IT Applications Support Staffing Structure</li> </ul> </li> </ul> <p><b>Business Department Needs Assessment Interviews</b></p>
5	<p>Business Process Review and Feature/Function Analysis – Meet with the identified personnel by functional area and software modules to review existing manual and automated systems and operations, including any custom-developed work-around systems and processes. Include a cross-section of all user types in each assessment workshop.</p>
6	<p>System Requirements Documentation – Document information gathered during process reviews and develop feature/function requirement specifications specific to your organization.</p>
<b>Phase 2 – RFP Development</b>	
7	<p>Preliminary Vendor Research, Communication, and Coordination – Research vendor community to identify qualified vendors meeting the organization's system and service requirements and communicate with potential vendors. Vendors do not respond to all RFPs, so pre-communication is helpful to obtain proposals that are in the organization's best interest to consider.</p>

Step	Software System Selection Work Plan
8	<p>Develop Request for Proposals (RFP) – Prepare a Request for Proposals (RFP) document, and work with the organization to make adjustments and revisions, as well as ensure its compliance with the organization's purchasing guidelines and is distributed per policy (assumes development of a single RFP document). RFP should include, but will not necessarily be limited to, the following:</p> <ul style="list-style-type: none"> <li>Comprehensive list of functions/requirements with prioritization</li> <li>Cost, including purchase or other financial payment plan options</li> <li>Required technical specifications</li> <li>Installation costs</li> <li>Migration from existing to new system (cost and timeline)</li> <li>Training cost and training schedule</li> <li>New system hardware/network/system software requirements</li> </ul>
<b>Phase 3 – Vendor Evaluation and Demonstration Management</b>	
9	Manage vendor questions and answers during established proposal response timelines.
10	Proposal Evaluation – Analyze and evaluate proposal responses. Provide an initial Summary Vendor Comparison Worksheet that provides side-by-side comparison of key system evaluation requirements, including feature/function compliance statistics.
11	Analysis Results Workshop to Determine Vendor Finalists (Short List) – Conduct a collaborative review workshop with a key stakeholder committee and determine which vendors are to be short-listed.
12	Develop Demonstration Documents – Prepare an agenda and sample demonstration scripts for vendor demonstrations to be sent to vendor finalists for their advance preparation. Also, prepare vendor demonstration evaluation forms for use by selection committee members during demonstration sessions.
13	Reference Check Form Preparation – Prepare form to be used by project team members during finalist reference checks or calls.
14	Schedule and Facilitate Vendor Demonstrations – Schedule demonstration dates and facilitate initial vendor demonstrations to ensure that pertinent requirements are addressed (estimate three vendors at X days each).
15	Develop Site-Visit Documents – Prepare an agenda for each vendor site-visit and a site-visit evaluation form for organization selection committee members to complete during each visit.
16	Post Demonstration/Visit/Reference Check Due Diligence and Follow-Up – Track follow-up issues and conduct comprehensive due diligence. This may include additional demonstrations, Q&A facilitation, reference checking, and site-visit assistance, etc.
17	Finalist Selection – Conduct a meeting with the organization selection committee to facilitate discussion and finalize the vendor selection.
18	Review Selected Vendor's IT Requirements – Review the IT (server, workstation, network, etc.) requirements provided in the selected vendor's proposal, and prepare a memo outlining observations and recommendations for IT.
<b>Phase 4 – Contract Review and Negotiation Assistance</b>	
19	Implementation Plan Review – Review implementation plans, project management office, resource requirements, and timelines.
20	Implementation Team Organization – Establish Implementation Project Team based upon PMI and COBIT Project Management Office (PMO) principles and applications management best practices.
21	Contract Review and Negotiation Assistance – Conduct contract reviews and negotiations with an SME and legal representation.

**Example Feature/Function Specification**

Feature Number	Feature / Function / Capability	Standard - Current			3rd-Party Application	Custom Modification	Not Available	No Response	Comments
		Standard - Current	Standard - Next	Present Future					
<b>Requisitions/ Purchasing</b>									
<b>VENDOR MAINTENANCE GENERAL FEATURES</b>									
4.020	<b>VENDOR - ADDRESSES</b> - Provide for multiple addresses per vendor (must support non-USA addresses) with a minimum of four addresses and five lines each.						†		
4.028	<b>VENDOR APPROVAL</b> - Ability for departments to setup a temporary vendor with only purchasing to approve new vendors.						†		
4.035	<b>ONLINE REQUISITION/PO APPROVAL</b> - Provide functionality online to route requisitions or purchase orders to appropriate users (or their backup users) with notifications for their approval or disapproval. Allow entry of disapproval notes and ability to restart the approval process if required.	†							
4.035	<b>ONLINE TRACKING OF APPROVED REQUISITIONS</b> - Ability to use online query for all purchase requisitions that are awaiting the user's approval.	†							
<b>ENCUMBRANCE ACCOUNTING</b>									
4.042	<b>ENCUMBRANCE ACCOUNTING</b> - Provide all procedural functions of an encumbrance system including verification of budget availability before accepting invoice, requisition and purchase order transactions.	†							
<b>PURCHASE REQUISITIONS</b>									
4.047	<b>FORMAL BID FUNCTIONALITY</b> - Provide formal bidding functionality and process, which ties with both purchased requisitions and purchase order functions.		†						Future Release
4.050	<b>BUDGET/ PURCHASE LIMIT CONTROLS</b> - Provide security controls to either allow or disallow amounts to be entered that exceed budget amounts.	†							System either start workflow process, or not route items that exceed budget amount
4.052	<b>RECURRING REQUISITIONS</b> - Allow recording, reporting, retrieval, and editing of recurring requisitions.						†		
4.054	<b>ELECTRONIC REQUISITIONING</b> - Provide the ability to generate electronic requisitions by multiple end-users.	†							
4.099	<b>DEPRECIABLE ASSET</b> - Ability to code items as depreciable assets.	†							This is available at the PO level.
<b>PURCHASE ORDER PROCESSING</b>									
4.109	<b>PURCHASE ORDER GENERATION</b> - Allow items to be split from requisitions to multiple purchase orders.					†			
4.140	<b>PURCHASE ORDER - THRESHOLD AMOUNT</b> - Ability to set a limit (cumulative) for a single vendor in a year for purchases.	†							Yearly limit tracked via misc. user defined field
4.158	<b>CONTRACT EXPIRATION ALERT</b> - The system should provide a warning or block payments if a contract's insurance has expired.	†							Information is available via drill down.
4.160	<b>APPROVALS</b> - Ability for an approval to be routed to multiple approvers, via workflow rules, where either approver, but not both, is not required.	†							
4.194	<b>PURCHASE ORDER COMMITMENT REPORTING</b> - Generate a purchase order commitment report reflecting the dollar amount of anticipated delivered by vendor.	†							
<b>INTEGRATION</b>									
4.198	<b>INTEGRATION - ACCOUNTS PAYABLE</b> - Provide for automatic transfer of purchasing information to Accounts Payable (e.g. vendor, address, amount, purchase order number, etc.)	†							
4.199	<b>INTEGRATION - BUDGET</b> - Provide capability to validate funds availability for Requisitions and Purchase Order transactions. Allow override capability.	†							
4.202	<b>INTEGRATION - GENERAL LEDGER</b> - Ability to download purchasing card transaction file (.txt) to post transaction detail to General Ledger by general ledger account code. Note: each transaction is associated with a specific general ledger account number in the text file.								Standard P-Card integration is available via import into Accounts Payable
4.203	<b>INTEGRATION - PROJECT ACCOUNTING</b> - Purchase Order transactions coded to Projects must integrate with Project Accounting								



## 13. User Access Controls

### Findings and Observations

- Users sometimes lack access to certain information from various applications. *CLIENTFIRST* generally believes it is prudent for staff members not to be required to obtain necessary information through internal requests of other staff members or manual processes, if non-confidential information is available in an inquiry-only manner from various software programs.
- South Gate does not currently utilize a single-sign-on solution.

### Recommendations

- Utilize integration with Windows Active Directory (AD) to facilitate user access management and reduce the amount of system logins.
- Consider a single-sign-on application to further ease access to authorized information.
- Utilize an applications or user inventory to determine user access needs that are currently not provided.
- Consider the presence of confidential information (e.g., social security numbers, driver's license numbers, credit card numbers, etc.) as a part of granting access to staff. Grant inquiry-only access to staff members, where appropriate, that require it to improve productivity, increase efficiency, and enhance responsiveness.

## 14. Cloud Computing

### Background

*Cloud Computing* can be described as IT services or equipment that are not internal, but available through the Internet. This can range from having a server hosted in an organization or facility other than the local organization, accessing information from a portable device, processing requests from the field, subscribing to an Internet-based software solution per a subscription model (often referred to as “software as a service” or SaaS), and more. The benefits of cloud computing allow individuals to collaborate and remain centralized, regardless of location.

Cloud computing is one of the most prominent discussions among current trends in IT. Significant benefits can be achieved including security, disaster recovery, and cost savings. However, cloud computing options for many systems are still not the most cost-effective or secure approach.

### Findings and Observations

- The organization has already used some forms of cloud computing, including:
  - ♦ The City utilizes some cloud-based off-site backups and is considering cloud-based disaster recovery planning.
- Infrastructure improvements will be required for the organization to fully utilize cloud-based systems.

### Recommendations

- Before moving any significant applications to the cloud, the City should:
  - ♦ Expand Internet bandwidth
  - ♦ Procure a second Internet connection from a separate Internet provider
  - ♦ Conduct a Cost-Benefit Analysis

*Note: Insufficient Internet bandwidth and lack of redundancy can cause severe negative business impacts if the Internet is not available or performing as required.*

- As a part of this plan, we recommend cloud-based backups and disaster recovery services.
- The City should continue to consider cloud computing options for future projects.
  - ♦ Cost-benefits can be a significant factor for some cloud decisions.
  - ♦ Some cloud solutions do not reduce cost.
  - ♦ Some cloud solutions have limited functionality when compared to some on-premise, server-based solutions.
  - ♦ Moving some existing on-premise, server-based solutions may provide little benefit to the City in regard to costs or functionality.

## 15. Return-On-Investment Considerations

### Background

We believe broader understanding of return-on-investment concepts and analysis for potential new projects will benefit the City in justifying wise technology investments and reduce self-regulation when considering technology and process improvements.

### *IT Infrastructure, Operations, and Support*

Limiting the number of software and technology vendors supporting City functions will decrease the growth of IT infrastructure operational costs and support costs in the medium-to-long term. The following is a list of technology areas impacted when determining the number of applications necessary to support and maintain an organization's core business solutions:

- **Hardware** – Servers required to house the applications
- **Software** – Additional software, such as key operational software applications and the number of different database tools required to support core applications
- **Licensing** – Increased licensing due to an increased number of vendor applications and various associated database tools
- **Business Continuity** – Increased Disaster Recovery Planning effort, testing, and recovery complexity to support multiple-vendor applications
- **Support Costs** – IT support costs for hardware and software as vendor application volumes increase
- **Operation Costs** – Increased training for employees to meet expertise requirements as more vendor applications and different database tools are introduced

### *Departmental Labor Costs*

Many organizations do not adequately understand the impact of improved automation and the resulting reduction in manual processes and shadow systems when considering implementation of new systems or conducting process improvement analysis to improve utilization of existing systems. Most productivity analyses show that, over time, labor cost savings far exceed the cost of reasonable automation efforts. The savings associated with the avoidance of one new hire or the elimination of a position due to attrition may be \$50,000 to \$100,000, or more, per year (including total payroll, taxes, benefits, and other costs). The life of some new systems should be over ten years, making the savings from the avoidance of just one new hire and/or elimination of vacated positions the equivalent of \$500,000 to \$1,000,000 over ten years. Ten years should be the minimum expected life cycle for major applications systems.

### *Return-on-Investment (ROI) for Applications Systems*

Improved utilization of applications systems can result in immediate and sustained savings in time spent performing specific tasks or processes. These individual improvements do not always equate to immediate, "hard" savings. They may result in intangible benefits to the City, the population that the City serves, or cumulative savings from reduced long-term personnel needs.

**User Training and Support**

Applications software is continually evolving. Improvements and enhancements are made yearly. Maintaining staff efficiency and improving productivity over time requires ongoing training of all staff. Users are typically not trained on all aspects or capabilities of particular software applications or other technology-based tools during initial implementation. Therefore, it is important for the organization to develop methodologies to carry out functionality use, reporting, and training requirements in order to utilize the City's important technological assets to their fullest potential over time.

**Calculation Examples**

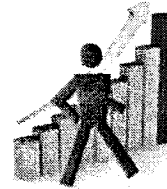
Whenever possible, we recommend that staff calculate tangible and intangible benefits when requesting approval for a project. The following calculations can be utilized in those efforts. We believe in being conservative and practical. Exhaustive ROI studies should not be necessary. Focusing on a limited number of reasonable examples, as outlined here, should normally be sufficient to provide adequate justification for strategic projects.

**Labor Efficiency Savings** = **Labor Hours Saved x Gross Hourly Rate**

**Tangible Labor Cost Savings** = **New hire avoidance, elimination of position through attrition, consolidation of workload and positions, etc.**

**Hard Cost Savings**

- Hardware
- Software
- Maintenance
- Inventory reductions



**Intangible Benefits**

- Alignment with business needs
- Improved decision-making
- Compliance with regulatory requirements
- Increasing levels of service
- Improved service to public users
- Increased safety
- More transparency
- Improved public communication
- Improved employee communication and satisfaction
- Systematic Technology Planning and improvements

**Related Studies**

A study conducted by Macquarie University<sup>6</sup> discovered the following:

- Overall ROI in IT projects is around 30%.
- The projects that deliver at least some benefits should be about 52.5%.
- Successful IT projects can have an ROI of around 400%.

<sup>6</sup> Macquarie University, 2006.

## Return-on-Investment (ROI) Cost Considerations

### Shadow System Elimination

The propagation of numerous shadow systems has occurred due to the underutilization of the existing system as well as the limitations and the inability of the existing system to provide information in real time, analyze information, and perform management reporting. These shadow systems involve the management of offline spreadsheets, databases, paper, and other tools to meet the departmental and citywide needs that the existing processes and systems cannot fulfill. Some examples of these shadow systems include, but are not limited to:

1. Journal entries entered in Excel (Finance)
2. Tracking of Financial, HR, and Payroll information in Microsoft Access or Excel
3. Limited use of automated system allocations, causing extensive manual tracking and reporting
4. Departmental duplicate tracking of budgets in Excel

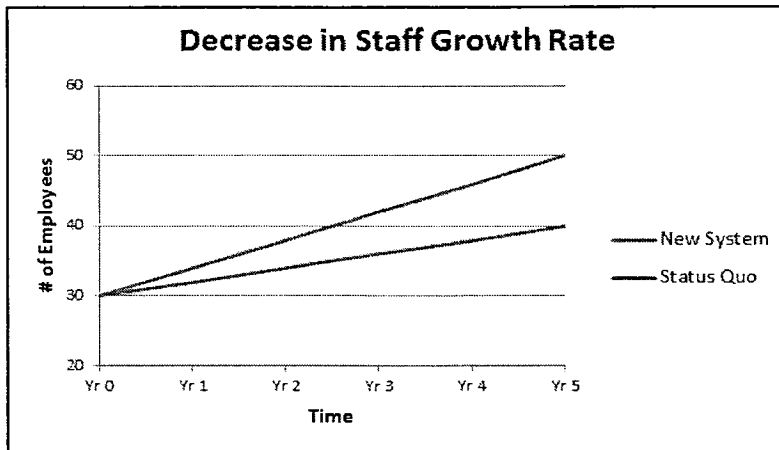
The City should inventory all shadow systems to identify, inventory, and determine which ones can be eliminated with the new system. Additionally, if resources are available, the City may want to consider estimating time spent on specific shadow systems throughout the organization. If beneficial, the City may also wish to consider such an effort to determine true savings resulting from the elimination of these shadow systems through the implementation of the proposed new system. In the meantime, a very conservative example is provided below. It is expected that the true cost savings will exceed this example.

Shadow System Cost Savings - Example			
4 departments each @ 20 hours spent per week on Shadow Systems	= 2 Full Employees	= Estimate of \$100,000 annual Employee Cost (fully burdened)	= \$1,000,000 in Savings over 5 Years

### Decrease in Staff Growth Rate

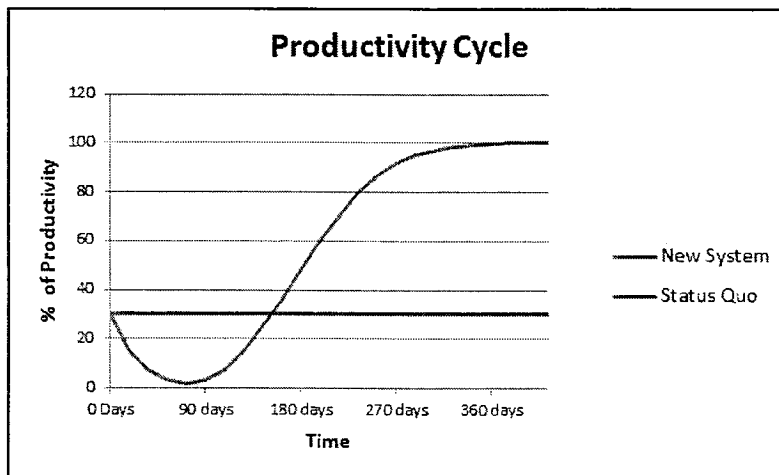
Personnel efficiencies and productivity gains will be realized from the new systems, including automation of existing manual processes, gains from the elimination of shadow systems, and process improvements. Seldom, if ever, have elimination in actual staff been observed due to hidden backlog or other needs that have been set aside due to existing workloads. But, reduction of staff through attrition (retirement, resignations, etc.), reallocation of staff, and the slowing of the organization growth in staff commonly occur. The diagram below is a visual representation (not quantifiable actual results) of the principle of what is often experienced regarding staff growth projections related to the implementation of a new system.





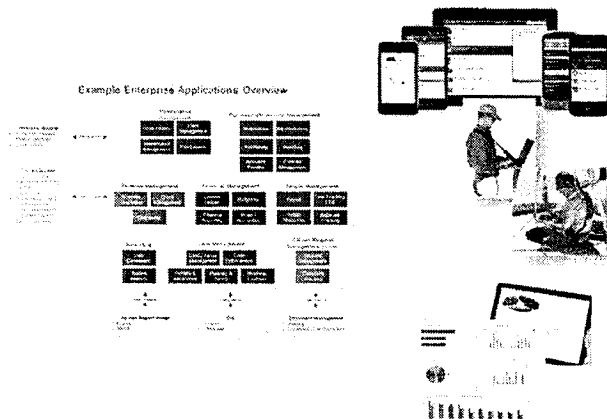
**Productivity Cycle**

Through the proper successful implementation of improved processes and new systems, the City should expect to achieve close to 100% of the expected gains in productivity. However, it should be understood that there is a lead time associated with when these productivity gains will be realized. The productivity cycle is represented in the diagram below. Initially, due to learning curves, the time required for implementing new processes, and the assimilation of the organization's staff, there is often a 90-to-180-day loss in productivity before actual gains begin to be realized.



The *Departmental Applications and Systems* category includes IT Initiatives that are primarily department business applications-related and were identified during the assessment process. Many of these initiatives and recommendations can have a significant impact on overall productivity, enhanced communications and information sharing, improved constituent service, improved transparency, and, in some cases, cost savings.

16. Eden (Enterprise Resource Planning – ERP) Replacement
17. Eden (Enterprise Resource Planning – ERP) Replacement Selection Services
18. Time and Attendance System
19. Performance-Evaluation Software
20. EAM (Enterprise Asset Management) Replacement
21. Project Tracking and Collaboration
22. Construction Management Software
23. InDesign and AutoCAD Software Upgrade
24. Land Management – Edgesoft Implementation
25. Landscape Design Software
26. Police CAD/RMS Replacement
27. Public Safety Radio System
28. Electronic Ticketing and Citation System
29. Police Interview Room Recording System
30. Electronic Document Management System (EDMS)
31. Intranet Implementation



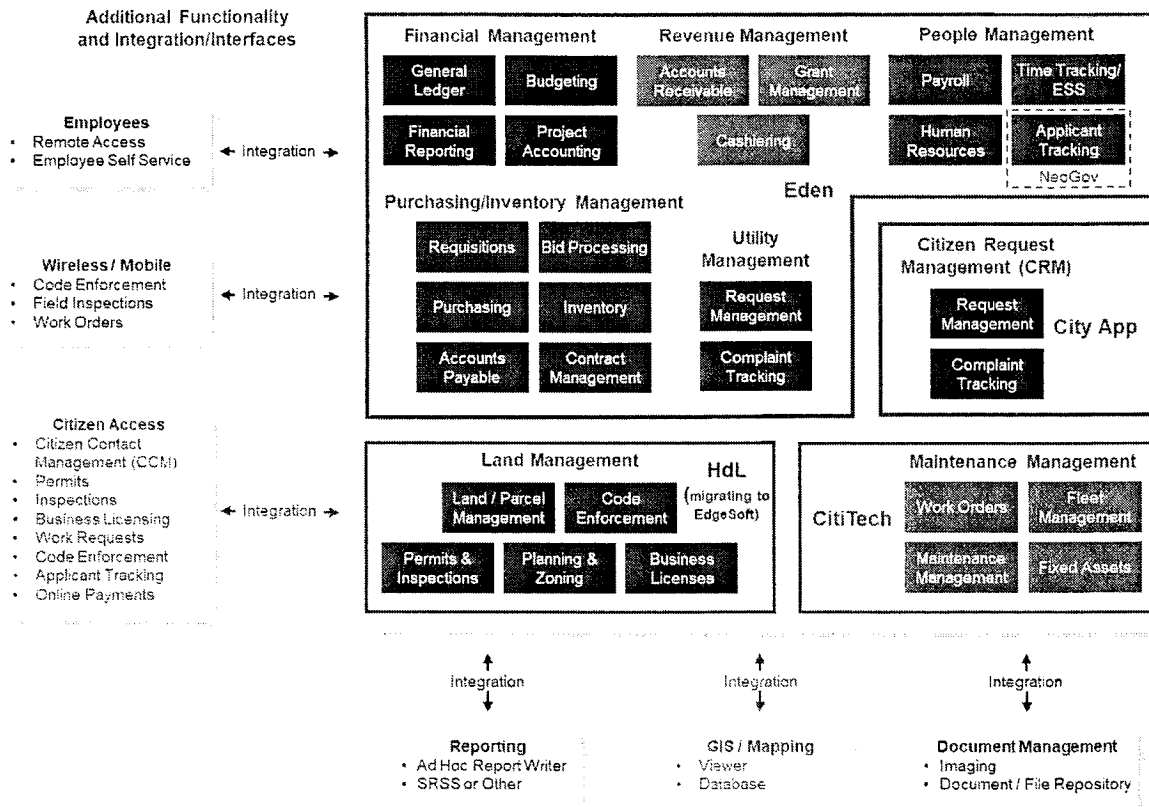
# Departmental Applications and Systems

**16. Eden (Enterprise Resource Planning - ERP) Replacement**

**Background**

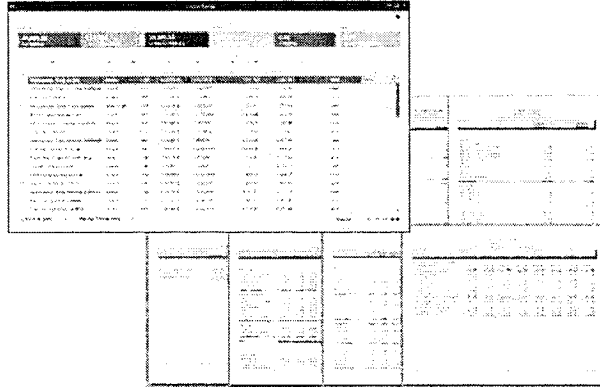
*Enterprise Resource Planning (ERP)* is an organization-wide software solution that allows integration among various departments and their respective functions. The result is a centralized system of communication, data storage, and operations management. Replacement or improvements to ERP solutions bring about processes from which multiple departments can benefit. Common City-related ERP application modules include Accounting, Financial Reporting, Payroll, Human Resources, Utility Billing, Planning and Permitting, and Work Orders. The following graphic shows a typical city ERP environment. This diagram also depicts the City's current ERP system environment and associated solutions in place.

**ERP Example – Depicting Existing Applications**



**Findings and Observations**

Currently, the City primarily utilizes the Tyler Eden system (Eden) for its ERP needs, with the exception of CitiTech for Maintenance Management and HdL for Land Management. The City also uses TeleStaff for Police Advanced Scheduling and Time Keeping and NeoGov for Applicant Tracking. Eden is built on technology that was used one generation back in the system development timeline. It is, therefore, outdated and lacking adequate integration, reasonable reporting capabilities, and commonly utilized functionality found in other City-based ERP systems. The Eden system, although reasonably well-automated within the City, still requires more manual workarounds and reconciliations than other modern ERP systems. The reporting environment for Eden is also more challenging to use and does not include analytics provided by modern systems.



Nearly all departments noted Eden is not meeting the City's needs or expectations and carries significant annual inefficient costs.

The City is missing opportunities for labor savings (perhaps thousands of labor hours per year), improved customer service due to lack of integrated solutions with sufficient training, and functionality to meet internal operational and citizen and public access needs.

All departments expressed a strong interest in newly available features and enhancements that a more modern ERP solution can provide. Departments described unmet reporting needs, feature/function requirement deficiencies, and an overall desire for the system to be replaced. Gaining greater utilization in enterprise applications software modules through installation of a new ERP system is key to significant increases in citywide productivity and efficiencies.

The following is a table that shows the City's major suites that are usually included in an ERP system. The table also depicts what prominent municipal ERP systems typically offer.

Industry-Typical Enterprise Module Name	Current Available Vendor-Equivalent Module	Licensed	Implemented	Potential Process Improvements
<b>Financial Management</b>				
<b>Eden</b>				
General Ledger	General Ledger	Yes		
Budgeting	Budget Preparation	Yes		
Accounts Payable	Accounts Payable	Yes		
Requisitions	Requisitions	Yes		
Purchase Orders	Requisitions	Yes		
Ad Hoc Reporting	Crystal Reports	Yes		
Accounts Receivable	Accounts Receivable	Yes		
Inventory Management	Inventory Control	Yes		

Industry-Typical Enterprise Module Name	Current Available Vendor-Equivalent Module	Licensed	Implemented	Potential Process Improvements
<b>Quadrant</b>				
Cash Receipts	Cashiering	Yes		
<b>Online Capabilities</b>				
Online Payments				
Online Misc. Receivables				
<b>Modules Not in Use or Not Available in Current Solution</b>				
Bank Reconciliation				
Financial Reporting				
Fixed Assets				
Project Accounting				
Grant Accounting				
<b>People Management</b>				
<b>Eden</b>				
Payroll	Payroll	Yes		
Human Resources	Human Resources	Yes		
Applicant Tracking	Applicant Tracking	No		
<b>NeoGov</b>				
Applicant Tracking	Insight	Yes		
<b>Kronos TeleStaff</b>				
Police Scheduling and Time Keeping	Advanced Scheduling	Yes	Yes	N/A
<b>Modules Not in Use or Not Available in Current Solution</b>				
Time Tracking				
Employee Self-Service				
Performance Evaluations				
<b>Utility Billing</b>				
<b>Eden</b>				
Customer Information Management	Utility Billing	Yes		
Utility Billing	Utility Billing	Yes		
Parcel/Address Management	Parcel Manager	Yes		
<b>Tyler Cashiering</b>				
Cash Receipts	Tyler Cashiering	Yes		
<b>Online Capabilities</b>				
Online Utility Billing	Utility Billing Web Extension	Yes		
<b>Modules Not in Use or Not Available in Current Solution</b>				
Service Orders				



## Strategy

- The City has expressed the need or preference to:
  - ♦ Replace the Eden system within the next two-to-three years to provide an opportunity to build a replacement reserve
  - ♦ Migrate within the Tyler family of products to the Munis solution
- Prior to the migration to Munis, the City would like to increase their system capabilities with the addition of a number of Tyler modules with the hope these investments will carry over to the implementation of the new Munis system. Some of these include:
  - ♦ Advanced Budgeting (if compatible with Eden Position Budgeting)
  - ♦ Eden Project/Grant Accounting
  - ♦ Eden Contract Management
  - ♦ Eden Fixed Assets with BMI barcoding
  - ♦ Tyler Content Management (TCM-SE) for Eden
  - ♦ Tyler Output Manager
  - ♦ ExecuTime Time and Attendance
  - ♦ ExecuTime Advanced Scheduling
- The City should understand circumstances the above approach presents and establish strategies to fully benefit the City, including:
  - ♦ The above approach is “piecemeal”, and buying the individual pieces to a system is much more expensive than bundling them together. Therefore, the City needs to ensure investments and licenses acquired now are preserved and can be carried over to the new Munis system.
  - ♦ The City needs to put Tyler in competitive posture. By following through with an Assessment, business process review, and a competitive RFP-based selection process, the City can:
    - Be fully prepared with the background and knowledge required to have a successful implementation
    - Identify business process improvements (streamlining and automation) to avoid just reimplementing the same process work plans into new software
    - Place Tyler in a competitive position, saving the City as much as 20%
    - Ensure consideration of all marketplace options and be certain that Munis is the proper solution fit for the City
- The City should also understand the above approach of acquiring add-ons means the City will be implementing a number of capabilities twice. Even though some capabilities will carry over (e.g., ExecuTime), many add-ons will initially be implemented on the Eden system and then implemented again on the Munis system within one-to-two years. The City should contemplate all options and determine if the City should defer some capabilities to the Munis implementation.

**Recommendations**

- Replace the existing Eden ERP solution with a modern, fully integrated ERP solution.
- Ensure the City has identified all its application needs and that appropriate funding has been budgeted for a replacement ERP by conducting a comprehensive needs assessment, business process review, and developing a Request for Proposals (RFP).
  - ◆ The needs assessment process should provide an inventory of current and future functionality requirements by application suite or module and department. The following should be considered along with options.

Suite / Module	Existing	Description / Options
Financial Management	Eden	Most ERP offerings have full set of modules.
Revenue Management	Eden	Most ERP offerings have full set of modules.
Purchasing/Inventory Mgmt.	Eden	Most ERP offerings have full set of modules.
People Management	Eden	Most ERP offerings have full set of modules.
Utility Management	Eden	Most ERP offerings have full set of modules.
Work Order/Maintenance Mgmt.	CitiTech	Most ERP offerings have full set of modules.

- The Assessment process can also be used to inventory all reporting requirements, as well as integration and interface requirements between other applications, including but not limited to:
  - ◆ A new EDMS system
  - ◆ GIS
  - ◆ NeoGov
  - ◆ EdgeSoft
  - ◆ Others, as required
- The RFP process will also provide a methodology for the City to ask potential ERP software vendors to outline their capabilities and level of compliance with City-specific requirements.
  - ◆ Utilize the *Software Selection Best Practices* initiative to provide guidance for the software selection process.
  - ◆ Utilize *Business Process Review Best Practices*.
  - ◆ Similarly, utilize the *Project Planning and Implementation Best Practices* initiative to provide guidance related to the implementation process.
  - ◆ We would recommend the City work with a qualified third party to assist in gathering requirements, issuing the RFP, selecting a final vendor, and negotiating a contract.

**ERP Background and Supplemental Information**

This supplemental background section includes findings and observations that go beyond the core financial capabilities of prominent ERP vendors. Therefore, the following will be highlighted in this background section:

- Advanced Budgeting and Position Budgeting (new)
- Contract Management (new)
- Bid Management and Proposal Tracking System (new)
- People Management and Human Resources and Payroll System (expanded)
- Time Keeping and Attendance
- Performance-Evaluation Software (new)

- Work Orders and Maintenance and Asset Management System (option to CitiTech or CitiTech integration)
- Inventory and Warehouse Management (option to CitiTech or CitiTech integration)
- Fleet Management (new)
- CIS and Utility Billing

### ***Contract Management (new)***

Typical contract management systems include features that allow an organization to maintain information on contract approval processes, responsible parties, and key contacts. Systems also include automated alert reminders for events such as contract expirations, required financial obligations, or anticipated receipts tied to a contract.

- The City is not using any software tools to manage and track contracts, expiration dates, or insurance compliance requirements.
- Most ERP replacement systems the City will consider have this capability as a separate module or as a capability within the purchasing module.
- Third-party contract management tools are available, but it is recommended the City pursue a strategy to look at the capabilities of their selected ERP vendor before employing third-party systems.

### ***Bid Management and Proposal Tracking System (new)***

Bid management software service-solutions vendors provide cloud-based e-procurement tools designed to give government agencies the ability to setup electronic bid packages to manage the bidding and contract award process. These solutions can provide bid details, workflows, transparency, and audit trails. The benefit of these services is that they provide a robust vendor portal that allows the City to post bids and the vendor to interact with the process electronically. This ensures the City can reach out to a larger number of vendors to receive as many proposals as possible.

Example vendors include:

- BidSync
- BidNet
- PlanetBids
- eBid Systems
- Onvia DemandStar

In addition, many ERP vendors offer Bid Management modules that may interface to these third-party service-solutions vendors. This integration provides a more seamless avenue into the purchasing modules within the ERP system, including the eventual onboarding into the ERP Contract Management module. Even though these third-party bid management system solutions are available, it is recommended the City pursue a strategy to look at the capabilities of their selected ERP vendor before employing third-party systems.

