

South Bay Cities Council of Governments

Steering Committee
Monday, July 14, 2025

SUPPLEMENTAL ITEMS PACKET

Items VI-G, VI-H, VI-J, and VI-M

VI. ACTION ITEMS

G. REAP 2.0

- Housing Trust Feasibility Study
 - 2nd meeting of Advisory Committee on July 17
 - Possible changes to legislation and/or JPA – no bill this year
- Commercial Redevelopment
- **Micro-Mobility Hubs Consultant Selection – to be sent in the supplemental (Pages 3-4)**
- **ACTION:** Recommend consultant selection for Mobility Hub project to the Board

H. Homeless Services

- Client Aid Recap Report – attached
- Recap of meetings with CEO-HI, LACAHSAs and others and policy issues being addressed
- SBCCOG Measure A Program Budget – memo attached
 - LACAHSAs
 - LACAHSAs MOU – attached
 - LACAHSAs Vendor Contracts – WLCAC/SMC; HIRO; CRCP (to be available at the Board meeting)
 - Measure A Contract/SOW – attached
 - Draft CEO-HI SBCCOG LSF Contract (pending legal review)
 - **LSF Vendor Contracts – to be sent in the supplemental (Pages 5-20)**
- **ACTION:** Recommend Board approval subject to legal review and no substantive changes – SBCCOG Measure A Program budget, LACAHSAs MOU and Measure A Contract/SOW

J. Office Move Items

- **Audio Vision Equipment for the Board room – to be sent in the supplemental (Pages 21-30)**
 - **ACTION:** Recommend Board approval for the recommendation

M. HR Compensation and Classification Study

- Staff would like to do a compensation and classification study. Previous studies have been in house and with the growth of programs and staff in the organization, an outside study is proposed.
- **3 proposals were received but since they just arrived, we will be sending them in the supplemental mailout with a recommendation (Pages 31-50)**
- **ACTION:** Recommend that the Board approve the staff-selected HR firm

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South Bay Cities Council of Governments

July 14, 2025

TO SBCCOG Steering Committee

FROM: Jacki Bacharach, Executive Director

RE: Regional Early Action Planning (REAP 2.0) Mobility Hubs – Consultant Selection

BACKGROUND

The SBCCOG was awarded a 2021 Regional Early Action Planning (REAP) 2.0 grant for the South Bay Mobility Hubs Study – Planning for Neighborhood and Modular Mobility Hubs to develop an implementation plan for six mobility hubs with a focus on micromobility across the South Bay subregion and in the project study areas, which include the cities of Carson, Hawthorne, and Torrance. In addition to the six mobility hub sites, the consultant will be compiling an inventory of 50 sites suitable for mobility hub development across the subregion. The study includes mobility hub location siting, conceptual design development, targeted outreach, and policy recommendations.

The implementation of mobility hubs is an important land use and transportation strategy of the South Bay’s climate action plans and for the development of housing in proximity to a robust multi-modal facility. This strategy includes the South Bay Fiber Network (SBFN), the Local Travel Network (LTN), and affordable housing into a unique multi-use “smart” destination within a South Bay neighborhood.

Funded by REAP 2.0, which prioritizes housing implementation, the project will look at how existing and planned housing developments can be seamlessly connected to the mobility hubs. Additionally, consultant services will support community engagement activities including SBCCOG and participating city outreach to gather expert insights on challenges and opportunities.

ANALYSIS

Four (4) proposals were received and reviewed by the SBCCOG and its REAP 2.0 South Bay Mobility Hubs proposal selection committee. The proposals were from: Fehr and Peers, Nelson Nygaard, TYlin, and System Metric Group.

The SBCCOG review process followed standard RFP selection protocol and invited city staff participation. Due to workload and other time commitments, no city staff were able to participate. The process used was as follows:

- An internal proposal review and selection committee was formed. Serving on the committee were: Jacki Bacharach, SBCCOG Executive Director; Wally Siembab, SBCCOG Research Director; Shannon Heffernan, SBCCOG Contract Planner; Jake Romoff, SBCCOG Project Coordinator.

- **June 27th - July 2nd:** Committee members read and scored the proposals according to the team's qualifications including related experience with similar projects and projects within the study area, understanding of project goals, approach to the scope, and key staff expertise.
- **July 2nd:** The committee met via Zoom to review scoring and determine which proposers would be invited to participate in a proposer interview meeting. Based on the scoring, the committee decided to interview two (2) firms – Fehr and Peers, and Nelson Nygaard.
- **July 10th:** The committee held interviews with the selected firms at the SBCCOG offices. The proposers were given fifty minutes to present their project proposal's scope of work and respond to questions and answers. Debriefing and recommendations followed immediately after the interview.

The committee felt that from the two consultant teams invited to interview, the Fehr & Peers team demonstrated the strongest understanding of the unique SBCCOG context and the sustainable transportation priorities of the South Bay, along with the role micromobility plays in the success of its mobility hubs. The Fehr & Peer team's technical approach placed strong emphasis on developing amenity rich mobility hubs. Destinations and amenities, such as the South Bay Fiber Network, serve as access center opportunities for the community in addition to a transfer point for travel. Fehr and Peer's team includes two subconsultants with expertise in mobility hub conceptual design development and mobility hub vendors and operators. Studio One Eleven will develop in-depth prototype designs along with context maps that demonstrate key connections to and from the mobility hubs to housing, using the Local Travel Network. Tranzito has vast experience operating mobility hubs in Los Angeles and will utilize their relationships and insights to suggest effective amenities and partnerships. The SBCCOG views the composition of the Fehr and Peers team as providing the multidisciplinary approach the sub region is taking towards mobility hubs.

RECOMMENDATIONS

That the SBCCOG Board of Directors approve the REAP 2.0 South Bay Mobility Hub selection committee's choice of the Fehr & Peers team as the technical consultant in support of the REAP 2.0 South Bay Mobility Hubs project at a not to exceed cost of \$299,489.65

Prepared by Jake Romoff & Shannon Heffernan

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE SOUTH BAY CITIES COUNCIL OF GOVERNMENTS AND THE
CITY OF HAWTHORNE REGARDING USE OF SBCCOG’S ALLOCATED COUNTY
OF LOS ANGELES MEASURE A FUNDS.**

This Memorandum of Understanding (“MOU”) dated as of the ___ of August 2025, is between the South Bay Cities Council of Governments (“SBCCOG”), a joint powers authority, and the City of Hawthorne, a chartered municipal corporation, (collectively, the “Parties”).

RECITALS

- A. As a regional administrator, the SBCCOG receives homelessness funding, including the November 5, 2024, Los Angeles County voters approved Measure A half-cent sales tax which repealed and replaced Measure H. Measure A provides continuous funding to address homelessness with housing and services.
- B. On March 25, 2025, the Board of Supervisors adopted the Local Solutions Fund (LSF) funding formula as part of the Measure A requirements, which is based 90% on a region’s Point-in-Time Homeless Count (2-year average) and 10% on a region’s low-income population percentage. Based on this formula, the SBCCOG is projected to receive \$3,048,204 in the first year (FY25/26). Because the SBCCOG has outperformed most other regions in Los Angeles County in resolving instances of homelessness, the SBCCOG anticipates our region’s LSF funding will decrease over time due to the homeless count component of the funding formula.
- C. Due to the modest amount of homeless services funding it receives, the SBCCOG has budgeted the majority of its funds into programs that all of our cities can participate in, including but not limited to:
 - a. Financial and Rental Assistance (application fees, security deposits, and other just-in-time funding)
 - b. SHARE! Housing to Employment (group homes)
 - c. Motel and SRO Bed Leasing
 - d. Housing Specialist (landlord engagement)
 - e. Time Limited Subsidies (new)
- D. In addition to these shared services, the SBCCOG Board of Directors will also approve City-specific program allocations using LSF funding and other Measure A funding.
- E. The Parties desire to enter this MOU to set forth and memorialize the obligations of the Parties with respect to program funding allocated solely to the City of Hawthorne.

AGREEMENT

NOW THEREFORE, in consideration of the foregoing recitals and the mutual covenants and promises herein contained, the SBCCOG and the City hereto agree as follows:

I. TERM:

This MOU shall be effective as of July 1, 2025, and shall remain in full force and effect until December 31, 2030 (“Term”), unless sooner terminated or extended, in whole or in part, as provided in the Los Angeles County Contract Number HI-25-018 (Exhibit 1 County Contract). This MOU is contingent upon SBCCOG receiving funding from Los Angeles County, and is subject to review during each funding year of the term. In the event that funding from the County is terminated, the termination of this Agreement shall be effective upon notice from SBCCOG.

II. CITY RESPONSIBILITIES:

- A. The City shall use the allocated funding in adherence with the Scope of Work in Exhibit 2 and 3.
- B. The City shall adhere to the budget specified in Exhibit 2 and 3.
- C. The City shall fulfill performance and reporting requirements to SBCCOG in accordance with Exhibit 2 and 3.
- D. The City hereby warrants, represents, and covenants that it will comply with all applicable local, state, or federal guidelines, regulations, requirements, and statutes and/or as required under the laws or regulations relating to the source of the Measure A Funds to be transferred by the County to the SBCCOG to the City pursuant to this MOU, and will not use the Grant Funds for costs associated with activities in violation of any law or for any activity inconsistent with the requirements and purposes set forth in this MOU.
- E. The City shall maintain records related to the program operation and use of Grant Funds for five (5) years following the expiration of this MOU. SBCCOG shall have access to the records upon request.

