AGENDA

A REGULAR MEETING
OF THE CUDAHY CITY COUNCIL
and JOINT MEETING of the
CITY OF CUDAHY AS SUCCESSOR AGENCY and HOUSING SUCCESSOR AGENCY
TO THE CUDAHY DEVELOPMENT COMMISSION
Tuesday, December 17, 2019 – 6:30 P.M.

Written materials distributed to the City Council within 72 hours of the City Council meeting shall be available for public inspection in the City Clerk’s Office at City Hall located at 5220 Santa Ana Street, Cudahy, CA 90201.

In compliance with the Americans with Disabilities Act (ADA) if you need special assistance to participate in this meeting, you should contact the City Clerk’s Office at (323) 773-5143 at least 72 hours in advance of the meeting.

Rules of Decorum

“Members of the Public are advised that all PAGERS, CELLULAR TELEPHONES and any OTHER COMMUNICATION DEVICES are to be turned off upon entering the City Council Chambers.” If you need to have a discussion with someone in the audience, kindly step out into the lobby.

Under the Government Code, the City Council may regulate disruptive behavior that impedes the City Council Meeting.

Disruptive conduct may include, but is not limited to:

- Screaming or yelling during another audience member’s public comments period;
- Profane language directed at individuals in the meeting room;
- Throwing objects at other individuals in the meeting room;
- Physical or verbal altercations with other individuals in the meeting room; and
- Going beyond the allotted three-minute public comment period granted.

When a person’s or group’s conduct disrupts the meeting, the Mayor or presiding officer will request that the person or group stop the disruptive behavior, and WARN the person or group that they will be asked to leave the meeting room if the behavior continues.

If the person or group refuses to stop the disruptive behavior, the Mayor or presiding officer may order the person or group to leave the meeting room, and may request that those persons be escorted from the meeting room. Any person who, without authority of law, willfully disturbs or breaks up a City Council meeting is guilty of a misdemeanor. (Pen. Code, § 403.)
It should also be noted that any person who WILLFULLY disturbs or breaks up the City Council meeting may be arrested for a misdemeanor offense. (Penal Code, § 403.)

1. CALL TO ORDER

2. ROLL CALL

   Council / Agency Member Garcia  
   Council / Agency Member Guerrero  
   Council / Agency Member Lozoya  
   Vice Mayor / Vice Chair Alcantar  
   Mayor / Chair Gonzalez

3. PLEDGE OF ALLEGIANCE

4. PRESENTATIONS

   Glo Green Global, LLC

5. PUBLIC COMMENTS

   (Each member of the public may submit one comment card if he or she wishes to address the City Council. Only speakers that submit a comment card within the first 20 minutes of the meeting will be permitted to speak for three (3) minutes concerning items under the City Council’s jurisdiction, including items on the agenda and closed session items.)

   (Any person who, without authority of law, willfully disturbs or breaks up a City Council meeting is guilty of a misdemeanor. (Pen. Code, § 403).)

6. CITY COUNCIL COMMENTS / REQUESTS FOR AGENDA ITEMS  (Each Council Member is limited to three minutes.)

   (This is the time for the City Council / Agency to comment on any topics related to “City Business,” including announcements, reflections on city / regional events, response to public comments, suggested discussion topics for future council meetings, general concerns about particular city matters, questions to the staff, and directives to the staff (subject to approval / consent of the City Council majority members present, regarding staff directives). Each Council / Agency Member will be allowed to speak for a period not to exceed three (3) minutes. Notwithstanding the foregoing, the City Council Members shall not use this comment period for serial discussions or debate between members on City business matters not properly agendized. The City Attorney shall be responsible for regulating this aspect of the proceeding.)

7. CITY MANAGER REPORT (information only)
8. REPORTS REGARDING AD HOC, ADVISORY, STANDING, OR OTHER COMMITTEE MEETINGS

9. WAIVER OF FULL READING OF RESOLUTIONS AND ORDINANCES

(Consideration to waive full text reading of all Resolutions and Ordinances by single motion made at the start of each meeting, subject to the ability of the City Council / Agency to read the full text of selected resolutions and ordinances when the item is addressed by subsequent motion.)

(COUNCIL / AGENCY)

Recommendation: Approve the Waiver of Full Reading of Resolutions and Ordinances.

10. CONSENT CALENDAR

(Items under the Consent Calendar are considered routine and will be enacted by one motion. There will be no separate discussion of these items unless a Council / Agency Member so requests, in which event the item will be removed from the Consent Calendar and considered separately.)

A. Approval of the Local Agency Investment Fund (LAIF) for the Month of August 2019 (page 9)

Presented by Finance Director

Recommendation: The City Council is requested to approve the Local Agency Investment Fund (LAIF) Report for the month of August 2019 in the amount of $5,014,345.41.

B. Approval of the City Demands and Payroll Including Cash and Investment Report for the Month of August 2019 (page 13)

Presented by Finance Director

Recommendation: The City Council is requested to approve the Demands and Payroll in the amount of $1,163,911.34 including Cash and Investment Report by Fund for the month of August 2019.

C. Consideration to Review and Approve the Draft Minutes of December 3, 2019, for the Regular Meeting of the City Council and the Joint Meeting of the City of Cudahy as Successor Agency and Housing Successor Agency to the Cudahy Development Commission (page 31)

Presented by Assistant City Clerk

Recommendation: The City Council is requested to review and approve the City Council / Successor Agency Draft Minutes for December 3, 2019.