### ***Human Resources and Payroll System (expansion beyond existing functionality)***

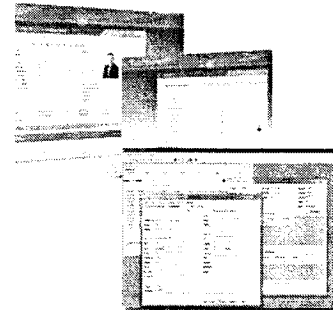
It is a common best practice to implement the HR and Payroll modules from their core ERP software vendor. This practice allows for tight integration with financials and better facilitates integration for payroll and position budgeting without requiring an interface. Common public sector-based ERP vendors prominent in California also have the necessary state requirements and interfaces (i.e., Interface with CalPERS).

A human resources information system (HRIS) contains numerous human resources-related functions within a single solution, while also providing accurate and secure access of employee information. An HRIS typically includes the following capabilities:

- Employee Internal/External Training
- Professional Development
- Certifications and Licenses
- EEO Reporting
- OSHA Reporting
- HIPAA Reporting
- Insurance and COBRA Reporting
- Emergency Medical Information
- Workers' Compensation
- FMLA Benefit Payments
- Benefits Administration
- Seniority Tracking
- Retiree Tracking
- Terminations
- Employee Grievance Tracking
- Position Control
- Applicant Tracking
- Organizational Chart Generation
- Wage/Promotion/Disciplinary History
- Performance Evaluations
- Leave Requests
- Compensation Reporting
- What-If Scenarios
- Labor Negotiation Tools
- Merit/Step Increases
- Tuition Reimbursement
- Travel Management
- Employee Surveys
- And Others

Most modern municipal ERP vendor solutions integrate HRIS with payroll processing, time and attendance, and employee self-service (ESS) portals to provide employees the ability to retrieve their information in real time, 24/7. The HR Department mentioned that it is not fully using the HR features in Eden. Here are some consequences of manual HR processes:

- Many manual HR operations performed on spreadsheets or completed using a paper-based process
- Employees complete Personnel Action Forms (PAFs) for changes, such as a new address, in paper form
- PAFs are sent back to the department through interoffice mail to correct errors and new copies are created and distributed and previous versions are destroyed
- Many other forms are printed and sent to the employee to be completed

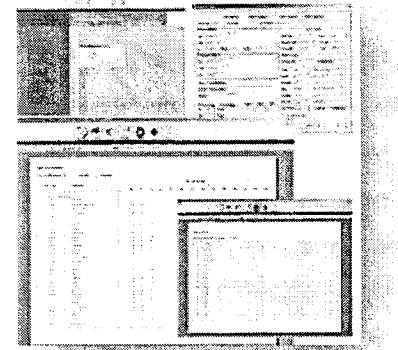


#### ***Time Keeping and Attendance (expansion beyond existing functionality)***

The tracking, recording, and storing of employee time and attendance information is a significant undertaking. A manual system with repeated entry and review steps often leads to inaccurate reporting, payroll discrepancies, and lost data. Automated time management systems can provide:

- Single-occurrence data entry, with integration to time clock equipment as needed
- Standardized employment rules and implementation
- Centralized database for electronic review of records
- Consistent enforcement of vacation and sick policies, FLSA requirements, and union rules
- Web- and server-based options
- Integration with other functions, such as accounting and/or payroll
- Automated calculations based on user parameters

- Time Keeping and Attendance Systems benefits:
  - ♦ Reduced duplicate efforts, thereby saving valuable time and resources
  - ♦ Decreased inaccuracies and human error
  - ♦ Improved management of vacations, sick leave, and other absences



***Recruitment and Applicant Tracking and Processing (option to NeoGov or NeoGov integration)***

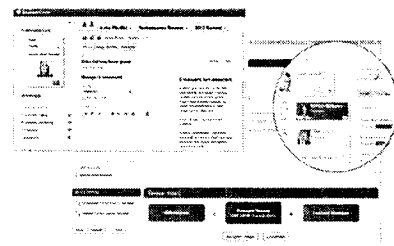
Most human resources departments are busy managing a constant stream of employment applications. Due to this volume of activity and the importance of a controlled process to acquire important human resources, there is a need to automate the hiring process from the moment an application arrives, all the way through the hiring and onboarding process.

*Applicant tracking* allows customization of online applications, so applicants provide all necessary information. Upon application, attached resumes and transcripts are immediately accessible by the HR Department. Thereafter, the software allows mass-activation or inactivation of applicants, viewing or reporting on individual or group applications, and constructing personnel records (onboarding) once an applicant has been hired. Often, additional workflow capabilities are offered to provide involvement of departments in need of candidates as well. Online capabilities for applicants are an integral part of the process within these application tracking systems.

- The City currently uses NeoGov for recruitment, applicant tracking, notification, and onboarding.
- Many ERP systems have Application Tracking and Recruitment modules within their HR suite. This provides the City with an option to determine whether the ERP system provides this function more effectively.
- If the City decides to continue with their NeoGov solution, it is recommended that the City include scope in their ERP acquisition to include integration with NeoGov for automating the onboarding process.

***Performance-Evaluation Software***

Performance-evaluation software automates staff reviews based on individual and departmental performance. This allows the ability to measure the skill sets of the workforce, plan professional development efforts, reduce numerous manually intensive reviews, and identify areas for improvement.



***CIS/Utility Billing***

The City currently uses the Eden for CIS (Customer Information System) and Utility Billing.

- The City should implement the CIS and Utility billing system from the City's selected ERP vendor.



## 17. Eden (Enterprise Resource Planning - ERP) Replacement Selection Services

### Background

Any critical, large-scale system that the City plans to implement as a replacement to Eden should follow the recommendations and processes described in the *Software Selection Best Practices* initiative described in the Best Practices section of this plan.

The *Software Selection Best Practices* initiative is an important risk management prerequisite to this initiative, and would include a thorough process, including:

- Kick Off
- Assessment
  - ◆ Assessment Interview Workshops
  - ◆ Documentation
  - ◆ Feature/Function Development
  - ◆ Vendor Research
- RFP Development
- RFP Proposal Analysis and Scoring
- Vendor Short-List Workshop
- Demonstration Management
  - ◆ Development of Demonstration Agendas, Scripts, and Demo Evaluation Forms
  - ◆ Facilitation of Short-List Vendor Demonstrations
  - ◆ Post-Demonstration Issues and Questions Management
- Reference Checking Forms and Instructions
- Demonstration Results Analysis and Finalist Workshop
- Due Diligence of Selected Vendor
- Contract Review and Negotiations
- Pre-Implementation Planning and Transition

It should be noted that the ERP selection process is the point where implementation of the entire new ERP system begins. Most ERP implementations go over budget, significantly miss timelines, or even fail because system selection best practices were not followed.

### Findings and Observations

The City currently operates on the Tyler Eden system (Eden). The Eden ERP solution is no longer part of Tyler's ERP solution offerings for new customers.

- Eden is built on old-generation tools, has an outdated user interface, and is considered to be out of date and unable to meet the City's long-term needs by all the City departments interviewed.
- Tyler has not made any formal announcements regarding discontinuing support for Eden, but due to the current industry landscape and other signs, it is likely Tyler may begin a phased sunset strategy for Eden in the next five years.

## Recommendations

Most City leadership and staff only participate in a full ERP system implementation once or twice in their career. This means that few cities have a talent pool within their organization possessing a strong base of experience and background for successfully managing a complex selection and implementation of an ERP system. Therefore, the City should engage and utilize a third-party subject-matter expert for the assessment and RFP process for executing this *Eden (Enterprise Resource Planning – ERP) Replacement* initiative, including:

- Conducting a comprehensive assessment, including documenting detailed needs, and developing feature/function requirements for all modules and components for the ERP system
- Following best practices according to the *Software Selection Best Practices* and *Business Process Reviews* initiatives
- Closing out the project with contract review, negotiation assistance, and facilitation to transition to the implementation phase of the project

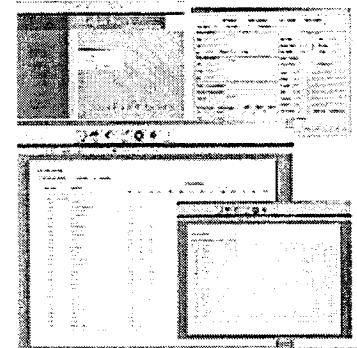
## 18. Time and Attendance System

The tracking, recording, and processing of employee time and attendance information is a significant daily undertaking. A manual system with repeated entry and review steps often leads to inaccurate reporting, payroll discrepancies, and lost data. Automated time management systems can provide:

- Single-occurrence data entry, with integration to time clock equipment as needed
- Standardized employment rules and implementation
- Centralized database for electronic review of records
- Consistent enforcement of vacation and sick policies, FLSA requirements, and union rules
- Web- and server-based options
- Integration with other functions, such as accounting and/or payroll
- Automated calculations based on user parameters

Such systems:

- Reduce duplicate efforts, thereby saving valuable time and resources
- Decrease inaccuracies and human error
- Improve management of vacations, sick leave, and other absences



## Findings and Observations

City management has determined this project to be a high priority to alleviate the extensive, time-consuming processes that currently exist. The project would especially benefit Public Works, Parks and Recreation, and Community Development. Implementation of the new Time and Attendance system can be one of the highest return-on-investment technology projects an agency can undertake.

## Return-on-Investment (ROI) Consideration

In a software selection study conducted by Nucleus Research, an organization that transitioned to an automated time-entry system saw a return on investment within six months and an overall return of 225% of their initial investment.<sup>7</sup>

## Recommendations

- Conduct a comprehensive process review, and develop feature/function requirements for all time keeping, attendance, and accrual tracking needs.
- Follow best practices according to the *Software Selection Best Practices* initiative.
- Consider utilizing a third-party SME for an assessment process and RFP process in conjunction with the *Eden (Enterprise Resource Planning - ERP) Replacement* initiative.

## Benefits

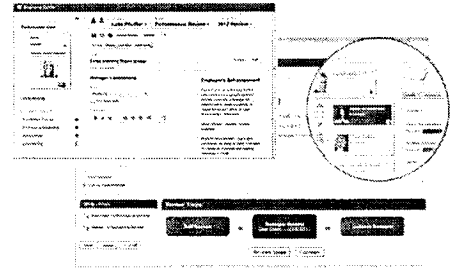
- Consistent and standardized organization-wide timesheet system
- Reduced manual processes
- Increased processing volume
- Reduced data entry errors
- Reduced payroll processing time (from improved processes, policies, and practices)
- Single automated interface to ERP system

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<sup>7</sup> "ROI Case Study: Kronos Workforce Timekeeper Anonymous Healthcare Organization", Nucleus Research 2003.

## 19. Performance-Evaluation Software

Performance-evaluation software automates staff reviews based on individual and departmental performance. This allows the ability to measure the skill sets of the workforce and plan expenditures accordingly with the internal resources available, build succession plans for continuity purposes, reduce numerous manually intensive reviews, and identify areas for improvement.



### Findings and Observations

- The City does not currently have a performance evaluation solution.
- Significant efficiencies and productivity can be gained by automating the workflow processes online.

### Recommendations

- Conduct a comprehensive process review, and develop feature/function requirements for all performance evaluation needs, including departmental online workflow (notifications, routing and approvals).
- Follow best practices according to the *Software Selection Best Practices* initiative.
- Consider performance-evaluation software functionality from the existing NeoGov software vendor or the future ERP replacement vendor, before considering other third-party solutions.

### Benefits

- Access to employee information
- Scheduling and maintenance of employee training
- Employee job feedback
- Staff incentives and rewards
- Facilitation of communication
- Recognition and rewards of good performance
- Consistent formula for establishing, tracking, and measuring performance for evaluation reviews

**20. EAM (Enterprise Asset Management) Replacement**

**Background**

*Enterprise Asset Management (EAM)* includes tools for work orders as well as maintenance and asset management of City infrastructure, facilities, streets, sidewalks, parks, trails, bridges, drainage, culverts, etc. EAM is new terminology, and many people still use the older Work Order and Maintenance Management or Computerized Maintenance and Management System (CMMS) terminology.

The following is a list of typical EAM software system functionalities. It is not intended to be all-inclusive or organized by specific software modules.

**Enterprise Asset Management Functionalities**

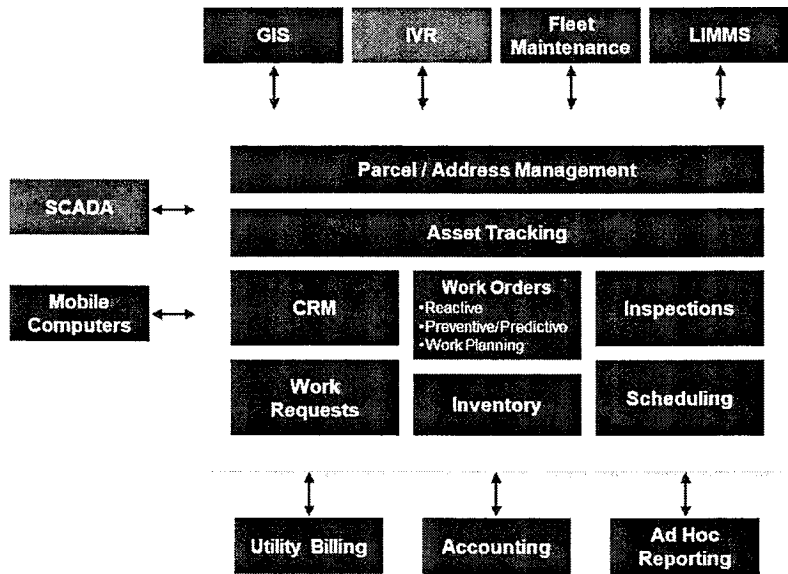
- Work Requests
- Inspections and Condition Assessment

**Work Orders**

- Preventative and Predictive Maintenance
- Facilities Maintenance
- Warehouse Inventory
- Parcel/GIS Location Management
- GIS Integration
- Report Writing

**Asset Tracking**

- Costing and Budget Forecasts



**Findings and Observations**

The City is currently using CitiTech for EAM which was implemented in 1996. The City does not use CitiTech for preventive maintenance as those functions are performed outside the system. Public Works has expressed the need for Fleet Management and would like to have Fleet capabilities provided by the same EAM system. Public Works did attempt to implement Fleet Management within CitiTech, but it did not work, and the effort was abandoned. Whether Public Works stays with CitiTech or implements a new system, they would like to have the system interfaced with the City's financial system.

The City stores inventory for maintenance and fleet activities. It was understood that the City is not using CitiTech to manage its inventory and stores. The management of this inventory will ensure inventory control and provide better management of inventory requirements through reorder points.



## Recommendations

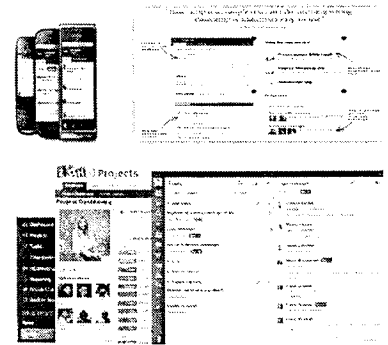
- Some ERP systems have a Work Order and Maintenance modules, including Fleet and Inventory management, within their suite of products with full integration with Financials.
- It is recommended that the City include scope in their ERP acquisition to include integration of CitiTech to the ERP solutions Project Accounting module and the necessary accounting to the ERP system's General Ledger.
- EAM implementations on an organization-wide basis are commonly under-scoped and underfunded, leaving organizations with limited utilization and intended benefits.
- EAM projects can be a complex, multi-year endeavor to streamline and automate various business processes. Therefore, consider utilizing a third-party subject-matter expert for the process review and analysis, system selection, and implementation project management.
- Consider the implementation of a work order/maintenance and asset management suite from the City's selected ERP vendor as an option to replace CitiTech. This would include capability for Work Orders, Maintenance Management, Fleet Management, and Inventory/Stores Management.

## 21. Project Tracking and Collaboration

### Background

Collaboration software can provide effective, flexible, and secure ways of sharing information, including storing, routing, and managing documents, maintaining task lists, managing forms, and creating and managing workflows. The following are benefits of project tracking and collaboration software:

- Internal and external project teams will have a central repository of information related to each project.
- Project documentation is stored centrally to the project (e.g., contracts, purchase orders, reports, interviews, findings, procedures, data, etc.)
- Documents, final and interim reports, procedural documents, and collected project data are adequately tracked to projects.
- Data is not duplicated due to distribution methods and management.
- Teams are provided with an electronic distribution point for information regarding a project.
- Project collaboration tools provide the ability to share information through multiple types of communication and media, such as:
  - ♦ Task creation, tracking, and assignment
  - ♦ Calendaring
  - ♦ Gantt charts
  - ♦ Contacts
  - ♦ Alerts
  - ♦ Document sharing libraries (versioning, check-in/out)
  - ♦ Workflow
  - ♦ Search
  - ♦ MS Office integration
  - ♦ Mobile access for smart phones
  - ♦ Project sites
  - ♦ Website content management
  - ♦ Discussion forums
  - ♦ Photo Galleries
  - ♦ Metadata management



Several vendor-hosted project tracking and collaboration solutions are available that will support collaboration with both internal and external groups of users. Sample project tracking and collaboration solutions include:

- Basecamp
- Teambox (Redbooth)
- Zoho
- Wrike
- Smartsheet

### Findings and Observations

- Community Development has requested a solution for Project Tracking and Collaboration that has the ability to track tasks. Community Development is currently using a tool called "Monday.com" and it is not meeting their needs. They also need a system that allows people to share and collaborate on tasks and projects.
- Administration also has a need for this functionality to manage the 200 items on their "to-do" list.
- The City does not have a designated standard project management and collaboration tool, and personnel are using various tools at their disposal.

### Recommendations

- Form a Technology Steering sub-committee to review project tracking and collaboration solutions as well as their overall capabilities so the organization can identify a single solution to meet this need.
- Conduct an assessment that documents feature/function requirements and needed capabilities.
- Follow software selection best practices.
- The recommendations from the *Project Planning and Implementation Management Best Practices* initiative should be followed to implement the system, including the necessary system administration and end-user training.

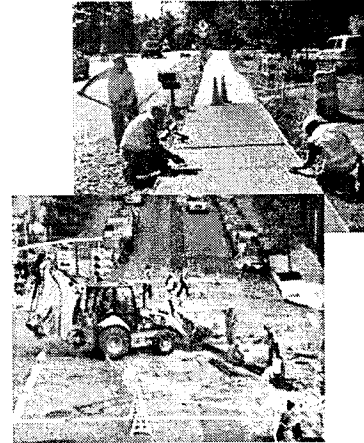
## 22. Construction Management Software

### Background

Project and Construction management software typically includes:

- Management and tracking of construction projects
- Documenting project and contract progress
- Initiation or notification of milestone completions for contractor payments
- Communication and interfaces to central financial systems, including grant and project accounting

Many government-based construction software systems are now offered in a service-oriented, cloud-based product. Many also offer field-based access and usage for inspections and tracking in the field.



### Findings and Observations

- Public Works staff members are using different methods in managing projects, some of which include manual processes, email notifications, Microsoft Project, Access, and Excel.
- Tracking costs, schedules, scope, and task completion for projects is challenging with existing methods and various systems being used.
- Staff members indicated that assignments, to-do lists, and deadlines would be clearer for everyone involved and are interested in a project software that can host all the live documents, rather than documents being stored in a shared drive.
- The ability to access the software in the field on a mobile device is a necessity.

### Recommendations

- Complete a review and assessment of project and construction management requirements and document the results. This should be a single system that all departments and divisions within the City can use in a cooperative fashion.
- Apply results of the assessment to research options and solicit quotes for project and construction management software solutions. Examples of systems in the marketplace include:
  - ♦ PMWeb
  - ♦ e-Builder
  - ♦ CapitalSoft
  - ♦ Aurigo
  - ♦ Primavera
  - ♦ Systemates
  - ♦ Fieldmanager
  - ♦ Projectmates
- Follow software selection best practices to select the appropriate system.
- Ensure integration between the new system and Project and Grant Accounting software in the City's Financial Management system.
- Consider utilizing a third-party SME or consulting firm for needs assessment, process review, and feature/function development.

## Benefits

- Shared project information
- Ease of project tracking and reporting
- Scheduling and resource management
- Increased efficiency in managing multiple projects
- A single, standard construction management solution used across the organization
- Integration with Project and Grant Accounting within the citywide ERP system

## 23. InDesign and AutoCAD Software Upgrade

### Findings and Observations

The Public Works Department is a primary user of:

- Adobe InDesign: Desktop Publishing and Typesetting software
- Autodesk AutoCAD: Computer-Aided Design for 2D and 3D drawings

These two software solutions are important to various Public Works processes and product issues include:

- Older versions of the software are in use
- Versions are inconsistent across the department
- Lack of consolidated or site licensing reduces flexibility

### Recommendations

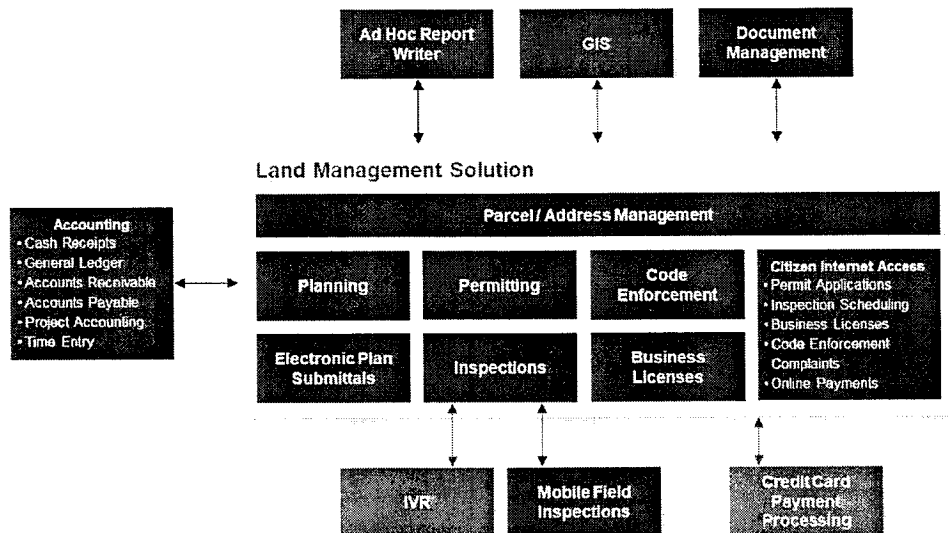
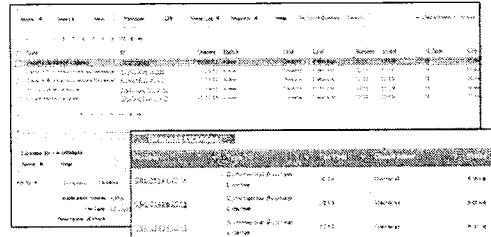
- Inventory InDesign and AutoCAD needs across the organization.
- Upgrade to the latest version on all workstations.
- Apply the recommendations in the *Computer Equipment Replacement Planning* and *Sustainability Planning* initiatives to keep both workstation and the InDesign and AutoCAD software versions up-to-date, uniform, and compatible.

**24. Land Management - EdgeSoft Implementation**

**Background**

Land Management, also commonly called Community Development, is a suite of application modules related to this function, including:

- Development Planning and Zoning
- Permitting
- Inspections
- Code Enforcement
- Recurring Revenue and Business Licensing/Tax
- Parcel/Address Management
- Mobile/Field-Based Functionality



**Findings and Observations**

- The above diagram is a visual representation of a typical land management system suite that exists in most prominent ERP offerings. It is a similar representation to the new EdgeSoft solution the City is currently implementing to replace the City's existing HdL system.
- The City is in the process of implementing a new land management system by EdgeSoft.



## Recommendations

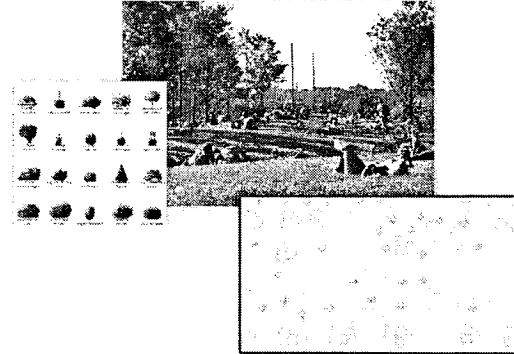
- The City should apply the recommendations outlined in the *Project Planning and Implementation Best Practices* initiative in this document.
- Enterprise application implementations similar to the City's EdgeSoft project have a number of risks. The City should ensure that:
  - ◆ The project team, including the project manager, module teams, and module leads, are carefully chosen and given time to fulfill their role as well as complete their assigned project tasks. The City should be prepared to back up key implementation project staff with additional resources, if necessary.
  - ◆ The City is able to implement key functionality for:
    - Online services and online payments
    - Online plan application and electronic plan submittal and review and markup
    - Online license applications and renewals
    - Mobiles are in place for inspections, code enforcement case management, etc.
  - ◆ Training is provided to staff members and those members have the opportunity to use the training room to test, self-educate, and work on setup and configuration as required. Note that training is a service that provides high level of return-on-investment.
  - ◆ The interface for cash receipts and refunds with Eden are properly designed, mapped, built, and tested to ensure successful financial data exchange.
- Note that these enterprise implementations are complex, and the City should consider assistance from third-party subject-matter experts (SME), if needed. It is not uncommon for agencies to need assistance to ensure a successful implementation.

## 25. Landscape Design Software

### Background

Landscape design software for the planning and design of park open spaces are a helpful tool. There are numerous tools for this design process, although only a small number specifically focus on designing park spaces. This software provides the ability to:

- Upload photos of spaces to be designed
- Drag and drop images of plants, fixtures (e.g., park bench), and retaining walls
- Use a plant and tree database of thousands of species for selection and placement
- Start with templates
- Render 2D and 3D designs
- Some tools allow the user to take a walk through their design



### Findings and Observations

- The City is preparing to embark on the Hollydale Park Master Plan, consisting of three parks scheduled to be updated.
- The City would benefit from a landscape design tool for this project.

### Recommendations

- Research and investigate Landscape Design software options, while focusing on tools specific to supporting City park spaces.
- Conduct a needs assessment that documents feature/function requirements and needed capabilities.
- Follow software selection best practices.

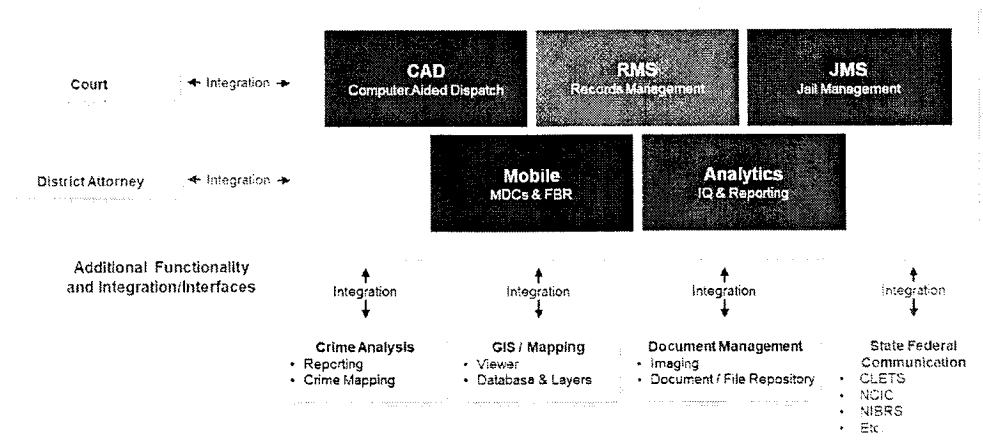
## 26. Police CAD/RMS Replacement

### Background

An integrated CAD/RMS/JMS system enables public safety and law enforcement to centralize public safety incident information, preserve data integrity, and enhance operational efficiency. The City Police in this type of integrated environment is afforded the ability to quickly capture, record, update, share, and access critical incident and public safety data.



The following is a high-level view of the primary or “core” operational or application area and integration points.



### Findings and Observations

- The City is currently operating using HITECH Systems’ Pulsium SafetyNet system (SafetyNet) for CAD, RMS, and jail management (JMS). The system has been in operation at the City since 1999 or 2000.
- The SafetyNet implementation is two generations behind the current software version.
- The Police Department has been considering the replacement of SafetyNet and has investigated the following options:
  - ◆ Mark43 (cloud solution)
  - ◆ Spillman
  - ◆ Tyler New World
  - ◆ Omnigo
  - ◆ TriTech

## Recommendations

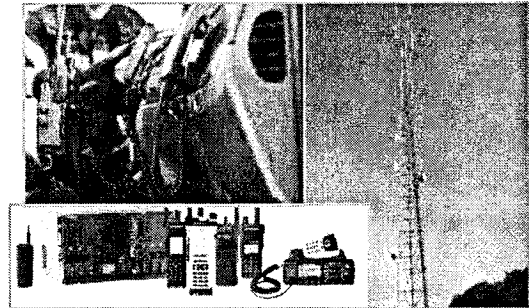
- The City should complete a needs assessment and utilize the recommendations noted in the *System Selection Best Practices* initiative as a guide.
- There are several CAD/RMS/JMS vendors that operate in California and have integration and approved communications with the State of California public safety system, who may wish to respond to an RFP. This includes the ones on the list above, but other additions could be considered (e.g. Sun Ridge RIMS).
- Next to the implementation of organization-wide ERP systems, these CAD/RMS/JMS system implementations are the next most complex implementation a local government agency will encounter. We recommend that the City consider engaging an experienced public safety consultant to assist in the needs assessment, system selection, and implementation. Utilize the *Project Planning and Implementation Best Practice* initiative as a guide.



## 27. Public Safety Radio System

### Background

Public Safety radio is a communications radio system. Modern radio systems allow integration capabilities to reach across multiple applications and resources for enhanced response coordination. Integration can include messaging, CAD, mapping, and logging recorders systems. This is a mission critical system that increases ease of use for organizing resources, coordinating a response, and communicating valuable information.



### Findings and Observations

South Gate Police Department (SGPD) has been operating its own radio system since 1999 and needs to modernize the radio system. The current system is no longer supported by Motorola and replacement parts are hard to find. As the radio infrastructure deteriorates, the ability to broadcast the signal becomes limited, especially at outer boundaries of the cities. When seconds count, communication between dispatchers and officers need to be clear and concise.

Many agencies surrounding SGPD have upgraded or are on the path to modernizing their radio system. With the increased need for interoperability with other cities and jurisdictions, it is imperative that SGPD's radio communications improve.

### Recommendations

- The recommendations from the *Project Planning and Implementation Management Best Practices* initiative should be followed to implement the system.



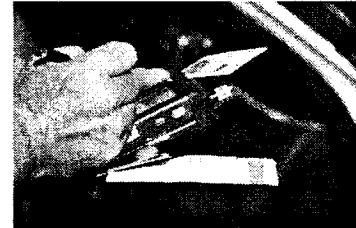
## 28. Electronic Ticketing and Citation System

### Background

Citation systems offer agencies the ability to issue tickets and citations electronically. Numerous vendors provide this capability as a stand-alone system. Other full CAD/RMS vendors have electronic citation system modules that fully integrate this functionality.

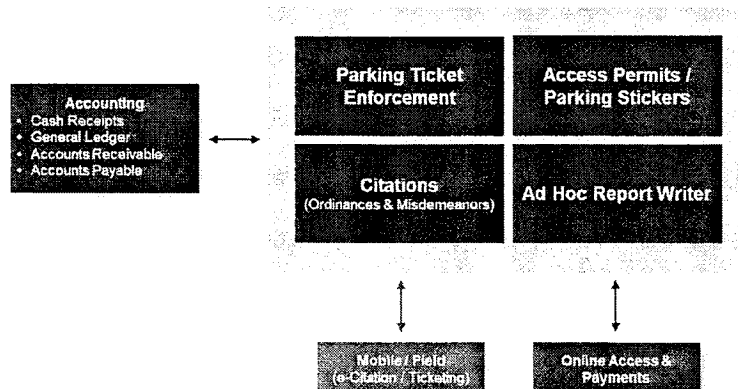
Citation Management systems provide the following capabilities:

- **Citations** – This capability provides the ability to track citations, from issuance to determination. The systems provide the ability to set classes and fine structures. Violation and history are also maintained for quick inquiry along with people, addresses, and related subjects.
- **Parking Tickets** – If needed, many systems provide a parking tickets component that streamlines the administrative adjudication process for parking and equipment violations. There is also the ability to track late payments and assess late fees.
- **Access Permits and Parking Stickers** – Some systems provide the ability to sell, manage, and enforce tags or stickers for parking or other services that can deliver a stream of revenue for the organization. Some organizations have used this capability to issue annual passes for unlimited visits to parks or other facilities or programs.
- **Mobile or Field Capabilities** – This includes the ability to issue citations in the field with the connection to a small portable printer. Vendors typically support a variety of handheld devices, including handheld computers, laptops, and tablets. Many also integrate license plate recognition technology.
- **Reporting** – These systems support reporting, including a number of standard reports that can be picked from a list and run as needed. They also include Ad Hoc reporting capabilities so specific reports can be created, as needed.
- **Online Services** – Most systems provide the additional capability for public access to their citations and tickets and to pay for any associated fines online using credit cards.