III. SBCCOG RESPONSIBILITIES:

- A. The SBCCOG will make available to the City the budget amount specified in Exhibits 2 and 3.
- B. The SBCCOG shall monitor the City’s Programs for adherence to Exhibits 2 and 3.
- C. The SBCCOG shall provide the City with a reporting template format for the submission of quarterly reports in accordance with Exhibits 2 and 3.
- D. The SBCCOG shall maintain records related to the program operation and use of Grant Funds for five (5) years following the expiration of this MOU.

IV. FUTURE PROGRAMS:

- A. The Parties may attach Amendments to this MOU to modify, subtract or add programs, subject to the Parties approval.

V. THIRD PARTY LIABILITY AND INDEMNIFICATION:

- A. The Parties agree to indemnify, defend, and hold harmless each other, including its elected and appointed officers, employees, agents, attorneys, and designated volunteers from and against any and all liability, including, but not limited to demands, claims, actions, fees, costs, and expenses (including reasonable attorney's and expert witness fees), arising from or connected with the respective acts of each entity arising from or related to this MOU. Neither entity shall indemnify the other entity for that other entity's own negligence or willful misconduct.
- B. In light of the provisions of Section 895.2 of the Government Code of the State of California imposing certain tort liability jointly upon public entities solely by reason of such entities being parties to an agreement (as defined in Government Code Section 895), each of the entities parties hereto, pursuant to the authorization contained in Government Code Sections 895.4 and 895.6, shall assume the full liability imposed upon it or any of its officers, agents, or employees, by law for injury caused by any act or omission occurring in the performance of this MOU to the same extent such liability would be imposed in the absence of Section 895.2. To achieve the above stated purpose, each entity indemnifies, defends, and holds harmless each entity for any liability, cost, or expense that may be imposed upon such other entity solely by virtue of Section 895.2. The provision of Section 2778 of the California Civil Code is made a part hereof as if incorporated herein.

VI. MISCELLANEOUS:

- A. This MOU shall be binding upon, and shall be to the benefit of the respective successors, heirs, and assigns of each entity; provided, however, neither entity may assign its respective rights or obligations under this MOU without prior written consent of the other entity.
- B. This MOU (including for the purpose of clarity, the recitals, to this MOU), contains the entire agreement between the SBCCOG and the City with respect to the matters herein, and there are no restrictions, promises, warranties, or undertakings other than those set forth herein and referred to herein.
- C. No alteration or variation of the terms of this MOU shall be valid unless made in writing and signed by the authorized representative from each entity; no oral understanding or agreement not incorporated herein shall be binding on either of the entities.
- D. This MOU is not intended to be a third-party beneficiary contract and confers no rights on anyone other than the parties hereto.
- E. Notices or other communications, which may be required or provided under the terms of this MOU, shall be given to the individuals identified for each entity. Any notices required to be given under this Agreement by either party to the other may be affected by any of the following means: by electronic correspondence (email), by personal delivery in writing by mail,

registered or certified, postage prepaid with return receipt requested. Notices delivered personally will be deemed communicated as of actual receipt; mailed notices will be deemed communicated as of the day of receipt or the fifth day after mailing, whichever occurs first. Electronic notices are deemed communicated as of actual time and date of receipt. Any electronic notices must specify an automated reply function that the email was received.

South Bay Cities Council of Governments:

South Bay Cities Council of Governments
357 Van Ness Way, Suite 110
Torrance, CA 90501
Attn: Jacki Bacharach
Jacki@southbaycities.org

City of Hawthorne:

City of Hawthorne
4455 W 126th St, Hawthorne, CA 90250
Hawthorne, CA 90250
Attn: Dulce Medina
dmedina@cityofHawthorne.org

- F. If a dispute arises under this Agreement, prior to instituting litigation the parties agree to first try to resolve the dispute with the help of a mutually agreed-upon mediator in California. Any costs and fees other than attorney fees associated with the mediation shall be shared equally by the parties.
- G. The laws of the State of California and applicable local and federal laws, regulations, and guidelines shall govern this MOU. In the event of any legal action to enforce or interpret this MOU, the laws of the State of California shall apply and the Venue shall be Los Angeles County.
- H. Either entity shall be excused from performing its obligations under this MOU during the time and to the extent that it is prevented from performing by an unforeseeable cause beyond its control, including but not limited to any incidence of fire or flood; acts of God; commandeering of material, products, plants, or facilities by the federal, state, or local government; national fuel shortage; or a material wrongful act or omission by the other Party; when satisfactory evidence of such cause is presented to the other entity, and provided further that such nonperformance is unforeseeable, beyond the control and is not due to the fault or negligence of the entity not performing.
- I. The City shall at all times during the term of this Agreement carry, maintain, and keep in full force and effect, with an insurance company admitted to do business in California and approved by the SBCCOG (1) a policy or policies of broad-form comprehensive general liability insurance with minimum limits of \$1,000,000.00 combined single limit coverage against any injury, death, loss or damage as a result of wrongful or negligent acts by City, its officers, employees, agents, and independent contractors in performance of services under this Agreement; (2) property damage insurance with a minimum limit of \$1,000,000.00; (3) automotive liability insurance, with minimum combined single limits coverage of \$1,000,000.00; (4) worker's compensation insurance with a minimum limit of \$1,000,000.00 or the amount required by law, whichever is greater; and (5) comprehensive crime insurance with a minimum limit of \$1,000,000.00. SBCCOG and participating public agencies, their respective officers, employees, attorneys, staff consultants, and volunteers shall be named as additional insureds on the policy (ies) as to comprehensive general liability, property damage, and automotive liability. The policy (ies) as to comprehensive general liability, property

damage, and automobile liability shall provide that they are primary, and that any insurance maintained by the SBCCOG shall be excess insurance only.

- J. All insurance policies shall provide that the insurance coverage shall not be non-renewed, canceled, reduced, or otherwise modified (except through the addition of additional insureds to the policy) by the insurance carrier without the insurance carrier giving SBCCOG thirty (30) day's prior written notice thereof. The City agrees that it will not cancel, reduce or otherwise modify the insurance coverage.
- K. All policies of insurance shall cover the obligations of the City pursuant to the terms of this Agreement; shall be issued by an insurance company which is admitted to do business in the State of California or which is approved in writing by the SBCCOG; and shall be placed with a current A.M. Best's rating of no less than A VII.
- L. The City shall submit to SBCCOG (1) insurance certificates indicating compliance with the minimum worker's compensation insurance requirements above, and (2) insurance policy endorsements indicating compliance with all other minimum insurance requirements above, not less than one (1) day prior to beginning of performance under this Agreement. Endorsements shall be executed on SBCCOG's appropriate standard forms entitled "Additional Insured Endorsement", or a substantially similar form which the SBCCOG has agreed in writing to accept.
- M. Authority and Signatures: The individuals signing this MOU, and its exhibits, which are incorporated herein by reference, have the authority to commit the entity they represent to the terms of this MOU, and do so commit by signing.

(Signatures on Following Page)

SOUTH BAY CITIES COUNCIL OF GOVERNMENTS

By: _____
Bernadette Suarez, SBCCOG Chair

Date: _____

ATTEST:

By: _____
Jacki Bacharach, Executive Director/Board Secretary

APPROVED AS TO FORM:

By: _____
Michael Jenkins, Legal Counsel

CITY OF HAWTHORNE

By: _____
Alex Vargas, Mayor

Date: _____

ATTEST:

By: _____
Dayna Williams-Hunter, City Clerk

EXHIBIT 1: COUNTY CONTRACT

See attached.

DRAFT

EXHIBIT 2: HAWTHORNE CASE MANAGEMENT AND OUTREACH SERVICES

I. BUDGET

The total program budget is \$160,000. Based on current workforce standards, the accepted pay scale for Case Managers under this program is \$55,000 to \$78,000.

The SBCCOG is recommending for all its contracts, the following minimum benchmark on pay for these positions:

- Peer support specialist: \$45,000 - \$55,000
- Case manager: \$55,000 - \$72,000
- Intensive case manager (ICMS): \$55,000 - \$78,000
- Program supervisors: \$65,000 - \$80,000
- Program manager: \$75,000 - \$87,000
- Un-Licensed Clinical Social Worker: \$72,000 - \$92,000
- Licensed Clinical Social Worker: \$105,000 - \$150,000

II. SCOPE OF WORK

Program Description: The Hawthorne Case Management and Outreach Services program will hire 2 case managers, in partnership with LA CADA, who will provide a holistic, client-centered approach as they conduct outreach and assist engaged clients with their health, mental health, and housing stability. Included below is the expected Scope of Work (SOW) for the City as required by this MOU and the County Contract.