*Presented by Interim Community Development Manager*

**Recommendation:** The City Council is requested to:

1. Adopt Resolution No. 19-31, approving the 2017 General Plan Annual Progress Report (APR); and

2. Adopt Resolution No. 19-32, approving the 2018 General Plan Annual Progress Report (APR); and

3. Authorize staff to file the 2017 and 2018 annual reports with the Governor’s Office of Planning and Research (OPR) and the California Department of Housing and Community Development (HCD).

E. Approval of Resolution No. 19-33 Changing the Regularly Scheduled Parks and Recreation Commission Meeting from Every Fourth Tuesday of Each Month to Every Fourth Thursday of each Month (page 271)

*Presented by Parks and Recreation Coordinator*

**Recommendation:** The City Council is requested to approve Resolution No. 19-33 changing the regularly scheduled Parks and Recreation Commission meeting date from every fourth Tuesday of each month to every fourth Thursday of each month.

F. Adoption of Proposed Resolution No. 19-34 Replacing and Superseding Resolution No. 18-52, Designating Holidays on which City Offices Shall be Closed for Calendar Year 2020 (page 275)

*Presented by Human Resources Manager*

**Recommendation:** The City Council is requested to adopt proposed Resolution No. 19-34 replacing and superseding Resolution No. 18-52, designating which holidays City offices will be closed for Calendar Year 2020.

11. PUBLIC HEARING - NONE
12. BUSINESS SESSION

A. Consideration to Approve a Professional Services Agreement with Vasquez & Company, LLP for Continued Audit Services (page 283)

*Presented by Finance Director*

**Recommendation:** The City Council is requested to:

1. Approve a Professional Services Agreement (PSA) between the City of Cudahy and Vasquez & Company, LLP for Audit Services and other services for an additional three year term to audit Fiscal Years (FYs) 2018-2019, 2019-20, and 2020-21 with an option for two one-year extensions; OR

2. Approve a Professional Services Agreement (PSA) between the City of Cudahy and Vasquez & Company, LLP for Audit Services and other services for an additional five year term to audit Fiscal Years (FYs) 2018-2019, 2019-20, and 2020-21, 2021-22, and 2022-23.

B. Consideration to Approve a Professional Services Agreement with Global Urban Strategies, Inc. for Public Relations and Community Outreach Services (page 343)

*Presented by Junior Deputy City Clerk*

**Recommendation:** The City Council is requested to award a Professional Services Agreement (PSA) to Global Urban Strategies, Inc. for Public Relations and Community Outreach Services for a three year term at a not-to-exceed amount of $249,000.

13. COUNCIL DISCUSSION

**RECESS TO CLOSED SESSION**

This is the time at which the City Council will meet in closed session to go over items of business on the closed session agenda. It should be noted that Councilman Guerrero will be participating from Bedwell Hall via teleconference. At this time, all persons other than Councilman Guerrero and City personnel authorized by either the City Manager or the City Attorney will not be allowed to remain in Bedwell Hall. Once closed session is completed and the City Council returns from closed session into open session, members of the public may then reenter the Council Chamber to rejoin the proceedings.
14. CLOSED SESSION

DELIBERATING AS CITY COUNCIL

A. Closed Session Pursuant to Government Code Section 54957 – Public Employee Recruitment
Title of Position Under Consideration: City Manager

B. Closed Session Pursuant to Government Code Section 54957 – Public Employee Performance Evaluation
Title of Employee: City Manager

C. Closed Session Pursuant to Government Code Section 54957.6 – Conference with Labor Negotiator
City’s Designated Representative: Victor Ponto, City Attorney
Unrepresented Employee: City Manager

DELIBERATING AS CUDAHY SUCCESSOR AGENCY

D. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:
Site No. 1 Elizabeth Street Residential Property
5256 Elizabeth Street APN: 6224-001-014
5260 Elizabeth Street APN: 6224-001-015

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney
Negotiating parties: Chief Administrative Officer
Under Negotiation: Price and Terms

E. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:
Site No. 2 Atlantic Avenue/Santa Ana Street Commercial Property
4734 Santa Ana Street APN: 6224-018-008
8110 South Atlantic Avenue APN: 6224-018-071
8100 South Atlantic Avenue APN: 6224-018-068
Santa Ana Street APN: 6224-018-070
4720 Santa Ana Street APN: 6224-018-069

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney
Negotiating parties: Chief Administrative Officer
Under Negotiation: Price and Terms

F. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:
Site No. 3 Santa Ana Street Residential Property  
4610 Santa Ana Street APN: 6224-019-014

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney  
Negotiating parties: Chief Administrative Officer  
Under Negotiation: Price and Terms

G. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:  
Site No. 4 Atlantic Avenue/Cecilia Street Commercial Property  
8135 South Atlantic Avenue APN: 6224-022-001  
4629 Cecilia Street APN: 6224-022-004  
8201 South Atlantic Avenue APN: 6224-022-002  
8221 South Atlantic Avenue APN: 6224-022-012  
4633 Cecilia Street APN: 6224-022-003

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney  
Negotiating parties: Chief Administrative Officer  
Under Negotiation: Price and Terms

H. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:  
Site No. 5 Atlantic Avenue/Patata Street Commercial Property  
4819 Patata Street APN: 6224-034-014  
8420 South Atlantic Avenue APN: 6224-034-032 APN: 6224-034-040 Patata Street APN: 6224-034-041

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney  
Negotiating parties: Chief Administrative Officer  
Under Negotiation: Price and Terms

I. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:  
Site No. 6 Atlantic Avenue/Clara Street Commercial Property  
4613 Clara Street APN: 6226-022-002  
7660 South Atlantic Avenue APN: 6226-022-008  
7630 South Atlantic Avenue APN: 6226-022-019 APN: 6226-022-020  
7638 South Atlantic Avenue APN: 6226-022-023  
7644 South Atlantic Avenue APN: 6226-022-022 No address APN: 6226-022-021 APN: 6226-022-024
Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney
Negotiating parties: Chief Administrative Officer
Under Negotiation: Price and Terms

RECONVENE TO OPEN SESSION

15. CLOSED SESSION ANNOUNCEMENT

16. ADJOURNMENT

I, Richard Iglesias, hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted at Cudahy City Hall, Bedwell Hall, Clara Park, Lugo Park, and the City's Website not less than 72 hours prior to the meeting. A copy of said Agenda is on file in the City Clerk's Office.