The following is a diagram that illustrates a typical Citation Management system:

### Citation Management System



## Findings and Observations

- The Police Department does not currently have an Electronic Citation system and much of the process is manual and on paper.
- The paper process requires rekeying information, which is time consuming, inefficient, and can lead to accuracy problems if there is a data-entry error.

## Recommendations

- Conduct a system needs assessment identifying required feature/function capabilities.
- Apply the results of the needs assessment to research options and solicit quotes for an Electronic Citation system.

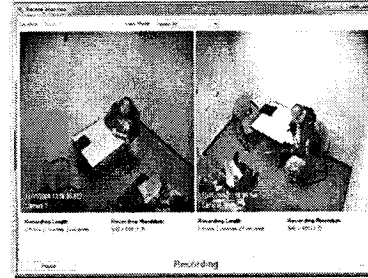
*Note: Paper citations are specific to the jurisdiction where they are located, but the automation does not necessarily have to be right at the issuance of the actual ticket. Reviewing the entire process may show different options for automation and streamlining that may provide a real return-on-investment when considering total labor of the entire process from beginning to end.*

- Follow the *Software Selection Best Practices* initiative to select the appropriate system.
- Since the City is planning to replace the CAD/RMS system, the Police Department should evaluate the Electronic Citation module from the selected CAD/RMS vendor.

## 29. Police Interview Room Recording System

### Background

The Police Department is required to capture audio and video from interviews with witnesses and suspects. Systems for the electronic recording of interrogations and interviews (ERI) and associated cameras are designed to capture video and audio evidence to be used in a court of law.



### Findings and Observations

- The Police Department's existing interview room recording system is end-of-life and requires replacement.

### Recommendations

- The City should complete a needs assessment and utilize the recommendations noted in the *System Selection Best Practices* initiative as a guide.
- There are several vendors that operate in California. The Police Department should contact peer departments nearby to determine a list of potential system vendors.
- Work with IT to determine the technical requirements and needs (e.g. storage and security).
- Implement, as needed, following the *Project Planning and Implementation Best Practices* initiative.

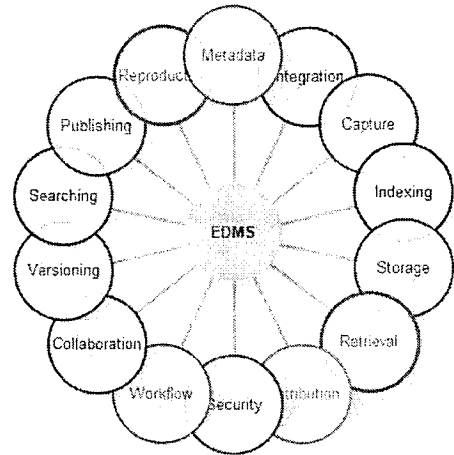
## 30. Electronic Document Management System (EDMS)

### Background

Electronic Document Management Systems (EDMS), also sometimes referred to as Electronic Content Management Systems (ECMS), can be utilized for much more than document scanning, storage, and records retention management.

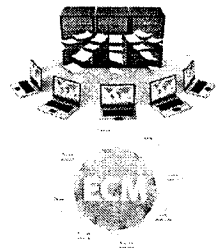
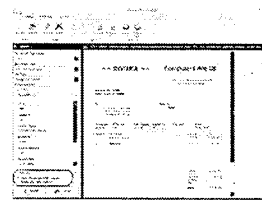
Additional uses include:

- Enterprise records management, including retention management
- Integrated document and process workflow management, including internal request management, routing, and distribution (Accounts Payable, Accounts Receivable, HR, Project Tracking, etc.)
- Forms management (Web and internal-based)
- Project and process collaboration
- Minutes management
- Agenda management (often through third-party partner)
- Media management, including synchronized meeting video streaming
- Web publication or posting for all above items, if desired



### Findings and Observations

The City does not have a consensus on a singular preferred solution for a future organization-wide document management system. The City does not have a true citywide document management solution and primarily uses share drives for storing and retrieving documents and other files.



In interviews with departments, it became clear that nearly all departments would like to consider EDMS solutions that are prominently implemented in cities or other local governments throughout California. The departments wish to focus on a single organization-wide solution for integrated and interactive document sharing, as well as commonality and consistency of file and document storage and retention. The goal of the City should be for the successful implementation of an enterprise EDMS solution that can provide the following benefits:

- **Compliance** – Improved and more efficient abilities to comply with increasing volume and complexity of regulations and retention requirements
- **Security** – Improved physical abilities and accessibility to security
- **Workflow Capabilities** – Electronic capture, routing, and approvals of manual paper processes
- **Improved Efficiency** – Increased productivity through automation of manual processes and time reduction in retrieving and sharing information
- **Reduced Costs** – Reduced costs of printing, paper, storage space, and labor
- **Reduced Carbon Footprint** – Minimized paper waste
- **Improved Transparency** – Increased accessibility to information via the Web, including full automation of some types of documents immediately upon creation without additional processing or labor
- **Disaster Recovery** – Protection of vital records through storage redundancy

### **Return-on-Investment (ROI) Considerations**

- A study conducted by Coopers and Lybrand found the following:
  - ◆ The average document gets copied 19 times in its life.
  - ◆ 90% of documents that are handled in an office are merely passed along or shuffled through.
  - ◆ The costs to manage a single document are below:
    - \$20 to file a document
    - \$120 to find a misplaced document
    - \$220 to replace a lost document
  - ◆ 7.5% of all documents get lost.
    - An office that generates 200 documents a week will lose 15 of them, costing a total \$3,300.
  - ◆ 3% of all documents are misfiled.
    - An office generating 200 documents a week will misfile six of them, costing the company \$720.
- A feasibility study by the North Dakota Information Technology Department regarding ECMS technology found the following:
  - ◆ An organization that scans 600 documents per day can have the following benefits upon implementing an ECMS:
    - An ROI payback period of 15 months
    - Gained productivity of almost \$114,375
    - Subsequent annual savings of \$110,295
    - An overall three-year benefit impact of \$531,990
    - Saved \$36,556 in annual costs when compared to manually storing and managing documents
- A study conducted by Prescient Digital Media found that an ECMS saves employees between 50-60% of time searching for documents.

### **Recommendations**

- Consider all EDMS alternatives, including (not in any particular order), but not limited to:
  - ◆ Laserfiche
  - ◆ Hyland's OnBase
  - ◆ Tyler Content Management (TCM Enterprise)
  - ◆ Granicus
- Conduct a needs assessment and process review with all departments as a first step to gain an understanding of how the EDMS system should work across the entire organization. Consider what functionality, configurations, and training would improve the staff members' ability to effectively utilize an EDMS system, provide more transparency, and integrate other departmental applications and business processes.
- The City has a need for receiving, managing, and responding to Public Records Requests. The City should consider EDMS vendors that have modules to address this need.
- Follow a software selection best practices approach to develop an RFP, applying needs assessment results to determine a primary vendor to meet citywide needs.
- EDMS implementations on an organization-wide basis are commonly under scoped and underfunded, leaving organizations with limited benefits. The selection process should



include a full assessment of potential costs and resources required in order to properly prioritize implementation efforts that will occur over multiple years.

- Integration with other core enterprise application systems across the City should be considered.
- Conversion of documents from all document retention sources, including share drives.
- EDMS can be a complex and multi-year endeavor to streamline and automate various business processes across departments. Therefore, consider utilizing a third-party subject-matter expert for the process reviews, ROI analysis, and procurement project.

### Benefits

- Automated workflow and routing
- Reduction in paperwork and related costs
- Online document retention and archiving
- Improved version and authorization control
- Improved public records access
- Increased information-sharing capabilities
- Ability to provide Web posting and public access to residents
- Integration with Agenda Management and Media Management

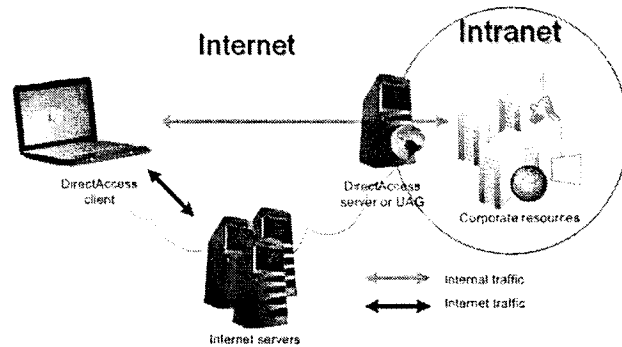
## 31. Intranet Implementation

### Background

An *Intranet* has a similar function to an organization's public-facing website, except it uses the organization's internal computer network to house a website-structured presence to share information in a private and secure manner. Generally, it is dedicated to internal use by the organization, staff, and management.

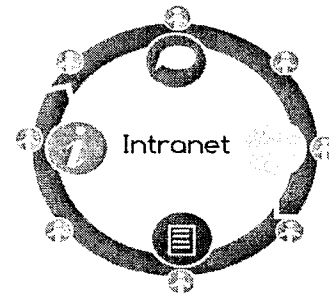
Intranets or intranet sites provide useful information, such as the ability to communicate within the organization and reduce miscommunication by providing consistent information and instructional content. It also reduces time spent requesting and distributing documents between and throughout departments and the need for maintaining physical documents. Intranets can be used to:

- Quickly communicate news, changes in policies or benefits, and emergency information
- Promote a common culture
- Offer a dynamic calendar of events, activities, due dates, etc.
- Send important news and newsletters
- Allow easy access to policies and procedures, training manuals, or forms
- Provide contact information for departments, supervisors, and other staff
- Collaborate on City projects with contractors and vendors
- Contain links to application-supported services (i.e., there may also be a link to Employee Self-Services that is tied to the Human Resource and Payroll applications, enabling employee capabilities to access electronic check stubs, electronic W-4 forms for filing changes, or other HR services)



Additional potential citywide Intranet uses could include, but would not be limited to:

- Increased City-employee communications
- Tricks and tools that would benefit users
- Contact information (internally and externally shared)
- Major project-related information
- Personnel forms
- Benefits information
- Policies and procedures
- Administrative forms
- Training libraries



Agencies that are most successful with Intranets configure staff personal computers to have the organization's Intranet site as the homepage that launches whenever a browser is opened.

## Findings and Observations

- Numerous departments expressed a strong need and interest for the creation of an intranet at the City.
- During the assessment interview workshops, several departments expressed it would be nice to have the intranet manage content similarly to the way the City's public website operates, which would eliminate the need to learn content management on two different systems.
- Major local government-focused website vendors provide Intranet design and implementation services on the same platform as the City's website.
  - ◆ Each vendor prices these services a bit differently.

## Recommendations

- Conduct a citywide assessment for internal department communications that could be posted or stored on the intranet, such as frequently asked questions and frequently requested information, so employees can utilize the intranet's self-service capabilities.
- Consider integration of the Intranet with future EDMS capabilities (see the *EDMS Electronic Document Management System* initiative).
- Make the intranet the default Internet browser homepage for all City staff.
- Use the intranet site as a method to reduce other mass employee communications, such as email, flyers, and bulletin board posters (as applicable).
- Design the intranet with tools to automatically convert the intranet content and presentation components to a mobile-compatible display format, so employees can use their smart phones and tablets to access the City's intranet.
- Provide training for staff to access self-service capabilities as users. In addition, provide training for staff that need to post content and provide self-service information to ensure they can post and maintain content regularly.
- There are many parallels between implementing an organization's public-facing website and implementing an internal organization-wide intranet. It is recommended the City consider designing and building the intranet with the same tools and resources that are used for the City's public website.
- Implement best practices, and make the intranet a component of the Technology Steering Committee responsibilities to ensure the site is maintained regularly and remains relevant and up-to-date for the City's employee community (see *Technology Governance* initiative).

## Benefits

- Reduction in miscommunication due to the use of a single-source communication location
- Electronic document availability (decreasing labor and space requirements for physical documents, such as procedure manuals or paycheck inserts)
- Electronic form availability (decreasing the need for physical employee forms)
- Increased employee productivity and collaboration
- Remote access to information when outside the office

*Smart Cities* utilize information and communications technology to improve operational efficiencies, delivery of services, and engagement with citizens.

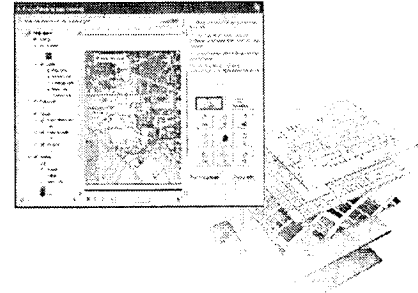
- 32. GIS Assessment and Strategies
- 33. Website Design Review and Improvement
- 34. Online Citizen Access
- 35. Citizen Request Management (CRM) Replacement
- 36. Passport Application and Renewal Processing
- 37. E-Filing Systems – Public Access
- 38. Public Wireless – Tweedy Boulevard and South Gate Park



## 32 GIS Assessment and Strategies

### Background

GIS systems are integral components in the business of managing a municipality's assets and activities. In addition to tracking all parcels within the community, many municipalities inventory infrastructure assets (e.g., street signs, streetlights, storm sewers, fire hydrants, trees, and other fixed items) throughout the GIS system. GIS systems are often integrated with computerized maintenance management systems (CMMS) to improve the accuracy of work order location information and reduce the amount of time spent locating equipment. Many benefits from the use of GIS have already been realized by the City, but further benefits can be realized, including reduced field observations, more informed decision-making, and improved parcel management, with the convenience of centrally managed information and better analysis of infrastructure.



### Findings and Observations

- The City is using various GIS software solutions, which equate to a number of separate GIS databases, including, but not limited to:
  - ◆ GIS Nobel/GeoViewer 9 (Third-Party Contractor)
  - ◆ Geo maps by geospatialtech.com (Police)
  - ◆ Esri
- GIS system management and support are currently being provided by several staff members. One IT staff member provides GIS assistance across the organization, but this is not their primary responsibility. GIS meets some individual reporting needs, but there is a lack of coordination and connectivity between individual GIS databases, and therefore data consistency or standardization. The lack of coordination and connectivity creates challenges when attempting to report on GIS data or view map representations from a citywide perspective.
- There are a significant number of requests from the City's user community for GIS capabilities, indicating the need for a more comprehensive review of the City's GIS requirements. There is tremendous potential for GIS benefits across the City.
- The City will benefit from a plan that addresses and prepares for future GIS operations and helps consolidate and leverage the City's investment in GIS. Such a plan will also identify and document the needs for future GIS resources by providing a prioritized roadmap of potential GIS improvements and benefits across the City.

### Recommendations

- Develop a GIS Plan which includes:
  - ◆ Consolidation into a single GIS solution with a single GIS database
  - ◆ Identification of City cyclical processes from LA County GIS for ongoing maintenance and GIS database updates
  - ◆ GIS applications and hardware needs
  - ◆ Evaluation of existing Esri licensing and server implementation to determine the most effective and cost-managed approach in the future
  - ◆ Organization-wide operational application integration needs (all departments)



- ◆ Continued expansion of the use of GIS for internal City departmental access and for public access to information in a spatial or map-oriented format
  - ◆ Plans for identifying all assets and tagging (coordinates) all assets for maintenance and view on a layer-by-layer basis.
  - ◆ IT staffing and/or outsourcing needs, including alternative approaches to GIS staffing or staff augmentation needs
  - ◆ Identification of potential partnerships and data-sharing opportunities
  - ◆ Five-year budget with prioritized initiatives
  - ◆ Consideration of assistance from an independent, third-party, subject-matter expert to develop the GIS Master Plan
- Make GIS integration a requirement for all new geo-based and spatially oriented software application procurements. The applications that are most critical for implementation are Land Management and Public Works Work Orders and Maintenance Management.
  - Upgrade current Esri ArcGIS licenses to a single-enterprise licensing scheme.
    - ◆ Consider a hybrid approach using an on-premise, sever-based GIS database and Esri's Web Services.
  - Consider utilizing Esri's Local Government templates and modules for quick, easy-to-deploy applications.
  - Due to financial and personnel constraints, the City should consider collaboration with other municipalities in the area and tap into third-party resources on a contract basis for specific GIS projects. Some options for collaboration could include:
    - ◆ Creating a consortium or cooperative with other municipalities in the area to share the costs for GIS technical resources, Esri servers and software, digitization, and development of layers.
    - ◆ There are some other resources available that could also be tapped into, including GIS services from the City of Rancho Cucamonga. Rancho Cucamonga has begun providing services to other municipalities through their REGIS Connect organization (Rancho Cucamonga Enterprise GIS [REGIS] Connect). REGIS Connect provides full-service enterprise GIS consulting and support services. Their services and deliverables are tailored to the individual needs of their client agencies.

## Benefits

- Improved geospatial management
- Improved utilization of applications that support GIS integration
- Inventory with location of all assets for maintenance management and planning
- Secure sharing of information
- Access to information by more City personnel
- A more mobile and productive workforce
- Faster, well-informed decision-making
- Real-time access to information from the field
- Increased ability for team members to communicate and collaborate from separate locations
- Easier creation and storage of digital maps
- Better analysis of infrastructure
- Improved land/parcel management
- Improved customer service through the ability to publish for public access

### 33. Website Design Review and Improvement

#### Background

Municipal websites have become informational portals for citizens to quickly access information and conduct transactions without having to call City staff or go to City Hall. Additionally, interactive functionality is available 24/7.

Many local government-focused website vendors incorporate Intranet design and implementation into their website offering. Each vendor has a different method for expanding website projects to Intranets. Often Intranet project fees are negotiable when combined with procurement of a new website.

#### *Return-on-Investment (ROI) Considerations*

A study conducted by Aaron Marcus and Associates, Inc. discovered the following<sup>8</sup>:

- More than 83% of Internet users are likely to leave a website if they feel they have to make too many clicks to find what they are looking for.
- Once a system is in development, correcting a problem costs ten times as much as fixing the same problem in design.
- The average user interface has as many as 40 flaws. Correcting the easiest 20 of these flaws yields an average improvement in usability of 50%.

#### Findings and Observations

- The City's website is developed and hosted by CivicPlus, a website development company that focuses on city and county governments.
  - ♦ Included in the maintenance agreement, CivicPlus offers a website refresh every four years.
- A number of departments noted the website could use a refresh and redesign to make it easier to navigate and faster for the public to find what they are looking for.
- Staff is interested in exploring options other than CivicPlus as the host for the City's website.
- Staff also believes implementation of an Intranet is a high priority project to improve employee communication.

#### Recommendations

- Follow Software Selection Best Practices, and develop an RFP for website and Intranet vendor selection.
  - ♦ Request that CivicPlus respond to the RFP along with the other website vendors.
- Contact CivicPlus to determine when the City is entitled to a website redesign.
- As a part of the RFP process, document CMS (Content Management System) and general website update and administration issues.
- Identify user training requirements.
- Implement standard practices and make the website maintenance a component of the IT Steering Committee responsibilities to ensure the site is maintained regularly and remains relevant and up-to-date for the public.
- Offer regular training to keep staff skills fresh and to ensure they can keep website content current.

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<sup>8</sup> Aaron Marcus and Associates, 2004

## Benefits

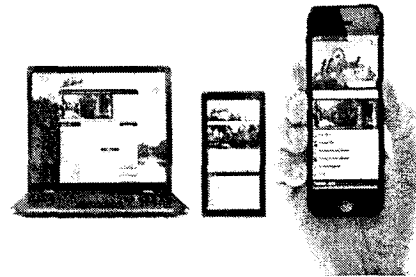
- Reduced resident in-person visits
- Improved public records access
- Increased information-sharing capabilities
- 24/7 availability
- Improved resident-user experiences
- Increased resident interaction and transaction capabilities

## 34. Online Citizen Access

### Background

**Online and On-site Credit Card Payments** – A variety of online payments can be accepted through numerous alternatives, with the most common being the organization’s website. The result will be expanded customer service hours and increased efficiencies due to reduced labor and easy digital retrieval of information for both customers and staff. Online payments also provide citizens with the convenience of not having to involve staff or go to City offices.

**Online Services and Information Access** – On the website, the City already provides a significant amount of general information and online access to some services. OpenGov information regarding budgets and other information can be made available on the website. Services such as registration for activities or City facilities reservations can also be extended to the public. Providing online information and services is a popular trend evidenced by the emergence of vendors providing public access tools such as OpenGov, Socrata, and others.



### Findings and Observations

Some examples of commonly provided online information or transactions availability include:

- Committee, Board, and Commission application forms
- Budgets
- Financials
- Labor Agreements
- Salary Schedules
- Citizen Requests
- Garage Sale Applications

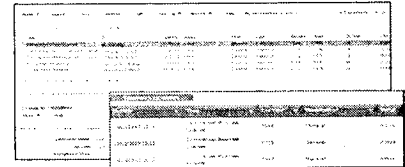
Other examples of online payments and service transactions or requests could include, but would not be limited to:

- Online Plan Review List (so applicant can verify review times)
- Online Inspection Requests
- Public Works over-the-counter permits, such as:
  - ◆ Encroachment Permits
  - ◆ Block Party Permits
  - ◆ Plan Checks
  - ◆ As-Built Requests
  - ◆ Survey Monument Requests
- Public Records Requests

- Online payments for plan review and permit fees
- Online archive or record searches for permits
- Committee and Commission application forms (interactive form)
- Chat capability on tourism website
- Citizen requests and complaints and status inquiries
- Job postings and online application submittals
- Official online records requests (e.g., agendas, minutes, documents, etc.)
- Online access to Human Resources documents (i.e., job descriptions, employment agreements, etc.)

The City does not have a standard for card-based payments either on-site or online. Various departments are taking payments and others would like to do the same. Below are some examples of payments currently being taken:

- **Water Utility** – Credit card payments are being taken using OpenEdge
- **Park and Recreation** – Credit card payments are being taken using Elavon or Converge



**Recommendations**

- Conduct a citywide needs assessment to determine all useful online services and payment types that could be implemented to improve constituent service.
  - ♦ Consider combining the needs assessment with a website refresh or redesign.
- Conduct cost-benefit and prioritization analysis.
  - ♦ Focus on payment types that will be used most frequently by residents.
- Select other software payment vendors per the *Software Selection Best Practices* initiative.
- Consider existing core business applications options, such as ERP, parks and recreation software, permit management, ticket and citation management, among others, before considering new, third-party solutions to eliminate requirements to integrate new solutions with back-end operational systems.
- Manage improvements per the *Project Planning and Implementation Best Practices* initiative.

**Benefits**

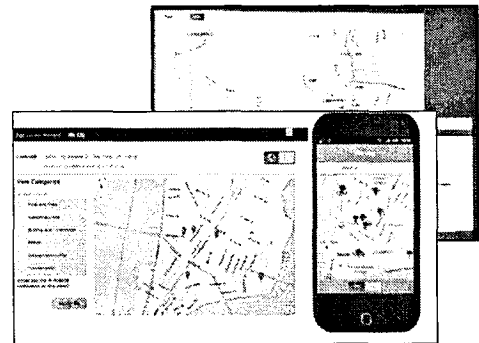
- More accurate and consistent information
- Timely and reduced reconciliation
- Increased awareness of resident self-service
- Reduced over-the-counter time for transactions
- Increased staff and resident satisfaction

## 35. Citizen Request Management (CRM) Replacement

### Findings and Observations

*Citizen request management (CRM)* solutions are used to receive, track, and manage all types of requests and complaints. These solutions can categorize requests, prompt for typical information required, assign and route information to specific staff or departments, track status, and fulfill overall reporting requirements for more effective handling and response. The primary objective is to ensure all inquiries, requests, and complaints are captured when received, routed to the proper resource, and responded to or resolved in a timely manner, ensuring that the loop is closed on every contact. Ideal CRM functionality includes:

- Citizen responsiveness (requests captured and completed, and responses provided to citizens, including when and how resolved)
- Prompt request routing (departments or persons)
- History (complaints, requests, timeliness of responses, who completed, how resolved, cost analysis)
- Interdepartmental resource linking
- Managing resources
- Benchmarking and performance-based measurements
- Planning and budgeting
- GIS integration
- Online customer surveys



### Findings and Observations

- The City currently has a citizen engagement tool called "City App" that allows the public to submit non-emergency work orders. City App has been in place for about three years with a limited level of satisfaction from several City departments. The City is also looking into SeeClickFix for an online City app for Citizen Request Management (service requests).
- Departmental feedback suggests the City could provide better service and be more responsive to citizen requests with a different Citizen request system by replacing the City App with a better solution.

### Recommendations

- The City should consider upgrading its online capabilities for citizen responsiveness and replacing the City App solution.
- Consider CRM system capabilities from your website vendor or your ERP system provider, since they both provide solutions. Also consider other options such as SeeClickFix, GOGov, or many other options that are available.
- Select new software vendor or vendors according to the *Software Selection Best Practices* initiative.
- Ensure that integration with backend systems, like EAM, are included.

## 36. Passport Application and Renewal Processing

### Findings and Observations

- The City Clerk's Office provides an U.S. Passport application service.
- The process involves some equipment (scanners) for Passport Application filing, but most of the process is manual and paper-based.
- The City does not take passport photos. However, the City does have new photo equipment to provide photo service as part of the application process.
- The City would also like to provide a service for processing Passport renewals in addition to original Passport applications.
- In summary, the City Clerk would like to have the whole process automated with a software solution, if such a solution is available.
- There are several Cities, such as Santa Monica, Orange, and Bell, that also provide the Passport application service.
- We have not uncovered a system that automates the process in our research.

### Recommendations

- Work with City IT Staff to:
  - ◆ Investigate options and determine the best way to automate the process.
  - ◆ Consider the EDMS system initiative recommended as a potential option as a tool to automate the process using workflows, scanning capabilities, storage and retrieval of electronic files, etc.
  - ◆ Set up the photo equipment so the photo service can be added to the process.
  - ◆ Update the scanners so they comply with the U.S. Department of State's requirements.



## 37. E-Filing Systems - Public Access

### Background

Cities are using various methods for this, including workflows associated with their internal EDMS system and providing public access through the EDMS systems publishing capabilities to provide online public access. However, there are vendors that work specifically with cities and counties, providing hosted (cloud-based) services to assist specifically with e-filing and public access for:

- FPPC Campaign Filing
- SEI (Form 700) Statements of Economic Interest Filing
- Lobbyist Disclosure Form Filing

These systems have full capabilities for the City to administer, manage, and report as required. Online access is both private and public.

The most common provider of these services in California is NetFile, headquartered in Mariposa, and Fresno.

### Findings and Observations

- The City accepts FPPC filings over the counter at City offices. It is mostly a manual paper-based process that does not have a public access portal or support open government access.
- The City would like to provide the ability to file online and then provide electronic public access for residents through a portal.

### Recommendations

- Investigate NetFile and their competitors. Ensure that any considered vendor can accommodate the State of California filing requirements.
- Analyze and review the alternatives, solicit pricing quotations for the available vendors, and chose the vendor that is the best fit and provides the highest value.
- Implement the system following the *Project Planning and Implementation Best Practice* methods outlined in this report.
- Implementation would include establishment of a link to e-filing and access services from the City's website.

## 38. Public Wireless – Tweedy Boulevard and South Gate Park

### Background

Studies show the availability and use of high-speed Internet access in a community has significant economic and quality-of-life benefits. These include better health outcomes, improved job-seeking capabilities, more rapid re-employment, and community transparency. Public high-speed wireless access can also be a business development tool. Residents are increasingly expecting Wi-Fi for their tablets and smart phones wherever they go, whether shopping, dining, waiting for children at schools, ballfields, swimming pools or other facilities for practices, attending classes, or other public spaces during leisure or transitional times.

Finally, broadband, or high-speed wireless Internet, is a key infrastructure component of a smart city strategy. A strong wireless infrastructure can be an enabler for smart meters (water, parking, traffic management), the Internet of Things (IoT), automatic license plate readers, some low-resolution video applications, and many more smart city tools.

### Findings and Observations

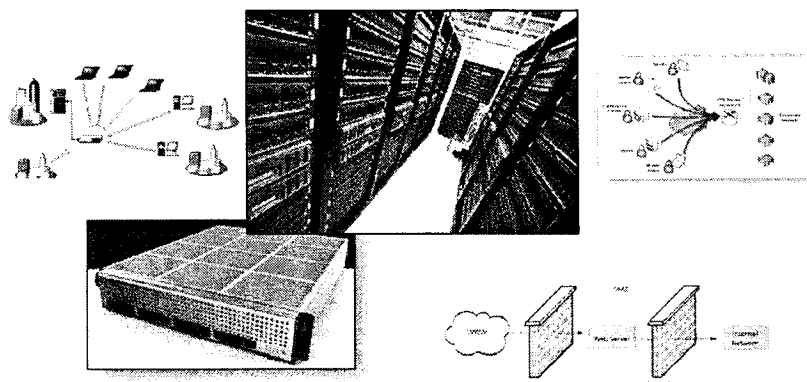
- The City is interested in encouraging business development along the Tweedy Boulevard corridor.
  - ♦ City Council and staff believe providing free public wireless access along the Tweedy Boulevard corridor will attract and retain small businesses in the area.
  - ♦ City Council and staff also believe customers will be more likely to shop in the area if free public wireless is available.
- The City is interested in providing residents and South Gate Park users with wireless while using the many facilities the park has to offer.
- The City is interested in installing smart city sensors, including license plate readers, video cameras, and other devices at many locations.
  - ♦ Over the long term, the corridor would benefit significantly from improved connectivity for smart meters, visitor wireless, parking, and traffic sensors.

### Recommendations

- Prepare a vendor-neutral RFP for a wireless mesh network along the Tweedy Boulevard corridor.
  - ♦ Include options for a public/private partnership to install and maintain the network.
  - ♦ Consider using existing City facilities at South Gate Park as a hub for the wireless deployment.
- Research and map available City assets that might be suitable for mounting and powering wireless access points.
  - ♦ Determine if the City is interested in video cameras or other smart city technologies in the area over the long term.
- Determine any criteria for use or limitations on use, and include these items in the RFP.
- Determine potential broadband bandwidth backhaul to either a City facility or a telecommunications carrier.
- Issue RFP, and follow City procurement best practices.
- Utilize third-party subject matter expertise during the RFP process and for contract administration.

*IT Infrastructure* refers to networks, servers, equipment, inside or outside cable plant, and other communications infrastructure.

39. Computer Equipment Replacement Planning
40. City Hall Computer Rooms
41. Police Computer Rooms
42. Structured Connectivity System
43. Power Distribution
44. Network Redesign
45. Servers – Windows 2016 Domain Upgrade
46. IT Infrastructure Roles and Responsibilities
47. Create Best Practice Internet Connectivity (DMZ)
48. Virtual Server Migration
49. Wireless Network
50. Mobile Access
51. Mobile Digital Computer (MDC) Replacement Planning
52. Conference Room Audiovisual
53. Internet Bandwidth
54. Computer Upgrades
55. Electronic Mail (Exchange)
56. Office Software Upgrades
57. E-Fax
58. Dual Monitors
59. Video Surveillance
60. Door Access Control



## 39. Computer Equipment Replacement Planning

### Findings and Observations

- The City does not have a complete, formal replacement schedule for end-user devices or capital computer equipment, including servers, storage, switches, or firewalls.
  - ♦ This is true for City Hall, Police, Traffic Management Center (TMC), and SCADA infrastructures.
- The City generally uses a 4-year PC replacement schedule while the Police Department uses a 7-year schedule.
  - ♦ Equipment replacement funds are requested as part of the annual operating budget cycle.
  - ♦ User devices are covered by the PC replacement schedule. Servers, network devices, and other equipment is not covered.
- The City has been “catching up” on the replacement of older PCs.
  - ♦ Limited workstation upgrades have been completed for City Hall departments.
  - ♦ There are some reports of slow desktop computers.
  - ♦ Many mobile data computers in the Police Department need replacement.
- The City has some older servers, switches, and other computer equipment that is past its expected end-of-life.
  - ♦ The City does not maintain complete, detailed inventories of computer equipment, including when purchased and expected end-of-life.
  - ♦ The workstation needs of “engineers” are greater because of the specialized software they are required to run. This should ensure the specs consider processor speed, video card level, need for dual monitors.

### Recommendations

- Create and maintain an inventory of all computer equipment, year purchased, warranty duration, and other useful information.
- Develop a five-year, rolling computer equipment replacement plan and budget accordingly.
- Allow customized length of time for replacement of any technology that may have a unique end-of-life.
- Continue to purchase discounted extended warranties at the time of purchase that will cover the equipment throughout its useful life (e.g., five years for computers and servers, etc.)
- Staff should provide capital replacement information for use at the start of each budget cycle.

IT Equipment	Recommended Replacement Cycle (Years)
Network Switches	7
Phone System Upgrade	5
Phone System Replacement	10
Audiovisual Equipment	5
Servers	5
Disk/Cloud Storage	5
PCs	5
Laptops	4
Mobile Devices	2
Wireless Devices:	
Point-to-Point	5
Wireless LAN	4
Windows Software	+/- 5
MS Office (MS 365)	+/- 5
Printers, Scanners	4-5
Plotters	4-5

## Benefits

- Better forecasting of purchases
- Managed process that flattens capital expenditures over time
- Improved computer performance
- Improved available features
- Reduction in trouble tickets to support failing or faulty hardware
- Ability to keep spare equipment around to be reissued, eliminating employee downtime
- Increased employee performance by eliminating the use of old, slow, and post-life-cycle technology
- Reduction in total cost of ownership

## 40. City Hall Computer Rooms

### Findings and Observations

#### *Main Communications Room (Basement)*

- The City's main communications and network hub is located in City Hall basement.
- Power cabling runs along the floor and can potentially be exposed to water.
  - ♦ The room has had flooding problems in the past.
- Power distribution (from the UPS to the equipment) does not follow best practices.
- The main communications room does not have proper air conditioning system or controls.
- Cable management and distribution does not follow best practices.
- Legacy equipment is present in the room.
- Walls have penetration points that are not properly sealed.
- Unable to implement proper fire suppression.