Table 1. Detailed Scope of Work

Scope of Work	Expected Tasks
Hawthorne Case Management and Outreach Services	<ul style="list-style-type: none">- Outreach people experience homelessness (PEH) in Hawthorne and conduct regular check-ins with clients to monitor progress, address challenges, and help reassess goals and next steps- Identify client needs related to substance use, mental health, and housing- Enroll clients, as needed in supportive services, such as substance use treatment, mental health services from LA County Department of Mental Health and the Hawthorne Access Center, and social services like General Relief- Identify and place PEH in interim housing- Support housing-ready clients to complete applications, as applicable, to place them in permanent supportive housing or other permanent housing situations- Maintain records of all services provided to PEH- Collect, manage, and submit quarterly data reports and comply with deadlines specified by the SBCCOG for time-specified submittal and delivery of information

- Attend regular meetings with the SBCCOG to case conference, problem solve, and identify housing options for clients on caseload

The Provider will ensure that the following staff requirements for Housing Focused Case Managers are met:

1. Criminal Clearances and Background Investigations: Contractor shall ensure that criminal clearances and background investigations have been conducted for all staff working on this contract.
2. Language Ability: Contractor shall ensure that all staff can read, write, speak and understand English in order to conduct business within SPA 8.
3. Service Delivery: Contractor shall ensure that all direct service staff providing supportive services in a manner that effectively responds to differences in cultural beliefs, behaviors, learning, and communication styles within the community where Contractor proposes to provide services.
4. Driver’s License and Automobile Insurance: Contractor shall maintain current copies of driver’s licenses, including current copies of proof of auto insurance that meets the minimal automobile liability prescribed by law for any and all staff providing transportation to residents.
5. Driving Record: Contractor shall ensure any staff that provides transportation to residents has a safe driving record. They will maintain copies of drivers’ Department of Motor Vehicles (DMV) printouts for any and all staff providing transportation to residents. Reports will be available to the SBCCOG upon request.
6. Experience: Contractor shall be responsible for securing and maintaining staff who possess sufficient experience and expertise necessary to provide the services required in this SOW.

III. REPORTING

The City shall submit invoices and quarterly reports by the 15th of the month immediately following the quarter end for work performed in accordance with Exhibit 2 as follows for each fiscal year this MOU is active. If the 15th falls on a weekend, the Consultant shall submit the invoice and quarterly report on the Friday before.

Table 2. Yearly Reporting Schedule

Fiscal Year Quarters	Reporting Due Date
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Q1: July 1 – September 30	October 15
Q2: October 1 – December 31	January 15
Q3: January 1 – March 31	April 15
Q4: April 1 – June 30	July 15

Quarterly reports will include metrics that are outlined in Sections (A) Key Performance Indicators and (B) Supplemental Quarterly Reporting Metrics.

Reports and invoices from the City to the SBCCOG must contain the information set forth in this MOU and applicable portions of the County Scope of Work, project description, and budget. Reports and invoices must describe tasks, deliverables, goods, services, work hours, and facility and/or other work for which payment is claimed.

A. Key Performance Indicators (KPIs)

The program will be evaluated on the KPIs as outlined in the County Contract and in Table 3 below. The City will report on these metrics quarterly for each fiscal year this MOU is active.

Table 3. Key Performance Indicators

Key Performance Indicators	Target Outcome	Timeline
Number of PEH placed in IH, per case manager	24	Annually
Number of PEH linked to mental or behavioral health services, per case manager	24	Annually

B. Supplemental Quarterly Reporting Metrics

In addition, City’s Quarterly Report will include additional metrics and outcomes (Table 4), including progress on behavioral health plans, participants’ housing timeline, including any anticipated housing dates. Other data including demographic data and service linkages that can be queried in HMIS. This reporting will help the COG monitor the program’s progress and aid the operations where needed to ensure that metrics are met. The SBCCOG will work with the City to gather this information in a flexible and not burdensome manner.

Table 4. Supplemental Quarterly Reporting Metrics

Additional Quarterly Reporting Data	Details
Number of PEH on caseload	Unduplicated clients currently on case managers’ active caseload
Year to Date (YTD) number of PEH placed in IH	Cumulative number of individuals placed in available motel and/or SRO units to date (as of reporting)
Number of housing and services plans completed	Unduplicated clients who have completed housing and services plans per quarter
Number of clients receiving Housing Navigation services	Unduplicated clients currently enrolled and receiving Housing Navigation Services per quarter

Number of clients experiencing mental or behavioral health challenges	Unduplicated clients with a mental or behavioral health services challenges per quarter. This includes substance use disorders, mental illness ,etc.
Number of clients actively receiving mental or behavioral health services	Unduplicated clients with a mental or behavioral health services per quarter. This includes services from DMH, the Hawthorne Access Center, or other services/treatment.
Notes and success stories	What action steps have you taken to ensure the program's KPIs are achieved? What is working? What are 3 challenges?

DRAFT

EXHIBIT 3: HAWTHORNE HOUSING NAVIGATION

I. BUDGET

The total program budget is \$80,000. Based on current workforce standards, the minimum accepted pay scale for Case managers/Housing Navigation under this program is \$55,000 to \$72,000.

The SBCCOG is recommending for all its contracts, the following benchmark on pay for these positions:

- Peer support specialist: \$45,000 - \$55,000
- Case manager: \$55,000 - \$72,000
- Intensive case manager (ICMS): \$55,000 - \$78,000
- Program supervisors: \$65,000 - \$80,000
- Program manager: \$75,000 - \$87,000
- Un-Licensed Clinical Social Worker: \$72,000 - \$92,000
- Licensed Clinical Social Worker: \$105,000 - \$150,000

II. SCOPE OF WORK

Program Description: The Hawthorne Housing Navigation program will hire 1 Housing Navigator at the Hawthorne Access Center to provide a holistic, client-centered approach as they complete case management for PEH and individuals or households at risk of homelessness. They will assist with placing people in interim and/or permanent supportive housing. In addition, they will perform other coordination and case management services. Included below in Table 1 is the expected Scope of Work (SOW) for the City as required by this MOU and the County Contract.

Table 1. Detailed Scope of Work

Scope of Work	Expected Tasks
Hawthorne Housing Navigation	<ul style="list-style-type: none">- Outreach people experience homelessness (PEH) in Hawthorne and provide services at the Hawthorne Access Center- Complete housing and services plans with PEH clients- Conduct regular check-ins with clients to monitor progress, address challenges, and help reassess goals and next steps- Enroll clients in supportive services, such as General Relief (GR) and Supplemental Security Income (SSI)- Identify PEH and households at risk of homelessness to complete applications, as applicable, to place them in permanent supportive housing or other permanent housing situations- Connect PEH with interim or permanent housing option that best fits their current needs- Support PEH to complete applications, as applicable, to place them in permanent housing situations- Maintain records of all services provided to PEH

- Collect, manage, and submit quarterly data reports and comply with deadlines specified by the SBCCOG for time-specified submittal and delivery of information
- Attend regular meetings with the SBCCOG to case conference, problem solve, and identify housing options for clients

The Provider will ensure that the following staff requirements for Housing Focused Case Managers are met:

1. Criminal Clearances and Background Investigations: Contractor shall ensure that criminal clearances and background investigations have been conducted for all staff working on this contract.
2. Language Ability: Contractor shall ensure that all staff can read, write, speak and understand English in order to conduct business within SPA 8.
3. Service Delivery: Contractor shall ensure that all direct service staff providing supportive services in a manner that effectively responds to differences in cultural beliefs, behaviors, learning, and communication styles within the community where Contractor proposes to provide services.
4. Driver’s License and Automobile Insurance: Contractor shall maintain current copies of driver’s licenses, including current copies of proof of auto insurance that meets the minimal automobile liability prescribed by law for any and all staff providing transportation to residents.
5. Driving Record: Contractor shall ensure any staff that provides transportation to residents has a safe driving record. They will maintain copies of drivers’ Department of Motor Vehicles (DMV) printouts for any and all staff providing transportation to residents. Reports will be available to the SBCCOG upon request.
6. Experience: Contractor shall be responsible for securing and maintaining staff who possess sufficient experience and expertise necessary to provide the services required in this SOW.

III. REPORTING

The City shall submit invoices and quarterly reports by the 15th of the month immediately following the quarter end for work performed in accordance with Exhibit 2 as follows for each fiscal year this MOU is active. If the 15th falls on a weekend, the City shall submit the invoice and quarterly report on the Friday before.

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Quarterly reports will include metrics that are outlined in Sections (A) Key Performance Indicators and (B) Supplemental Quarterly Reporting Metrics.

Reports and invoices from the City to the SBCCOG must contain the information set forth in this MOU and applicable portions of the County Scope of Work, project description, and budget. Reports and invoices must describe tasks, deliverables, goods, services, work hours, and facility and/or other work for which payment is claimed.

A. Key Performance Indicators (KPIs)

The program will be evaluated on the KPIs in Table 2, as outlined in the County Contract. The City will report on these metrics quarterly for each fiscal year this MOU is active.

Table 3. Key Performance Indicators

Key Performance Indicators	Target Outcome	Timeline
Number of PEH placed in PH	16	Annually
Number of individuals served that retain housing or transition directly into other PH	12	Annually

B. Supplemental Quarterly Reporting Metrics

In addition, City’s Quarterly Report will include additional metrics and outcomes (Table 4), including progress on enrollment in supportive services, participants’ housing timeline, including any anticipated housing dates, and other data including demographic data and service linkages that can be queried in HMIS. This reporting will help the COG monitor the program’s progress and aid the operations where needed to ensure that metrics are met. The SBCCOG will work with the City to gather this information in a flexible and not burdensome manner.

Table 4. Supplemental Quarterly Reporting Metrics

Additional Quarterly Reporting Data	Details
Year to Date (YTD) number of PEH placed in permanent housing	Cumulative number of unique individuals placed in permanent housing situation to date
Number of clients on caseload	Unduplicated clients currently on case managers’ active caseload. Include a breakdown of clients who are currently experiencing homelessness and those who are at risk seeking prevention services per quarter

Number of housing and services plans completed	Unduplicated clients who have completed housing and services plans per quarter
Number of clients receiving Housing Navigation services	Unduplicated clients currently enrolled and receiving Housing Navigation Services per quarter
Number of clients enrolled in supportive services	Unduplicated clients enrolled in supportive services by the Housing Navigator, including but not limited to GR, SSI, and mental and behavioral health services
Notes and success stories	What action steps have you taken to ensure the program's KPIs are achieved? What is working? What are 3 challenges?