Dated this 13th day of December 2019

Richard Iglesias
Assistant City Clerk
STAFF REPORT

Date: December 17, 2019
To: Honorable Mayor/Chair and City Council/Agency Members
From: Santor Nishizaki, Acting City Manager/Executive Director
By: Steven Dobrenen, Finance Director
Subject: Approval of the Local Agency Investment Fund (LAIF) for the Month of August 2019

RECOMMENDATION

The City Council is requested to approve the Local Agency Investment Fund (LAIF) Report for the month of August 2019 in the amount of $5,014,345.41.

BACKGROUND

1. In 1955, the Pooled Money Investment Account (PMIA) started. LAIF became part of the PMIA. The oversight is provided by the Pooled Money Investment Board (PMIB) and an in-house Investment Committee. The PMIB members consist of the State Treasurer, Director of Finance, and State Controller.

2. In 1977, LAIF was created as a voluntary program by Section 16429.1 et seq. of the California Government Code. The program was intended to be used as an investment alternative for California's local governments and special districts. The LAIF continues today under State Treasurer Fiona Ma's administration.

3. On July 1, 2019, the balance in LAIF was $6,014,345.41 (See Attachment).

4. On August 31, 2019, the balance in LAIF was $5,014,345.41 (See Attachment).
ANALYSIS

The voluntary program offers local agencies the opportunity to participate in a major portfolio, which invests hundreds of millions of dollars, using the investment expertise of the State Treasurer’s Office investment staff at no additional cost to the taxpayer.

All securities are purchased under the authority of Government Code Section 16430 and 16480.4. The State Treasurer's Office takes delivery of all securities purchased on a delivery versus payment basis using a third party custodian.

Cudahy Municipal Code Section 3.04.080 indicates, "Except as otherwise provided, no warrant shall be drawn, or evidence of indebtedness issued unless there shall be at the time sufficient money in the treasury legally applicable to the payment of the same."

CONCLUSION

Once the City Council approves the August 2019 LAIF, the LAIF ending balance of $5,014,345.41 may be relied upon when determining whether or not there are sufficient funds available to pay demands and payroll as required by Cudahy Municipal Code Section 3.04.080.

FINANCIAL IMPACT

None

ATTACHMENT

Local Agency Investment Fund (LAIF) Balance
# LOCAL AGENCY INVESTMENT FUND

**General Account - City #98-19-225**

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<td>LAIF Interest earned</td>
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<td>Ending Balance as of August 31, 2019</td>
<td>$5,014,345.41</td>
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STAFF REPORT

Date: December 17, 2019
To: Honorable Mayor/Chair and City Council/Agency Members
From: Santor Nishizaki, Acting City Manager/Executive Director
By: Steven Dobrenen, Finance Director
Subject: Approval of the City Demands and Payroll Including Cash and Investment Report for the Month of August 2019

RECOMMENDATION

The City Council is requested to approve the Demands and Payroll in the amount of $1,163,911.34 including Cash and Investment Report by Fund for the month of August 2019.

BACKGROUND

1. On December 13, 1993, Ordinance 476 was adopted and codified as Cudahy Municipal Code Section 3.04.080 indicating, "Except as otherwise provided, no warrant shall be drawn or evidence of indebtedness issued unless there shall be at the time sufficient money in the treasury legally applicable to the payment of the same."

2. On June 2019, the following demands and payroll have been audited by the Finance Department:

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ANALYSIS

The Check Register Report (Attachment A), Payroll Warrants including payroll taxes and insurance premiums (Attachment B), Cash and Investment Report by Fund August 2019 (Attachment C) indicate that the cash and investment balance was sufficient for disbursements for the month of August 2019, (Attachment D) a summary of cash received and disbursed by month during Fiscal Year (FY) 2019-20, and (Attachment E) a summary of cash received and disbursed by month during FY 2018-19.

Cudahy Municipal Code Section 3.04.070 indicates, "...Budgeted demands paid by warrant prior to audit by the council shall be presented to the council for ratification and approval."

CONCLUSION

The Finance Director certifies to the accuracy and availability of funds for payment. A Demand/Warrant Register has been submitted to the City Council for approval in accordance with Cudahy Municipal Code Section 3.04.070.

FINANCIAL IMPACT

The Cash and Investment Report by Fund (Attachment C) indicates how the total disbursements of $1,163,911.34 were distributed between the funds of the City.