#### *Main Server Room (First Floor)*

- The City's main server room is in the IT area and houses mostly servers and backup equipment. Some video surveillance equipment is also in the room.
  - ♦ As servers are virtualized, space will be made available for new systems.
- This room is too small to implement fire suppression systems.
- Power cabling runs along the floor and can potentially be exposed to water.
  - ♦ The room has had flooding problems in the past.
- HVAC distribution inhibits hot air evacuation.
- Video surveillance control system is installed on a shelf and accessed by using a step ladder.
  - ♦ The location of the video surveillance system means that third-party technicians enter the computer room regularly.

## Recommendations

- Add automated door access control to the Main Communications Room in the basement.

### *Main Communications Room (Basement)*

- Move any unnecessary equipment upstairs to main server room (dependent on virtualization in main server room to create space).
- Extend communications point of entry to main server room.
- All cables and equipment need to be up off the floor to avoid potential water damage.
  - ♦ Distribute water sensors around the room to provide alarms, should water flood the area.
- Implement temperature controls within the room to alarm, should the room become too warm.
- Remove all equipment and cabling no longer in use.
- Revise newly installed cabling to comply with best practices.

### *Main Server Room (First Floor)*

- All cables and equipment need to be off the floor to avoid potential water damage.
  - ♦ Distribute water sensors around the room to provide alarms, should water flood the area.
- Implement temperature controls within the room to provide an alarm if the room temperature exceeds a recommended level.
- Improve power distribution and HVAC within the room.
  - ♦ Seal wall penetrations as appropriate.
  - ♦ Vent hot air from rear of servers and recirculate.
- Review cabling installation and implement standards from dressing and labeling cables.
- As space becomes available, move as much non-network equipment as possible to the main server room.
- Eliminate use of the video surveillance system in room. Improve the installation method when possible.
  - ♦ Eliminate the need for third-party technicians to enter the room to access the video surveillance system.

## Benefits

- Improved productivity for IT staff as a result of more space and more effective organization
- Increased environmental monitoring
- Improved service assurance (uptime and reduced risk of failure)
- Increased computer room capacity

## Immediate Next Steps

- Add water and temperature monitoring in main communications room.
- Review power and space requirements.



## 41. Police Computer Rooms

### Findings and Observations

- The Police Department has three computer-related spaces.
  - ♦ Communications and radio equipment are housed in the basement.
    - *Note: This equipment will be phased out and will remain only as a backup.*
  - ♦ Additional communications equipment, specialty servers, and ancillary systems are located on the first floor, near Booking.
  - ♦ Department servers and other systems are housed on the first floor, southwest section, next to the watch commander's office.
- None of the Police Computer Rooms are suitable for electronic equipment.
- None of the Police Computer Rooms have sufficient space to justify long-term use as the Police Computer Room.
- The Police Department has been remodeling the building section by section.

### Recommendations

- Plan to include a new computer room in a subsequent remodeling effort.
  - ♦ Include sufficient space for fire suppression equipment.
  - ♦ Consolidate all computer, new radio, and telecommunications equipment into the new room.
- In the interim, implement temperature and water monitoring in all communications and server rooms.
- Implement improved power distribution in as cost-effective a manner as existing communications and server rooms.
- Review cabling installation and implement standards from dressing and labeling cables.
- Install door access controls using existing proximity codes, if cost-effective.

### Benefits

- Improved productivity for IT staff as a result of more room and better organization
- Increased environmental monitoring
- Improved service assurance (uptime and reduced risk of failure)
- Increased computer room capacity

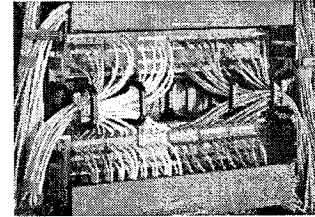
### Immediate Next Steps

- Finalize long-term location of computer room.
- Review power and space requirements.
- Review fire suppression needs.
- Design revised computer room.

## 42. Structured Connectivity System

### Background

A *structured connectivity system* is a complete set of cabling and connectivity products that integrate voice, data, wireless video, and other technology systems into a comprehensive infrastructure.



### Findings and Observations

- The copper, horizontal cabling system is primarily comprised of Category 5e (1 GB) cable.
  - ◆ Category 5e cable is inadequate for the newest generation of wireless access points.
- Patch panel cables in each computer room poorly installed, with overly long cables that sag and may eventually cause failures.
  - ◆ Some cable runs at City Hall meet or exceed recommended distances.
- There is not a standard for copper or fiber cabling at the City.
- IT staff members have performed small cabling jobs to assist facility moves.
- Equipment racks and cabinets are not grounded.
- As-built record documentation related to the horizontal and backbone communications system does not exist.
- Additional facilities work is upcoming for Parks and Recreation, including:
  - ◆ Girls' Clubhouse facility
  - ◆ Hollydale Parks Master Plan improvements.

### Recommendations

- Improve supports for newly completed City Hall cable.
  - ◆ Create new location for workstation cable within main computer room to reduce distances and ease future installations.
- Develop Structured Cabling Systems (SCS) standards as a basis for any upcoming recabling efforts.
  - ◆ This document will be used to support the ongoing needs of the County as it relates to maintaining the existing SCS, and can be provided to architects and/or contractors as part of the construction specification for future projects. The SCS Standards Document should have the following as its goals:
    - Implement a non-proprietary cable infrastructure system supporting multi-vendor equipment and services.
    - Provide reduced cost for future cable installation, support, and management.
    - Maintain consistency providing reduced training requirements for employees.
    - Improved troubleshooting and support for ongoing management/maintenance.
    - System based on recognized industry standards (ANSI, TIA/EIA, IEEE and BICSI).
- Develop and implement a unified labeling system that incorporates the fiber-optic cable.
- Provide suitable patch cord management system at equipment racks and/or cabinets.
  - ◆ Improve patch cord management by reducing patch cord lengths and improved "dressing".

- Utilize the SCS standards to bid and hire a contractor to perform small cabling jobs as required.
  - ◆ Charge Departments back for cabling as a part of Department moves (See *IT Cost Allocation* initiative).
- Plan to upgrade wireless access-point cabling.
  - ◆ Industry best practice specifies two (2) Category 6A cables to each access point.

## 43. Power Distribution

### Findings and Observations

- Power distribution in main computer room generally follows best practices.
- Some computer room electric power utilizes UPS systems, while other servers are plugged directly into generator-driven power outlets.
  - ◆ Generators have been known to create power spikes and brown-outs that decrease the life of attached equipment.
- Power distribution units (PDUs) are used within the computer rooms of most organizations to control and monitor power to particular network devices, such as servers and switches.
- PDUs can extend the life of network hardware by utilizing power more efficiently.
- PDUs can be used to monitor and remotely control power distribution to computer infrastructure equipment.
- The City utilizes PDUs on a limited basis within the main computer room.
- The PDU units that are in place are not advanced enough to support best-practice monitoring and management functions.

### Recommendations

- Budget for additional UPS capabilities as part of the Police Department data center remodeling project.
- Budget for and implement PDUs within City Hall and Police Department computer rooms.
- Consider procuring network management software for the UPS.
- Create battery and PDU replacement cycles.
- Move all power cables away from floor to overhead distribution.

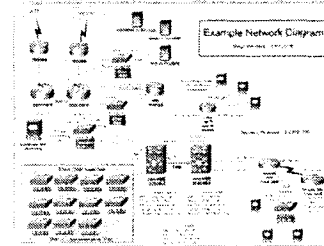
### Benefits

- Improved support for electronic devices
- Improved management and monitoring capabilities
- Longer-lasting equipment
- Reduce cost in replacement of failed hardware

## 44. Network Redesign

### Findings and Observations

- Existing network was installed in 2006.
  - ♦ Most network devices are end-of-life.
- End-user device network switching capability is 10/100 Mb, current switching technology is typically 10/100/1000 to the desktop.
  - ♦ Current server backbone switching is typically 10Gb for agencies of this size.
- Older multi-mode fiber is used between City Hall and Police and City Hall and the Museum.
  - ♦ Current standards for inter-building fiber are single-mode.
- Remote sites are connected by AT&T OPT-E-MAN service.
  - ♦ AT&T OPT-E-MAN service is now two generations old.
- City Hall and Police as well as City Hall and SCADA networks are properly segmented.



### Recommendations

- Redesign the core network to increase speeds by a minimum factor of ten.
  - ♦ Create a resilient core network that eliminates single points of failure.
- Replace existing multi-mode fiber with single-mode fiber during upcoming construction projects.
- Upgrade AT&T OPT-E-MAN to AT&T ADE or equivalent Wide Area Network (WAN) service.
- Review Virtual LAN (VLAN) network segmentation and revise per current best practices.
- Consider implementing firewalls between the City administrative network, and the Police and SCADA networks.

### Benefits

- Improved network performance speed and reliability
- Reduced support costs
- Full redundancy across sites
- Increased security

## 45. Servers – Windows 2016 Domain Upgrade

### Findings and Observations

- Windows Domain environment is lacking routine maintenance and being supported by an operating system that is outdated and no longer supported.
- Domain Controllers are nearing end of life
- Other City Hall and Police servers are running Windows 2008 through 2012.
- New Windows Domain servers have been purchased by the City, but are not yet installed.

### Recommendations

- Upgrade domain to Windows 2016 platform or higher.
  - ♦ Decommission existing Server Platform.
  - ♦ Spread Domain roles across multiple servers to increase resiliency.
  - ♦ Recommend four domain servers (two at City Hall, two at PD).

**46. IT Infrastructure Roles and Responsibilities**

**Findings and Observations**

- Police Department and City Hall IT staff are not always certain of their IT responsibilities in relation to each other and shared County Information Technology Resources.
- Police Department's Office is a 24/7 operation, and the remainder of the City is generally 8/5.
  - ♦ City Hall IT does not maintain an after-hours call rotation.
- Police Department IT staff members are not included on the EOC team.

**Recommendations**

- Police Department and City Hall IT staff could utilize the following matrix to determine roles and responsibilities:

Technology Responsibilities	Police Department IT	City Hall IT
Workstation support	√	
Antivirus		√
Policy and Procedures	√	
Staff Cell Phone Mobile Device Management	√	
Server Configuration – OS and Middleware	√	Provide Technical Assistance
Server Configuration – Applications	√	Provide Technical Assistance
Server Configuration – AD and Network Services		√
Server Administration – Account Add/Chg/Delete	√	√
Network Configuration – Switching, Routing, Firewall		√
Wireless Network Configuration		√
Internet Connectivity		√
Content Filter Administration	√	√
Electronic Mail	Account Administration	√
Telecommunications	Account Administration	√
IT Inventory	√	√
Video Surveillance		√
Help Desk	√	√
VoIP (Voice over IP Phone System)		√

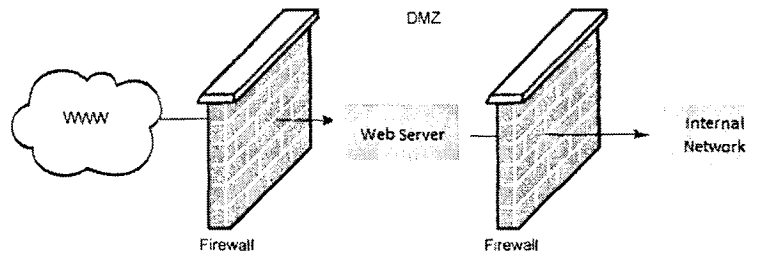


Technology Responsibilities	Police Department IT	City Hall IT
Audio Video Systems	√	√
Access Control Systems - Installation	√	
Access Control Systems - Administration	√	√
Radio – handsets and in vehicle	√	
Dispatch workstations	√	

## 47. Create Best Practice Internet Connectivity (DMZ)

### Background

A *Demilitarized Zone (DMZ)* is the area of a network that is accessible to the public. This area is separate from an internal network that is used only by internal staff. DMZs are utilized to maintain online services used by the public, such as viewing the website or online applications (i.e., license renewals, online permitting, online utility billing information, online payment transactions, applications, and other online public inquiries).



### Findings and Observations

- Security policy outlining DMZ and external to internal network connections has not been created by the City.
- A DMZ does not exist to proxy applications between the Internet and the City's internal network.
  - ♦ DMZs are best-practice security tools used to create an additional layer of security between the Internet and an internal network.
  - ♦ Email Services, such as OWA and mobile services, exist internally.
  - ♦ VPN services exist internally on the network.

### Recommendations

- Develop security policy, including a section outlining external to internal connection security.
- Create a DMZ using one of the field office small file servers running virtualization to provide for growth.

### Benefits

- Improved security and management
- Proper segmentation of publicly accessible resources for external to internal network connections

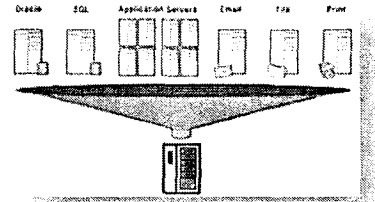
## 48. Virtual Server Migration

### Background

*Hardware virtualization* refers to the creation of a virtual machine(s) that act like a real computer with an operating system. Software executed on a virtual machine is separated from the underlying hardware resources. Virtualization enables servers to be easier to implement and less costly to own and manage.

### Findings and Observations

- Server virtualization has been limited.
  - ◆ Three servers at Police have been virtualized using Hyper-V.
- There are many legacy servers in production which are two or three generations behind.
- At City Hall, new servers have been purchased to support an Active Directory upgrade.



### Recommendations

- Create a plan to virtualize nearly all servers at City Hall and Police.
- Utilize advanced virtualization management to increase server resiliency.
- Establish active Simple Network Management Protocol (SNMP) monitoring and logging.
- Enable additional features on virtual environment:
  - ◆ Fault Tolerance
  - ◆ Network Interface Bonding
  - ◆ DR and Failover Services

### Benefits

- Reduced data center space requirements
- Reduced power requirements
- Improved failover and reliability

## 49. Wireless Network

### Findings and Observations

- The City has limited wireless capabilities for staff and guest computing.
- Demand for Wi-Fi will continue to increase.
  - ♦ Staff demand will increase as they become more mobile.
  - ♦ Public demand for wireless at City facilities is increasing.



### Recommendations

- When procuring the network infrastructure, procure wireless for all City facilities.
  - ♦ Consider wireless for all outdoor spaces as Phase 2.
- When planning the wireless infrastructure, develop an open RFP, and evaluate cloud strategies from multiple vendors.
- Re-cable all wireless access points per the recommendations in the *Structured Cabling System* initiative.

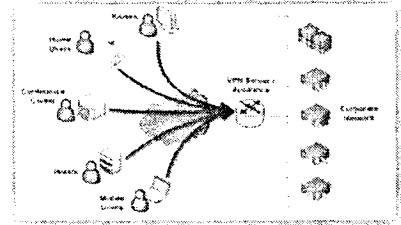
### Benefits

- Improved wireless speeds
- Reduced complexity
- Increased security
- Expanded coverage

## 50. Mobile Access

### Findings and Observations

- The City has limited remote access solutions in place.
- Demand for remote access will continue to grow for on-premise applications, especially for staff with significant computing needs from the field.
  - ◆ Increased access to mobile applications for smartphones and tablets will also be part of increased remote-access demand.
- Staff members report the need for remote access.
- SCADA (water) staff has remote access.
  - ◆ Utilize individual username and passwords.
  - ◆ Two-factor authentication (2FA) is a best practice for remote access to SCADA systems.
- 2FA will become the standard for remote access to all sensitive computer systems in coming years.



### Recommendations

- Develop and implement a remote access policy.
- Expand Internet bandwidth to improve remote access speeds.
- Implement two-factor authentication for all department laptops requesting remote network access.
- Provide training for staff regarding security best practices for mobile devices.

### Benefits

- Increased mobility for the current workforce
- Increased security

## 51. Mobile Digital Computer (MDC) Replacement Planning

### Background

Police Departments have been benefiting from mobile technology for many years, starting with *mobile data terminals (MDTs)* and now *mobile digital computers (MDCs or laptops)*.

### Findings and Observations

- The City has recently purchased and deployed some MDCs for Police.
  - ♦ Approximately 40-50 squad cars require MDCs (not including command).
  - ♦ All XP models have been removed and are currently running Windows 7.
- Compatibility issues will become apparent between older MDCs and the newest versions of the CAD/RMS system.
- Based on officer work and shift processes, MDCs require accompanying docking stations.

### Recommendations

- Include MDCs in the computer capital replacement plan.
- Begin an annual purchase program for MDCs until all units have been upgraded to the same model and running the latest OS.
- Include accompanying docking stations and the required in-car mounting components.
- It may be best to stay with the same model MDCs that were recently acquired for the sake of continuity and support benefits.



## 52. Conference Room Audiovisual

### Background

*Conference room audiovisual (AV)* tools are used to enhance meetings, which include projectors, video conferencing software, smart boards, and other technology aids.

### Findings and Observations

- Conference rooms are not equipped with current generation collaborative smartboard tools and technology.
- Skype for Business (included in Office 365) can provide video conferencing between sites.



### Recommendations

- Consider moving toward current-generation collaborative smart-board technology during the next AV device refresh.
  - ♦ Include Room Wizard technology in the conference room AV device refresh plan.
- Consider using Skype for Business for video conferencing between facilities.
- Develop a conference room upgrade schedule and implement as prioritized.

## 53. Internet Bandwidth

### Background

Increased *Internet bandwidth* and high availability are becoming increasingly important to organizations for daily functionality. This allows for additional resources to become available during peak Internet usage and provides for resiliency when disasters occur that may affect primary Internet connections that are no longer accessible.

### Findings and Observations

- The City currently utilizes a single 100Mb Internet connection.
  - ♦ Most peer organizations would be expected to have 2-5 times faster Internet connections than the City.
  - ♦ There is not a secondary Internet connection.

### Recommendations

- As a part of the recommended upgrade to the WAN, upgrade current Internet bandwidth.
- A second Internet connection should be implemented as a part of the City's Disaster Recovery and Resiliency Planning initiatives.
  - ♦ Best practice would be to implement an Internet connection from a separate provider at a separate City location.
    - Implementation of a second Internet connection at the Police Department would require an additional firewall.
- Additional Internet bandwidth will be required as the City increases the use of cloud-based systems.
- Increased Internet costs have been included in recommended Five-Year Budget.

### Benefits

- Improved performance
- Increased Internet uptime
- Increased resiliency, providing increased cloud-based applications and services uptime
- Reduced risk and liability
- Disaster Recovery safeguard



## 54. Computer Upgrades

### Findings and Observations

- On January 13, 2015, Microsoft ended mainstream support for the Windows 7 desktop operating system.
- The City has approximately 240 desktop computers and the majority are running Windows 7.
- 35 desktops have been upgraded to Windows 10.
- The City does not utilize an imaging platform to distribute applications to desktops.
- Computers are running different versions of Microsoft Office 2010 and 2013.
  - ♦ An accurate count of Microsoft Office licenses does not exist.

### Recommendations

- Finalize an inventory of desktops and laptops to determine age, model, and operating system of all systems, focusing on identifying the number of computers running Windows 7.
- PCs and laptops running Windows XP or Windows 7 should have their operating system upgraded to Windows 10 or be replaced with a new computer.
- Evaluate and procure a desktop imaging system.
  - ♦ Acronis has become our standard recommendation and is used in a basic way by staff.
- Inventory all desktop and laptops and determine upgrade path to a consistent version of Microsoft Office across the organization.
- Staff to prioritize potential dual-monitor implementations.
  - ♦ All new PCs should be purchased with the ability to natively connect two monitors.
  - ♦ Solid-state hard drives have become the standard for all workstation purchases.

## 55. Electronic Mail (Exchange)

### Findings and Observations

- Exchange 2010 is the electronic mail platform of the City.
  - ♦ Exchange 2010 is now two generations behind.
- The City does not have an electronic mail archiving solution.
  - ♦ Some staff members have email archives stored locally (PST files).
- An email records retention policy is currently not enforced.

### Recommendations

- Investigate and select an improved email archiving solution.
  - ♦ Investigate migration to Office 365 and Barracuda Cloud Archiving.
  - ♦ As a part of the process, eliminate all local email archives.
- Develop an Email Records Retention Policy and implement automatic retention guidelines in support of the policy.

### Benefits

- Reduced time managing email for public records requests
- Reduced time on public records requests
- Improved stability of environment and higher availability of email-based services

## 56. Office Software Upgrades

### Findings and Observations

- Current desktop and laptop computers utilize a mixture of Microsoft Office 2010 and 2013.
- Microsoft Office 2016 has been in general release, while Office 2019 was released recently.
- Training on Office software for City staff appears to be inconsistent across the organization.

### Recommendations

- As a part of a move to Office 365, move to Office 2016 and upgrade computers as necessary.
- Budget for classroom training as a part of the Office 2016 implementation.
- Align upgrade to Office 2016 with upgrade to Office 365 for best pricing on licensing.

## 57. E-Fax

### Findings and Observations

- The City currently has 15 fax machines and six (6) fax lines.
- Each fax line costs the City \$30 per month or \$360 per year.
  - ♦ Total current fax line costs are \$2,160.
- The estimated cost of a basic integrated fax solution is \$8,000 to \$10,000.
  - ♦ Centralizing fax services and integrating faxing into electronic mail can eliminate the bulk of the fax lines, reducing costs by approximately \$1,000 per year.
  - ♦ Paper, toner, and fax device maintenance costs would be reduced.
- Each individual could have their own fax number, which would be correlated to their email address.
  - ♦ Departmental fax numbers can be shared between several Outlook profiles.

### Recommendations

- Inventory all fax machines and fax numbers.
- Investigate fax solution alternatives.
- Develop ROI.
- Implement the most cost-effective solution.

## 58. Dual Monitors

### Findings and Observations

- Utilizing dual monitors for many users can significantly increase the speed of completion for certain computer tasks, thereby increasing overall employee productivity. Some studies have shown increased overall productivity of 20-30% for office staff and up to 74% for certain computer tasks. These studies demonstrate a return-on-investment multiple times the cost of the additional monitor, when calculating the efficiency savings with gross hourly labor costs.
- Most staff members use single-monitor systems.

### Return-on-Investment (ROI) Considerations

- A Microsoft productivity study concluded that adding an extra monitor can boost productivity by 9% to 50%.<sup>9</sup>
- A study conducted by the University of Utah found that dual monitors helped users complete tasks as much as 52% faster.<sup>10</sup>

### Recommendations

- Staff to prioritize potential dual monitor implementations.
- Implement as PCs are replaced, or more quickly, if demand requires.

### Benefits

- Improved staff productivity return-on-investment (multitasking)
- Enhanced ability to compare work
- More efficient sharing of data between applications
- Compatibility with both laptops and computers

<sup>9</sup> "4 Studies which Show that Using a Second Monitor Can Boost Productivity", Core Communication 11 Dec. 2010, 4 Apr. 2013, < <http://www.corecommunication.ca/4-studies-which-show-that-using-a-second-monitor-can-boost-productivity/> >.

<sup>10</sup> Core Communication, 11 Dec. 2010.

## 59. Video Surveillance

### Background

Actively monitored, security camera surveillance systems can be an effective security tool and criminal deterrent. One study by the Urban Institute determined that the savings and benefits of fewer incidents and crimes outweighed the cost of video surveillance systems. The study also found that police, policymakers, and others involved in facility or property oversight largely viewed security, surveillance, or monitoring cameras as a useful tool for managing behavior, preventing crimes, aiding in response, assisting in arrests, and supporting investigations and prosecutions.

Video surveillance systems can be integrated with door access control systems to improve visibility into door-related alarms, such as focusing a camera on a door that has been propped open for an extended period.

### Findings and Observations

- Police and City have separate video surveillance platforms.
- Current platforms are building specific and lack integration.

### Recommendations

- Staff to inventory quantity, type, and location of existing cameras.
- Move to IP-based cameras as soon as feasible.
  - ♦ Consider placing video surveillance network traffic on its own VLAN
- Conduct a needs assessment study on the potential use of integrated door access controls and video surveillance systems at all required facilities.
- Develop a bid from the completed needs assessment and create a design specification that incorporates door access control and video surveillance integration if that is the desired direction.
- Optionally, select and install an integrated management platform that will support existing and potential video surveillance needs. Alternatives including:
  - ♦ Avigilon
  - ♦ Genetec
  - ♦ Milestone
  - ♦ ONSSI

## 60. Door Access Control

### Background

*Door access control*, sometimes referred to as keyless entry, is an effective way for the City to manage security and access to various buildings, facilities, and secure spaces. Door access control systems allow the City to track and restrict who can access facilities where and when.

This limits security risks and allows for the management of access by employees and the public. Many municipalities are moving to a single, organization-wide system to manage security and access to facilities.

### Findings and Observations

- The Police Department has a door access control system.
- City Hall also has a door access control system.
- Door access control systems can be integrated with video surveillance systems.

### Recommendations

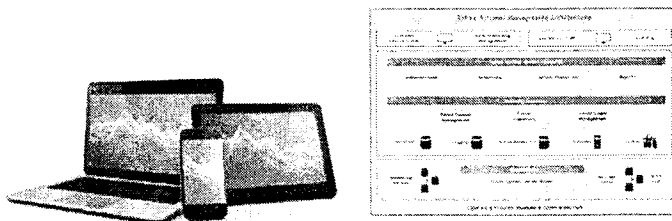
- Complete a review and needs assessment of the City's facility access and control requirements for external and internal doors.
- Consider a single, citywide system that all departments and divisions within the City utilize.
  - Access should also allow extending to constituents and others, as appropriate.
- Consider utilizing a third-party SME or consulting firm for the assessment and feature/function development.

### Benefits

- Improved maintenance requiring less time
- Mechanical locks and keys replaced with electronic locks, badges, or cards and readers
- Eliminated expense of rekeying or changing locks for employee separations
- Employees and others are less likely to set off false alarms
- Automatic regulation of access reduces need for on-site security personnel
- Allows for more efficient temporary access by outside personnel, like visitors or vendors
- Decreases liability and risk from greater access control

The *IT Operations* section addresses daily support and maintenance of all IT infrastructure and user support.

- 61. Help Desk Ticketing System
- 62. Mobile Device Management
- 63. IT Asset Management Automation
- 64. IT Automation Tools (Patch Management)
- 65. Desktop Management
- 66. Network Management Tools (Configuration Management)
- 67. IT Support Metrics
- 68. IT Policies and Procedures
- 69. IT Procurement Practices





## 61. Help Desk Ticketing System

### Background

*Help Desk systems* provide an easy way for users to submit requests. IT staff members can assign tickets. The automated electronic, mail-based communications included in Help Desk systems can allow users to track the progress of their tickets as IT staff members update the status. Help Desk systems prevent items from “falling through the cracks” by logging all requests. Another key benefit of Help Desk ticketing systems is the collection and analysis of metric data related to the number of requests submitted, resolved, and remaining open.

### Findings and Observations

- The City does not currently utilize a Help Desk system, currently emails from staff are used for requests.
  - ♦ The City utilized Layton Service Desk as a Help Desk platform in the past.
- Staff members often call IT to ask questions and resolve issues.
  - ♦ Phone calls are the most expensive vehicle to communicate Help Desk requests to the IT Department.

### Recommendations

- A Help Desk ticketing system should be utilized to track staff productivity and service.
  - ♦ Users should be strongly encouraged to utilize the Help Desk ticketing system and email to report issues.
- Metrics related to meeting Help Desk service levels should be developed and tracked on a weekly and monthly basis.
- We recommend a single Help Desk system be utilized by City Hall and Police. Tickets can be directed to the appropriate party based on submitting individual or system.
- Each month, summaries of Help Desk tickets opened and closed should be presented to the IT Steering Committee.
  - ♦ IT Steering Committee members should be prepared to discuss any Help Desk issues or festering problems during the monthly meeting.

### Benefits

- Central ticketing system
- Availability to many users
- Increased resolution rates
- Support for all devices
- Improved user communication, experiences, and satisfaction
- Better diagnostics and problem identification

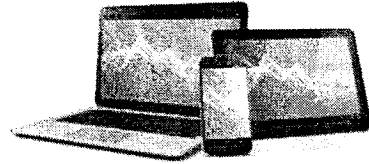
## 62. Mobile Device Management

### Background

*Mobile device management (MDM)* software is a collection of applications that allows management, distribution, usage, and maintenance of laptops, tablets, and smartphones. Additional features allow configurations to be done on devices to discourage wrongful use and reduce individual device maintenance.

### Findings and Observations

- MDM provides the ability to see and control all mobile devices entering the enterprise, whether provided by the City or whether they are part of a Bring Your Own Device (BYOD) program.
- A key feature of MDM products is the ability to “wipe” a partition on the device if it is lost or stolen.
- Strong interest by IS staff for using a mobile device management software.



### Recommendations

- Research, pilot, and select MDM software.
  - ♦ Potential MDM software vendors include Dell, AirWatch, and MaaS360.
  - ♦ Products that integrate with a Help Desk system or inventory system should be given top priority in any evaluation.

### Benefits

- Improved staff efficiency and mobility
- Support for all devices
- Less time manually managing and monitoring
- Increased use of remote access
- Easier distribution of software

## 63. IT Asset Management Automation

### Background

*IT asset management automation* is a computer-aided system for asset maintenance and management functions, which include asset management, inventory, deployment, and security-patch management. The automation features allow reduction of manual processes, enabling more efficient processing and monitoring of activities.

### Findings

- IT does not currently have an asset management solution.
  - ♦ Staff does inventory workstations and printers.
  - ♦ The City has licensed AuditWizard, which can be used for workstation and software inventory.
- IT asset management systems automate network and desktop inventory tasks.
- IT asset management systems are often integrated with Help Desk systems.

### Recommendations

- Consider selecting and implementing a Help Desk solution that includes IT asset management.

## 64. IT Automation Tools (Patch Management)

### Findings and Observations

- Patches and security updates are performed through Windows Server Update Service (WSUS).
  - ♦ WSUS will patch Windows software but will not patch common desktop applications such as Adobe or Java.
- Patches are not pushed to a “sand box”, including pilot PCs from various departments.
- Server patches occur periodically, but not on a regular schedule.

### Recommendations

- IT should replace WSUS with an enterprise patch management solution to cover all software within the organization.
- Create a best practices patch deployment methodology that includes a small subset of desktop deployments to verify patch performance before full deployment.

## 65. Desktop Management

### Background

A *desktop management (DM)* interface is a framework for managing and keeping track of the hardware and software components of an organization’s computers.

The concept of desktop management (DM) refers to the comprehensive approach of managing all computers within an organization, including laptops and other devices. Tasks include installing and maintaining hardware and software, setting up spam filters, and providing user permissions. As security-related tasks have increased over the years, desktop management is also providing more patch management (code changes), corrections against viruses and spyware, and controlling programs installed without permission.

### Findings and Observations

- A global desktop management system is not currently being utilized.
  - ♦ Staff use Acronis for some tasks, but on a limited basis.
- IT staff members are spending a significant amount of time manually running software updates on individual workstations.
  - ♦ Automating additional desktop management functions will improve the timeliness of the updates and optimize staff productivity.

### Recommendations

- Select a global operations platform which includes (if possible) Help Desk, asset inventory management, and desktop management products to be included in the software selection process.
- Standardize desktop configurations to ease maintenance and support and improve security.

## 66. Network Management Tools (Configuration Management)

### Background

*Network management* is the general term used for the activities, procedures, and tools that relate to the operation, administration, provisioning, and maintenance of computer network systems, effectively keeping the network up and running smoothly, while also monitoring the system in order to quickly identify potential problems.

### Findings and Observations

- The City has implemented PRTG on a limited basis.
- The City does not currently utilize a standard enterprise grade set of tools to manage device configurations.
  - ♦ Network management tools can simplify configuration updates by automatically storing configuration files and tracking revision levels.
- Network management software can also provide availability metrics for IT applications.
- In many cases, network management tools will notify IT of problems before the user community notices.
  - ♦ A full-feature network management platform can move IT from reactive to a more proactive posture.

### Network Management

- ✓ Network Device Monitoring
- ✓ Performance Monitoring
- ✓ Bandwidth Monitoring
- ✓ Firewall Management
- ✓ Router/Switch Management
- ✓ Proactive Monitoring
- ✓ Threshold Customizations
- ✓ Altering
- ✓ Network Interface Stats

### Recommendations

- Expand the current PRTG implementation to include all network devices.
- In a future year of the plan, consider implementing a global operations platform and/or expand the current network management system that can manage device configurations across the enterprise (e.g., ManageEngine, IMC, What's-Up Gold, etc.)
- Provide for the development of baseline bandwidth and usage measurements.
- Create alerts and alarms to notify staff before a failure.
- Utilize network management results to provide justification for bandwidth and/or performance upgrades.
- Develop a matrix of triggers for various devices (e.g., server disk space, bandwidth, utilization percentage, etc.)
- Implement matrix values and adjust.
- Implement configuration management and version control for all network devices.