C. Additional Data Needs

As part of SBCCOG's program, the SBCCOG may request additional data points to create reports to advocate housing, income and shelter resources to our cities. Data points will include, but are not limited to:

- How long the client has been in their city
- Inflow/Outflow of street homeless individuals and families in the service areas
- Demographic characteristics such as:
 - Race/Ethnicity
 - Income Levels
 - Veteran Status
 - Age
- Point of Contact
- Off-Street Housing Attainment
 - Shelters
 - Hotels/Motels
 - Transitional Housing
 - Shared or Bridge Housing
 - Skilled Nursing Homes
 - Problem Solving
- Detox/Substance Use Treatment/Rehabilitation
- Mental Health Service Referrals
- Other additional information that can provide actionable data outcomes

The SBCCOG will work with the City to gather this information in a flexible and not burdensome manner.

EXHIBIT 4: ACCESS TO SBCCOG FINANCIAL AND RENTAL ASSISTANCE PROGRAMS

The SBCCOG will provide access to its Financial and Rental Assistance Programs (formerly known as Client Aid Flexible Funds), which the SBCCOG has done for our non-profit partners. For example, the SBCCOG will routinely fund security deposits, documents fees, and transportation expenses. As part of distributing the assistance, the SBCCOG requests information on the participant to better understand the situation and their needs. The SBCCOG has created a list of fields we would like to track below, which are also included in our funds request form.

Recommended Fields:

1. Case manager name
2. Individual's first name
3. HMIS ID (if known)
4. Date of Birth and/or Year of Birth
5. Race and ethnicity
6. Gender
7. City of Residence (from LAHSA SPA 8 city list)
8. Housing Status (e.g., shelter, Street, RV/vehicle, couch surfing)
9. Length of homelessness
10. Length of time in current city. If less than one year, include previous location.
11. Other organizations they are working with
12. If family or friends can offer housing
13. Monthly income, income type(s)
14. Work status
15. Eviction history
16. Approximate credit score (if known)
17. If open to shared housing or shelter (congregate, non-congregate)
18. Pets
19. EHV/Housing Voucher status, if applicable
20. Needed documents
21. Self-Assessed Physical Impairment
22. Self-Assessed Mental Health Impairment
23. Case manager observation: "Acknowledging inability to diagnose, may mental health or behavioral health impair individual's ability to meet their housing and/or stability goals?"
24. Substance use (frequency of use, effect of substance use on goals)
25. History of domestic violence
26. Current legal concerns, if any
27. History of Megan's Law

South Bay Cities Council of Governments

July 14, 2025

TO: SBCCOG Board of Directors

FROM: Jacki Bacharach, Executive Director
Kim Fuentes, Deputy Executive Director
David Leger, Senior Project Manager

SUBJECT: Office Move Update – as of July 14, 2025

BACKGROUND

The South Bay Cities Council of Governments' (SBCCOG) has relocated offices and has completed the move-out of 2355 Crenshaw Blvd.

Most of the move-in process has been completed, with a few items remaining including:

- Purchase of an AV System for the Board room, which is detailed in a separate memo. If approved by the Steering Committee/Board of Directors, installation will take place in August.
- Installation of the permanent internet/network system: this has been scheduled and is anticipated to be completed by July 18th.
- Installation of small conference room AV equipment: the items have been relocated to the new office and are scheduled to be installed on July 16th.
- Office furniture, including a handful of desks have been ordered, but not yet delivered.

Staff continue to work in a more remote format until all workstations have been delivered, and the permanent network system has been installed. Staff is anticipated to return to a more normal hybrid schedule the week of July 21st as long as there are no other delays.

BUDGET

Below is the estimated budget and balance based on information currently available. The chart will be updated as actual costs are incurred and any additional items are identified.

Budget Category	Estimate	Actual
Security Deposit – Van Ness Way	\$23,760.00	\$23,760.00
Moving Services	\$9,390.51	
De-Cabling 2355 Crenshaw	\$1,482.08	
Xerox Relocation	\$275.00	\$275.00
Cabling 357 Van Ness	\$7,810.89	
Conferencing Equipment Redesign and Relocation	\$6,590.51	
Network Equipment & Relocation Support	\$5,715.77	
Office Furniture – Desks, Conf. Tables, Refrigerator, Storage Cabinets, Ice Machine	\$17,727.06	\$17,727.06
Misc. Items – Flagpoles, re-keying/new locks/key copies	\$1,578.05	\$1,578.05
TOTAL COSTS:	\$74,329.87	\$43,340.11
TOTAL BUDGET	\$75,000.00	\$75,000.00

BUDGET REMAINING	\$670.13	\$31,659.89
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RECOMMENDATION

Receive and file.

South Bay Cities Council of Governments

July 14, 2025

TO: SBCCOG Steering Committee

FROM: Jacki Bacharach, Executive Director
David Leger, Senior Project Manager

SUBJECT: Recommendation for Audio-Visual System for New Board Room

BACKGROUND

SBCCOG staff has been working with Sharp to develop audio-visual (AV) solutions for the new Board room. Sharp's AV specialist designed a system based on direction from SBCCOG staff which factored in the significantly larger room size as well as comments and feedback received from staff, members of the Board, and guests about the existing AV system over the years in the current office. Two main issues were identified:

- Although the microphones at the Board table are sensitive and pick up voices very well, if the speaker is not sitting at the table, it can be difficult to hear the person speaking when listening online. For example, when staff reports on an item from anywhere except the Board table, virtual participants have a harder time hearing them. The same issue occurs if somebody is providing public comment as well.
- For those participating in-person, it's been a frequent comment that soft-spoken people can be hard to hear within the room.

Sharp's AV specialist was also able to make a site-visit to the new office to verify the initial proposed elements. The new Board room is approximately one and a half times as big as the current space, and the existing issues would only be exacerbated by the larger space. Therefore, Sharp is proposing a system that includes the following:

- Three monitors (two on the long wall, and one on the short wall)
- Two cameras
- Ceiling mounted microphones (for teleconferencing)
- Ceiling mounted speakers
- Wireless microphones for the tables (for in-room sound)
- Control panel
- PC
- Miscellaneous mounts, switches, and devices to manage the integrated system.

Also included in the proposal is system testing after installation as well as staff training.

SBCCOG staff and Sharp believe this system would create a more executive level system that addresses the two main issues described previously. In order to create a system in which there is no feedback or poor-quality audio for those online, an integrated system is necessary. If the two systems – one for teleconferencing and one for in-room audio – are not integrated, those participating online would hear a person's voice going through the in-room audio microphone, coming out through the in-room speakers, going back in through the teleconference microphones, and then out through their computer speakers. This would create an opportunity for feedback and poor audio quality.

Although there are significant material and labor costs with the proposal (Exhibit 1), the Board room AV system is a significantly more complex system and requires a multi-day installation. Even though it is not a simple plug-and-play installation, it is user-friendly. No additional staff are required to operate the system during meetings.

In addition to working with Sharp, SBCCOG staff surveyed member cities to learn more about systems they use. The cities of El Segundo and Lawndale replied to the survey. SBCCOG staff reviewed the responses and determined that city council chamber systems are significantly different than the SBCCOG's system and serve different needs. For example, council chambers are largely stationary while the SBCCOG's Board room operates more like a multi-purpose space that can be reconfigured based on the specific meeting needs. Additionally, council chamber systems also integrate into cities' streaming platforms (such as city cable channels, YouTube channels, Granicus/agenda management platforms) and require multiple dedicated staff to operate. The SBCCOG's system is simpler in this regard as virtual meetings are recorded via Zoom and the video file is posted to the SBCCOG YouTube page afterwards and does not require integration into any cable networks or agenda management systems.

SBCCOG staff also researched alternatives to Sharp, including the AV company used for General Assembly (GA) needs. The GA vendor does not design/install systems and only provides services to events like the GA. Several other local AV firms provide a similar event-only service. SBCCOG staff submitted requests for quotes from two nationwide AV companies and one local, but did not have satisfactory experiences with any and ultimately did not receive proposals.

SBCCOG staff believes that this one-time investment, although costly at \$68,114.85 plus tax, is a worthwhile investment to make in the new office at the start of the seven-year lease. It would make significant strides towards creating a high-quality experience for the Board, staff, as well as guests attending both in person and virtually. Although the room may not be as large as the shared conference room in the former Western Avenue office building, it will be a major upgrade from the Crenshaw Boulevard space and be much closer in overall experience to the Western Avenue space.

Sharp has supported the SBCCOG's IT and AV needs for several years and has consistently provided quality service and made sound recommendations for equipment and service needs. The price of this new system has not been budgeted; however, SBCCOG staff believes it is an appropriate one-time use to come from the organization's fund balance.

RECOMMENDATION

That the Steering Committee recommend Board approval of the proposal from Sharp for the new AV system at a cost of \$68,115.85 plus tax and that the funding should be removed from the budget fund balance.

Attachment: Exhibit 1 – Sharp AV proposal



Solutions Proposal

Prepared For:

South Bay Cities Council Of Governments
David Leger
davidl@southbaycities.org

Prepared By:

Scott Passaglia Visual Solutions Specialist scott.passaglia@sharpusa.com Cell: 310.622.0160



SBS Solutions Proposal

07.08.2025

Dear David,

Thank you for allowing us the opportunity to present recommendations to impact the technology and workflow within your organization. We're excited at the prospect of earning your business to meet your needs today and into the future.