ATTACHMENTS

A. Check Register Report
B. Payroll Warrants including payroll taxes and insurance premiums
C. Cash and Investment Report by Fund August 2019
D. Summary of Cash Receipt / Disbursement by Month FY 2019-20
E. Summary of Cash Receipt / Disbursement by Month FY 2018-19
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Total Checks: 70  
Bank Total (excluding void checks): 1,004,465.40

Total Checks: 70  
Grand Total (excluding void checks): 1,004,465.40
CITY OF CUDAHY

Payroll Warrants including payroll taxes and insurance premiums:

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<th>Issued Warrants Number</th>
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<th>August 15, 2019</th>
<th>August 29, 2019</th>
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<td>25106-25109</td>
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<td>$ 2,393.82</td>
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<tr>
<td>CalPERS Direct Deposit (b)</td>
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<td>CalPERS Direct Deposit (c)(f)</td>
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| Total Amount           | $ 40,562.82   | $ 65,864.45    | $ 53,018.67    |

Note (a) - Employees / Council Members / Commissioners
Note (b) - Payments for CalPERS medical insurance
Note (c) - Payments for CalPERS retirement contributions
Note (d) - Federal and State payroll taxes
## Cash and Investment Report by Fund August 2019

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<tr>
<th>July 1, 2019</th>
<th>Inflow YTD</th>
<th>Outflow YTD</th>
<th>August 31, 2019</th>
<th>Receipts August 2019</th>
<th>Disbursements August 2019</th>
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<td>3,624,833.50</td>
<td>12,388,494.93</td>
<td>857,171.41</td>
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- **Total cash disbursements per June and Payroll Reports**
  - AP disbursements: 1,004,465.40
  - Payroll - August 1, 2019: 40,562.82
  - Payroll - August 15, 2019: 65,864.45
  - Payroll - August 29, 2019: 53,018.67
  - Sub-Total: 1,163,911.34

- **Add:** Total Bank charges in August 2019: 1,729.75
- **Add:** Credit card charge - Food Distribution & Annual Application Fee: 2,607.13
- **Total Cash Disbursements per June Cash & Investment Report:** 1,167,798.22
## City of Cudahy
### Summary of Cash Receipt/Disbursement by Month - FY 2019-20

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<td><strong>Total:</strong></td>
<td><strong>$1,794,737.42</strong></td>
<td><strong>$2,389,529.31</strong></td>
</tr>
</tbody>
</table>

Note (a) - City liab. and workers comp insurance, and PERS unfunded pension liab.

Note (b) - Design cost for Atlantic Blvd and 2 sheriff payments

Average Per Month:

<table>
<thead>
<tr>
<th>Date</th>
<th>General Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cash Receipts</td>
</tr>
<tr>
<td></td>
<td>Disbursement</td>
</tr>
<tr>
<td></td>
<td>$1,194,764.66</td>
</tr>
<tr>
<td></td>
<td>1,690,249.24</td>
</tr>
</tbody>
</table>

Note (1) - City liab. & workers comp insurance, and PERS unfunded pension liab.,
Note (2) - 2 sheriff payments
## City of Cudahy