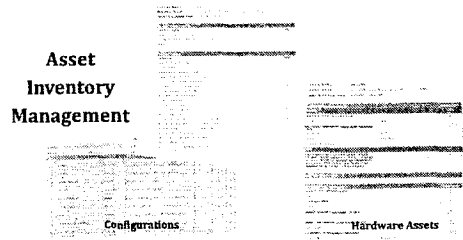
## 67. IT Support Metrics

### Findings and Observations

- Staff members “pick-up” or self-assign responsibility for Help Desk ticket assignment.
  - This appears to work well for the IT team.
- IT reports staff members use the Help Desk system most of the time.
  - Phone calls are the most expensive vehicle to communicate Help Desk requests to IT staff members.
- Summary metrics related to Help Desk performance are not available, viewed, or considered.
  - It does not appear that reports have been customized to provide South Gate with metrics.
- IT Division does not track Help Desk ticket response-time or resolution-time goals.
  - These goals are usually proposed by IT and agreed to by the departments as a part of an IT Services Portfolio.

### Recommendations

- Metrics related to meeting Help Desk service levels should be developed and tracked on a weekly and monthly basis.
- Key metrics may include:
  - Tickets submitted by department
  - Tickets closed during the month
  - Average number of tickets open during the month
  - Thirteen-month rolling graphs of the above metrics
  - Ticket aging reports, such as tickets open more than seven days
- Develop Help Desk ticket response-time and resolution-time goals based on urgency.
  - Track number of tickets assigned, priority, response time, and resolution time by team member.
- Track and report on these goals during IT Steering Committee meetings.
  - IT Steering Committee members should be prepared to discuss any Help Desk issues or festering problems during the monthly meeting.



Priority	Response Time	Resolution Time
<b>Urgent</b> (multiple staff members unable to function)	2 hours	75% resolved in less than 4 hours
<b>High Priority</b> (single system down or critical function unavailable)	4 business hours	75% resolved in less than 8 hours
<b>Medium Priority</b> (a single program or function does not work)	8 business hours	75% resolved in less than 16 business hours
<b>Low Priority</b> (issue reduces productivity, but workaround exists)	16 business hours	75% resolved in less than 1 week

## 68. IT Policies and Procedures

### Findings and Observations

- The City's IT function has a limited number of IT policies drafted for Administrative systems. The City expressed the desire to develop and tighten policies to improve compliance. They also wish to enact policies to ensure the organization is protected.
- Security-related policies and operational procedures for the SCADA network appear to be limited.

### Recommendations

- Revise and create a limited number of IT policies and procedures that include the following topics:
  - ♦ Password management
  - ♦ Encryption
  - ♦ Security awareness training
  - ♦ Device configuration (e.g., servers, desktops, network devices, etc.)
  - ♦ Computer security incident response
  - ♦ Personally Identifying Information (PII) protection
    - Include HIPAA and PCI compliance requirements.
  - ♦ Remote access
- Utilize the IT Steering Committee to review policies and procedures, and facilitate communication throughout the organization.
  - ♦ Consider applying security-related policies and procedures to the SCADA network in addition to the Administrative network.
- Review policies and modify as appropriate at least every other year.



## 69. IT Procurement Practices

### Findings and Observations

The City has a small degree of technology-oriented procurement practices in place. These procurement practices should be expanded to include more detail and address different procurement types, including:

- Commodity systems
- Complex systems
- Highly complex or expensive systems

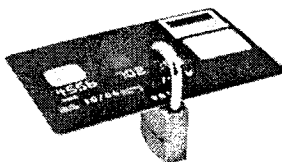
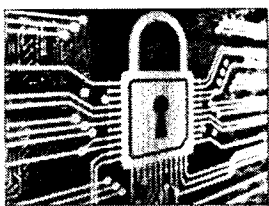
Oversight of the procurement process by IT and the IT Steering Committee should also be included as a practice.

### Recommendations

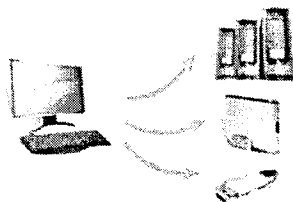
- For commodity systems where several vendors provide very similar products, if three quotes are required by City policy, the City should consider creating an open RFP that does not specify a product manufacturer but provides vendors with specifications that must be met.
  - ◆ Encourages increased vendor participation.
  - ◆ Increases vendor participation, which often results in lower pricing and better products.
- For complex systems, the City should consider procuring installation services from the vendor supplying hardware and software, or other third-party implementers.
  - ◆ “Complex systems” are defined as those costing more than \$50,000 or requiring more than 80 hours of third-party implementation assistance.
  - ◆ Reduces chance of finger-pointing for poor design, damaged product, or poor installation.
- For highly complex or expensive systems, the City should consider including all components in the RFP: final design, installation, construction, testing, conversion, post-implementation support, and knowledge transfer.
  - ◆ Includes procurement of complex systems that may cross budget years because of cost considerations.
  - ◆ All components should be practically considered and integrated.
- For oversight, before approval of purchase of a complex system or a system requiring three bids, the IT Steering Committee should review any complex or highly complex system procurement, and Finance/Purchasing should require the following of the IS Department:
  - ◆ A diagram of the system
  - ◆ High-level implementation plan (can be one page of bullet points)
  - ◆ A bill of material that includes all components, list price, quantity, discounted price, and ongoing maintenance
  - ◆ Costs associated with final design, installation, any construction, testing, conversion, post-implementation support, and knowledge transfer
  - ◆ A vendor cost matrix and assurances that all responses are truly comparable
  - ◆ A written recommendation
- In general, the City should follow best practices for IT hardware and software replacement and procurements.

*IT Security* addresses all security systems and practices, including disaster recovery, to protect systems and data.

- 70. Backups and Disaster Recovery Planning
- 71. Firewall Replacement
- 72. Antivirus Updates
- 73. Two-Factor Authentication
- 74. IT Security Assessment
- 75. PCI Compliance Review
- 76. Records and Data Retention



### Disaster Recovery Planning



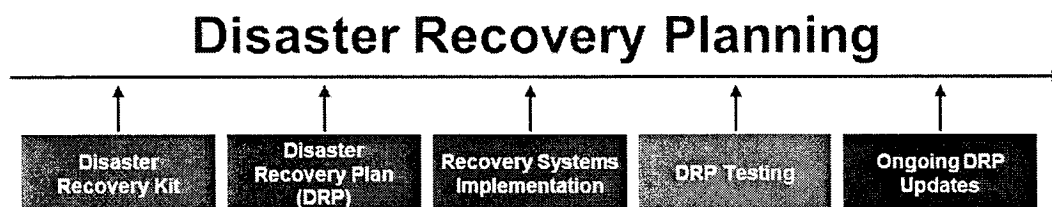
## 70. Backups and Disaster Recovery Planning

### Findings and Observations

- An IT Disaster Recovery Plan is currently not in place.
- Service-level agreements (SLAs) are not in place for application recovery in the event of a disaster.
- City Hall utilizes cloud-based backup for some systems.
- Police do not currently have offsite backups for systems located in the Police Department.
- Utilizing cloud-based backup and disaster recovery is becoming a best practice.
- Backups are tested periodically to ensure recovery in the event of a failure.
  - ♦ Application restores are not tested on a regular basis.

### Recommendations

- City Hall – Validate all systems and applications are backed up offsite.
- Police Department – Incorporate all non-CLETS-related backups into the City Hall offsite backup mechanism.
  - ♦ Encrypt CLETS data, and backup offsite.
- Work with the departments to understand expected service restoration timeframes to develop the Disaster Recovery Plan.
- Consider the following disaster recovery scenarios when developing strategies:
  - ♦ Loss of the communications room in the basement of City Hall
  - ♦ Loss of main server room
  - ♦ Major disaster eliminating all area communications, the Administrative Offices, and IT infrastructure
- After virtualizing the server infrastructure, leverage offsite virtual solutions in conjunction with existing backup mechanisms for Disaster Recovery.
- Evaluate applications portfolio, and determine the SLA for each application for restoration.
- Develop strategies for restoration of high-priority applications.
  - ♦ Begin to implement, based on strategy and application priority.
  - ♦ Test portions of plan every six (6) months.



**Benefits**

- Emergency preparedness compliance
- Improved communication
- Awareness of procedures
- Better diagnostics and problem identification
- Reduced risk and liability
- Faster, well-informed decision-making
- Identification of business-critical functions
- Decreased recovery times and exposure to system failures
- Awareness of immediate actions

**71. Firewall Replacement****Findings and Observations**

- Currently, the City utilizes an older Cisco ASA firewall.
- The City does not have intrusion protection and other advanced antivirus, anti-malware, and anti-intrusion subscriptions enabled.
  - ♦ There is not currently an internal antivirus product running on Exchange
- Firewalls are not currently in place between City Hall and Police, and City Hall and SCADA, systems.

**Recommendations**

- Procure and install firewalls with advanced threat protection for the main external firewall.
  - ♦ The product will include Intrusion Prevention Systems (IPS), anti-malware, and content filtering.
- Procure and install firewalls between City Hall and Police, and City Hall and SCADA, networks.

**Benefits**

- Improved security, and reduced risk of viruses
  - ♦ If the City does get an infection, an antivirus engine on exchange could prevent its spread.
- Content filtering reduces risks related to inappropriate staff use of the Internet

## 72. Antivirus Updates

### Findings and Observations

- The City uses ESET as an anti-virus solution.
  - ♦ The anti-virus solution is managed locally, without central visibility into specific systems anti-virus status.
- Antivirus updates occur on most systems, but they are not centrally managed.
- Anti-malware and intrusion prevention and detection systems are not in use.

### Recommendations

- Procure and implement an anti-malware product on all desktops and laptops.
- Procure and implement intrusion prevention and detection systems in conjunction with the firewall.
- Procure and implement additional antivirus scanning from a separate vendor for Exchange.
- Configure ESET Enterprise for the centralized management of endpoints virus protection

## 73. Two-Factor Authentication

### Background

The need for both increased information sharing and access to government data networks creates new requirements to certify confidence in the identity of the individuals accessing information. To meet these new requirements, many agencies at all levels of government are using a strategy known as “advanced authentication” or “*two-factor authentication*”. This approach supplements traditional username and password authentication with alternative forms of verification based on a user’s physical characteristics (such as a fingerprint) or an object in the user’s possession (such as a smart card or a token).

### Findings and Observations

- Two-factor authentication is a network protection strategy based on the principle of defense-in-depth.
- City IT is currently reviewing “React” two-factor authentication
- Federal Bureau of Investigation (FBI) systems Criminal Justice Information Services (CJIS) Security Policy (Version 5.2) requires advanced authentication methods for remote access to all systems that contain Criminal Justice Information (CJI) beginning September 30, 2014.
- The CJIS mandate includes access to data from City police vehicles or any location that cannot be physically secured.
- Other systems the City maintains should use advanced authentication for remote access include electric, water, and wastewater utility supervisory control and data acquisition (SCADA), HVAC/building control systems, and IT system administration.

### Recommendations

- Budget for and implement two-factor authentication for remote access to SCADA systems and for IT staff remote network access.

### Benefits

- Enhanced security and compliance

## 74. IT Security Assessment

### Background

It is a best practice to conduct an IT Security Assessment every three years. Penetration testing should be performed annually or when major firewall changes are made.

### Findings and Observations

- An IT Security Assessment has not been performed at the City.
  - We believe the City should implement the recommendations in Years 1 and 2 of the Technology Master Plan before contracting for a Security Assessment.
- The City does not have a central system log or activity log storage and management solution.
- The City does not maintain an Active Directory change management audit trail.

### Recommendations

- Redesign and implement IT security as a part of the Active Directory upgrade implementation.
- Procure a solution to provide centralized system logging and activity login.
- Procure a solution to provide Active Directory-related audit trails.
- Develop security policies and procedures.
- Upon completion of the above recommendations, conduct a more global third-party IT Security Assessment.

### Benefits

- Improved performance and efficiency
- Meets compliance requirements and industry best practices



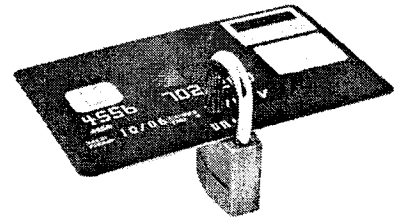
## 75. PCI Compliance Review

### Background

*Payment Card Industry (PCI)* compliance can reduce credit card transaction fees by complying with the Payment Card Industry Data Security Standard (PCI-DSS) for credit and debit card transactions. The major card brands (Visa, MasterCard, American Express, Discover, and JCB) issued the PCI-DSS to enhance the protections in place against the theft of cardholder data and require all merchants and service providers who store, process, or transmit payment card information to comply with its provisions.

### Findings and Observations

- Credit cards are accepted as a form of payment at the City.
- Credit card transactions are cloud-based.
  - ♦ Credit card transactions are limited to credit card terminals separate from the point-of-sale workstations.
- Most PCI technical requirements have been met by the City.



### Recommendations

- Review the current credit card payment methodology, including manual processes surrounding the transaction itself.
  - ♦ Validate compliance with PCI for all credit card processing workflows.
- All payment card data should be separated from the City's data network.
- Create a complete inventory of all credit card processing devices, including location, make, model, date installed, and PCI capabilities.

## 76. Records and Data Retention

### Findings and Observations

- The City has not provided us with an Electronic Records and Data Retention Policy.
- Electronic records retention durations should mirror paper records and data retention durations.
  - ♦ As with paper records, timely destruction is important.
- A policy for email retention has been developed but is not being enforced.
  - ♦ Items that are discarded in the Windows Recycle bin are retained forever.

### Recommendations

- Inventory all forms of electronic records storage at the City.
- Implement an email archiving solution, and migrate existing archive folders to the archive appliance.
- Develop procedures for electronic records retention for the various record types.
  - ♦ Implement procedure for records retention and subsequent destruction of electronic records.

The *telecommunications system* is a critical tool for local government entities. It enables the ability to communicate effectively with constituents and deliver high standards of service. Telecommunication is also a key element in teamwork, allowing employees to collaborate easily from wherever they are located.

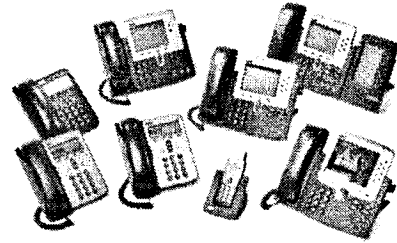
## 77. VoIP Phone System Upgrade



## 77. VoIP Phone System Upgrade

### Findings and Observations

- The City implemented a Voice-over-Internet Protocol (VoIP) telephone system in 2006.
  - ♦ The system is obsolete and will require a “fork-lift” or complete system upgrade.
  - ♦ Staff has numerous examples of desired setup and configuration changes, training, and implementation of additional features that would improve productivity and enhance customer service.
  - ♦ Staff familiar with the current system administration and would prefer to continue with the manufacturer.
- Contact with the City through telephones is an important mechanism for communication with City customers.
- Voicemails are integrated with email.
  - ♦ Other advanced telecommunications, cellular, and collaboration capabilities have not been implemented.
- Utilizing a competitive bidding process will result in a lower cost solution rather than selecting a manufacturer and soliciting bids that utilize a government contract to procure the upgrade.



### Recommendations

- Upgrade the telephone system to current product version
- Utilize a competitive bidding procurement methodology that engages the major telephony vendors.
  - ♦ Engage a Subject Matter Expert (SME) in the selection process as appropriate.
  - ♦ Follow the complex procurement section of the Procurement Initiative.
- As a part of determining requirements, assess and determine effectiveness of advanced telephony integration tools
  - ♦ Consider improved integration of the telephone system and cell phones for mobile staff.
  - ♦ Consider improved integration of the telephone system with MS Office for knowledge workers.

*IT staffing* can be one of the most important areas of business management, especially in view of the impact IT decisions can have on the organization's productivity, budget, morale, and overall success.

- 78. IT Staff Training
- 79. Enterprise Applications Support
- 80. GIS Staffing
- 81. IT Staffing
- 82. IT Management



## 78. IT Staff Training

### Background

Information technology complexity has increased exponentially over the years. Continued training is critical to maintaining a sufficient knowledge base to maintain today's IT systems.

Classroom training provides multiple benefits, including:

- The ability to meet and share problems, concerns, and solutions with peers
- A theoretical foundation in the subject matter that will, over time, be more efficient and effective than video or book training
- Multi-faceted training that provides for different types of learning styles
- Dedicated time away from the distractions of day-to-day job responsibilities, allowing for increased retention of the subject matter

In general, IT staff members especially need to be "lifelong learners". The organization should be encouraging learning for all employees.

### Findings and Observations

- Some IT staff have received limited training opportunities.
- Best practices for IT training include one week of classroom training per year.
- Many organizations also subscribe to online video training libraries to provide additional training opportunities.
  - ♦ Opportunities for uninterrupted training provide for the highest retention and most productive use of training time.

### Recommendations

- Increase the IT budget to include one week of classroom training for each IT staff member.
  - ♦ Incorporate training plans into the annual review process.
- Attend user conferences in key functional areas as appropriate.
- Utilize the Municipal Information Systems Association of California (MISAC) training, where possible, to introduce staff to peer individuals at other agencies.

## 79. Enterprise Applications Support

### Background

Local government agencies increasingly understand the direct correlation of effective applications utilization, organizational efficiency, and productivity gains. As described throughout this document, increasing applications utilization is key for the organization to do more with the same labor resources. Additionally, institutional knowledge too often leaves the organization through retirements and other employment separations because many processes and procedures are inadequately automated. Typically, agency goals of improved transparency and constituent services are also accomplished through various software programs that automate and streamline processes.

Most organizations have a blend of application/business analyst skill sets within their business departments and their IT department. However, we have yet to encounter a small- or mid-sized agency with adequate resources to meet the organization's needs.

To meet these needs, IT departments are beginning to transform their overall department structures (over time) to take on more responsibility in hiring, training, retaining, and managing applications support services. This trend is being made possible, in some measure, by the streamlining of typical IT department operations through productivity and monitoring tools.

Typical applications support staff proactively handle Help Desk needs related to business department applications, business process analysis, applications training, applications setup and configurations, ad hoc report writing, and database administration.

It is not unusual to designate applications support staff for the following major applications systems:

- ERP (Accounting, Finance, and People Management)
- Work Orders/Maintenance Management
- CIS
- Personnel Management
- ECMS (Electronic Content Management System)

### Findings and Observations

- IT staff lacks skills related to business process improvements to identify and prioritize application enhancements. These skills are critical for improving the efficiency of the City's major business applications.

### Recommendations

- In conjunction with the effort to replace the ERP system, consider adding a Business Systems Analyst FTE to the IT staff.
  - ♦ This position would be critical to the selection and implementation of a new ERP system.
  - ♦ Over the long term, this position can assist Departments in improving application utilization and efficiency and improving business processes.

The City's goal should be to develop an Application Support function that can assist with the following:

- Assist department subject-matter experts (SMEs) in the resolution of enterprise application software-related Help Desk tickets.



- Work closely with department managers, division leads, and application users to document and/or design/redesign effective business processes and associated business applications, including projects that require effective implementation or reimplementation.
- Make recommendations on improvements to business processes and applications, with the goal of delivering enhanced service and outcomes (e.g., faster permit processing times, automating current manual or inefficient processes, etc.)
- Manage software improvements for various departments. These activities include procurement recommendations (e.g., cost-benefit analyses, software configuration and implementation/re-implementation, etc.); collaboration in testing configurations with personnel of affected departments; communication with internal customers, network and server administrators, and vendors to ensure that applications systems are being utilized to their full potential.
- Provide project coordination and oversight of multiple applications system projects.
- Assist with research of applications software products and services, and coordinate feasibility studies for applications, software, and system products under consideration for purchase and provide findings.
- Develop and deploy standards, methodologies, and best practices for applications deployment, business process improvement, application interfaces, and report writing.
- Document procedures, applications interfaces, service-level agreements, and other methodologies related to applications systems.
- Collaborate in the testing of applications, and communicate with network and server administrators, vendors, and software developers to ensure quality assurance and fulfillment of contractual obligations.
- Develop, implement, and disseminate information on best practices for information technology and applications support.
- Compile and maintain an inventory of all applications software and system assets and their corresponding contracts and agreements, documenting system configurations and change management.
- Coordinate training, including oversight of training materials and user procedures and training curriculum; facilitate training sessions as necessary. Develop and maintain user documentation, implementation, and maintenance plans.
- Oversee the maintenance, support, and upgrade of existing software applications and systems; coordinate and communicate upgrades, enhancements, and changes with vendors and internal customers.
- Maintain a secure information technology environment for software applications. Oversee application security administration and update processes and schedules, notifying users of any potential service interruptions.
- Participate in integration, initialization, and interfacing between multiple systems, either through in-house or outsourced development, when required.
- Analyze technical literature for systems, and provide explanations understandable to end-users, often in the form of user manuals or training materials.

## Business Systems Analyst Job Description (SAMPLE)

### Description

Under general supervision, coordinate and manage activities related to the support, deployment, configuration, and usage of departmental applications systems. This includes assistance with applications system selection, implementation, project coordination, management of interfaces, applications setup and configurations, business process reviews, and custom reporting.

This individual will apply technical, communication, analytical, and problem-solving skills to the analysis of business processes for business applications software systems to improve productivity and efficiency in the organization's departments.

The position will be responsible for providing expert troubleshooting, resolution, and reporting on business applications issues and supervising additional application support specialist staff.

Other related duties may be required, as assigned.

### Duties

- Assist department subject-matter experts (SMEs) in the resolution of enterprise applications software-related Help Desk tickets.
- Work closely with department managers, division leads, and applications users to document and/or design/redesign effective business processes and associated business applications, including projects that require effective implementation or reimplementation.
- Make recommendations on improvements to business processes and applications, with the goal of delivering enhanced service and outcomes (e.g., faster permit processing times, automating current manual or inefficient processes, etc.)
- Manage software improvements for various departments. These activities include procurement recommendations (e.g., cost-benefit analyses, software configuration and implementation/re-implementation, etc.); collaboration in testing configurations with personnel of affected departments; communication with internal customers, network and server administrators, and vendors to ensure that applications systems are being utilized to their full potential.
- Provide project coordination and oversight of multiple applications system projects.
- Assist with research of applications software products and services. Coordinate feasibility studies for applications, software, and system products under consideration for purchase, and provide findings.
- Develop and deploy standards, methodologies, and best practices for applications deployment, business process improvement, applications interfaces, and report writing. Document procedures, applications interfaces, service-level agreements, and other methodologies related to applications systems.
- Collaborate in the testing of applications, and communicate with network and server administrators, vendors, and software developers to ensure quality assurance and fulfillment of contractual obligations.
- Develop, implement, and disseminate information on best practices for information technology and applications support.
- Compile and maintain an inventory of all applications software and system assets and their corresponding contracts and agreements, documenting system configurations and change management.
- Coordinate training, including oversight of training materials and user procedures and training curriculum; facilitate training sessions as necessary. Develop and maintain user documentation, implementation, and maintenance plans.

- Oversee the maintenance, support, and upgrade of existing software applications and systems. Coordinate and communicate upgrades, enhancements, and changes with vendors and internal customers.
- Maintain a secure information technology environment for software applications. Oversee applications security administration, and update processes and schedules, notifying users of any potential service interruptions.
- Participate in integration, initialization, and interfacing between multiple systems, either through in-house or outsourced development, when required.
- Analyze technical literature for systems, and provide explanations understandable to end-users, often in the form of user manuals or training materials.
- Perform related duties as assigned.

### Qualifications

The following generally describes the knowledge, ability, and education required to successfully perform the job duties.

#### Knowledge

- Windows operating systems and applications, including MS Office, MS SQL, Outlook, and other applications software
- Government business processes and the systems that support them. Agency business systems may include: Financials, timekeeping, utility billing, human resources, payroll, asset control systems, inventory, work orders, land management, building permits, utility billing, and citizen request management, among others
- Current technology goals, objectives, and technological trends
- Database knowledge, including a working understanding of MS SQL, SQL queries, report writing, applications interfaces, and data import/export methodologies
- Principles of project management, including training and vendor management
- Office procedures, methods, and equipment, including computers and applicable software applications such as word processing, spreadsheets, and databases.
- Principles and practices of applications system development, evolution, and product life cycles, including sustainability planning for applications systems
- Applications system security principles and best practices for ongoing system security, including related concepts of user applications roles/passwords, single sign-on, and Active Directory

#### Abilities

- Understand, plan, and coordinate business applications systems implementations and upgrades.
- Review and assist in evaluating the work of professional and support staff.
- Gather and document business requirements and processes.
- Communicate ideas, directions, and requirements clearly and concisely, both orally and in writing.
- Understand and communicate ideas in a technical, but user-friendly, language.
- Perform duties appropriate to classified system privileges. Maintain professional handling and protection of confidential and secure information.
- Commit to the highest standards of moral and business ethics, including organizational values.
- Work in a team environment, understanding the customer service and supplier model and how it is used in an internal support environment.

- Prepare clear and concise reports, including metrics, service-level agreement summaries, test plans, cases, and test scripts.
- Interpret and explain agency policies and procedures.
- Manage projects in a timely manner.
- Work with information system users under challenging conditions and short deadlines.
- Set priorities based on value to the organization.
- Operate office equipment, including computers and related word processing, presentation, spreadsheet, and database applications.
- Foster communications between the user community, project management, contractors, and all levels of management.

### ***Education and Experience***

Any combination of education and experience that would likely provide the required knowledge and abilities qualifies a candidate for the position. Typical education, training, and experience may include:

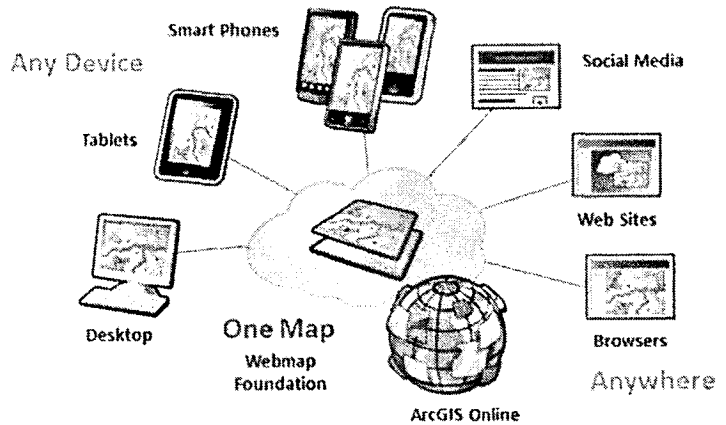
- Education/Training
  - ♦ Bachelor's degree from an accredited college or university, with major course work in computer science, information technology, business administration, etc.
- Experience
  - ♦ Five years as a business or systems analyst, supporting a broad range of departmental applications systems, including business process improvement, and applications administration, implementation, and upgrades
  - ♦ Five years of general IT support or IT analysis (or similar) for a medium-sized organization supporting Microsoft applications
  - ♦ One to three years in coordination and/or project management of applications implementation or upgrades
  - ♦ One to three years of supervisory experience

## 80. GIS Staffing

### Background

GIS can unlock information and places geospatial data into the hands of the staff members that need this data. The true value of GIS includes:

- Unlocking geospatial assets via secure sharing and collaboration
- GIS integrates with and enhances existing investments in the system
- Documents ownership
- Cross-platform and multiple-device support
- Creates a central repository of data elements
  - ◆ Creates a foundation for data analytics
- Application Programming Interface (APIs)
- Ready-to-use content and apps
- Ability to integrate with other backend operational software applications, such as work orders/maintenance management



### Findings and Observations

- City IT Staff does not have any current information or knowledge of a GIS implementation.

### Recommendations

- Develop a GIS Master Plan.
- Determine staffing requirements.
- Determine training needs for GIS implementation and data entry.

## 81. IT Staffing

### Findings and Observations

- City Hall staffing in the IT function includes an IS Administrator, an IS Coordinator, and an IS Technician. The Police IT function includes a Technology Services Manager. A part-time IS Technician position is budgeted for the Police IT function, but the position has not been filled.
- This Technology Master Plan outlines significant technology resource requirements to bring South Gate to technical capabilities that would be nearly equivalent to peer organizations.
- Due to increased IT staff needs related to the new Police CAD/RMS system, the half-time budgeted position, in practice, is nearly 100% Police IT.
  - ♦ Police IT staffing does not appear to be sufficient for the amount of ongoing work and Technology Master Plan projects.
  - ♦ City Hall IT staffing does not appear to be sufficient for the amount of ongoing work and Technology Master Plan projects.
- Some efficiencies can be gained through implementation of a single set of productivity tools related to IT Operations.
  - ♦ City Hall IT staff members do not have the necessary resources to implement these tools.
- City Hall IT staffing is generally sufficient for ongoing IT support but not for Technology Master Plan project related work.
  - ♦ City Hall IT staff members do not have the necessary resources to implement these tools.

### Recommendations

- Consolidate the City Hall and Police IT functions into a single organization.
- Implement an after-hours support rotation for 24/7 support.
  - ♦ All IT staff should be included in the on-call rotation schedule.
  - ♦ Formalize an agreement between City Hall IT and Police IT for after-hours support.
  - ♦ Utilize the Help Desk to develop metrics related to the actual use of after-hours support, and fund as appropriate.
- Add an IT Manager position (recommendation outlined below).
- Utilize third-party subject matter experts, as appropriate, to assist in implementing the Technology Master Plan.

### Benefits

- Clearer alignment of IT staff resources with the City's technology needs
- Increased anticipation and management of technology upgrades
- Increased productivity



## 82. IT Management

### Findings and Observations

- City Hall and Police IT staff are focused on completing day-to-day tasks and have very little time to devote to project work.
- Currently, the City Hall IT Administrator and Police Department Technical Services Manager time allocation is sufficient for:
  - ◆ Help Desk support
  - ◆ Some network support
  - ◆ Some project coordination duties
- Existing task lists should be expanded to include key project information, including:
  - ◆ Due dates
  - ◆ Resources required
  - ◆ Resources assigned
  - ◆ Key budget information
  - ◆ Overall status
  - ◆ IT project portfolios should be published on an intranet when one is available.
- Due to resource constraints, project management, strategic planning, or long-range planning has been limited.
  - ◆ Given the City's size, a full time CIO or IT Director-level position is excessive.
  - ◆ Utilize this plan to provide a basis for ongoing long-range planning.
  - ◆ Refresh and re-prioritize this plan in conjunction with the annual budget process.

### Recommendations

- The City should consider hiring an IT Manager to supervise City Hall and Police IT operations and manage the implementation of this Plan.
  - ◆ The IT Manager should have responsibility for the implementation of this plan overall and the project management of many of the recommended projects.
  - ◆ The IT Manager would also have responsibility for IT staff and day-to-day IT operations for all City departments.
  - ◆ Some projects, such as CAD/RMS or ERP replacement, are "once in a lifetime" projects, and utilizing third-party subject matter expertise for project management will be prudent.
  - ◆ We believe third-party subject matter experts may be required to manage some of the projects in this plan each year. In several of the years covered by the plan, the number of projects recommended will exceed available staff resources.
- Develop an Information Services Portfolio documenting IT roles and responsibilities related to all organization applications.
- IT staff should be provided with additional technical and report writing training.