After learning about your needs and the goals of your organization, we've designed an impactful solution to move you into your desired state in your large conference room at your new location. This includes:

- Installing 3x large 86" displays (2 on the long wall and 1 on the short wall), 4 in-ceiling microphones, 4 handheld mics and 1 handheld/lav combo, 10 in-ceiling speakers, 2 cameras, a Shuttle PC, HDMI wall plate, Crestron control system, and a wall touch panel for video conferencing and meetings.
- The touch panel on the wall will control the audio levels and switching between the PC and HDMI wall plate inputs. The input source will be mirrored on all 3 displays and will not be able to be split between displays.
- The handheld mics and ceiling mics in the large conference room will be programmed and tested for optimal video conferencing audio and in room sound in the ceiling mounted speakers in the room.
- The room will be tested and commissioned, and training on how to use the new system is included.

The labor will be done during normal business hours between 8am-5pm, and a change order will be made if afterhours or weekend work is needed. Pricing is subject to change based on applicable tariffs or sudden changes in import regulations. The pricing below does not include Sales Tax.

We hope that we have accurately reflected your objectives in our proposal, and please feel free to reach out if there are any discrepancies. Our team at Sharp Business Systems is eager to provide you with the latest technology solutions backed by our responsive, local sales and support.

Sincerely,

Scott Passaglia

Large Conference Room, Conference Room and AV Cart Move, and Installation for 2 Additional Conference Rooms

Item	Description	Qty.	Price	Ext. Price
4P-B86EJ2U	86" Class (85.6" diagonal) Commercial LCD Display - Brilliant Ultra High Definition (3840 x 2160) resolution with 380 cd/m2 Brightness and 1,200:1 Contrast Ratio. Built-in USB Media Player, Digital Tuner, HTML5 Web Browser, and 8W per Channel Stereo Audio System. 3-Year Limited Warranty - TAA compliant	3	\$2,395.00	\$7,185.00
XSM1U	Cheif Fixed Wall Mount for Large Displays	3	\$245.10	\$735.30
PN-SPCI7W11A	Optional Enhanced PC for use with all Sharp AQUOS BOARD displays. Intel® Alder Lake Core™ i7 processor with Windows® 11 Pro and 16GB RAM.	1	\$1,841.79	\$1,841.79
Audio, Video, and Switching/Control Hardware	Biamp Audio 2x TCM-XEX White, 4xTCM-XA White, TesiraForte x 400, 10x Sonance PS-63RT, 2x Logitech Rally Camera, Crestron Control HD-DA4-4KZ-E, 2x HD-RXC-4KZ-101, HD-TXC-4KZ-101, HD-TXC-4KZ-101-1G-W, RMC4, TSW-1070-B-S, Extron 60-850-01, Netgear GSM4210PX-100NAS, Shure MXW1/O=-Z10, 4x MXW2/SM58=-Z10, MXWNCS8, and misc installation materials	1	\$39,455.78	\$39,455.78
Pro AV Installation Labor	Design and Installation of 3x displays 4x ceiling mics, 10x ceiling speakers, 2x camera, 5 handheld mics/1 lav, PC, HDMI wall plate, wall mounted touch panel for control, programming, testing, commissioning, and training.	1	\$18,696.99	\$18,696.99
Shipping and Delivery				\$200.00
Total				\$68,114.85

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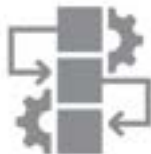
Sharp Business Systems (SBS) is the direct sales organization of Sharp Electronics Corporation. SBS is comprised of a select group of branches that has been chartered to develop a new standard of office technology excellence. Our U.S. branches combine the resources of a multi-billion-dollar parent company in Sharp Corporation and the value of local representation, local management and community relationships. On September 15, 2022, Sharp Corporation celebrated its 110-year anniversary.

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Dynabook Laptops



Unified Communications



Pro AV/Collaboration Displays

Customer support across the country

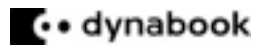
SBS Offices:

- Arizona
- California (Northern)
- California (Southern)
- Chicago, IL
- Florida
- Georgia
- Midwest
- New Jersey
- New Mexico
- North Carolina
- South Carolina
- Tennessee
- Texas
- Washington
- Washington, DC

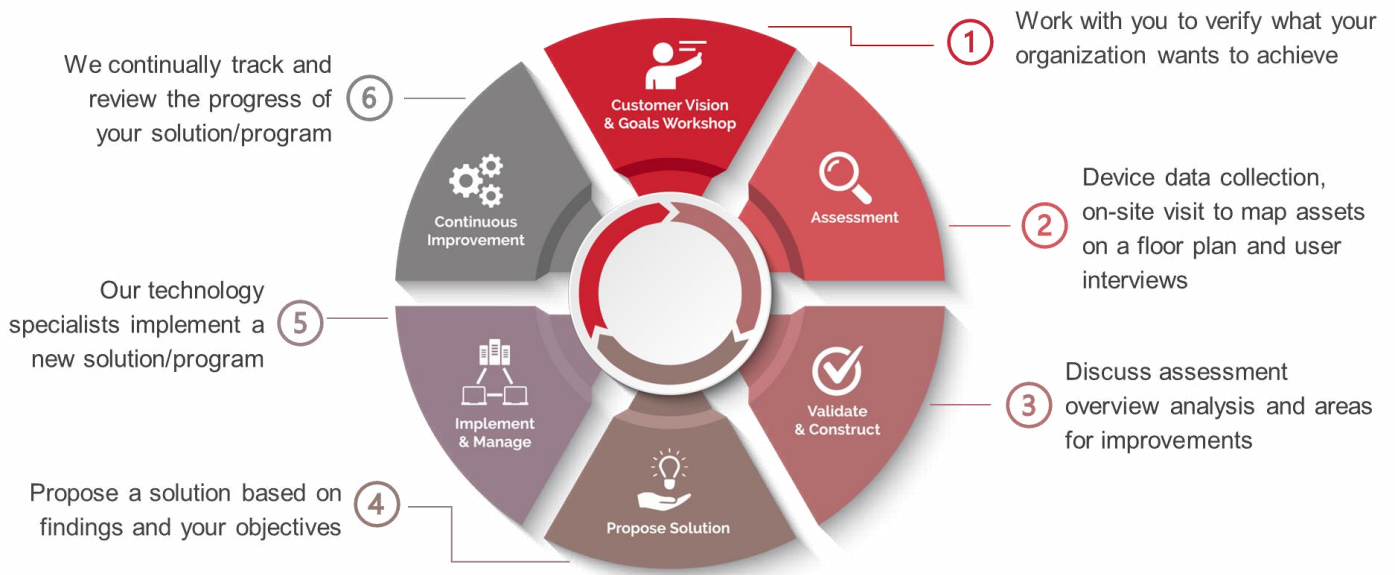


● SBS Offices ● Sharp Authorized Service Locations

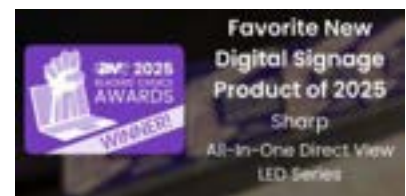
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- Sharp Toner Recycling Program, Energy Star certified products, low TEC (Total Energy Consumption) and EPEAT® registered.
- Dynabook laptops meet RoHS and WEEE standards and are EPEAT Gold and Energy Star certified.
- Managed Print Services optimizes your print fleet and energy usage, reduces paper waste and facilitates the recycling of toner cartridges.
- Sharp display products, such as the AQUOS BOARD interactive display, are RoHS compliant and use green materials in development.

South Bay Cities Council of Governments

July 14, 2025

TO: SBCCOG Steering Committee

FROM: Jacki Bacharach, Executive Director
Kim Fuentes, Deputy Executive Director

SUBJECT: Classification and Compensation Study

BACKGROUND

The SBCCOG has experienced significant growth and change over the last several years and anticipates additional future growth. Not only has the number, size, and complexity of grants and contracts the SBCCOG receives grown, but also has the number of staff and type of skills required to do the work. Over the last decade, the SBCCOG's budget has gone from approximately \$3.2 million to \$7.8 million. The new LACAHS (Measure A) funding will bring in an additional \$11 million each year beginning FY25-26. To ensure the organization maintains its ability to operate efficiently as well as retain and attract talented staff, SBCCOG staff believes the organization should conduct a classification and compensation study. The study will evaluate and compare to similar agencies, the current positions and job descriptions, which were last updated in 2022, as well as the salaries. While previously done in house in the past, now that the Executive Director and Deputy Executive Director are employees, SBCCOG staff is recommending that a consultant be hired to conduct the study and make recommendations.

The selected consultant will evaluate the SBCCOG job structure, position descriptions, and pay scales to ensure they are appropriately classified and that compensation is competitive within the market. This process involves analyzing job responsibilities, required skills, and market data to create or update the classification system and compensation plans. SBCCOG staff will also be part of the evaluation process by providing input on their responsibilities and job functions.

The final product will be recommendations for updated classification and compensation structures to be presented and approved by the SBCCOG Board. It is envisioned that the recommendations will help ensure the payment of competitive salaries to attract and retain the best employees.

ANALYSIS

SBCCOG staff met with three firms: CPS HR Consulting (the SBCCOG's current HR consultant), RGS, and Gallagher. After reviewing the proposals submitted by each, SBCCOG staff is recommending CPS.