### Summary of Cash Receipt/Disbursement by Month - FY 2018-19

<table>
<thead>
<tr>
<th>Date</th>
<th>Cash Receipts</th>
<th>Disbursement</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2018</td>
<td>691,772.52</td>
<td>923,546.53</td>
<td></td>
</tr>
<tr>
<td>August 2018</td>
<td>600,224.95</td>
<td>1,355,964.47</td>
<td>(a) - City liab. and workers comp insurance, general plan update, and PERS unfunded pension liab.</td>
</tr>
<tr>
<td>September 2018</td>
<td>671,668.80</td>
<td>3,057,462.54</td>
<td>(b)</td>
</tr>
<tr>
<td>October 2018</td>
<td>810,382.01</td>
<td>645,124.72</td>
<td></td>
</tr>
<tr>
<td>November 2018</td>
<td>522,560.70</td>
<td>1,549,730.19</td>
<td>(c)</td>
</tr>
<tr>
<td>December 2018</td>
<td>1,121,529.12</td>
<td>424,080.59</td>
<td></td>
</tr>
<tr>
<td>January 2019</td>
<td>3,785,470.66</td>
<td>1,208,844.24</td>
<td>(f)</td>
</tr>
<tr>
<td>February 2019</td>
<td>674,683.44</td>
<td>724,770.19</td>
<td></td>
</tr>
<tr>
<td>March 2019</td>
<td>687,121.16</td>
<td>1,074,540.91</td>
<td>(g)</td>
</tr>
<tr>
<td>April 2019</td>
<td>1,256,634.02</td>
<td>902,870.53</td>
<td></td>
</tr>
<tr>
<td>May 2019</td>
<td>3,908,451.88</td>
<td>895,863.14</td>
<td></td>
</tr>
<tr>
<td>June 2019</td>
<td>1,449,768.63</td>
<td>991,353.76</td>
<td>(j)</td>
</tr>
<tr>
<td></td>
<td><strong>Total:</strong></td>
<td><strong>13,754,151.81</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Note (a)</strong></td>
<td></td>
<td>City liab. and workers comp insurance, general plan update, and PERS unfunded pension liab.</td>
</tr>
<tr>
<td></td>
<td><strong>Note (b)</strong></td>
<td></td>
<td>Debt service payment and 2 sheriff payments</td>
</tr>
<tr>
<td></td>
<td><strong>Note (c)</strong></td>
<td></td>
<td>Prop A exchange and 2 sheriff payments</td>
</tr>
<tr>
<td></td>
<td><strong>Note (d)</strong></td>
<td></td>
<td>Prop A exchange and refuse assessment</td>
</tr>
<tr>
<td></td>
<td><strong>Note (e)</strong></td>
<td></td>
<td>ROPS distribution from County and bi-annual motor-vehicle-in-lieu</td>
</tr>
<tr>
<td></td>
<td><strong>Note (f)</strong></td>
<td></td>
<td>2 sheriff payments, refuse collection, and Maywood police dept furniture</td>
</tr>
<tr>
<td></td>
<td><strong>Note (g)</strong></td>
<td></td>
<td>Debt service payment</td>
</tr>
<tr>
<td></td>
<td><strong>Note (h)</strong></td>
<td></td>
<td>Cannabis fees, annual franchise fees, and refuse collection</td>
</tr>
<tr>
<td></td>
<td><strong>Note (i)</strong></td>
<td></td>
<td>Bi-annual motor-vehicle-in-lieu and ROPS bond payoff</td>
</tr>
<tr>
<td></td>
<td><strong>Note (j)</strong></td>
<td></td>
<td>Refuse collection, PARS - OPEB and Retirement Trust</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Cash Receipts</th>
<th>Disbursement</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2018</td>
<td>458,761.50</td>
<td>736,296.50</td>
<td></td>
</tr>
<tr>
<td>August 2018</td>
<td>303,501.54</td>
<td>1,186,595.26</td>
<td>(1) - City liab. &amp; workers comp insurance, PERS unfunded pension liab., and general plan update</td>
</tr>
<tr>
<td>September 2018</td>
<td>336,600.23</td>
<td>954,388.46</td>
<td>(2)</td>
</tr>
<tr>
<td>October 2018</td>
<td>403,268.29</td>
<td>480,417.07</td>
<td></td>
</tr>
<tr>
<td>November 2018</td>
<td>274,143.29</td>
<td>871,293.61</td>
<td>(3)</td>
</tr>
<tr>
<td>December 2018</td>
<td>686,428.02</td>
<td>305,478.17</td>
<td></td>
</tr>
<tr>
<td>January 2019</td>
<td>1,894,263.76</td>
<td>871,964.95</td>
<td>(5)</td>
</tr>
<tr>
<td>February 2019</td>
<td>389,638.59</td>
<td>298,175.33</td>
<td></td>
</tr>
<tr>
<td>March 2019</td>
<td>414,938.14</td>
<td>603,339.22</td>
<td></td>
</tr>
<tr>
<td>April 2019</td>
<td>790,947.57</td>
<td>784,443.47</td>
<td></td>
</tr>
<tr>
<td>May 2019</td>
<td>1,718,423.49</td>
<td>530,576.27</td>
<td></td>
</tr>
<tr>
<td>June 2019</td>
<td>430,702.05</td>
<td>747,904.92</td>
<td>(8)</td>
</tr>
<tr>
<td></td>
<td><strong>Total:</strong></td>
<td><strong>8,370,873.23</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Average Per Month:</strong></td>
<td></td>
<td><strong>760,988.48</strong></td>
</tr>
</tbody>
</table>

Note (1) - City liab. & workers comp insurance, PERS unfunded pension liab., and general plan update

Note (2) - 2 sheriff payments

Note (3) - 2 sheriff payments

Note (4) - Bi-annual motor-vehicle-in-lieu

Note (5) - 2 sheriff payments and Maywood police dept furniture

Note (6) - Cannabis and annual franchise fees

Note (7) - Bi-annual-motor-vehicle-in-lieu

Note (8) - Payments to PARS Trust Fund (OPEB & Retirement)
STAFF REPORT

Date: December 17, 2019
To: Honorable Mayor/Chair and City Council/Agency Members
From: Santor Nishizaki, Acting City Manager/Executive Director
By: Richard Iglesias, Assistant City Clerk

Subject: Consideration to Review and Approve the Draft Minutes of December 3, 2019, for the Regular Meeting of the City Council and the Joint Meeting of the City of Cudahy as Successor Agency and Housing Successor Agency to the Cudahy Development Commission

RECOMMENDATION

The City Council is requested to review and approve the City Council / Successor Agency Draft Minutes for December 3, 2019.

BACKGROUND / ANALYSIS

_Historically_

The Municipal Clerk is one of the oldest professions in government, dating back to 1272 A.D., originating in England. The record keeper then was called Remembrancer; an English official whose job was to remind the Lord Treasurer and Barons of Court, of business pending.

Years later in the 1600’s when early colonist came to America, the office of the Clerk was one of the first offices to be established. Over the years the City Clerk’s office has become the core for local government, and the liaison to the residents of the Community. The Municipal Clerk (City Clerk) is the record keeper of a City’s recorded History.

William Bennett Munro a Canadian historian and political scientist, who taught at Harvard University and the California Institute of Technology, stated in one of his first textbooks written: “No other office in municipal service has so many contacts. It serves the Mayor, the City Council, the City Manager (when there is one), and all administrative departments,
without exception. All of them call upon it, almost daily, for some service or information. Its work is not spectacular, but it demands versatility, alertness, accuracy, and no end of patience. The public does not realize how many loose ends of city administration this office pulls together.”

Moving forward to the present time, the City Clerk’s office today is generally responsible for keeping record of City Council meetings; agreements; recordings of official documents; legal advertisements; municipal elections; commissions and committees current files; claims against the city; and other legal or official documents.

City Clerks in General Law cities are required to keep a record (minutes) of the proceedings of Council meetings (Government Code Sections 36814 and 40801). Minutes are the official record of a meeting which provides a record of the Council’s decisions and actions.

CONCLUSION

City Council is requested to approve the attached City Council / Agency Draft Minutes of the proceedings of December 3, 2019, City Council meeting.

FINANCIAL IMPACT

No Financial Impact.