WARRANT REGISTER FOR COUNCIL MEETING 11/26/2019 **RECEIVED** PART I

Item No. 14

apChkLst  
11/19/2019 3:42:15PM

Final Check List  
City of South Gate

Page: 1

NOV 20 2019  
7:30am

CITY OF SOUTH GATE  
OFFICE OF THE CITY MANAGER

Bank : botw BANK OF THE WEST

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
98	11/13/2019	00004266	U.S. BANK CORPORATE PAYMENT				
		0008153	TIME WARNER CABLE-	9/25/2019	TIME WARNER CABLE SUBSCRIB	210.28	
		0008153	TIME WARNER CABLE-	10/9/2019	TIME WARNER CABLE SUBSCRIB	126.08	
		0011976	LULU'S BAKERY	10/16/2019	BREAKFAST SNACKS FOR LEAD	24.00	
		0012360	CHEMLINE	10/7/2019	BACK PRESSURE/RELIEF VALVE	388.74	
		0008153	TIME WARNER CABLE-	9/27/2019	TIME WARNER CABLE SUBSCRIB	210.28	
		0008153	TIME WARNER CABLE-	9/22/2019	TIME WARNER CABLE SUBSCRIB	119.99	
		0008153	TIME WARNER CABLE-	9/14/2019	TIME WARNER CABLE SUBSCRIB	115.49	
		0008153	TIME WARNER CABLE-	9/18/2019	TIME WARNER CABLE SUBSCRIB	590.06	
		0008153	TIME WARNER CABLE-	9/26/2019	TIME WARNER CABLE SUBSCRIB	233.71	
		0005723	SOUTHWEST AIRLINES	10/9/2019	FLIGHT FOR NATIONAL LEAGUE	313.96	
		0005723	SOUTHWEST AIRLINES	10/9/2019	FLIGHT FOR NATIONAL LEAGUE	313.96	
		00000322	SAM'S CLUB	10/7/2019	COFFEE MAKER TO REPLACE O	251.35	
		00000525	CALIFORNIA CONTRACT CITIES/2791	10/16/2019	REGISTRATION FOR CITY MANA	130.00	
		0005368	PRINTCO DIRECT	10/15/2019	GIVEAWAYS/MEMORABILIA WITH	605.27	
		0008153	TIME WARNER CABLE-	9/27/2019	TIME WARNER CABLE SUBSCRIB	210.28	
		0006991	DIRECT EDGE, INC	9/25/2019	FREIGHT/DIRECT EDGE	44.32	
		0012277	WYNDHAM VISALIA	9/22/2019	HOTEL ACCOMMODATIONS FOR F	418.22	
		0012277	WYNDHAM VISALIA	9/22/2019	HOTEL ACCOMMODATIONS FOR V	418.22	
		0012277	WYNDHAM VISALIA	9/25/2019	HOTEL ACCOMMODATIONS FOR	418.22	
		0012277	WYNDHAM VISALIA	9/22/2019	HOTEL ACCOMMODATIONS FOR	577.26	
		0012277	WYNDHAM VISALIA	9/24/2019	HOTEL ACCOMMODATIONS FOR	339.26	
		0012308	EMERGENCYKITS.COM	9/30/2019	SAMPLE OF EMERGENCY KITS F	68.89	
		0005305	PAYPAL	10/21/2019	TRAINING - UAS UAV DRONE PU	471.28	
		0008305	EVENTBRITE.COM	11/5/2019	TRAINING - WELLNESS ON THE	470.00	
		0012308	EMERGENCYKITS.COM	10/2/2019	PURCHASE OF EMERGENCY FLI	607.97	
		0005349	TOXIC MAIN/JUS EPA FEES	10/29/2019	ANNUAL EPA RENEWAL FEE	225.00	
		0005797	SANDLER BROS	10/8/2019	SHOP TOWELS FOR GARAGE US	225.49	
		0005347	AMAZON.COM	113-4999872-794€	CYBERPOWER UPS 1000VA/600W	182.40	
		0008305	EVENTBRITE.COM	11/5/2019	SHOOTING TARGETS FOR FIREF	470.00	
		0010470	PANERA BREAD	9/26/2019	TRAINING - TRAUMA SUPPORT T	16.28	
		00004001	NATIONAL TRAINING CONCEPTS 8-1415-19	9/25/2019	TRAINING - CRITICAL INCIDENT	461.00	
		0005371	MARRIOTT HOTELS	09/23/2019	TRAINING - RECORDS CLERK C	705.00	
		0012260	MUNICIPAL MAINTENANCE	0142426-IN	HOSE FOR UNIT 240 - STREET D	452.70	

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Bank : botw BANK OF THE WEST (Continued)

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0005347		AMAZON.COM	113-0875631-5142	10/2/2019	QI WIRELESS CHARGER / PROTI	62.81	
0005347		AMAZON.COM	113-0820314-2968	10/2/2019	QI WIRELESS CHARGER	18.73	
0005347		AMAZON.COM	113-5547380-9913	10/2/2019	QI WIRELESS CHARGER	18.73	
0005347		AMAZON.COM	113-7846594-5724	10/3/2019	11 PIECE PC COMPUTER TOOL I	-17.63	
0005347		AMAZON.COM	113-3044306-4088	10/3/2019	UPS BATTERY REPLACEMENT	105.72	
0005347		AMAZON.COM	113-4597659-669C	10/8/2019	MS COMFORT CURVE DESKTOP	55.11	
0005347		AMAZON.COM	10/17/19	10/17/2019	EAR CUSHIONS REPLACEMENT	-9.50	
0005347		AMAZON.COM	113-9447317-976E	10/17/2019	SAMSUNG 883 DCT 480GB SATA	260.72	
0005347		AMAZON.COM	113-8053392-7073	10/7/2019	MS ERGONOMIC KEYBOARD / V	176.36	
0005347		AMAZON.COM	113-9164762-241E	10/17/2019	2.5" SAS SATA HARD DRIVE TRA	30.42	
0005347		AMAZON.COM	10/21/2019	10/21/2019	TP-LINK 8 PORT GIGABIT ETHER	-20.04	
00004804		RIO HONDO COMMUNITY COLLE	F19-74-ZSGT	9/16/2019	TRAINING - FIELD TRAINING OFF	60.00	
00002337		ALBERTSONS	00029769	9/30/2019	TRAINING - SUPERVISORY AND	19.01	
0005295		WALMART	088887	10/1/2019	TRAINING - SUPERVISORY & MA	32.63	
0006537		EXPEDIA	7480778529381	10/1/2019	TRAINING - SWAT SCHOOL RAN	500.26	
0010470		PANERA BREAD	1307414	10/1/2019	TRAINING - SUPERVISORY & MA	9.98	
0005347		AMAZON.COM	113-3709690-5441	10/3/2019	TP-LINK 8 PORT GIGABIT ETHER	20.04	
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0008305		EVENTBRITE.COM	1071697513	9/24/2019	TRAINING - INSIDE THE MEXICA	65.00	
0006769		ALCO TARGET CO.	68148	10/8/2019	SHOOTING TARGETS FOR FIREF	127.02	
0005347		AMAZON.COM	113-2552050-821E	9/26/2019	WD 1 TB AV VIDEO HARD DRIVE	153.95	
0005347		AMAZON.COM	113-2925813-7993	9/26/2019	TRIPP LITE P780-006 PS2 & USB	58.86	
0005347		AMAZON.COM	113-6313229-914E	9/30/2019	EXTERNAL DVD DRIVE USB 3.0 I	95.96	
0005347		AMAZON.COM	113-2751002-981C	9/30/2019	LAPTOP SLEEVE 12.3 INCH MIC	82.22	
0005305		PAYPAL	22X29808HY5463	10/3/2019	TRAINING - RIFLE INSTRUCTOR	550.00	
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0008869		HOMWOOD SUITES	11/04/2019	11/4/2019	TRAINING - FIREARMS INSTRUC	938.10	
0005595		STATER BROS	036230	10/8/2019	TRAINING - EMERGENCY OPER	80.76	
0008584		SERRATO TRAINING	10/11/2019	10/11/2019	TRAINING - THE MAKING OF A M	85.00	
0008584		SERRATO TRAINING	10/11/2019-MED	10/11/2019	TRAINING - THE MAKING OF A M	85.00	
00003011		IACP	30840	10/11/2019	TRAINING - INTERNATIONAL ASS	150.00	
0005654		CENTER THEATRE GROUP	10/12/19	10/1/2019	ADMISSIONS - GHOST & MRS. M	1,265.00	
0012356		PROMUSIC GROUP	0011624632	10/4/2019	REPLACEMENT OF AUDITORIUM	3,784.48	

Bank : botw BANK OF THE WEST (Continued)

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0012357		SEGERSTROM	7303463	10/1/2019	ADMISSIONS - BLUE MAN GROU	1,652.92	
0009834		PORTO'S BAKERY & CAFE	1384	10/1/2019	TRAINING - SUPERVISORY & MA	43.48	
00002443		GOLDEN WEST COLLEGE	09/30/19RIO	9/30/2019	TRAINING - PUBLIC SAFETY DISI	349.00	
0008153		TIME WARNER CABLE-	042623091419	9/14/2019	TIME WARNER CABLE SUBSCRIB	5.25	
0008153		TIME WARNER CABLE-	0426628100119	10/1/2019	TIME WARNER CABLE STIME W	121.62	
0008153		TIME WARNER CABLE-	0426271091419	9/14/2019	TIME WARNER CABLE SUBSCRIB	15.76	
0008153		TIME WARNER CABLE-	0013582100119	10/1/2019	TIME WARNER CABLE SUBSCRIB	158.20	
0005601		DOUBLETREE HOTELS	91253667	10/6/2019	TRAINING - POST MANAGEMENT	726.20	
0005644		UNITED AIR	FQ5WLC	9/24/2019	FLIGHT FOR AMERICAN COUNCI	273.30	
0005644		UNITED AIR	09/24/2019	9/24/2019	FLIGHT FOR (ACYPL) EXCHANGI	8.00	
0005368		PRINTCO DIRECT	82242	9/26/2019	10 IN 10 INFORMATIONAL FLYER	104.36	
0005368		PRINTCO DIRECT	82274	9/26/2019	PROMOTIONAL GIVE-AWAY BAB	99.23	
00003730		LEAGUE OF CALIFORNIA CITIES	ATT2019	10/1/2019	2019 ANNUAL CONFERENCE & E	600.00	
0012306		CORPORATE TRAVELER	9VDH2018FINVCE	10/22/2019	FLIGHT FOR AMERICAN COUNCI	500.10	
0005295		WALMART	068812	10/7/2019	ITEMS FOR ADMINISTRATION OF	21.44	
0012305		NATIONAL LEAGUE OF CITIES	6048	10/9/2019	REGISTRATION FOR NATIONAL I	550.00	
0005368		PRINTCO DIRECT	81784	10/8/2019	2018 YEAR IN REVIEW BROCHUI	248.06	
0008153		TIME WARNER CABLE-	0495151090719	9/24/2019	TIME WARNER CABLE SUBSCRIB	119.99	
0005723		SOUTHWEST AIRLINES	LBIAQV-REFUND	10/9/2019	FLIGHT FOR NATIONAL LEAGUE	-313.96	
0000634		CALBO	12896	10/10/2019	NORMA CARDENAS FRANK AND	780.00	
0000634		CALBO	12896-2	10/10/2019	ERICK ARTEAGA AND BRAXTON	780.00	
00002871		ICC-INTERNATIONAL CODE COUN	100777220	10/21/2019	JESUS MURILLO CERTIFICATIO	100.00	
0008222		JCL TRAFFIC SERVICES	101998-10/1/2019	10/1/2019	BARRICADES & DELINEATORS	1,500.00	
0005291		PARTY CITY	255503982	9/24/2019	SPECIAL EVENT SUPPLIES	196.21	
0005295		WALMART	5391971-423110	9/25/2019	HALLOWEEN SUPPLIES	77.19	
0005623		ORIENTAL TRADING	698279762	9/26/2019	HALLOWEEN SUPPLIES	141.84	
00000268		HOME DEPOT CREDIT SERVICES	01043/4543922	9/26/2019	HALLOWEEN SUPPLIES	197.71	
00001414		OFFICE DEPOT	385515290-001	10/1/2019	HALLOWEEN SUPPLIES	52.90	
00001414		OFFICE DEPOT	10/04/2019	10/4/2019	HALLOWEEN SUPPLIES	33.06	
0011617		INC STORES	2024080	10/3/2019	CONTRACT CLASS SUPPLIES	661.48	
00000839		CAPPO INC	200002839	9/25/2019	CAPPO SEMINAR - BUYER BASIK	150.00	
0012304		KENNETH KOACH SAUNDERS	10/19/2019	10/19/2019	DJ SERVICES PROVIDED FOR F	350.00	
0012150		VELMA'S CAFE	10/2/2019	10/2/2019	SERVICE DELIVERY PARTNER LI	736.47	
0006633		GREEN TECHNOLOGY	61954091003	10/8/2019	JESUS MURILLO CAL GREEN TR	175.00	
0012361		CARMEL MISSION INN	1911F2	10/13/2019	TRAINING - TACTICAL OPERATI	401.01	

Bank : botw BANK OF THE WEST (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
0012301		WHITTIER FERTILIZER	696002	9/25/2019	FERTILIZER FOR RENOVATION C	407.92	
0009590		MILFELDS' NURSERY, INC.	100476	9/26/2019	REPLACEMENT PLANTS FOR TH	160.17	
0005368		PRINTCO DIRECT	82318	10/10/2019	SPECIAL EVENT BANNER	105.85	
0011099		FIVE BELOW SOUTH GATE	039974	10/11/2019	HALLOWEEN SUPPLIES	63.16	
0009649		AT&T	10/2019	10/20/2019	INTERNET SERVICES AT AZALEA	116.32	
0007828		GOT TOWEL'S	041418	10/1/2019	HOURLY UNIFORMS	425.50	
0011325		ALAN'S LAWN & GARDEN CENTE	903519	10/1/2019	TRASH CANS / GARDENING	137.97	
0012262		LANDSCAPE LONG BEACH EXPC	74515	10/4/2019	LONG BEACH - TRADE SHOW PA	10.00	
00004854		SMART & FINAL	094275	10/15/2019	YOUTH CLASS SUPPLIES	77.73	
0006818		PORTOLA HOTEL	09/29/2019	9/29/2019	MISAC CONFERENCE 2019 LOD	387.04	
0010958		GREEN OLIVE	7607	10/7/2019	SCHOOL COLLABORATIVE MON	439.99	
00001414		OFFICE DEPOT	068998	10/14/2019	REPLACEMENT CHAIR FOR CHIL	233.19	
0005295		WALMART	052670	10/9/2019	HALLOWEEN SUPPLIES	29.34	
00001414		OFFICE DEPOT	037486	10/9/2019	OFFICE SUPPLIES	87.16	
0005623		ORIENTAL TRADING	698309389	9/24/2019	RED RIBBON WEEK STICKERS	94.43	
0005292		TARGET	10/16/19	11/13/2019	DV SUPPLIES FOR GROUP/FAMI	126.13	
0005291		PARTY CITY	003067	10/15/2019	CRIME PREVENTION SUPPLIES-	104.27	
0006108		STARBUCKS COFFEE	09/29/2019	9/29/2019	COFFEE FOR COMMAND POST I	35.90	
0012302		THE BENCH FACTORY	BF00018542	9/21/2019	NEW BENCHES FOR LOBBY REA	908.04	
00004328		CERRITOS COMMUNITY COLLEGE	09/20/19	9/20/2019	REGISTRATION FEE FOR FALL 2	50.00	
0012303		CALIFORNIA STATE UNIVERSITY,	10/4/19	10/4/2019	REGISTRATION FEE FOR 2019 B	470.00	
0005295		WALMART	064748	10/7/2019	BENEDRYL AND COFFEE FOR TI	47.96	
0010689		MICROSOFT	10/04/2019	10/4/2019	RENEW LICENSE FOR USE OF M	99.99	
0011747		ABM UNION STATION WEST	10/07/2019	10/7/2019	PARKING AT UNION STATION IN I	6.00	
00005166		CALPERS EDUCATIONAL FORUM	QYNBSFDP77-R	10/1/2019	SURFACEPRO REPLACEMENT V	-449.00	
0010689		MICROSOFT	007519	10/5/2019	SURFACEPRO REPLACEMENT V	49.00	
0005347		AMAZON.COM	112-2351621-543C	10/3/2019	AQUATIC SUPPLIES	90.23	
00001303		CPRS	79416	10/15/2019	CPRS CONFERENCE REGISTRATI	450.00	
0005295		WALMART	019241	10/17/2019	FITNESS PROGRAM SUPPLIES	97.52	
0010571		UBER CONFERENCE	10/06/2019	10/6/2019	CONFERENCE CALL SERVICE	120.00	
0008513		EBAY	10-03910-26050	9/23/2019	REPLACEMENT TIRE SENSORS	55.99	
0011323		PRO GROWERS, INC.	16213-1	9/24/2019	REPLACEMENT PLANTS - SOUTI	142.35	
00004054		CA RESTAURANT EQUIP. & SUPP2		9/25/2019	ICE PICKS - AUDITORIUM	23.77	
0009420		SPARKLETT'S	16963364 101719	10/17/2019	DS SERVICES STANDARD COFF	67.19	
0007200		APWA	80655	11/4/2019	GREENBOOK SEMINAR	95.00	

Bank : botw BANK OF THE WEST (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
0007200		APWA	80656	11/4/2019	GREENBOOK SEMINAR	95.00	
0012284		CA PARKS & RECREATION SOCIETY	2020 CPRS	10/15/2019	CPRS - TRAINING A3CONFEREN	450.00	
0009209		THE HABIT	078036	10/21/2019	REFRESHMENTS - DEPT. HEAD I	55.26	
0005295		WALMART	018757	10/21/2019	REFRESHMENTS - DEPT. HEAD I	17.59	
0005720		HILLYARD	17041305	9/23/2019	CLEANING SUPPLIES	162.45	
0008222		JCL TRAFFIC SERVICES	101998	10/1/2019	PARKS DELINIATORS AND BARR	497.29	
0000018		AMERICAN RENTAL INC.	NA-001529638	10/7/2019	SCISSOR LIFT REPAIR OF AUD. I	360.10	
0011791		LESLIE'S POOL SUPPLY	00005-01-022244	10/3/2019	CLEANING SUPPLIES FOR POOL	101.64	
0012355		FIESTA FANTASTIC ENTERTAINM	099506	10/14/2019	HALLOWEEN SUPPLIES	550.00	
0012251		SILVER LEGACY HOTEL	ISIAPMO	9/22/2019	WILLIAM CAMPANA IAPMO ANNL	503.05	
0000634		CALBO	12807	10/1/2019	SANDRA VARELA CALIFORNIA B	195.00	
00001698		4 IMPRINT INC	18773457	9/26/2019	4-IMPRINT CODE ENFORCEMEN	546.68	
0000634		CALBO	12887 & 12888	10/3/2019	SANDRA VARELA (10/15/19), ENI	780.00	
0006633		GREEN TECHNOLOGY	61954079198	10/8/2019	DAVID BERRIOS CAL GREEN TR	255.00	
0005623		ORIENTAL TRADING	698477233	10/2/2019	HALLOWEEN SUPPLIES	49.34	
0005542		ALIN PARTY SUPPLY	310590	10/7/2019	HALLOWEEN SUPPLIES	388.35	
0005925		RAISIN, MICHAEL	063571	10/7/2019	HALLOWEEN SUPPLIES	580.04	
00001414		OFFICE DEPOT	386329866-001	10/8/2019	HALLOWEEN SUPPLIES	183.39	
0005292		TARGET	10/09/2019	10/9/2019	SPECIAL EVENT SUPPLIES	40.32	
00000268		HOME DEPOT CREDIT SERVICES	035960/2612659	10/8/2019	HALLOWEEN SUPPLIES	268.36	
0011939		TUESDAY MORNING, INC.	018711	10/10/2019	HALLOWEEN SUPPLIES	135.63	
00002337		ALBERTSONS	00072434	10/14/2019	SENIOR CENTER SUPPLIES	255.00	
0010691		FOOD 4 LESS	093518	10/15/2019	YOUTH CLASS SUPPLIES	7.77	
0005295		WALMART	088915	10/16/2019	HALLOWEEN SUPPLIES	106.66	
0005295		WALMART	053259	10/17/2019	YOUTH CLASS SUPPLIES	19.98	
0005292		TARGET	10/21/2019	10/21/2019	YOUTH CLASS SUPPLIES	34.50	
0010010		THE MINI EXPRESS, INC	10312019	10/31/2019	HALLOWEEN EVENT: TRAIN	550.00	
0005291		PARTY CITY	013051651565	9/26/2019	HALLOWEEN SUPPLIES	193.27	
0005368		PRINTCO DIRECT	10/01/2019	10/1/2019	PROMOTIONAL TOTE/DRAWSTR	1,350.56	45,150.25
85657	11/6/2019	SO CALIF EDISON	11/06/2019	11/6/2019	BILLING PRD - OCTOBER, 2019	12,989.07	12,989.07
Voucher:							
85675	11/26/2019	10-8 RETROFIT INC	16253	10/1/2019	EMERGENCY EQUIPMENT AND I	4,936.17	4,936.17
Voucher:							
85676	11/26/2019	ABC BATTERY INC.	101741	10/10/2019	6- BATTERIES FOR RESTOCK	438.69	438.69
Voucher:							
			101556	8/30/2019	BATTERIES FOR NEW MILITARY	175.16	613.85



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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85677	11/26/2019	00003766 ABEL GLASS & SCREEN	30757	10/21/2019	SPECIALTY HARDWARE ITEMS	535.82	535.82
		Voucher:					
85678	11/26/2019	00004372 AIRGAS USA, LLC	9091474215 9094158525 9094114403 9094066341	7/31/2019 10/14/2019 11/14/2019 10/14/2019	POOL CO2 TANK HEATER INSPE DISTRIBUTATION OF SPECIALTY INVENTORY PO/ SAFETY SUPPL INVENTORY PO/ SAFETY SUPPL	75.00 163.84 656.64 583.22	1,478.70
85679	11/26/2019	0011325 ALAN'S LAWN & GARDEN CENTE	909646 909647 910303 907070	10/29/2019 10/29/2019 11/1/2019 11/17/2019	FOUNDERS MAINT. EQUIPMENT F CARRY LARGE SUPPLY OF IRRIG GROUNDS MAINT. EQUIPMENT F GROUNDS SMALL EQUIPMENT	170.97 236.52 242.74 10,217.14	10,867.37
85680	11/26/2019	0011059 ALESHIRE & WYNDER, LLP, SUIT153789	53939	10/18/2019	THRU 9/30/19 - PERSONNEL-LAE	1,245.00	1,620.50
		Voucher:					
85681	11/26/2019	00000185 ALL CITY MANAGEMENT SERVICE	63927 64207	10/18/2019 10/9/2019 10/23/2019	THRU 10/31/19 - PERSONNEL-LA SCHOOL CROSSING GUARD SR' SCHOOL CROSSING GUARD SR'	375.50 19,148.22 19,128.18	38,276.40
		Voucher:					

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85682	11/26/2019	00003399 ALVARADOSMITH Voucher:	339406	10/31/2019	RE:GENERAL PROJECT #10202	6,092.50	
			339408	10/31/2019	RE: TUESDAYS, AGENDAS & CIT	18,150.00	
			339433	10/31/2019	COMMUNITY DEVELOPMNET M/	4,592.50	
			339434	10/31/2019	COSG RE: MISC. PUBLIC WORKS	7,920.00	
			339435	10/31/2019	EMPLOYMENT MATTERS, THRU	1,182.50	
			339437	10/31/2019	RE: COSG ADV. JOSE JESUS BAF	7.50	
			339411	10/31/2019	RE: SILVIA LAINEZ V. COSG, ET A	625.00	
			339412	10/31/2019	RE: COSG ADV CITY OF GARDEN	3,342.50	
			339413	10/31/2019	RE: COSG ADV. GEORGINA BECE	79.00	
			339414	10/31/2019	RE: COSG RE JERRY TORREZ PF	75.00	
			339415	10/31/2019	RE: COSG ADV. ALMA GONZALEZ	75.00	
			339416	10/31/2019	RE: COSG ADV. ELUBIA MENDEZ	75.00	
			339417	10/31/2019	RE: COSG ADV MARIO CESAR PL	311.10	
			339418	10/31/2019	RE: COSG ADV CARMEN GONZAI	725.00	
			339436	10/31/2019	RE: COSG ADV ANA DELEON, ET	9,228.10	
			339428	10/31/2019	RE: ARGUELLO V COSG PROJEC	82.50	
			339429	10/31/2019	RE: COSG ADV JAH HEALING KE	17,900.97	
			339407	10/31/2019	RE: ATTEND SPECIAL/REGULAR	3,150.00	
			339420	10/31/2019	RE: COSG ADV ANGELINA CASTI	338.50	
			339421	10/31/2019	RE: COSG ADV. EDWARD HANO F	75.00	
			339422	10/31/2019	RE: COSG ADV. FRANCISCO DON	75.00	
			339423	10/31/2019	RE: COSG ADV BETSAIDA LUCAS	525.00	
			339424	10/31/2019	RE: COSG ADV MARIA D. OSORIC	3,958.00	
			339425	10/31/2019	RE: COSG ADV SAUL PADILLA PF	125.00	
			339426	10/31/2019	RE: DALILA CASTILLO ADV. COSC	125.00	
			339427	10/31/2019	RE: TUPIUA V. COSG PROJECT #1	7,590.00	
			339430	10/31/2019	RE: ARELY SANTAMARIA ADV. C/	137.50	
			339431	10/31/2019	RE: LUZ MARINA PAZ CANTEROS	192.50	
			339432	10/31/2019	RE: LUCILA MAGANA ADV. COSG	1,237.50	87,993.17
85683	11/26/2019	00003098 AMERINAT Voucher:	19-00733	10/21/2019	SEP 2019- LOANS BOARDED AS	109.20	
			19-00651	10/21/2019	AUG 2019-LOANS BOARDED- AS	129.30	238.50
85684	11/26/2019	0009798 ANIMAL FRIENDS PET HOTEL Voucher:	390087	9/29/2019	BOARDING AND GROOMING SEF	143.00	143.00
85685	11/26/2019	0007290 APW KNOX-SEEMAN Voucher:	14650976	10/28/2019	24 OIL FILTERS	56.90	56.90

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85686	11/26/2019	00003529 AT&T Voucher:	960-449-6558-11/1	11/1/2019	BILLING PRD- 11/01/19-11/30/19	233.88	
85687	11/26/2019	00004313 AT&T Voucher:	248-134-3274-11/1	11/7/2019	BILLING PRD- 11/07/19 - 12/06/19	19.34	253.22
85688	11/26/2019	00005075 AT&T Voucher:	6554911503	11/5/2019	BILLING PRD 10/05/19-11/04/19 IN	3,758.62	3,758.62
85689	11/26/2019	00000201 ATLANTIC LOCK & KEY Voucher:	13810794	10/27/2019	BILLING PRD- 09/27/19-10/26/19 F	317.56	317.56
85690	11/26/2019	0009040 ATLAS BACKFLOW Voucher:	17227	10/9/2019	PADLOCKS	370.00	370.00
85691	11/26/2019	0010585 AUTOZONE STORES, INC. Voucher:	21024	10/24/2019	BACKFLOW TEST	50.00	
			21026	10/29/2019	BACKFLOW TEST	250.00	
			21025	10/29/2019	BACKFLOW TEST AND SERVICE	1,560.00	1,860.00
			548822036		CREDIT FOR RETURNED PART, I	-265.97	
			5488775628		CREDIT FOR RETURNED PART, I	-117.02	
			548830023	10/30/2019	FUEL PUMP INERTIA SWITCH FC	59.52	
			5488784353	9/19/2019	POWER INVERTER- INVOICED B	265.97	
			5488807475	10/9/2019	2- BATTERIES FOR UNIT 179	244.53	
			548821064	10/22/2019	AIR FILTERS FOR UNIT 413	45.17	
			548830862	10/31/2019	AC HOSE FOR UNIT 409	116.85	
			548828930	10/29/2019	BRAKE MASTER CYLINDER AND	79.88	
			548829038	10/29/2019	SILICONES	36.12	
			548823007	10/24/2019	BRAKE MASTER CYLINDER FOR	232.57	
			548822139	10/23/2019	CARBURETOR CLEANERS	18.69	
			548829134	10/29/2019	IGNITION SWITCH FOR UNIT 445	18.73	
			548829712	10/30/2019	VALVE COVER GASKET AND GRI	30.30	
			548822297	10/23/2019	BRAKE BOOSTER FOR UNIT 122	206.15	
			5488791160	9/25/2019	IGNITION SWITCH FOR UNIT 445	18.73	
			548823068		CREDIT FOR RETURNED PART, I	-123.02	
			548823060		CREDIT FOR RETURNED PART, I	-103.62	
85692	11/26/2019	0011336 AVANT-GARDE INC. Voucher:	5760	10/1/2019	2ND YEAR OF CONTRACT - CDB	5,532.50	763.58 5,532.50
85693	11/26/2019	0011292 AXLE TRANSMISSION XCHANGE,148134 Voucher:		10/14/2019	THERMOSTAT HOUSING FOR UN	182.57	182.57
85694	11/26/2019	0011929 BENNETT-BOWEN & LIGHTHOUS 3002337 Voucher:		10/29/2019	FIVE LIGHT BARS	1,201.06	1,201.06

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85695	11/26/2019	0009876	77106	9/5/2019	AUG 2019 - CONSTRUCTION MAI	64,103.24	64,103.24
		Voucher:					
85696	11/26/2019	0008396	1645374	9/19/2019	ASPHALT FOR ST DIV	937.09	
		Voucher:	1665559	10/1/2019	DUMP FEES FOR ST DIV	150.00	
			1665651	10/1/2019	DUMP FEES FOR ST DIV	375.00	
			1650360	9/23/2019	ASPHALT FOR ST DIV	289.18	1,751.27
85697	11/26/2019	00002469	UT1000512213	10/7/2019	JAIL SUPPLIES- PILLOW PAWS S	368.06	
		Voucher:	UT1000515031	10/31/2019	JAIL SUPPLIES- SHAMPOO AND	262.95	631.01
85698	11/26/2019	00000418	336344	10/4/2019	SUPPLIES FOR JAIL- 8X15 PLAS	32.18	32.18
		Voucher:					
85699	11/26/2019	00001489	299718	10/15/2019	BRAKE ROTORS & PADS AND AX	476.06	476.06
		Voucher:					
85700	11/26/2019	0012350	Ref000259655	11/7/2019	UB REFUND CST #00055194/282	90.34	90.34
		Voucher:					
85701	11/26/2019	0011469		9/30/2019	NOV 2019 - ADJ FOR MISC & SW	304.40	304.40
		Voucher:					
85702	11/26/2019	00000759	56497	10/10/2019	DIFFERENTIAL GEARS FOR UNI	603.62	603.62
		Voucher:					
85703	11/26/2019	0011153	20054198	10/14/2019	TIRE FOR UNIT 270	263.09	263.09
		Voucher:					
85704	11/26/2019	0006239	344818	10/21/2019	AC EVAPORATOR FOR UNIT 354	846.41	
		Voucher:	344596	10/17/2019	FUSE BOX ASSEMBLY FOR UNIT	538.20	
			344531	10/16/2019	OXYGEN SENSORS FOR UNIT 2	152.26	
			344257	10/10/2019	IDLE CONTROL VALVE FOR UNIT	20.85	
			344157	10/8/2019	IDLE CONTROL VALVE FOR UNIT	91.40	
			344147	10/8/2019	THROTTLE POSITION SENSOR F	33.06	
			344064	10/7/2019	INTAKE DUCT FOR UNIT 195	64.25	
			344916	10/23/2019	MOTOR MOUNTS FOR STOCK	179.81	
			345152	10/28/2019	BRAKE PADS FOR UNIT 144	73.76	
			345153	10/28/2019	BELT TENSIONER FOR UNIT 129	112.47	
			345302	10/31/2019	WIRE CONNECTOR FOR UNIT 44	34.43	
			345305	10/31/2019	SPARE TIRE SEALANT	36.72	
			345529	11/4/2019	SPARE TIRE SEALANT FOR UNIT	36.72	
			340085-a	9/10/2019	TRANSMISSION PAN GASKET FC	52.48	
			344892		CREDIT FOR RETURNED PART, I	-846.41	1,426.41

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85705	11/26/2019	0008654 CINBAD INDUSTRY INC. Voucher:	1 (567-ARC)	9/15/2019	CITY HALL PUBLIC CORRIDOR F	40,014.00	40,014.00
85706	11/26/2019	00005074 CITY OF HUNTINGTON PARK Voucher:	19 SEC 009	10/21/2019	2019/2020 SOUTHEAST POLICE I	500.00	500.00
85707	11/26/2019	0012359 CMR: GARCIA, ARELY N. Voucher:	JAN 2019 - FEB 21	9/11/2019	CITIZEN ADVISORY COMMITTEE	100.00	100.00
85708	11/26/2019	0012358 CMR: GLAZE, YODIT Voucher:	NOV 2018 - FEB 2	9/11/2019	CITIZEN ADVISORY COMMITTEE	125.00	125.00
85709	11/26/2019	00000461 COMMERCIAL TRANSPORTATION Voucher:	3483	11/7/2019	10/24/19 - CDL WRITTEN SEMIN	565.00	565.00
85710	11/26/2019	0011922 CONCENTRA MEDICAL CENTERS Voucher:	65944506 6578432 65701409 65537282 65624482 64904536	11/6/2019 10/16/2019 10/9/2019 9/25/2019 10/2/2019 10/22/2019	10/23/19-10/28/19 - PHYSICALS 10/9/19-10/14-19 - BLOOD DRAW 10/4/19-10/6/19 - PHYSICALS 9/21/19-9/21/19 - BLOOD DRAW 9/27/19-9/29/19 - BLOOD DRAW A 7/17/19 - PHYSICAL	1,058.50 218.00 249.00 52.00 135.00 83.00	1,795.50 449.54
85711	11/26/2019	00005110 COUNTY OF L.A. DEPT OF PW Voucher:	RE-PW-19100701	10/7/2019	TS MAINT DDG-THRU SEP 2019	449.54	449.54
85712	11/26/2019	00001423 DAILY JOURNAL CORPORATION Voucher:	B3303987 B3307689 B3308019	10/17/2019 10/24/2019 10/31/2019	NOTICE OF ELECTION: GPN GO\ NOTICE INVITING BIDS: 8602 LO\ NOTICE OF HRG: JAG PROGRAM	75.60 231.00 121.80	428.40
85713	11/26/2019	00000314 DAPEER ROSENBLIT & LITVAK Voucher:	LL16095 16459	6/30/2019 9/30/2019	6/7/19-6/30/19 - (NON-CDBG) MUI THRU 9/30/19 - (ANIMAL CONTR	2,054.78 437.70	2,492.48
85714	11/26/2019	0005392 DAVID VOLZ DESIGN Voucher:	421847	10/11/2019	THRU 10/11/19 - DESIGN SERVIC	25,600.00	25,600.00
85715	11/26/2019	0012353 DAVTYAN, ALFRED Voucher:	Ref000259658	11/7/2019	UB REFUND CST #00062108/108	177.10	177.10
85716	11/26/2019	00002588 DELL MARKETING LP Voucher:	10347549076 10348491440	10/21/2019 10/25/2019	DELL SERIAL ATA DVD WRITERS DELL SERVER POWEREDGE R4	317.41 6,743.26	7,060.67
85717	11/26/2019	0011970 E.C. CONSTRUCTION CO. Voucher:	5	9/11/2019	JUL 2019 -CONSTRUCTION OF T	33,527.40	33,527.40
85718	11/26/2019	0010124 ELEC NOR BELCO ELECTRIC, INC4 Voucher:	- RETENTION	9/11/2019	RELEASE OF RETENTION - SAFE	20,663.78	20,663.78
85719	11/26/2019	00004746 ELEC SYS CORPORATION Voucher:	SIP-E106887	10/28/2019	OCT 2019 - UMS SOFTWARE SUI	350.00	350.00