Firm	Cost
CPS	\$42,140
RGS	\$34,900
Gallagher	\$66,000

CPS would approach the classification and compensation study by:

- Reviewing and analyzing current job descriptions

- Conducting employee and/or supervisor interviews
- Benchmarking against comparable classifications
- Conducting an internal alignment and equity analysis
- Analyzing market compensation studies
- Making recommendations for updated classification and compensation structures
- Preparing a final report and optional presentation of findings

Staff believes that this proposal best meets the organization's needs for this specific study. Additionally, staff believes that CPS, as our current HR consultant - will develop a more in-depth understanding of the organization through this process which will allow them to provide more organization-specific or tailored consulting on other HR items should they arise.

COSTS

The CPS proposal is for \$42,140. Staff recommends allocating funds from the organization's fund balance as it is an occasional task not a regular annual activity. There are adequate reserves in the fund balance to cover this cost.

RECOMMENDATION

That the Steering Committee recommend the Board of Directors approve CPS HR Consulting to conduct a classification and compensation study and to pay for it through use of the SBCCOG fund balance.

Attachment: Exhibit 1 – CPS HR Consulting proposal (other proposals available on request)

Prepared by: David Leger, Senior Project Manager

PROPOSAL

South Bay Cities Council of Governments

Agency Wide Classification and Base Pay Compensation Services

June 12, 2025

SUBMITTED BY:

Christina Batorski Peacock
*Talent Acquisition and Recruitment
Services Manager*

CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
P: 916-471-3426
CBPeacock@cpshr.us
Tax ID: 68-0067209

www.cpshr.us



Your Path to Performance

June 13, 2025

Submitted via e-mail to: jacki@southbaycities.org

Subject: Classification and Base Pay Compensation Services

CPS HR Consulting is excited about the opportunity to assist the South Bay Cities Council of Governments (SBCCOG) with classification services to conduct classification and base pay compensation studies for the organization. The classification study will include a total of twenty (20) incumbents in twelve (12) classifications. In addition, should it be warranted, CPS HR understands that the scope of work may include classification specification development of new classifications, and classification specification revisions of existing classification specifications. In addition, upon completion of the classification study, a base pay compensation study will be performed.

With a rich history of assisting government agencies with a full range of human resources services, we at CPS HR are confident that together we can provide expert solutions to meet your needs in a cost-effective manner. We have a deep bench of experts in a broad array of human resources disciplines, long-term experience providing services within the public sector, and an emphasis on quality and value that can be confirmed by our current and past clients.

We thank you for the opportunity to submit this proposal and look forward to discussing it with you at your convenience. Please feel free to contact Kristin Morris at **(916) 471-3405** or by e-mail at kmorris@cps hr.us if you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Christina Batorski Peacock".

Christina Batorski Peacock
Manager, Talent Acquisition & HR
Services

About CPS HR Consulting

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Headquarters	Physical: 2450 Del Paso Road, Suite 220, Sacramento, CA 95834 Mailing: 2450 Del Paso Road, Suite 160, Sacramento, CA 95834
Main Phone	(800) 822-4277
Regional Offices	20211 Guadalupe Street, Suite 260, Austin, TX 78705 9233 Park Meadows Dr #139, Lone Tree, CO 80124 1968 S. Coast Hwy # 961, Laguna Beach, CA 92651
Year Established	1985
# of FTEs	110
Type of Organization	Joint Powers Authority
Website	www.cpshr.us

CPS HR is a client-centric human resources and management consulting firm specializing in addressing the unique challenges and complexities encountered by government and non-profit organizations. With a history dating back to 1985, **we have consistently served as a trusted advisor to our clients**, understanding their specific needs as self-supporting public agencies.

Our mission is to advance excellence in human resources within the public sector, and our vision is to empower individuals to fulfill the ideals of public service. CPS HR's core competency lies in our in-depth knowledge and expertise in the public sector landscape. Being a public agency ourselves, we possess a deep understanding of the intricacies and issues faced by our client base.

For nearly four decades, CPS HR has been delivering recruitment and selection services to a wide spectrum of clients, ranging from state, federal, and local governments to special districts and non-profit organizations. CPS HR is headquartered in Sacramento, California with regional offices in Texas, Colorado and Southern California. Our extensive experience includes numerous projects with agencies of similar size and scope.

Core Services

CPS HR believes in an integrated, systems-based approach to talent management and provides consulting in all the key areas listed below.

CPS HR CONSULTING CORE SERVICES



**Comprehensive HR solutions
 for advanced organizational
 performance.**



CLASSIFICATION & COMPENSATION

- Classification
- Compensation



DIVERSITY, EQUITY & INCLUSION (DEI)

- DEI Strategic Planning
- DEI Training



HR CONSULTING

- Audit & Compliance
- HR Outsourcing
- HR Membership
- Complaint Investigations



LICENSING & CERTIFICATION

- Accreditation
- Candidate Management
- Program Management
- Testing Services



ORGANIZATIONAL STRATEGY

- Organizational Assessment
- Change Management
- Employee Engagement
- Performance Management
- Succession Planning
- Workforce Planning



RECRUITMENT & SELECTION

- Executive Search
- Mid-Management and Specialized Recruitment
- General Recruitment
- Employer Branding



TESTING

- Assessment Center
- Job Analysis
- Test Rental
- Test Administration
- Selection Tools Development



TRAINING & DEVELOPMENT

- Executive Coaching
- Training Center
- Open Enrollment Training
- On-Site Training

CORE MARKETS



Federal



State



Local



Special Districts



Education



Non-Profit Organizations

Joint Powers Authority

Cooperative Personnel Services, doing business as CPS HR Consulting, is a national firm and is a governmental Joint Powers Authority (JPA) of the State of California. A JPA is a public agency created pursuant to the Joint Exercise of Powers Act (Government Code 6500 et seq). This Act allows two or more government agencies to establish a new public entity authorized to exercise those powers jointly held. A JPA is an instrumentality of a state or a political subdivision of a state and is not a registered corporation of any state. Cooperative Personnel Services was established under a “Joint Powers Agreement” by the State Personnel Board of the State of California, the counties of Sacramento and Sonoma, the Hayward Unified School District, the City of Anaheim, and the East Bay Municipal Utility District, and its purpose is to provide the opportunity for the joint powers “to discuss, study and solve common or similar problems with respect to modern human resource and related management processes.”

Our Chief Executive Officer (CEO) reports to a Board of Directors representing diverse public sector agencies across the nation. Our Board members are listed in the chart on the next page.

			<h1>CPS HR BOARD OF DIRECTORS</h1> <ol style="list-style-type: none">1. Linda Andal, HR Director, City of Anaheim (CA)2. Vincent Zamora, HR Director, City of Las Vegas (NV)3. Fernando Yañez, Exec Director of Classified HR, Hayward Unified School District (CA)4. Vacant, Pinellas County (FL)5. Kimberly Crum, Director of HR, County of Mecklenburg (NC)6. LaShon Ross, HR Director/Risk Management, City of Plano (TX)7. Joseph Hsieh, Personnel Services Manager, County of Sacramento (CA)
			
			

Approach to Providing Outstanding Customer Service

CPS HR uses a comprehensive approach for planning, organizing, directing, and controlling consulting engagements. **At CPS HR Consulting, our philosophy for delivering outstanding customer service is deeply rooted in our commitment to client satisfaction and success.** We understand that every client is unique, and we tailor our approach to meet their specific needs and objectives. Our core principles for exceptional customer service include:

- **Client-Centric Approach:** We prioritize the client's goals and vision, ensuring that our solutions align with their objectives. By actively listening and engaging with our clients, we develop a comprehensive understanding of their challenges, allowing us to provide tailored and effective solutions.
- **Open Communication:** We believe in transparent and open communication throughout the project lifecycle. Our dedicated project managers maintain regular contact with clients, providing updates, addressing concerns, and seeking feedback to ensure alignment and satisfaction.
- **Responsive and Accessible:** Our team is readily available to address client inquiries and concerns promptly. Whether through scheduled meetings, e-mail, or phone calls, we maintain accessibility to support our clients whenever needed.
- **Expertise and Innovation:** Our consultants bring a wealth of knowledge and experience to each project. We stay current with industry best practices and innovative approaches to deliver solutions.

Understanding of Scope

CPS HR Consulting (“CPS HR”) understands that SBCCOG is seeking a consulting firm to conduct an organization wide classification and compensation study, which will include classification specification development of new classifications and classification specification revisions of existing classification specifications as warranted. The scope of work and estimated cost of services provided below assumes that there is a total of twenty (20) allocated positions, in twelve (12) classifications. Position Description Questionnaire (PDQ) will be completed by each incumbent or subject matter expert (should a position be vacant). In addition, an option to add a review of the FLSA status for each position has been included.

Approach to Consulting

CPS HR fully understands that classification studies require a collaborative and flexible approach. Our work plans are designed to be inclusionary and collaborative with all SBCCOG stakeholders. The outcomes of classification and base salary study include, but are not limited to, the following:

- Classification specifications which are legally defensible;
- Appropriately allocating employees within the recommended classification structure;
- The revision of current classifications and/or development of new classification(s) which continue to align with SBCCOG’s existing classification structure; and
- Surveying the labor market in which SBCCOG competes for talent for base pay compensation.

CPS HR will assist SBCCOG’s Internal Project Manager, and any other stakeholders, with systems questions.