ATTACHMENT

A. Draft Minutes December 3, 2019
B. Resolution No. 16-38, approving the City Clerk’s use of Summary Action Minutes as the Official Record of the City Council proceedings.
1. CALL TO ORDER

Mayor / Chair Gonzalez called the meeting to order at 6:36 p.m.

2. ROLL CALL

PRESENT: Council / Agency Member Guerrero
         Council / Agency Member Lozoya
         Council / Agency Member Garcia (arrived at 6:42 p.m.)
         Vice Mayor / Vice Chair Alcantar
         Mayor / Chair Gonzalez

ABSENT: None

ALSO PRESENT: Acting City Manager Santor Nishizaki, Deputy City Attorney, Martin de los Angeles, Assistant City Clerk, Richard Iglesias, Finance Director Steven Dobrenen, Assistant City Engineer, Aaron Torres-Hernandez, and Junior Deputy City Clerk, Andres Rangel

3. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Vice Mayor Alcantar.

4. PRESENTATIONS

Certificate of Recognition awarded to Jose Manuel Jimenez.

5. PUBLIC COMMENTS

Jack Guerrero, reflected on the most recent special meeting of the city council convening the weekend before Thanksgiving to discuss serious and consequential city matters. He expressed his relief and encouragement that the Council unanimously endorsed a new direction for the City, including the temporary appointment of an acting city manager, and the commitment from Council to initiate a methodical, community engaged, and transparent search for a permanent city manager, ideally with the competence and experiences to steer through the many challenged ahead, with temperament and integrity to inspire approbation of the people. He further noted the Council dynamic has reached a point of inflection, and therefore invited his colleagues to seize this unique moment. He continued to highlight his concern with the City’s internal control environment, extending an olive branch with the hope the Council can remediate the current conditions together. He referenced the state controllers recommendations during its authoritative report from 2014. He specifically cited that the city should develop a comprehensive remedial plan to address the deficiencies, as well as identifying milestones and timelines for completion, and requiring periodic public updates on the progress in implementing the remedial plan. He proposed
the initial convening of the internal controls remediation committee, which he would chair due to his subject matter expertise and extensive financial background, as early as this week. He notified Mr. Nishizaki that he would coordinate with his office to schedule a meeting on these matters at his earliest convenience, as well as invited the mayor to join the meeting.

Patricia Covarrubias, congratulated new Acting City Manager, Santor Nishizaki, wishing him luck, and hoping for progress during his time with the City. She further spoke in favor of item 12B, asking council to approve the blue curb policy to help the disabled community.

Marcos Covarrubias, welcomed and congratulated new Acting City Manager, Santor Nishizaki. He understands the next few months will not be easy. However, he believes that progress can be made if the Council, community, and staff work together. He further thanked the Council and hoped to get more cooperation amongst the Council. He concluded his comments by speaking in favor of item 12B.

Susie de Santiago, welcomed new Acting City Manager, Santor Nishizaki, hoping he can guide the city toward progress during his time in Cudahy. Regarding handicap placards, she commented that the application does not consider the DMV section that exempts residents with handicap placards from having to pay additional fees for overnight parking and asked to include this provision in the application.

Carmen Beltran, welcomed new Acting City Manager, Santor Nishizaki, urging him to prioritize public safety in the City. She highlighted the homeless problem in the City as well as past instances of vandalism, delinquency, and violent assault toward city residents. She further thanked city staff and Council as well as residents for working together to develop and approve a blue curb handicap policy for handclapped residents who are in need of additional handicap parking. She further commented her concerns over the disposition of city owned properties, urging to make an ordinance to prohibit current and former city employees to engage in any business with city owned properties.

6. CITY COUNCIL COMMENTS

Council Member Lozoya, welcomed New Acting City Manager, Santor Nishizaki, to the City of Cudahy.

Council Member Guerrero, translated a few of his original public comments in Spanish, commenting on the results from the most recent special meeting, appointing a temporary Acting City Manager, and starting a methodical search for a new City Manager, and improving the City’s image and Council working relation to attract well qualified City Manager candidates. He also expressed his concerns over the City’s internal controls and offered an olive branch to have those concerns adequately addressed. He cited recommendations from the state auditor, and notified the Acting City Manager that the internal controls remediation committee will coordinate with his office to schedule a meeting as early as this week.

Council Member Garcia, welcomed new Acting City Manager, Santor Nishizaki, thanking him for taking this leadership role, and spearheading the projects that have been pending, as well as having an open door policy for residents and council members, citing the recent positive feedback residents have given him regarding Mr. Nishizaki. He completed his comments by noting there will be problems ahead, but also recognizing that the City can capitalize on opportunities to progress.

Vice Mayor Alcantar, reminded residents of Mr. Nishizaki’s open door policy as well as announced upcoming opportunities for residents to meet and speak with Mr. Nishizaki regarding the issues
and concerns they find most important. She also announced that a Cudahy resident will be fighting semi-professionally at MMA, representing the City. She went on to mention that it would have been a month of temporary rent control in the City, unfortunately the urgency ordinance did not pass. She emphasized the spike in rent increases in the City, that could have potentially been averted. She urged Council to revisit this topic at a future council meeting.

Mayor Gonzalez welcomed new Acting City Manager, Santor Nishizaki, highlighting his experiences and qualifications. He highlighted the various opportunities that residents will have to meet with Mr. Nishizaki. He thanked Council Member Guerrero for spearheading the internal controls remediation committee, looking forward to meet and discuss how to improve City internal controls. He notified residents that Glo Green is hoping to establish a headquarters in the City. He therefore directed city staff to present a letter of interest for the next council meeting as well as a presentation by Glo Green to talk about what their company does. He concluded his comments by giving an update about finding sponsorships to renovate the skate park.