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85720	11/26/2019	0005555	37827	10/23/2019	CHAIN	263.91	263.91
		Voucher:					
85721	11/26/2019	00004013	249009328-12676	10/9/2019	SAFETY GLASSES FOR TITO MO	262.19	507.84
		Voucher:					
85722	11/26/2019	00000791	248793719-12658	10/7/2019	SAFETY GLASSES FOR EDUARC	245.65	786.32
		Voucher:					
85723	11/26/2019	0011954	2019 IAPMO CON	10/21/2019	MILAGE REIMB AND PER DIEM (I	786.32	2,500.00
		Voucher:					
85724	11/26/2019	0012019	EDUC - FALL 2019	10/23/2019	EDUC. REIMB: FALL 2019, COLLE	2,500.00	526.86
		Voucher:					
85725	11/26/2019	0008846	2019 MISAC	11/19/2019	REIMB: TRANSPORTATION & HO	526.86	2,000.00
		Voucher:					
85726	11/26/2019	00002026	353	12/14/2019	12/14/19 - BREAKFAST W/ SANTA	2,000.00	69.11
		Voucher:					
85727	11/26/2019	0005869	FEDERAL EXPRESS CORPORATI	6-18-52589	7/19/2019	FEDEX FIRST OVERNIGHT	75.27
		Voucher:					
85728	11/26/2019	0006262	6-743-25886	9/20/2019	FEDEX FIRST OVERNIGHT	13.09	201.48
		Voucher:					
85729	11/26/2019	0010625	6-765-52082	10/11/2019	FEDEX GROUND	44.01	7,968.37
		Voucher:					
85730	11/26/2019	00003770	6-764-36631	10/11/2019	FEDEX PRIORITY OVERNIGHT	7,223.77	450.00
		Voucher:					
85731	11/26/2019	0008331	0694269	10/24/2019	INVENTORY PO/WATER PARTS	744.60	1,884.82
		Voucher:					
85732	11/26/2019	0010237	0635435	5/24/2019	50 JE130 3/4" X 2- 1/2" MTR COU	250.00	8,062.30
		Voucher:					
			201928	10/3/2019	VEHICLE CLAY & WAX #129 OFFI	200.00	2,058.00
			201927	10/3/2019	VEHICLE DETAIL #128 OFFICER '	490.01	
			34992	10/23/2019	DIESEL PARTICULATE FILTER SE	369.85	
			34834	10/14/2019	ADDITIONAL PROCESS OF DIESI	559.95	
			34938	10/18/2019	DIESEL PARTICULATE FILTER SE	465.01	
			34755	10/9/2019	DIESEL PARTICULATE FILTER SE	3,200.81	
			15205	8/26/2019	EMERGENCY REPAIRS AT PD	1,113.45	
			15357	9/30/2019	SEPT 19 - MONTHLY SITE INSPE	3,748.04	
			3742 (RETENTION	11/12/2019	RELEASE OF RETENTION (PO #	2,058.00	
			T110-11-19	11/1/2019	SART EXAM #19-10341 AND 19-1		
			209-057-1084-11/1	11/1/2019	BILLING- 11/01/19-11/30/19	54.13	
			562-923-9514-11/1	11/10/2019	BILLING - 11/10/19-12/09/19	124.47	
			562-869-7582 11/1	11/4/2019	BILLING- 11/04/19-12/03/19	71.56	
			562-806-9232 - 11.	11/4/2019	BILLING- 11/04/19-12/03/19	71.56	321.72



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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85733	11/26/2019	00004934	GAS COMPANY	11/12/2019	BILLING PRD- 10/09/19 -11/07/19	51.49	
		Voucher:		11/12/2019	BILLING PRD- 10/09/19 -11/07/19	51.32	
				11/12/2019	BILLING PRD- 10/09/19 -11/07/19	42.88	
				11/12/2019	BILLING PRD- 10/09/19 -11/07/19	79.97	
				11/6/2019	BILLING PRD- 10/01/19 -11/01/19	4,470.67	
				11/13/2019	BILLING PRD- 10/10/19 -11/08/19	25.71	
				11/13/2019	BILLING PRD- 10/10/19 -11/08/19	14.40	
				11/13/2019	BILLING PRD- 10/10/19 -11/08/19	2,401.94	
				11/13/2019	BILLING PRD - 10/10/19-11/08/19	648.29	
				11/13/2019	BILLING PRD- 10/10/19 -11/08/19	559.82	
				11/15/2019	BILLING PRD- 10/14/19 -11/13/19	108.44	
				11/14/2019	BILLING PRD- 10/11/19 -11/12/19	39.01	8,493.94
85734	11/26/2019	00004869	GOLDEN STATE WATER COMPAN	11/4/2019	BILLING PRD- 10/02/19 - 11/01/19	245.14	
		Voucher:		11/4/2019	BILLING PRD- 10/02/19 - 11/01/19	217.67	
				11/4/2019	BILLING PRD- 10/02/19 - 11/01/19	291.00	
				11/4/2019	BILLING PRD- 10/02/19 - 11/01/19	160.86	
				11/4/2019	BILLING PRD- 10/02/19 - 11/01/19	44.50	
				11/6/2019	BILLING PRD- 09/05/19 - 11/06/19	916.14	1,875.31
85735	11/26/2019	0012348	GONZALES, NELLIE O	10/10/2019	UB Refund Cst#00036028	10.00	10.00
		Voucher:					
85736	11/26/2019	0009764	GOVERNMENT FINANCE OFFICE	1/1-12/31 10/29/2019	MEMBERSHIP RENEWAL FOR 1/	640.00	640.00
		Voucher:					
85737	11/26/2019	00002890	GRAINGER	9/26/2019	CREDIT FOR RETURNED PART, I	-26.07	
		Voucher:		10/9/2019	PUMP DIAPHRAGM FOR UNIT 23	163.17	
				9/9/2019	SWITCH FOR UNIT 209	92.32	
				10/31/2019	ELECTRICAL MATERIALS	1,187.10	1,416.52
85738	11/26/2019	00002524	GREEN'S CLEANERS	10/31/2019	OCT 2019 - JAIL CLEANING OF B	1,791.50	1,791.50
		Voucher:					
85739	11/26/2019	0009528	GRIFFITH COMPANY	10/8/2019	8/16/19-9/15/19 - PROF SVCS FOI	709,897.87	709,897.87
		Voucher:					
85740	11/26/2019	00002568	HAAKER EQUIPMENT COMPANY	9/30/2019	TUBE FOR UNIT 209	402.44	
		Voucher:		9/30/2019	ACCESSORY FOR UNIT 209	262.40	664.84

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85741	11/26/2019	00002577 HACH COMPANY	11675360	10/10/2019	1- REAGENT SET. CHLORINE FR	2,061.07	
		Voucher:	2170246		CREDIT FOR RETURNED PART	-126.79	
			2170247		CREDIT FOR RETURNED PART	-131.19	
			2170248		CREDIT FOR RETURNED PART	-131.29	
			2170249		CREDIT FOR RETURNED PART	-126.79	
			2170245		CREDIT FOR RETURNED PART	-126.79	
			2170244		CREDIT FOR RETURNED PART	-126.79	1,291.43
85742	11/26/2019	0011526 HASA, INC.	662682	10/30/2019	CHLORINE	581.80	
		Voucher:	662680	10/30/2019	CHLORINE	1,029.05	
			662679	10/30/2019	CHLORINE	397.42	
			662681	10/30/2019	CHLORINE	740.02	
			659873	10/3/2019	MULTI CHLOR	423.58	
			659872	10/3/2019	MULTI CHLOR	211.79	
			659871	10/3/2019	MULTI CHLOR	800.42	
			659870	10/3/2019	MULTI CHLOR	373.75	4,557.83

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85744	11/26/2019	00000268 HOME DEPOT CREDIT SERVICES	6370141	10/24/2019	MATERIALS FOR CAR WASH PR	370.54	
		Voucher:	6370142	10/24/2019	MATERIALS FOR CAR WASH PR	820.10	
			9370134	10/21/2019	PAINT FOR THE MEN'S LOCKER	83.01	
			0350074	10/30/2019	GROUNDS MAINT.SUPPLIES	422.53	
			0370162	10/30/2019	GROUNDS MAINT. SUPPLIES	87.88	
			1024142	10/29/2019	SOUTH GATE PARK LIGHTING PI	62.62	
			6350060	10/24/2019	MATERIALS FOR JAIL AREA	178.12	
			3370111	10/17/2019	MATERIALS FOR NEW MIRRORS	50.62	
			9350080	10/31/2019	GROUNDS MAINT. SUPPLIES	80.80	
			3023571	10/17/2019	SERVICE LIGHTS IN THE CIVIC C	83.39	
			3534812	10/17/2019	HARDWARE SUPPLIES FOR ST I	28.62	
			2370074-RI	10/8/2019	RI CK #85534 PLYWOOD FOR ST.	990.15	
			7370053-RI	10/3/2019	RI CK #85534 MATERIALS TO RE	411.15	
			3370068-RI	10/7/2019	RI CK #85534 GRAFFITI DEPT-PA	359.92	
			8350038-RI	10/2/2019	RI CK #85534 SUPPLIES FOR ST	293.52	
			340071	10/10/2019	GROUNDS MAINT. SUPPLIES	8.78	
			3340079	10/17/2019	MATERIALS FOR POLICE STATIC	273.94	
			370037	9/30/2019	GROUNDS MAINTENANCE SUPP	166.10	
			3360010	10/17/2019	GROUNDS MAINT. SUPPLIES	87.97	
			8370048	10/2/2019	GROUNDS MAINT. SUPPLIES	62.44	
			360023	10/10/2019	GROUNDS MAINT. SUPPLIES	189.17	
			5190508 RI		RI CK #85534 REFUND FOR RETI	-20.88	
			4213831 RI		RI CK #85534 CREDIT FOR RETU	-24.17	
			1260655 RI		RI CK #85534 CREDIT FOR RETU	-93.47	
			8350059-RI	10/22/2019	RI CK #85534 GROUNDS MAINTE	293.41	
			8370051-RI	10/2/2019	RI CK #85534 GROUNDS MAINTE	288.12	
			9370040-RI	10/1/2019	RI CK #85534 GROUNDS MAINTE	251.90	
			8350037-RI	10/2/2019	RI CK #85534 HARDWARE FOR S	237.64	
			7370055-RI	10/3/2019	RI CK #85534 HARDWARE SUPPI	200.79	
			0360023-RI	10/10/2019	RI CK #85534 GROUNDS MAINT.	189.17	
			1340124-RI	9/9/2019	RI CK #85534 GROUNDS MAINTE	182.44	
			7351864-RI	10/8/2019	RI CK #85534 SUPPLIES FOR MA	173.62	
			2970626-RI	9/18/2019	RI CK #85534 MATERIALS TO DR	162.33	
			2350013-RI	9/18/2019	RI CK #85534 GRAFFITI MATERIF	126.04	
			1370157-RI	10/29/2019	RI CK #85534 GROUNDS MAINT.	120.09	

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
			7370054-RI	10/3/2019	RI CK #85534 ELECTRICAL SUPP	119.77	
			3370112-RI	10/17/2019	RI CK #85534 GROUNDS MAINT	105.56	
			1340066-RI	10/9/2019	RI CK #85534 CIVIC CENTER MO	103.24	
			4350031-RI	9/26/2019	RI CK #85534 CHLORINE TABLET	93.48	
			0360021-RI	10/10/2019	RI CK #85534 SUPPLIES FOR ST.	85.71	
			1370014-RI	9/19/2019	RI CK #85534 REPLACE CERAMI	78.77	
			2370073-RI	10/8/2019	RI CK #85534 REPLACEMENT DC	75.00	
			9340052-RI	10/1/2019	RI CK #85534 TOWEL HANGERS	71.32	
			5350051-RI	10/15/2019	RI CK #85534 STREET LIGHT PO	65.90	
			2350041-RI	10/8/2019	RI CK #85534 GROUNDS MAINT.	65.79	
			5351915-RI	8/26/2019	RI CK #85534 HARDWARE FOR S	65.47	
			5350050-RI	10/15/2019	RI CK #85534 STREET LIGHT PO	63.76	
			6370026-RI	9/24/2019	RI CK #85534 NEW LOCK FOR ST	61.40	
			7370022-RI	9/23/2019	RI CK #85534 SUPPLIES TO FIX T	60.40	
			8370049-RI	10/2/2019	RI CK #85534 REPAIR WINDOW	54.91	
			0370080-RI	10/10/2019	RI CK #85534 SPORTS CENTER I	51.12	
			9370039-RI	10/1/2019	RI CK #85534 SUPPLIES TO REP	38.47	
			2350009-RI	9/18/2019	RI CK #85534 TRAFFIC REPAIRS	34.77	
			4350029-RI	9/26/2019	RI CK #85534 GROUNDS MAINT	32.97	
			4350032-RI	9/26/2019	RI CK #85534 HARDWARE TO RE	25.41	
			9350047-RI	10/11/2019	RI CK #85534 GROUNDS MAINT	22.95	
			9231417-RI	7/3/2019	RI CK #85534 TAPE MEASURES F	21.73	
			3230005-RI	9/17/2019	RI CK #85534 SUPPLIES FOR ST.	17.19	
			2350043-RI	10/8/2019	RI CK #85534 GROUNDS MAINT.	12.05	8,625.54
85745	11/26/2019	00000647	HONEYWELL INTERNATIONAL IN:542974770	10/23/2019	SEP 2019 - HONEYWELL INTERN	8,540.00	
			Voucher: 5249760438	10/24/2019	OCT 2019 - HONEYWELL INTERN	8,540.00	
			5249778962	10/25/2019	NOV 2019 - HONEYWELL INTERN	8,540.00	
			5249726544	10/22/2019	AUG 2019 - HONEYWELL INTERN	8,540.00	34,160.00
85746	11/26/2019	0006153	HUMAN SERVICES ASSOCIATION	10/14/2019	1ST QTR BILLING - CONGREGA	3,750.00	3,750.00
			Voucher:				
85747	11/26/2019	00002832	HUNTINGTON PARK RUBBER STIR	10/11/2019	2"X10" WALNUT W/ WHITE LETT	39.16	
			Voucher: RGC020652	8/30/2019	5 X 7 RED W/ WHITE LETTERS V	28.81	67.97
			11118	8/31/2019	THRU 8/31/19 -CONST SPORTS C	23,685.40	
85748	11/26/2019	0011871	INTER-SKY, INC.	9/30/2019	THRU 9/30/19 -CONST SPORTS C	37,248.55	60,933.95
			Voucher: 11143				

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85749	11/26/2019	00004578	INTERWEST CONSULTING GROU54004	10/23/2019	SEP 2019 - PLAN CHECK SERVIC	10,662.12	10,662.12
			Voucher:				
85750	11/26/2019	0009455	JMD	10/31/2018	OCT 2018 - PROF ENGINEERING	1,534.00	
			Voucher:	9/30/2019	SEP 2018 - PROF ENGINEERING	2,043.00	
85751	11/26/2019	0005586	JOE A. GONSALVES & SONS	1/31/2019	JAN 2019 - PROFESSIONAL ENG	284.00	3,861.00
			Voucher:	10/22/2019	NOV 2019 - LEGISLATIVE ADVOC	2,500.00	2,500.00
85752	11/26/2019	00003387	KNORR SYSTEMS INC	10/14/2019	PULSAR BRIQUETTES FOR POO	1,455.30	
			Voucher:	10/8/2019	POOL TEST GLASS TUBES	123.34	
85753	11/26/2019	0011366	KURK INVESTIGATIVE GROUP	10/15/2019	PULSAR BRIQUETTES FOR POO	1,455.30	3,033.94
			Voucher:	9/30/2019	BACKGROUND INVESTIGATION	1,120.00	1,120.00
85754	11/26/2019	0010099	L.G.P. EQUIPMENT RENTALS, INC	10/2/2019	CONCRETE TRAILER & READY M	176.57	
			Voucher:	10/9/2019	CONCRETE TRAILER & READY M	184.78	361.35
85755	11/26/2019	00003540	LA COUNTY DEPT. OF PUBLIC W	10/3/2019	1/1/18-7/31/19 - T.S.0315ALMEDA	2,687.62	
			Voucher:	9/18/2019	9/1/18-7/31/19 - T.S.5865/LONG BI	3,146.23	5,833.85
85756	11/26/2019	00005175	LA COUNTY METROPOLITAN	10/31/2019	TAP BUS PASSES - SEP 2019	5,083.00	5,083.00
			Voucher:				
85757	11/26/2019	0006905	LA COUNTY SHERIFF'S DEPARTM	10/8/2019	SEPT 2019 - FOOD FOR THE JAIL	1,080.30	
			Voucher:				
85758	11/26/2019	00003654	LA OPINION	10/20/2019	LEGAL/PUBLIC NOTICE - PRD. 1	295.00	295.00
			Voucher:				
85759	11/26/2019	00001478	LAKESHORE	10/18/2019	YOUTH PROGRAM SUPPLIES	92.70	92.70
			Voucher:				
85760	11/26/2019	00002870	LAW OFFICES OF JONES & MAYE	10/31/2019	PITCHESS MOTION-JANET GUTI	1,600.00	1,600.00
			Voucher:				
85761	11/26/2019	00003773	LINCOLN AQUATICS	10/25/2019	EMERGENCY REPAIR - SPA CON	4,450.00	
			Voucher:	10/8/2019	EMERGENCY REPAIR - SPA CON	3,788.14	8,238.14
85762	11/26/2019	0007335	LOS ANGELES TRUCK CENTERS	10/17/2019	ABS VALVE FOR UNIT 220	326.87	
			Voucher:	10/21/2019	ABS VALVE FOR UNIT 218	326.87	653.74
85763	11/26/2019	0011203	MARCO POWER EQUIPMENT	10/24/2019	CHAINSAWS FOR ST DIV	825.77	825.77
			Voucher:				
85764	11/26/2019	0011072	MCINTYRE-ST. CLAIR LLC	11/18/2019	EXECUTIVE TEAM PROCESS INI	3,750.00	3,750.00
			Voucher:				

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85765	11/26/2019	00004060 MCMaster-CARR SUPPLY CO Voucher:	19561402 20081233 18757894 19288181 18729699	9/17/2019 10/29/2019 10/15/2019 10/21/2019 10/15/2019	TUBE FITTING TUBE FITTING HOSE REEL FOR UNIT 240 WATER SUPPLIES REPLACE 3 STOLEN MIRRORS A	17.37 10.71 430.22 13.44 306.22	777.96
85766	11/26/2019	00003815 MICHELSON LABORATORIES, INC Voucher:	IN24662 24555	10/1/2019 8/30/2019	TITLE 22 LAB ANALYSIS- HETERO MONTHLY BILLING - HETEROTR	945.00 1,242.50	2,187.50
85767	11/26/2019	00000447 MISC - BLDG PERMITS Voucher:	19-000-2565	10/22/2019	REFUND:FOR APPLICATION #19-	16.00	16.00
85768	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	175862	10/19/2019	REFUND: DEPOSIT (AFTER EVEI	430.00	430.00
85769	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	192584-RI	9/27/2019	RI CK# 85263 REFUND: DEPOSIT	430.00	430.00
85770	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	198086	10/12/2019	REFUND: DEPOSIT (AFTER EVEI	277.00	277.00
85771	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	206497	10/19/2019	REFUND: DEPOSIT (AFTER EVEI	277.00	277.00
85772	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	181339	11/2/2019	REFUND: DEPOSIT (AFTER EVEI	277.00	277.00
85773	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	184295	10/26/2019	REFUND: DEPOSIT (AFTER EVEI	143.00	143.00
85774	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	213810	10/31/2019	REFUND: DEPOSIT (AFTER EVEI	143.00	143.00
85775	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	R#216959	10/29/2019	MEMBERSHIP CHARGE IN ERRC	24.00	24.00
85776	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	R#216780	10/29/2019	MEMBERSHIP CHARGE IN ERRC	24.00	24.00
85777	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	R#216927	10/29/2019	MEMBERSHIP CHARGE IN ERRC	21.00	21.00
85778	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	R#216868	10/29/2019	MEMBERSHIP CHARGE IN ERRC	21.00	21.00
85779	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	R#216975	10/29/2019	MEMBERSHIP CHARGE IN ERRC	21.00	21.00
85780	11/26/2019	00000170 MISC - PKS & REC REFUND Voucher:	R#216759	10/29/2019	MEMBERSHIP CHARGE IN ERRC	19.00	19.00



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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85781	11/26/2019	00004335	MOTOROLA SOLUTIONS, INC	28401	10/21/2019	2019 - ANNUAL LEASE PYMT - M	153,277.98
	Voucher:						
85782	11/26/2019	0007720	MRI SOFTWARE, LLC.	US-INV878761	9/20/2019	IVR PHONE CHARGES - 8/20/201	13.16
	Voucher:						
85783	11/26/2019	0008506	MUNITEMPS	129539	11/1/2019	10/14/19-10/24/19 - HR ANALYST-	3,927.00
	Voucher:						
85784	11/26/2019	00004620	MUTUAL LIQUID GAS & EQUIPME	424632	10/18/2019	9/16/19-10/10/19 - PW PROJECT I	9,800.00
	Voucher:						
				423377	10/8/2019	PROPANE GAS AND COMPLIANC	433.98
				425754	10/1/2019	PROPANE GAS AND COMPLIANC	515.31
					10/15/2019	PROPANE GAS AND COMPLIANC	1,187.71
85785	11/26/2019	0009426	MV CHENG & ASSOCIATES, INC.	10/31/2019	11/6/2019	OCT 2019 - INTERIM SR ACCOUI	10,920.00
	Voucher:						
85786	11/26/2019	0011779	NACHO AUTOMOTIVE REPAIR, IN26636		10/28/2019	SMOG INSPECTION- UNIT 446	35.00
	Voucher:						
85787	11/26/2019	0012071	NADA BUS, INC.	50054	10/24/2019	TRIP 10/17/19 - SAN MANUEL CA	1,290.00
	Voucher:						
				50011	10/14/2019	TRIP - 10/12/19 GLENDALE THEA	885.00
				50010	10/14/2019	TRIP - 10/05/19 AVOCADO FESTI	1,290.00
				50087	10/23/2019	TRIP - 10/23/19 - AUTRY MUSEUM	885.00
				50088	10/31/2019	TRIP - 10/29/19 - TANAKA FARMS	1,145.00
85788	11/26/2019	00004969	NATIONAL READY MIXED CONCR	710380	10/9/2019	CONCRETE FOR 3176 CHEROKE	609.63
	Voucher:						
				709577	10/3/2019	CONCRETE FOR 3176 CHEROKE	1,243.14
85789	11/26/2019	0007199	NATIONWIDE	C1983235 19/20	10/22/2019	POLICY# C-1983235 FOR MAIKO	803.52
	Voucher:						
				C1984643 19/20	10/22/2019	POLICY# C-1984643 FOR MAILO	608.45
85790	11/26/2019	0009990	NATURE'S SELECT PET FOOD	3442	10/4/2019	DOG FOOD CORELLA/ZAIA	91.80
	Voucher:						
				3453	10/17/2019	DOG FOOD COOK/MAIKO	110.68
85791	11/26/2019	00003843	NORTH STAR ELECTRONICS, LL	2629	10/22/2019	CHECK AND PROGRAM LIGHT FI	97.50
	Voucher:						
85792	11/26/2019	0012202	NUMA NETWORKS	25108	11/1/2019	NOV 2019 - 24TB BACKUP/DISA	2,000.00
	Voucher:						
				24543	8/30/2019	24TB BACKUP/DISASTER RECO	5,927.88

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85794	11/26/2019	00001414 OFFICE DEPOT	388535775001		CREDIT FOR RETURNED PART, I	-347.11	
		Voucher:	394513025001		CREDIT FOR RETURNED PART, I	-76.04	
			391544971001	10/22/2019	OFFICE SUPPLIES	97.62	
			38842314001	10/8/2019	OFFICE SUPPLIES	808.22	
			395655626001	10/30/2019	OFFICE SUPPLIES	132.29	
			391022981001	10/15/2019	OFFICE SUPPLIES	531.87	
			394326492001	10/30/2019	OFFICE SUPPLIES	61.72	
			394326400001	10/29/2019	OFFICE SUPPLIES	5.40	
			394283509001	10/24/2019	OFFICE SUPPLIES	336.78	
			394283508001	10/25/2019	OFFICE SUPPLIES	55.10	
			394589114001	10/29/2019	OFFICE SUPPLIES	63.74	
			393054270001	10/22/2019	OFFICE SUPPLIES	156.85	
			390609773001	10/17/2019	OFFICE SUPPLIES	71.98	
			390423852001	10/15/2019	OFFICE SUPPLIES	618.03	
			386072357001	10/8/2019	OFFICE SUPPLIES	75.57	
			386072173001	10/8/2019	OFFICE SUPPLIES	222.23	
			392854139001	10/22/2019	OFFICE SUPPLIES	395.09	
			385783816001	10/3/2019	OFFICE SUPPLIES	77.20	
			391404236001	10/17/2019	OFFICE SUPPLIES	180.63	
			395843369001	10/29/2019	OFFICE SUPPLIES	239.44	
			396453744001	10/31/2019	OFFICE SUPPLIES	63.28	
			390723603001	10/17/2019	OFFICE SUPPLIES	169.22	
			383185630001	10/1/2019	OFFICE SUPPLIES	1,270.53	
			396864904001	10/31/2019	OFFICE SUPPLIES	31.96	
			393949188001	10/24/2019	OFFICE SUPPLIES	110.78	
			385337820001	10/3/2019	OFFICE SUPPLIES	131.70	
			395673172001	10/29/2019	OFFICE SUPPLIES	96.92	
			394274730001	10/24/2019	OFFICE SUPPLIES	418.10	
			391329564001	10/17/2019	OFFICE SUPPLIES	90.24	
			390421888001	10/16/2019	OFFICE SUPPLIES	52.46	
			384518265002	10/2/2019	OFFICE SUPPLIES	128.95	
			384518265001	10/1/2019	OFFICE SUPPLIES	124.27	
			386378481001	10/8/2019	OFFICE SUPPLIES	1,481.74	
			394760830001	10/29/2019	OFFICE SUPPLIES	91.63	
			394280004001	10/24/2019	OFFICE SUPPLIES	397.62	

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
			385444573001	10/3/2019	OFFICE SUPPLIES	80.30	
			385444573002	10/4/2019	OFFICE SUPPLIES	53.42	
			395656900001	10/30/2019	OFFICE SUPPLIES	26.01	
			387423473001	10/9/2019	OFFICE SUPPLIES	68.04	
			385444772001	10/4/2019	OFFICE SUPPLIES	5.61	
			384704869001	9/30/2019	OFFICE SUPPLIES	347.11	
			388541256001	10/9/2019	OFFICE SUPPLIES	351.99	
			385933024001	10/4/2019	OFFICE SUPPLIES	392.78	
			385820214001	10/2/2019	OFFICE SUPPLIES	351.99	
			396906958001	10/31/2019	OFFICE SUPPLIES	123.62	
			390413350001	10/15/2019	OFFICE SUPPLIES	85.82	
			390479136001	10/15/2019	OFFICE SUPPLIES	285.76	10,538.46
85795	11/26/2019	0010554 ORANGE COUNTY RANGE STOR	381	10/2/2019	ACADEMY BOOKS/MATERIALS F	231.88	231.88

Voucher:

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85796	11/26/2019	0007984	O'REILLY AUTO PARTS	10/23/2019	2- FUEL FILLTER CAPS FOR UNIT	30.30	
		Voucher:		10/28/2019	BATTERY FOR WELDER	149.98	
				10/30/2019	MANIFOLD GASKETS FOR UNIT	107.71	
				10/30/2019	36- BRAKE CLEANERS	78.98	
				10/31/2019	GASKETS FOR UNIT 409	43.70	
				11/5/2019	COOLANT HOSE FOR UNIT 409	60.34	
				11/5/2019	HEATER HOSE ASSEMBLY FOR I	24.63	
				10/16/2019	CENTER SUPPORT BEARING FO	82.11	
				10/21/2019	3- IGNITION COILS FOR UNIT 29	288.82	
				10/22/2019	6GALS. ANTIFREEZE	99.16	
				10/22/2019	BRAKE PADS FOR STOCK	94.64	
					CREDIT FOR RETURNED PART	-12.55	
				10/23/2019	CAR WASH AND WIPER FLUID	40.20	
				11/4/2019	CABLE FOR LIFTGATE FOR UNIT	38.58	
				11/5/2019	COOLANT HOSE FOR UNIT 164	24.50	
				10/17/2019	GROUPS MAINT. EQUIPMENT F	72.74	
				10/29/2019	WIRE CONNECTOR FOR UNIT 47	20.94	
				10/30/2019	RADIO FOR UNIT 362	203.95	
				10/22/2019	SWAY BAR LINK KIT FOR UNIT 4	23.15	
				10/8/2019	BOLT FOR UNIT 448	1.75	
				10/8/2019	DIFF. BEARINGS AND OIL FOR U	92.97	
				10/8/2019	BATTERY FOR UNIT 479	145.72	
				10/8/2019	BRAKE PADS AND BRAKE SHOE	115.28	
				10/10/2019	PCV VALVE FOR UNIT 291	1.81	
				10/15/2019	CRANK SENSORS FOR UNIT 291	69.83	
				10/21/2019	FAN FOR UNIT 220	19.83	
				10/21/2019	FLOOR MAT SET FOR UNIT 167	60.63	
				11/4/2019	GROUPS MAINT. EQUIPMENT F	15.41	
				10/8/2019	PINION SEAL FOR UNIT 448	16.84	
				10/8/2019	BRAKE ROTORS FOR UNIT 448	183.04	
				10/14/2019	BRAKE PADS FOR STOCK	61.57	
				10/15/2019	CRANKSHAFT SENSOR FOR UNI	32.14	
				10/16/2019	CRANKSHAFT SENSOR FOR UNI	32.14	2,320.84
85797	11/26/2019	0012187	OVATION-SCIENTIFIC, INC.	10/14/2019	STREET DIVISION SUPPLIES	473.11	473.11
		Voucher:					

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85798	11/26/2019	00002769	PARIS LASER PRINTER REPAIR 26326	10/1/2019	LABOR ON LASERJET M551	781.80	781.80
			Voucher:				
85799	11/26/2019	00003673	PD: AMADOR, ROMAN 1-2602	11/7/2019	REIMB: MILAGE & PER DIEM - PO	270.88	500.76
			Voucher:				
85800	11/26/2019	00001297	PD: ARANA, MANUEL 1-2603	11/7/2019	REIMB: MILAGE & PER DIEM - PO	229.88	82.00
			Voucher:				
85801	11/26/2019	00003620	PD: CORELLA, CARLOS 1-2597	11/7/2019	PER DIEM: TACTICAL OPERATIO	82.00	236.60
			Voucher:				
85802	11/26/2019	0008649	PD: LOPEZ, MARA 1-2602	11/7/2019	REIMB: MILAGE & PER DIEM - SL	236.60	143.84
			Voucher:				
85803	11/26/2019	0010935	PD: SOSA, AARON 1-2604	11/7/2019	REIMB: MILAGE - CALIFORNIA B/	143.84	276.80
			Voucher:				
85804	11/26/2019	00000269	PD: TEEPLES, JAMES 1-2596	11/7/2019	REIMB: MILAGE & PER DIEM - Fil	276.80	488.81
			Voucher:				
85805	11/26/2019	00000567	PD: URTEZ, YOLANDA 1-2599	11/7/2019	REIMB: MILAGE & PER DIEM - INT	488.81	284.50
			Voucher:				
85806	11/26/2019	0012351	Perez, MARTHA 1-2604	11/7/2019	REIMB: MILAGE & MEALS - CALIF	284.50	91.44
			Voucher:				
85807	11/26/2019	00003842	Petty Cash- ERC - Ref000259656	11/7/2019	UB REFUND CST #00063203/3151	91.44	907.80
			Voucher:				
85808	11/26/2019	00004717	Petty Cash- GENERAL FUND - 10/21/2019	10/21/2019	REPLENISH ERC PETTY CASH B	907.80	535.39
			Voucher:				
85809	11/26/2019	00004713	Petty Cash- PARKS & REC.DEP10/14/19-10/31/19	11/7/2019	Petty Cash RECEIPTS - 10/17/19	535.39	127.26
			Voucher:				
85810	11/26/2019	00004714	Petty Cash- POLICE DEPT. - 9/10/19-11/7/19	11/7/2019	Petty Cash RECEIPTS - 10/14/19	127.26	413.20
			Voucher:				
85811	11/26/2019	0011257	PK: GUILMETTE, ROBERT 10/2/19-11/6/19	11/7/2019	YOGA CLASSES - 10/2/19-11/6/19	720.00	1,815.00
			Voucher:				
85812	11/26/2019	00003691	PK: LARIOS, JUAN FALL (2)	11/7/2019	KARATE - 10/2/19-11/7/19	1,815.00	480.00
			Voucher:				
85813	11/26/2019	0010391	PK: LOPEZ, JORGE L. FALL 2019	10/15/2019	9/22/19/-11/19/20 - ADULT BASEB/	480.00	148.50
			Voucher:				
85814	11/26/2019	00003720	PK: RODRIGUEZ, BEATRIZE J 10/2/19-10/31/19	11/7/2019	OVER EASY CLASSES- 10/2/19-1	148.50	
			Voucher:				