Classification Study Methodology

Task 1 – Receive and Review Background Material and Initial Project Meeting. Upon contract execution, CPS HR will gather the following background information: (i) Organizational charts depicting organizational structure and report relationships; (ii) Classification Specification (preferably in MS Word format); (iii) Relevant Policies and Procedures; (iv) Memorandums of Understanding (MOUs); and (v) Past Classification and Compensation Studies (if applicable).

The CPS HR Consultant will meet with SBCCOG’s Internal Project Manager to initiate the project by confirming study goals, objectives, tasks to be performed, and methodologies.

Task 2 – Develop Job Evaluation Tools. CPS HR will develop tools to ensure valid information is gathered, analyzed, and documented consistently from the incumbents regarding their duties and responsibilities. This activity includes finalizing a Position Description Questionnaire (PDQ) for approval by SBCCOG, unless SBCCOG has a pre-established PDQ they prefer to use. Our PDQ is in English, in an MS Word and/or PDF format, and may be completed electronically. It is assumed that ADA, FLSA, and Working Conditions questions will not be included as a part of the PDQ. CPS HR will produce prepopulated PDQs for each classification using the typical duties, knowledge, skills, and abilities identified on the existing classification specification.

Task 3 – Conduct Orientation/Training Session. The CPS HR Consultant will conduct an online orientation for the organization, if requested by SBCCOG. The purpose of the orientation session is to (i) communicate study goals, methodology, and processes; (ii) provide the PDQ and explain how the document should be completed; (iii) explain the role of employee, supervisor, and manager in the study; and (iv) respond to employee questions regarding the study process. It is assumed for this study that one online orientation session would be conducted.

This task is critical in gaining employee understanding, trust, and acceptance of the study.

Task 4 – PDQ Completion, Review of PDQ and Preparation for Job Evaluation Interviews. The incumbents will have the opportunity to provide information about the duties and responsibilities noted in the job specification, duties not covered in the job specification, and minimum qualifications. The incumbents’ supervisor will then review the collected data to ensure that the incumbents have accurately and sufficiently captured all pertinent information on job context and work output. Additionally, a next level management review after the supervisor has completed their portion is recommended for this study, where applicable. CPS HR typically allows two-three weeks for PDQ completion and submission dependent on the size of the study.

The CPS HR Consultant will thoroughly review the PDQs to obtain an understanding of the duties and responsibilities assigned to the position after the supervisor has reviewed and evaluated the content. Job evaluation interview questions will be developed based upon the results of the documentation review.

The CPS HR Consultant will coordinate with SBCCOG’s designated staff member to coordinate the job evaluation interview schedule with CPS HR and each study employee, notifying the employees of their

allotted time and date. It is assumed for this study that individual PDQs will be submitted to CPS HR Consulting where appropriate.

Task 5 – Conduct Job Evaluation Interviews. In addition to the PDQ, job evaluation interviews will be conducted with the employees to ensure CPS HR has a complete understanding of the duties and responsibilities assigned to the incumbents. An interview with the incumbents' direct supervisor will also be held to further clarify information documented on their subordinate employee's PDQs. Optionally, an additional interview may occur with a higher-level manager, if needed or requested by SBCCOG. For planning purposes, the individual interviews are approximately 60 minutes, and the supervisor or manager interviews range from 60 - 90 minutes. These interviews will be held remotely via conference call (video enabled, if preferred). It is assumed for this study that there will be individual interviews conducted to evaluate each studied position/classification level.

Task 6 – Analyze Classification Data; Develop Classification Specification(s), as applicable; Prepare, Submit, and Present Draft Classification Report. The CPS HR Consultant will analyze all information collected from the subject matter experts and/or incumbents, and their supervisor/managers to identify the job level, scope, typical duties, requisite knowledge, skills, abilities, and other job-related characteristics of the position.

The CPS HR Consultant will prepare a Preliminary Classification Report, and will include the methodology and draft classification specifications, as well as any other relevant recommendations, including recommendations for reclassifications if warranted. It is assumed that CPS HR will not include ADA, FLSA, or working conditions related matters as a part of the review, analysis, and/or recommendations.

CPS HR will facilitate an online meeting with SBCCOG's Internal Project Manager to discuss the classification findings, if requested. In addition, CPS HR can attend a meeting with the Board to answer any questions they might have, if requested.

Task 7 – Prepare, Submit, and Present Final Classification Report and Updated Classification Specification(s). CPS HR will research any comments and issues raised during the review of the Draft Classification Report. Once these have been resolved, CPS HR will prepare and submit the Final Classification Report to SBCCOG's Internal Project Manager. SBCCOG will be responsible for approving and implementing classification specifications through their standard process. CPS HR will be available to participate in one online meeting with the Board to answer any questions concerning the classification findings, if requested.

Task 8 – Client Communication. CPS HR will ensure ongoing communication with SBCCOG.

Project Timeline for Classification Study

An example timeline is presented below estimating approximately 12 weeks, through the submission of the draft classification report. The CPS HR Internal Project Manager and SBCCOG can discuss varying approaches to customize the timeline. *Our timeline presents the general amount of time for each step without accounting for variables that would cause delay or prolong task time.* CPS HR recommends a structured timeline that can be flexible to accommodate varying factors in achieving set milestones.

Description and Assumptions	Week(s)
Task 1 – Receive and Review Background Material and Initial Project Meeting	1
Task 2 – Develop Job Evaluation Tools	1 – 2
Task 3 – Conduct Employee Orientation/Training Session*	3
<i>PDQ Distribution and Completion by Incumbents, Supervisors and Managers</i>	3-5
Task 4 – PDQ Completion, Review of PDQs and Preparation for Job Evaluation Interviews; Scheduling	6-7
Task 5 – Conduct Job Evaluation Interviews	8-9
Task 6 – Analyze Classification Data; Develop Classification Specification(s), as applicable; Prepare and Submit Draft Classification Report	10-12
<i>Client Review Period for Draft Classification Report and Draft Classification Specifications</i>	
Task 7 – Prepare and Submit Final Classification Report and Updated Classification Specifications	TBD
Task 8 - Client Communication	TBD

*It is assumed that CPS HR will conduct one group employee orientation session.

*Should SBCCOG wish to include a review and recommendation of the FLSA status for each classification studied, this can be added to the scope of work. CPS HR would evaluate the duties against the various exemption categories and review the level of discretion and independent judgement given to each classification. In addition, once the compensation study has concluded, CPS HR will review the salaries for each classification to determine if they meet the salary threshold for the state of California. Recommendations as to the FLSA status of each classification would be provided.

Base Salary Study Methodology

The compensation study outlined in this section is intended to define all tasks within the **base salary study** from labor market selection to a final report, and the types of deliverables associated with the task.

Task 1 – Review the SBCCOG’s Background Materials. Upon contract execution, CPS HR will request any applicable background information from the SBCCOG to ensure our Project Manager, and the CPS HR Project Team are prepared for initial meetings.

- Compensation philosophy and strategy
- Salary schedules
- Organization charts depicting organizational structure and reporting
- Classification specifications
- Budget information
- Memorandums of Understanding (MOUs)
- Compensation policies and procedures
- Past classification/compensation studies
- Mission, Vision, and Value Statements of SBCCOG

The CPS HR Project Manager will coordinate activities through, and report to, SBCCOG’s Internal Project Manager and other designated key stakeholders.

Task 2 – Initial Project Meeting/Labor Market Agency Discussions. The CPS HR Project Team will meet with SBCCOG’s Internal Project Manager and any other designated stakeholders to discuss the study methodologies, deliverables, timelines, communication, and data collection methods. The CPS HR Project Team will determine SBCCOG’s compensation philosophy in this meeting to obtain direction and consensus. Additionally, the CPS HR Project Team will be available to conduct a meeting with these key stakeholders to discuss the following elements of compensation policy:

- Labor Market Agency Selection – For this project, CPS HR will review the labor market agencies previously used by SBCCOG and will make recommendations on revising the labor market as needed.

Task 3 – Design and Develop Data Spreadsheets/Review and Determine Labor Market/Review and Analyze Labor Market Survey Data. CPS HR begins labor market data collection by researching available information online to make preliminary classification matches. The CPS HR Project Team will reach out to labor market agencies to confirm and/or complete survey data, when needed. Once CPS HR has completed our survey analysis tasks, the CPS HR Project Manager will audit the final data as part of our quality review process.

Classification matching includes reviewing SBCCOG background materials such as copies of classification specifications, organization charts, staffing information, and other useful materials to substantiate the accuracy of the comparability of the matches. To determine whether a match from a labor market agency is comparable to SBCCOG’s studied classification CPS HR utilizes a whole job analysis methodology; this commonly used methodology analyzes the job as a whole, rather than by individual factors, by evaluating the core duties and responsibilities, the nature and level of work performed, and the minimum qualifications to determine whether the classification is comparable enough to be utilized as a match. The methodology recognizes slight differences in duties assigned to matches from other labor market agencies which do not impact the type, nature, and level of work performed. Matches should not be so broad that they include classifications performing dissimilar work, or work done at a higher or lower level, but they also should not be so narrow that they exclude matches doing comparable work, with slight differences in work that do not change the level and nature of work.

CPS HR will develop an individual data sheet for each of the survey classifications that present the comparable classifications used in each agency with the relevant data associated with that classification, such as labor market and salary range minimum and maximum.

The labor market data analysis will be conducted based upon the labor market position affirmed within SBCCOG’s compensation philosophy (e.g., median, mean, or other percentile). Each comparable match for each survey classification is reported in the relevant data sheet for full disclosure and review by others. We find this level of transparency in matching provides for a better understanding and acceptance of study results.