7. CITY MANAGER REPORT (information only)

8. REPORTS REGARDING AD HOC, ADVISORY, STANDING OR OTHER COMMITTEE MEETINGS - NONE

9. WAIVER OF FULL READING OF RESOLUTIONS AND ORDINANCES

Motion: It was moved by Council Member Garcia and seconded by Vice Mayor Alcantar to waive the full reading of resolutions and ordinances. The motion carried (5-0-0) by the following roll call vote.

AYES: Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez
NOES: None
ABSENT: None
ABSTAIN: None

10. CONSENT CALENDAR (COUNCIL MEMBER GUERRERO PULLED ITEMS A AND B FOR DISCUSSION)

A. Approval of the Local Agency Investment Fund (LAIF) for the Month of July 2019

Presented by the Finance Director

The City Council is requested to approve the Local Agency Investment Fund (LAIF) Report for the month of July 2019 in the amount of $6,014,345.41

Motion: It was moved by Council Member Garcia and seconded by Council Member Lozoya to approve the Local Agency Investment Fund (LAIF) Report for the month of July 2019 in the amount of $6,014,345.41. The motion carried (4-0-0) by the following roll call vote.

AYES: Garcia, Lozoya, Alcantar, and Gonzalez
NOES: None
ABSENT: None
ABSTAIN: Guerrero

B. Approval of the City Demands and Payroll Including Cash and Investment Report for the Month of July 2019
Presented by the Finance Director

The City Council is requested to approve the Demands and Payroll in the amount of $1,452,569.67 including Cash and Investment Report by Fund for the month of July 2019.

**Motion:** It was moved by Council Member Garcia and seconded by Council Member Lozoya to approve the Demands and Payroll in the amount of $1,452,569.67 including Cash and Investment Report by Fund for the month of July 2019. The motion carried (4-0-0) by the following roll call vote.

**AYES:** Garcia, Lozoya, Alcantar, and Gonzalez  
**NOES:** None  
**ABSENT:** None  
**ABSTAIN:** Guerrero

C. Consideration to Review and Approve the Draft Minutes of October 1, 2019, for the Regular Meeting of the City Council and the Joint Meeting of the City of Cudahy as Successor Agency and Housing Successor Agency to the Cudahy Development Commission

Presented by the Assistant City Clerk

The City Council is requested to review and approve the City Council / Successor Agency Draft Minutes for October 1, 2019.

**Motion:** It was moved by Council Member Garcia and seconded by Vice Mayor Alcantar to review and approve the City Council / Successor Agency Draft Minutes for October 1, 2019. The motion carried (5-0-0) by the following roll call vote.

**AYES:** Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez  
**NOES:** None  
**ABSENT:** None  
**ABSTAIN:** None

D. Consideration to Review and Approve the Draft Minutes of November 19, 2019, for the Regular Meeting of the City Council and the Joint Meeting of the City of Cudahy as Successor Agency and Housing Successor Agency to the Cudahy Development Commission

Presented by the Assistant City Clerk

The City Council is requested to review and approve the City Council / Successor Agency Draft Minutes for November 19, 2019.

**Motion:** Council Member Garcia and seconded by Vice Mayor Alcantar review and approve the City Council / Successor Agency Draft Minutes for November 19, 2019. The motion carried (5-0-0) by the following roll call vote.

**AYES:** Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez  
**NOES:** None  
**ABSENT:** None  
**ABSTAIN:** None
E. Consideration to Review and Approve the Draft Minutes of November 23, 2019, for the Regular Meeting of the City Council and the Joint Meeting of the City of Cudahy as Successor Agency and Housing Successor Agency to the Cudahy Development Commission

Presented by the Assistant City Clerk

The City Council is requested to review and approve the City Council / Successor Agency Draft Minutes for November 23, 2019.

Motion: It was motioned by Council Member Garcia and seconded by Vice Mayor Alcantar review and approve the City Council / Successor Agency Draft Minutes for November 23, 2019. The motion carried (5-0-0) by the following roll call vote.

AYES: Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez
NOES: None
ABSENT: None
ABSTAIN: None

11. PUBLIC HEARING - NONE

12. BUSINESS SESSION

A. Consideration to Approve First Amendment to Professional Services Agreement Between the City of Cudahy and MV Cheng & Associates Inc. for Technical and Practical Accounting Services

Presented by the Finance Director

The City Council is requested to approve the First Amendment to the Professional Services Agreement between the City of Cudahy and MV Cheng & Associates Inc. for technical and practical accounting / payroll support through June 30, 2020.

Motion: It was motioned by Council Member Garcia and Seconded by Vice Mayor Alcantar to approve the First Amendment to the Professional Services Agreement between the City of Cudahy and MV Cheng & Associates Inc. for technical and practical accounting / payroll support through June 30, 2020. The motion carried (5-0-0) by the following roll call vote.

AYES: Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez
NOES: None
ABSENT: None
ABSTAIN: None

B. Approval of Resolution No. 19-31, Adopting Policies and Procedures for Installation of On-Street Disability Parking

Presented by the Assistant City Engineer

The City Council is requested to approve Resolution No. 19-31, adopting policies and procedures for installation of on-street disability parking.