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total	
85815	11/26/2019	0010624	PK: SANCHEZ, MARIBEL	10/2/19-11/7/19	11/7/2019	ZUMBA - 10/2/19-11/7/19	540.00	540.00
	Voucher:							
85816	11/26/2019	0008743	PK: SPINDOLA, DANIELLE	10/3/19-11/7/19	11/7/2019	YOGA CLASSES - 10/3/19-11/7/19	450.00	450.00
	Voucher:							
85817	11/26/2019	0009567	PK: TUJALII-UMI, NAOMI K.	10/4/19-11/7/19	11/7/2019	ZUMBA - 10/4/19-11/7/19	200.00	200.00
	Voucher:							
85818	11/26/2019	0005405	POLLARDWATER.COM	0150959	10/10/2019	HYDRANT METER	1,144.23	
	Voucher:							
85819	11/26/2019	0009511	PRADO FAMILY SHOOTING RANG	0152441	10/29/2019	LOCKS & BARREL	354.66	1,498.89
	Voucher:							
					10/16/2019	10/16/19 - FULL DAY TRAINING. L	400.00	
					10/25/2019	10/22-25/19 - 2 FULL DAYS TRAIN	800.00	
					10/17/2019	09/25/2019-TRAINING-HALF DAY	300.00	
					10/17/2019	10/02/2019 - TRAINING- RANGE F	400.00	1,900.00
85820	11/26/2019	0011466	PRINCIPAL LIFE INSURANCE CO.	NOV 2019	10/28/2019	NOV 2019 ADJ FOR MISC & SWO	3,204.04	3,204.04
	Voucher:							
85821	11/26/2019	0005368	PRINTCO DIRECT	82374	10/31/2019	LETTERHEAD	2,037.68	
	Voucher:							
					10/10/2019	BUSINESS CARD, ALOYSIUS PE	413.44	
					10/15/2019	BUSINESS CARD	66.15	
					10/18/2019	BUSINESS CARD	66.15	
					10/18/2019	BUSINESS CARD	33.08	
					10/18/2019	BUSINESS CARD	33.08	
					10/18/2019	BUSINESS CARD	33.08	
					10/17/2019	BUSINESS CARD	66.15	
					10/18/2019	BUSINESS CARD	33.08	
					10/18/2019	BUSINESS CARD	33.08	2,814.97
85822	11/26/2019	0006933	PSYCHOLOGICAL CONSULTING	523765	10/18/2019	8/26/19 - PRE-EMPLOYMENT EV	400.00	
	Voucher:							
85823	11/26/2019	00004741	QUALITY FENCE COMPANY INC	48300	10/18/2019	9/26/19 - TRAUMA SUPPORT QU	1,400.00	1,800.00
	Voucher:							
85824	11/26/2019	0005572	QUINN POWER SYSTEMS	WO370149138	6/10/2019	ANNUAL SERVICE	1,824.13	1,824.13
	Voucher:							
85825	11/26/2019	0009161	QUINTERO, JORGE	DECEMBER 2019	11/2/2019	12/5/19 - DJ SVCS FOR HOLIDAY	1,125.00	1,125.00
	Voucher:							



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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85826	11/26/2019	00000416 RAPID-O-PRINT Voucher:	18803	10/21/2019	CD DEPT NEW LOGO ENVELOPE	1,098.09	
			18674	10/7/2019	COLORING PAMPHLETS 8 PAGE.	769.43	
			18656	10/3/2019	FLYERS - WATER PAYMENT MET	200.66	
			18655	10/3/2019	FLYERS - REPORTING WATER LI	218.30	
			18816	11/4/2019	#10 NO WINDOW ENVELOPES V	254.68	2,541.16
85827	11/26/2019	0011545 RELX, INC.	1431080-2019103	10/31/2019	OCT 2019 - MONTHLY SUBSCRIF	732.45	732.45
			NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85828	11/26/2019	00004773 RET: ALMANZA, JOSEPH A Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,072.30	1,072.30
85829	11/26/2019	0005570 RET: ALONZO, ANTHONY Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	150.00	150.00
85830	11/26/2019	0009815 RET: AMEY, ISAAC D Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85831	11/26/2019	0008275 RET: AROCHA, FRANCIS X. Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85832	11/26/2019	0005813 RET: AVILA, VINCENT Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85833	11/26/2019	00001840 RET: BLASKA, WILLIAM MIKE Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85834	11/26/2019	00001265 RET: BRASSFIELD, CHARLES R Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	150.00	150.00
85835	11/26/2019	0006324 RET: BURBACH, MAUREEN Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85836	11/26/2019	00004776 RET: CARTER, LLOYD B Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	150.00	150.00
85837	11/26/2019	00000495 RET: CHAVEZ, ANTHONY A Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85838	11/26/2019	00000817 RET: CHRIST, DOUGLAS F Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	200.00	200.00
85839	11/26/2019	00002460 RET: COMSTOCK, JOSEPH E Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.-NOV 20	1,100.86	1,100.86
85840	11/26/2019	0006505 RET: CORBET, RONALD Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. -NOV 20	250.00	250.00
85841	11/26/2019	00003408 RET: DAMRON, ROGER V Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85842	11/26/2019	00004777 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. -NOV 20	250.00	250.00
		RET: DAY, ROBERT A					
85843	11/26/2019	0008746 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
		RET: DELEON, RUBEN					
85844	11/26/2019	00001776 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	187.74	187.74
		RET: EADE, JOANN					
85845	11/26/2019	00003973 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
		RET: EADS, KENNETH P.					
85846	11/26/2019	00003853 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.-NOV 201	150.00	150.00
		RET: FANNIN, ZONA					
85847	11/26/2019	0008820 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
		RET: FERNANDEZ, CARLOS					
85848	11/26/2019	00004403 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
		RET: FIELD, GARY					
85849	11/26/2019	0006507 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.-NOV 201	150.00	150.00
		RET: FIGUEROA, GLORIA A.					
85850	11/26/2019	00000605 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. -NOV 20	250.00	250.00
		RET: FORRESTER, BOB L					
85851	11/26/2019	0005355 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
		RET: GALBREATH, RUSSELL					
85852	11/26/2019	0011326 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
		RET: GALVAN, RAY A.					
85853	11/26/2019	0011186 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
		RET: GAMBOA, OSCAR					
85854	11/26/2019	00000496 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
		RET: GEORGE, RONALD P					
85855	11/26/2019	0006508 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
		RET: GOMEZ, JOSEPH C.					
85856	11/26/2019	00003940 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
		RET: GONZALEZ, HIRAM					
85857	11/26/2019	0006328 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
		RET: GUTIERREZ, MANUEL					
85858	11/26/2019	0006509 Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
		RET: HAMMOND, DONNA					

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85859	11/26/2019	0006510 RET: HERNANDEZ, MARIA Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85860	11/26/2019	0008059 RET: HILL, GARY Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85861	11/26/2019	0006329 RET: HOMSHER, HUGH Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85862	11/26/2019	00004784 RET: HUNTRODS, RICHARD F Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	239.00	239.00
85863	11/26/2019	0009521 RET: HUPP, KEITH Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85864	11/26/2019	0008058 RET: INMAN, RONALD Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85865	11/26/2019	00004785 RET: IRISH, TERRY F Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. -NOV 20	250.00	250.00
85866	11/26/2019	0011110 RET: JOHNSON, GERALD Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85867	11/26/2019	00004787 RET: KENNEDY, GARY E Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85868	11/26/2019	0005356 RET: KEY, ANDREW Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85869	11/26/2019	0011111 RET: KOOMEN, SHERI L. Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85870	11/26/2019	0010881 RET: KOOPMANS, WILLIAM O. Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.-NOV 201	150.00	150.00
85871	11/26/2019	00004788 RET: LANE JR, EDWARD W Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85872	11/26/2019	0009946 RET: LEFEVER, STEVEN A. Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.-NOV 201	200.00	200.00
85873	11/26/2019	0010410 RET: LEO, FRANK Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85874	11/26/2019	00004789 RET: LILLEY, RAYMOND E Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. -NOV 20	250.00	250.00
85875	11/26/2019	0005633 RET: LOPEZ, ALFONSO Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	590.37	590.37

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85876	11/26/2019	0006511 Voucher:	NOV 2019	10/31/2019	RET: LOPEZ, RAMON A. RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85877	11/26/2019	0009453 Voucher:	NOV 2019	10/31/2019	RET: LOPEZ, VERONICA RETIREE MEDICAL INS.-NOV 201	150.00	150.00
85878	11/26/2019	0007656 Voucher:	NOV 2019	10/31/2019	RET: MATSUKIYO, DAVID RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85879	11/26/2019	00003833 Voucher:	NOV 2019	10/31/2019	RET: MOOMEY, STEVEN RETIREE MEDICAL INS. - NOV 20	518.00	518.00
85880	11/26/2019	00003328 Voucher:	NOV 2019	10/31/2019	RET: MOSBY, DOROTHEA S RETIREE MEDICAL INS.- NOV 20	187.74	187.74
85881	11/26/2019	0011895 Voucher:	NOV 2019	10/31/2019	RET: MUNOZ, ALFREDO RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85882	11/26/2019	00003239 Voucher:	NOV 2019	10/31/2019	RET: NASSAR, SAM R RETIREE MEDICAL INS.- NOV 20	200.00	200.00
85883	11/26/2019	0011522 Voucher:	NOV 2019	10/31/2019	RET: PELLERIN, ROBERT RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85884	11/26/2019	00005237 Voucher:	NOV 2019	10/31/2019	RET: PEREZ, SUSAN RETIREE MEDICAL INS.-NOV 201	150.00	150.00
85885	11/26/2019	0010733 Voucher:	NOV 2019	10/31/2019	RET: PIXLER, DAVID RETIREE MEDICAL INS. -NOV 20	1,100.86	1,100.86
85886	11/26/2019	00004794 Voucher:	NOV 2019	10/31/2019	RET: POWELL, ROBERT K. RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85887	11/26/2019	0006326 Voucher:	NOV 2019	10/31/2019	RET: RAMIREZ, VIRGINIA RETIREE MEDICAL INS.-NOV 201	150.00	150.00
85888	11/26/2019	00003798 Voucher:	NOV 2019	10/31/2019	RET: RANGEL, ARMANDO RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85889	11/26/2019	0006327 Voucher:	NOV 2019	10/31/2019	RET: RASCO, ANGELA RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85890	11/26/2019	00003630 Voucher:	NOV 2019	10/31/2019	RET: REGALADO, MARY RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85891	11/26/2019	0011967 Voucher:	NOV 2019	10/31/2019	RET: RIVERA, FRANK J. RETIREE MEDICAL INS. - NOV 20	482.64	482.64
85892	11/26/2019	0011978 Voucher:	NOV 2019	10/31/2019	RET: RIVERA, HANNAH TELLEZ-CNOV 2019 RETIREE MEDICAL INS. - NOV 20	482.64	482.64

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Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85893	11/26/2019	0011112 Voucher:	NOV 2019	10/31/2019	RET: SALDIVAR, MARIO M. RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85894	11/26/2019	00001867 Voucher:	NOV 2019	10/31/2019	RET: SCHMID, BEATRICE J. RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85895	11/26/2019	0009865 Voucher:	NOV 2019	10/31/2019	RET: SCHRADER, GEORGE R. RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85896	11/26/2019	0011521 Voucher:	NOV 2019	10/31/2019	RET: SCOTT, DAVID RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85897	11/26/2019	00000458 Voucher:	NOV 2019	10/31/2019	RET: SEWELL, ELAINE RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85898	11/26/2019	00000459 Voucher:	NOV 2019	10/31/2019	RET: SEWELL, KENNETH R. RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85899	11/26/2019	0006513 Voucher:	NOV 2019	10/31/2019	RET: SHETTER, RANDOLPH M. RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85900	11/26/2019	00000869 Voucher:	NOV 2019	10/31/2019	RET: SMITH, CHARLES R. RETIREE MEDICAL INS. -NOV 20	250.00	250.00
85901	11/26/2019	00004796 Voucher:	NOV 2019	10/31/2019	RET: SPEELMAN, PATRICIA L. RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85902	11/26/2019	00002147 Voucher:	NOV 2019	10/31/2019	RET: SPROWLS, KENNETH C. RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85903	11/26/2019	0008313 Voucher:	NOV 2019	10/31/2019	RET: SULLIVAN, DARREN RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85904	11/26/2019	0006512 Voucher:	NOV 2019	10/31/2019	RET: TATTI, WILLIAM P. RETIREE MEDICAL INS.- NOV 20	150.00	150.00
85905	11/26/2019	0005357 Voucher:	NOV 2019	10/31/2019	RET: TODD, ROBERT M. RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85906	11/26/2019	00003573 Voucher:	NOV 2019	10/31/2019	RET: VANLIEROP, MARTIN G. RETIREE MEDICAL INS. - NOV 20	518.00	518.00
85907	11/26/2019	00003959 Voucher:	NOV 2019	10/31/2019	RET: WADE, RICHARD RETIREE MEDICAL INS. - NOV 20	306.00	306.00
85908	11/26/2019	0007655 Voucher:	NOV 2019	10/31/2019	RET: WELLS, GREGORY RETIREE MEDICAL INS. -NOV 20	509.70	509.70
85909	11/26/2019	00004379 Voucher:	NOV 2019	10/31/2019	RET: WHALEN, HARVEY RETIREE MEDICAL INS.-NOV 20	150.00	150.00

Bank : botw BANK OF THE WEST (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85910	11/26/2019	00000498 RET: WILLIAMS, GALE M Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	250.00	250.00
85911	11/26/2019	0008821 RET: WILLIAMS, TIMOTHY Voucher:	NOV 2019	10/31/2019	RETIREE MEDICAL INS. - NOV 20	1,100.86	1,100.86
85912	11/26/2019	00002735 ROADLINE PRODUCTS, INC. Voucher:	15305	10/15/2019	YELLOW TRAFFIC PAINT FOR ST	779.19	
			15272	10/1/2019	BLACK TRAFFIC PAINT FOR ST I	941.81	1,721.00
85913	11/26/2019	0007637 RSG, INC Voucher:	1005297	9/30/2019	SEP 2019 - RSG2109 -2019-20 SL	1,188.75	
			1005298	9/30/2019	SEP 2019 - JOB #RSG2111 - 2019	4,582.50	6,352.50
			1005299	9/30/2019	SEP 2019 - RSG2128 - GENERAL	581.25	
85914	11/26/2019	0009447 RWC GROUP Voucher:	78860H	10/23/2019	HOSE ASSEMBLY FOR AIR BRAK	78.97	
			77605H	10/15/2019	REVERSE SWITCH FOR UNIT 28	167.67	246.64
85915	11/26/2019	0012352 RYNO GROUP INC Voucher:	Ref000259657	11/7/2019	UB REFUND CST #00059808/456	158.57	158.57
85916	11/26/2019	00004821 S & J SUPPLY COMPANY, INC. Voucher:	S100144809.001	11/4/2019	WATER SUPPLIES	214.47	
			S100143314.001	10/14/2019	VARIOUS WATER SUPPLIES	964.14	1,178.61
85917	11/26/2019	00003882 S A RENTERIA AUTO PARTS Voucher:	431500	10/28/2019	RADIATOR REPAIR FOR UNIT 21	262.40	262.40
85918	11/26/2019	0008369 SAFETY-KLEEN SYSTEM, INC Voucher:	81284741	10/7/2019	WASTE OIL SERVICE/PICKUP	150.00	150.00
85919	11/26/2019	0010999 SAFNA ENGINEERING Voucher:	10149	11/4/2019	OCT 2019 - PROJECT MGMT SER	23,443.00	
			10138	10/4/2019	SEP 2019 - PROJECT MGMT SER	21,063.00	44,506.00
85920	11/26/2019	00000322 SAM'S CLUB Voucher:	000898 9/24/19	9/24/2019	SENIOR EVENT SUPPLIES	64.43	
			009288	10/7/2019	SENIOR EVENT SUPPLIES	100.93	
			004829	10/8/2019	SPECIAL EVENT - HALLOWEEN I	541.11	
			004001	10/16/2019	SPECIAL EVENT - HALLOWEEN I	915.55	
			004002	10/16/2019	SENIOR EVENT SUPPLIES	24.62	
			007447	10/28/2019	NON-TAXABLE: SENIOR EVENT S	275.37	
			009446	10/28/2019	GOLF CONCESSIONS	201.37	
85921	11/26/2019	0005808 SCOTCH PAINT CORPORATION Voucher:	000942 10/29/19	10/29/2019	SPECIAL EVENT - HALLOWEEN I	706.10	2,829.48
			1304	10/31/2019	INVENTORY PO/ PAINT	3,925.23	3,925.23



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Bank : botw BANK OF THE WEST

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85922	11/26/2019	0008973	SCOTT ROBINSON CHRYSLER D153250	10/29/2019	EVAP SYSTEM DETECTOR AND :	129.88	
	Voucher:		153276	10/30/2019	3SETS. BRAKE PADS FOR UNIT	307.97	
			152171	10/9/2019	BRAKE PADS AND ROTORS FOR	716.13	
			152519	10/16/2019	BRAKE ROTORS AND SEAT BELT	373.13	
			152657	10/17/2019	EVAP DETECTOR AND SEAL FOF	44.01	1,571.12
85923	11/26/2019	0010623	SECTRAN SECURITY INC. 19110434	11/1/2019	NOV 2019- ARMORED TRUCK SI	296.09	296.09
85924	11/26/2019	00004857	SMITH FASTENER COMPANY SF0021734-RI	8/28/2019	RI CK #85623 PD SHOWER CEILI	11.03	11.03
85925	11/26/2019	0012098	SO CAL COMPTON PIPE SUPPLY 1196	10/8/2019	WATER SUPPLIES	54.70	
	Voucher:		1194	10/7/2019	WATER SUPPLIES	66.52	121.22
85926	11/26/2019	00005096	SOUTH COAST A.Q.M.D. 3536974	10/1/2019	FLAT FEE FOR LAST FISCAL YEA	136.40	
	Voucher:		3535725	10/1/2019	FLAT FEE FOR LAST FISCAL YEA	136.40	
			3533518	10/1/2019	ICE (50-500 HP) EM ELEC GEN-D	545.48	
			3533810	10/1/2019	I C E (>500 HP) EM ELEC GEN DI	421.02	1,239.30
85927	11/26/2019	00004873	SOUTH GATE CAR WASH INC 153	10/1/2019	CAR WASH SRVS SEPT 2019 (13	655.00	655.00
85928	11/26/2019	00004693	SPOK, INC. C7961537W	10/31/2019	BILLING PRD-NOVEMBER 2019	33.33	33.33
85929	11/26/2019	0005979	STATE OF CALIFORNIA 20003578	10/15/2019	SEP 2019 - PROJ MGMT FOR CIT	934.83	934.83
85930	11/26/2019	0008147	STEPHEN DORECK EQUIPMENT 2019-04-01	7/31/2019	PROFESSIONAL SERVICES FOR	247,318.25	247,318.25
85931	11/26/2019	00002639	STRADLING YOCCA CARLSON & 358771-0000	10/29/2019	PROF. SRVS THRU 09/30/19 - RE	117.00	
	Voucher:		358772-0026	10/29/2019	RE: 9001 LONG BEACH BLVD.; H,	195.00	312.00
85932	11/26/2019	0011468	SUPERIOR VISION SERVICES, IN 327126	11/1/2019	NOV 2019 - ADJ FOR ACTIVE SV	16.05	
	Voucher:		316956	10/1/2019	OCT 2019 - ADJ FOR ACTIVE SV	134.83	150.88
85933	11/26/2019	00004921	TARGET SPECIALTY PRODUCTS P1055673	10/24/2019	GROUNDS MAINT. SUPPLIES	441.39	441.39
85934	11/26/2019	0012184	TEXTRON SPECIALIZED VEHICLE91979753	10/18/2019	GROUNDS MAINTENANCE EQUI	6.06	6.06
85935	11/26/2019	00003851	THOMSON REUTERS 841081021	10/1/2019	SEP 2019 - WEST INFORMATION	405.82	405.82
85936	11/26/2019	0008153	TIME WARNER CABLE- 0008335110119	11/1/2019	ACCT# 844830 017 0008335- 11/1	161.26	161.26

(Continued)

Bank : botw BANK OF THE WEST

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85937	11/26/2019	0011640 TIREHUB, LLC Voucher:	10834485 10821479 10942275 10818420	10/30/2019 10/30/2019 11/5/2019 10/29/2019	4- TIRES FOR STOCK 1- TIRE FOR UNIT 362 2- TIRES FOR UNIT 726 3 - TIRES FOR UNIT 362	447.44 142.22 259.28 426.67	1,275.61
85938	11/26/2019	00003438 TRANS UNION-SOUTHERN CALI Voucher:	110905362	10/25/2019	CREDIT CHECK PERIOD: 9/26/19	55.28	55.28
85939	11/26/2019	00004964 UNDERGROUND SERVICE ALER Voucher:	1920190189 18DSBFE5017	10/1/2019 10/1/2019	DIGALERT TICKETS DIG ALERT REGULATORY COST:	381.25 228.48	609.73
85940	11/26/2019	0005750 UNITED INDUSTRIES Voucher:	200386	11/1/2019	INVENTORY PO/ GLOVES	882.00	882.00
85941	11/26/2019	0006581 UNITED ROTARY BRUSH CORPO Voucher:	311277	9/30/2019	BROOMS FOR ELGIN SWEEPER:	2,123.42	2,123.42
85942	11/26/2019	0011926 URM TECHNOLOGIES, INC. Voucher:	0050608 0050609 0050611 0050612 0050613 0050614 0050610	10/31/2019 10/31/2019 10/31/2019 10/31/2019 10/31/2019 10/31/2019 10/31/2019	OCT 2019 - C001982 DOCUMENT OCT 2019 - C001982ACCNT DOI OCT 2019 - C001982IAR DOCUM OCT 2019 - C001982MISC\... DOI OCT 2019 - C001982IPAYROLL D OCT 2019 - C001982IPERS DOCL OCT 2019 - C001982IAP DOCUM	27.36 22.80 8.88 59.54 13.68 36.48 37.86	206.60
85943	11/26/2019	0011979 USA SHADE & FABRIC STRUCTU Voucher:	UI70877-01	9/3/2019	SHADE STRUCTURE FOR SENIC	17,538.74	17,538.74
85944	11/26/2019	00000379 VERIZON BUSINESS Voucher:	61789191	11/10/2019	BILLING -10/01/2019 - 10/31/2019	81.89	81.89
85945	11/26/2019	00001848 VERIZON WIRELESS Voucher:	9840819443	10/23/2019	BILLING PRD- 09/24/19-10/23/19-	266.07	266.07
85946	11/26/2019	0011258 VIATRON SYSTEMS, INC. Voucher:	MPJ7060	10/23/2019	DOCUMENT SCANNING- B&S RE	12,900.00	12,900.00
85947	11/26/2019	00002634 VULCAN MATERIALS COMPANY Voucher:	72376223 72387429 72387432 72389647 72384318 72387430 97693-217421 72379503	10/16/2019 10/25/2019 10/25/2019 10/28/2019 10/23/2019 10/25/2019 10/18/2019 10/18/2019	ASPHALT FOR ST DIV ASPHALT FOR ST DIV ASPHALT FOR ST DIV ASPHALT FOR ST DIV ASPHALT FOR ST DIV ASPHALT FOR ST DIV ASPHALT FOR ST DIV ASPHALT FOR ST DIV	215.58 168.63 85.42 248.58 331.79 249.40 672.48 208.40	2,180.28



Bank : botw BANK OF THE WEST (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85955	11/26/2019	00001280 WILLDAN Voucher:	022-12253	8/4/2019	THRU 7/26/19 - AS NEEDED PRO	72.50	
			00516756	7/26/2019	THRU 6/30/19 - WSAB TRANSIT C	740.00	
			00516754	7/26/2019	THRU 6/30/19 - 13400 PARAMOUI	185.00	
			00712959	10/16/2019	CONTRACT NO 3531 ON CALL PI	9,435.00	10,432.50
85956	11/26/2019	0007584 WINZER CORPORATION Voucher:	6495053	11/1/2019	INVENTORY PO/ SPRAY PAINT	1,626.46	1,626.46
85957	11/26/2019	0006745 XTREME AUTOBODY Voucher:	2044	10/17/2019	REPAINTED/TOUCH UP AND COI	1,445.72	
			2061	10/31/2019	REPAIR AND PAINT RR QUARTEI	1,358.42	2,804.14
85958	11/26/2019	00003442 YOUNGBLOOD & ASSOCIATES, I14043A Voucher:	4039A	10/25/2019	PRE-EMPLOYMENT POLYGRAPH	175.00	
			4046A	10/24/2019	PRE-EMPLOYMENT POLYGRAPH	600.00	
			NOV 2019	10/30/2019	PRE-EMPLOYMENT POLYGRAPH	300.00	1,075.00
85959	11/26/2019	00000062 ZIEGLER'S HARDWARE & SUPPLY Voucher:	08704	11/6/2019	BRASS ELBOWS	19.82	
			06805	10/13/2019	TAPE FOR ST DIV	42.96	
			08608	10/14/2019	PRUNING BLADE	7.71	
			08621	10/16/2019	TEFLON TAPE FOR ST DIV	5.49	
			08638	10/22/2019	MATERIAL FOR REINSTALLATION	20.88	
			08637	10/22/2019	MATERIALS FOR GOLF COURSE	31.85	
			08628	10/18/2019	PRUNING BLADE	25.32	
			08636	10/21/2019	MATERIALS TO TAPE DOWN WR	17.63	
			08609	10/14/2019	SUPPLIES FOR ST DIV	48.49	
			08664	10/23/2019	NEW KEYS TO REPLACE THE BF	17.03	
			08667	10/29/2019	SOUTH GATE PARK LIGHTING PI	66.02	303.20
01432089	10/24/2019	00004708 PERS HEALTH PLAN Voucher:	NOV 2019	10/23/2019	NOV 2019- PMT ACTIVE EMPLYS	19,594.95	19,594.95
83782080	11/5/2019	00001186 EMPLOYMENT DEVELOPMENT DL2129607520 Voucher:		10/30/2019	UI INSURANCE BENEFIT CHARG	6,832.00	6,832.00

Sub total for BANK OF THE WEST: 2,365,386.19  
Grand Total All Checks: 2,365,386.19

287 checks in this report.

Void Checks

Bank code:	botw
Check #	Date
85743	11/26/2019
85793	11/26/2019

**WARRANT REGISTER FOR COUNCIL MEETING 11/26/2019**

**PART II**

apChkLst

11/13/2019 10:52:22AM

Final Check List  
City of South Gate

Page: 1

**Bank : botw BANK OF THE WEST**

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
85659	11/14/2019	00000437	AFLAC	Ben259717	11/14/2019	AMERICAN FAMILY LIFE INS.: PA	635.82
							635.82
85660	11/14/2019	00002417	AMERICAN FIDELITY ASSURANC	Ben259703	11/14/2019	AMERICAN FIDELITY (ABT): PAYM	421.42
							421.42
85661	11/14/2019	0011469	CALIFORNIA DENTAL NETWORK,	Ben259707	11/14/2019	CALIFORNIA DENTAL NETWORK	3,178.72
							3,178.72
85662	11/14/2019	0012107	CALIFORNIA STATE DISBURSEM	Ben259725	11/14/2019	CA STATE DISB. UNIT: PAYMENT	578.76
							578.76
85663	11/14/2019	0011535	CDTFA	Ben259719	11/14/2019	CA DEPT OF TAX & FEE ADMIN: F	386.68
							386.68
85664	11/14/2019	00000438	COLONIAL INSURANCE CO.	Ben259705	11/14/2019	COLONIAL INSURANCE CO: PAYI	3,391.48
							3,391.48
85665	11/14/2019	00002138	FRANCHISE TAX BOARD	Ben259715	11/14/2019	GARNISHMENT - FRANCHISE TA	993.96
							993.96
85666	11/14/2019	0009920	OCSE CLEARINGHOUSE SDU	Ben259727	11/14/2019	GARNISHMENT - AR CHILD SUPP	324.00
							324.00
85667	11/14/2019	00002421	POLICE MANAGEMENT ASSOCIA	Ben259713	11/14/2019	POLICE MANAGEMENT ASSOC. I	1,700.00
							1,700.00
85668	11/14/2019	00000335	POLICE OFFICERS ASSOCIATION	Ben259711	11/14/2019	POLICE ASSOCIATION DUES: PA	5,500.00
							5,500.00
85669	11/14/2019	0011466	PRINCIPAL LIFE INSURANCE CO	Ben259697	11/14/2019	PRINCIPAL DENTAL PPO (MISC):	29,966.29
							29,966.29
85670	11/14/2019	0011467	RELIANCE STANDARD	Ben259699	11/14/2019	LONG TERM DISABILITY: PAYME	3,904.91
							3,904.91
85671	11/14/2019	0008951	SENCION, CARMEN	Ben259723	11/14/2019	SPOUSAL SUPPORT-E. SENCION	553.85
							553.85
85672	11/14/2019	0011468	SUPERIOR VISION SERVICES, I	Ben259701	11/14/2019	SUPERIOR VISION MISC.: PAYME	4,007.54
							4,007.54
85673	11/14/2019	0008005	U.S. BANK-PARS ACCT#67460225	Ben259721	11/14/2019	PARS 11.87%: PAYMENT	775.92
							775.92
85674	11/14/2019	00000334	UNITED WAY OF GREATER LOS	Ben259709	11/14/2019	UNITED WAY: PAYMENT	34.33
							34.33

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Sub total for BANK OF THE WEST: 56,353.68

16 checks in this report.

Grand Total All Checks: 56,353.68

*Void Checks*

Bank code: botw  
(none)



**WARRANT REGISTER FOR COUNCIL MEETING 11/26/2019**

**PART III**

apChkLst  
11/19/2019 9:59:27AM

Final Check List  
City of South Gate

Page: 1

Bank : botw BANK OF THE WEST

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
1764	11/1/2019	00004708	PERS HEALTH PLAN Ben257820	10/3/2019	MEDICAL HMO ANTHEM SELECT	356,359.31	356,359.31
			Voucher:				
1784	11/14/2019	00000004	NATIONWIDE RETIREMENT SOLL Ben259729	11/14/2019	DEF COMP NATIONWIDE: PAYME	61,323.82	61,323.82
			Voucher:				
1785	11/14/2019	00004836	SEIU LOCAL 721 CTW CLC-23900 Ben259731	11/14/2019	SEIU DUES: PAYMENT	3,194.47	3,194.47
			Voucher:				
1786	11/14/2019	00002370	INTERNAL REVENUE SERVICE Ben259733	11/14/2019	MEDICARE: PAYMENT	153,749.15	153,749.15
			Voucher:				
1788	11/14/2019	00000343	PUBLIC EMPLOYEES RETIREMENT Ben259737	11/14/2019	PERS RETIREMENT: PAYMENT	224,045.50	224,045.50
			Voucher:				
1789	11/14/2019	00001186	EMPLOYMENT DEVELOPMENT DBen259739	11/14/2019	SDI: PAYMENT	50,241.80	50,241.80
			Voucher:				
1790	11/14/2019	00004996	SEIU-COPE LOCAL 721, LA/OC CIBen259741	11/14/2019	SEIU- COPE LOCAL 721 DEDUCT	49.00	49.00
			Voucher:				
1791	11/14/2019	00004988	CHILD SUPPORT ON-LINE, STATE Ben259743	11/14/2019	CHILD SUPPORT-ONLINE: PAYMI	2,421.69	2,421.69
			Voucher:				

Sub total for BANK OF THE WEST: 851,384.74

8 checks in this report.

**Grand Total All Checks: 851,384.74**

**Void Checks**

Bank code: botw  
(none)

WARRANT REGISTER FOR COUNCIL MEETING 11/26/2019

PART IV

apChkLst  
11/07/2019 5:25:57PM

Final Check List  
City of South Gate

Page: 1

Bank : botw BANK OF THE WEST

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
	11/7/2019	0008914 00004000	1207836-26-2684	10/1/2019	AMERICAN EXPRESS WASTE MANAGEMENT OCT 2019- 263-1669: RESDTL TR	312,518.00	312,518.00
Sub total for BANK OF THE WEST:						312,518.00	
Grand Total All Checks:						312,518.00	

Voucher:

1 checks in this report.

Void Checks

Bank code: botw  
(none)

**WARRANT REGISTER SUMMARY  
CITY COUNCIL MEETING 11/26/2019**

<b>TOTAL PART I - ACCOUNTS PAYABLE</b>	<b>2,365,386.19</b>
<b>TOTAL PART II - PAYROLL-RELATED CHECKS</b>	<b>56,353.68</b>
<b>TOTAL PART III - PAYROLL WIRE TRANSFERS</b>	<b>851,384.74</b>
<b>TOTAL PART IV- PREPAID - 11/7/2019</b>	<b>312,518.00</b>
	<hr/>
<b>SUB - TOTAL</b>	<b>3,273,124.61</b>
<b>LESS: VOIDS</b>	<b>(6,196.88)</b>
<b>LESS: EMPLOYEE PAYROLL DEDUCTIONS</b>	<b>(325,798.24)</b>
	<hr/>
<b>GRAND TOTAL</b>	<b>2,941,129.49</b>