Task 4 – Prepare and Submit Draft Compensation Report. The CPS HR Project Team will develop a Draft Compensation Report detailing the results of the labor market survey. This draft report will comprise the following:

- Scope of the study;
- List of labor market agencies as determined in conjunction with SBCCOG;
- Results of the base salary survey;
- Base Pay compensation recommendations for each classification.

The CPS HR Project Team will have a meeting with SBCCOG's Internal Project Manager to discuss the Draft Compensation Report and to respond to any questions, comments, or concerns on the Report.

Task 5 – Research and Resolve Issues/Prepare and Submit the Final Compensation Report. Based upon SBCCOG's review of the Draft Compensation Report, the CPS HR Project Team will follow-up and resolve any outstanding compensation issues. CPS HR will submit the findings to SBCCOG's Internal Project Manager and respond to any questions about the study. CPS HR is available to attend a meeting with the Board to answer any questions they may have, if requested.

Task 6 – Client Communications. CPS HR will ensure ongoing communication with SBCCOG's Internal Project Manager.

Cost of Classification and Compensation Services

Professional Services – Classification Studies

CPS HR proposes a time and materials contract for these professional services and will bill SBCCOG monthly for professional hours and fees incurred. Hours may be moved among team members for efficiency. CPS proposes a **not to exceed contract amount of \$39,730** to provide the classification and compensation services. As a valued client currently engaged in other services with CPS HR, you will receive a 5% discount on the total amount billed at the end of the project. This will be reflected in the final invoice.

Description and Assumptions	Project Manager \$180	Senior Consultant \$130	Administrative Technician \$100
Task 1 – Receive and Review Background Material and Initial Project Meeting.	3	4	1
Task 2 – Develop Job Evaluation Tools	1	1	6
Task 3 – Prepare, Schedule and Conduct Orientation/Training Session (Assumes One Session)	2	2	1
Task 4 – PDQ Completion, Review of up to 20 Individual PDQs, and Preparation for Job Evaluation Interviews; Scheduling.	2	20	1
Task 5 –Conduct Individual Job Evaluation Interview(s); Summarize. Up to 20 Incumbent and 2 Supervisor/Manager meetings	0	35	0
Task 6 – Analyze Classification Data inclusive of Classification Recommendations; Develop and/or Revise Classification Specifications; Prepare and Submit Draft Classification Report	6	60	2
Task 7 – Prepare and Submit Final Classification Report	4	10	2
Task 8 – Client Communication	5	5	0
Total Hours	23	137	13
Professional Services Fee Not-to-Exceed Amount	\$4,140	\$17,810	\$1,300
Estimated Professional Services for Classification Services	\$23,250		

Optional FLSA review (up to 15 classes with review and recommendations)	2	15	1
Professional Services Fee Not-to-Exceed Amount	\$360	\$1,950	\$100
Estimated Professional Services for Classification Services	\$2,410		

Pricing Assumptions

General Scope	
Orientation Meetings	Up to one employee orientation session is included in the above estimated cost of services.
Position Description Questionnaires	It is assumed that individual PDQs will be utilized, separated out by classification. It is assumed that there will be no more than twenty (20) PDQs completed (separated by classification/level and by position). Where a vacancy may exist at any given level, it is assumed that the appropriate Subject Matter Expert (SME) will complete the PDQ form. If additional PDQs are submitted, CPS HR is happy to work with SBCCOG to amend the scope of work and estimated cost of services accordingly. Pricing above assumes the use of pre-populated PDQ forms but CPS HR is happy to explore alternatives to this option.
Interviews	It is assumed that individual interviews will be conducted. Additionally, it is assumed in the above estimated cost of services that both incumbent and supervisory level interviews will be conducted. For purposes of scoping, it is assumed up to twenty (20) interviews will be conducted at the incumbent level. It is assumed that up to two (2) supervisory and management interviews will be conducted; thereby, a total of 22 interviews will be conducted, anticipated to take between 60-90 minutes for each interview.
Classification Specification Development and/or Revision(s)	CPS HR has built in time to revise each of the twelve (12) studied classifications. In addition, CPS HR has built in time to create up to three (3) new classifications should this be warranted. Should additional classification specification development and/or revisions be needed or requested, CPS HR will work with SBCCOG to amend the scope of work and cost of services accordingly.
Report	It is assumed in the estimated hours above that CPS HR will develop one classification report, inclusive of any applicable draft classification specifications and classification recommendations by position. It is assumed that CPS HR will attend a meeting, if needed, to answer any questions on the

	report.
Travel Expenses	Travel time and expenses are not included in the fees above as all work products will be developed via tele – and web-conferences, e-mail, and an online portal provided by CPS HR for document sharing/editing.
Other Expenses	CPS HR will provide all reports, data sheets, and other documents electronically. Hard copy duplication of materials will be the responsibility of SBCCOG. SBCCOG will also provide CPS HR will all relevant materials electronically.

Professional Services – Compensation Services

Description and Assumptions	Project Manager \$180	Senior Consultant \$130	Administrative Technician \$100
Task 1 - Review SBCCOG's Background Materials	1	2	0
Task 2 - Initial Project Meeting/Labor Market Agency Discussions	1	1	0
Task 3 – Design and Develop Data Spreadsheets/Review and Determine Labor Market/Review and Analyze Labor Market Survey Data	2	65	3
Task 4 - Prepare and Submit Draft Base Pay Compensation Report	3	20	2
Task 5 - Research and Resolve Issues/Prepare and Submit the Final Compensation Report	3	10	2
Task 7 – Client Communications	4	4	0
Total Hours	14	102	7
Professional Services Fee Not-to-Exceed Amount	\$2,520	\$13,260	\$700
Estimated Professional Services for Compensation – Base Pay Services		\$16,480	

Pricing Assumptions

General Scope	
Labor Market Agencies	Up to eleven (11)
Scope of Work	Assumes base pay compensation services only (minimum and maximum salaries) for up to twelve (12) revised classifications and up to three (3) new classifications. Includes up to one meeting with the Board, as requested, to answer any questions they may have.
Travel Expenses	Travel time and expenses are not included in the fees above as all work products will be developed via tele – and web-conferences, e-mail, and an online portal provided by CPS HR for document

	sharing/editing.
Other Expenses	CPS HR will provide all reports, data sheets, and other documents electronically. Hard copy duplication of materials will be the responsibility of SBCCOG. SBCCOG will also provide CPS HR will all relevant materials electronically.

Pricing Philosophy

CPS HR is flexible with the proposed work plan; alternate approaches may be discussed with SBCCOG, which may in turn change the proposed cost of the project. As described in this proposal, the methods, approach, timelines, as well as the proposed fee, have been prepared as accurately as possible based upon the services requested and study objectives described in the information provided to CPS HR. The proposed professional fees reflect the steps and time necessary to conduct the study in a sound, thorough, and sustainable manner, including important input and review by SBCCOG’s Internal Project Manager and designated stakeholders to accomplish the study objectives. If changes or additional services are required, we will be happy to discuss changes to the project activities, schedule, and/or fee proposal.

Project Staffing

CPS HR will have a designated team for conducting the classification and compensation services. ***Kristin Morris will serve as Project Manager.*** The additional project team members will be assigned upon execution of the agreement.

Kristin Morris, MBA

Ms. Morris has over twenty years of professional experience in public and private sector human resources, including executive search and recruitment, classification and compensation, organizational reviews, record management, and training.

Employment History

- Consultant, Senior Consultant, Principal Consultant; CPS HR Consulting
- General Education Teacher – Part Time, Oneida School District – Tech Trep Academy
- ISAT State Coordinator – Part Time, Tech Trep Academy
- Independent Contractor, Campbell Water
- Jr. Associate, Associate, Sr. Associate, HR Manager, Assistant Vice President and Vice President; L.B. Hayhurst & Associates

Professional Experience

- Conducted numerous single-position and multi-position classification studies.
- Conducted reference checks and wrote summary reports for a variety of recruitments.
- Served as a team member for an on-site audit of the Approved Local Merit System for Sacramento County.
- Served as a team member for an audit of the County of San Diego's Personnel System to ensure compliance with Local Area Personnel Standards and Federal Merit Principles.
- Served as a team member for an on-site Personnel Program Review to ensure compliance with Approved Local Merit System for Placer County.
- Conducted reorganization, classification, compensation, and pay-for-performance plan studies for a wide spectrum of public agencies. Served as the point of contact with local jurisdictions. Handled scheduling of desk audits. Interviewed employees in small groups and individually. Reviewed files. Wrote classification reports and new job descriptions. Determined out of class work. Conducted research as to current best practices. Determined labor markets and developed compensation surveys. Gathered and analyzed data. Made recommendations on compensation and benefit plans, and how to implement those recommendations. Presented finding before management, boards, and councils.
- Performed executive search, testing, and selection services for a variety of positions for cities, counties, and special districts. Created job announcements and bulletins, identified advertising sources, created ideal candidate profiles, collected and screened resumes, scheduled and proctored

interview panels, conducted background and references checks, and assisted with salary and benefit negotiations.

- Served as the Human Resources Manager for small private sector companies. Assisted with sexual harassment training, audited and maintained employee files, wrote and revised employee handbooks, assisted in facilitating Workers' Compensation claims, and handled employee complaints and grievances.
- Online classification and compensation data management.
- Supervised office staff and associates, worked directly with the CFO and CEO in all areas of the business.

Education

- M.B.A., Business, Sonoma State University, Rohnert Park, CA
- B.S., Psychology, University of Utah, Salt Lake City, UT