Motion: It was motioned by Vice Mayor Alcantar and Seconded by Mayor Gonzalez to approve Resolution No. 19-31, adopting policies and procedures for installation of on-street disability parking. The motion carried (5-0-0) by the following roll call vote.
C. Consideration to Approve a Professional Services Agreement Between the City of Cudahy and Go Green Consultants, LLC to Prepare and Implement a Program Development Agreement

Presented by the Acting City Manager

The City Council is requested to Consider Approving a Professional Services Agreement Between the City of Cudahy and Go Green Consultants, LLC to prepare and implement a Program Development Agreement.

**Motion:** It was motioned by Council Member Garcia and Seconded by Council Member Lozoya to adopt a Professional Services Agreement Between the City of Cudahy and Go Green Consultants, LLC to prepare and implement a Program Development Agreement as well as have any additional financing that surpasses the 1% interest rate be approved by the designated sub-committee and Council. The motion carried (5-0-0) by the following roll call vote.

**AYES:** Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez

**NOES:** None

**ABSENT:** None

**ABSTAIN:** None

13. COUNCIL DISCUSSION

A. Council Member Guerrero

   i. Status update on permit for Sagrado Corazon y Santa Maria de Guadalupe Church

B. Council Member Lozoya

   i. Information regarding Clara and River Road Park Maintenance

RECESSED TO CLOSE SESSION AT 7:51 P.M.

14. CLOSED SESSION

A. Closed Session Pursuant to Government Code Section 54956.9(d)(1) – Conference with Legal Counsel to Discuss Existing Litigation - Name of Case: Cudahy Citizens v. City of Cudahy (Case No. BS174212).

B. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

   Property Location:
   Site No. 1 Elizabeth Street Residential Property
   5256 Elizabeth Street APN: 6224-001-014
   5260 Elizabeth Street APN: 6224-001-015
C. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:
Site No. 2 Atlantic Avenue/Santa Ana Street Commercial Property
4734 Santa Ana Street APN: 6224-018-008
8110 South Atlantic Avenue APN: 6224-018-071
8100 South Atlantic Avenue APN: 6224-018-068
Santa Ana Street APN: 6224-018-070
4720 Santa Ana Street APN: 6224-018-069

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney
Negotiating parties: Chief Administrative Officer
Under Negotiation: Price and Terms

D. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:
Site No. 3 Santa Ana Street Residential Property
4610 Santa Ana Street APN: 6224-019-014

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney
Negotiating parties: Chief Administrative Officer
Under Negotiation: Price and Terms

E. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:
Site No. 4 Atlantic Avenue/Cecilia Street Commercial Property
8135 South Atlantic Avenue APN: 6224-022-001
4629 Cecilia Street APN: 6224-022-004
8201 South Atlantic Avenue APN: 6224-022-002
8221 South Atlantic Avenue APN: 6224-022-012
4633 Cecilia Street APN: 6224-022-003

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney
Negotiating parties: Chief Administrative Officer
Under Negotiation: Price and Terms

F. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators
Property Location:
Site No. 5 Atlantic Avenue/Patata Street Commercial Property
4819 Patata Street APN: 6224-034-014
8420 South Atlantic Avenue APN: 6224-034-032 APN: 6224-034-040
Patata Street APN: 6224-034-041

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney
Negotiating parties: Chief Administrative Officer
Under Negotiation: Price and Terms

G. Closed Session Pursuant to Government Code Section 54956.8 – Conference with Real Property Negotiators

Property Location:
Site No. 6 Atlantic Avenue/Clara Street Commercial Property
4613 Clara Street APN: 6226-022-002
7660 South Atlantic Avenue APN: 6226-022-008
7630 South Atlantic Avenue APN: 6226-022-019 APN: 6226-022-020
7638 South Atlantic Avenue APN: 6226-022-023
7644 South Atlantic Avenue APN: 6226-022-022
No address APN: 6226-022-021 APN: 6226-022-024

Successor Agency Negotiator: Santor Nishizaki, Executive Director, Dave Gondek, Deputy City Attorney, Victor Ponto, City Attorney
Negotiating parties: Chief Administrative Officer
Under Negotiation: Price and Terms

RECONVENE TO OPEN SESSION AT 8:49 P.M.

15. CLOSED SESSION ANNOUNCEMENT

Deputy City Attorney Martin de los Angeles reported that for each closed session item 14A, Council Member Guerrero did not participate. City legal counsel provided an update. Direction was given, no final action was taken.

Regarding Item 14B-14G, all five members participated. Direction was given, no final action was taken.

16. ADJOURNMENT

The City Council / Agency meeting was adjourned at 9:27 p.m.
ATTEST:

Richard Iglesias
Assistant City Clerk

Jose R. Gonzalez
Mayor
RESOLUTION NO. 16-38


WHEREAS, pursuant to Section 2.20.010(1) of the Municipal Code of the City of Cudahy, the City clerk is required to perform such duties as are set forth in the Government Code and in the City’s Municipal Code and as the City Council from time to time shall direct or authorize; and

WHEREAS, under Government Code Section 40801, the City Clerk is tasked with keeping accurate records of the proceeding of the legislative body; and

WHEREAS, pursuant to Government Code Section 36814, the City Council shall cause the City Clerk to keep a correct record of its proceedings;

WHEREAS, the City Clerk currently prepares and keeps full written minutes of the City Council’s meetings and proceedings; and

WHEREAS, instead of summary minutes, the City Council now wishes for the City Clerk to prepare and keep summary action minutes as the official record of its meetings or proceedings; and

BASED UPON THE ABOVE RECITALS, THE CITY COUNCIL OF THE CITY OF CUDAHY, CALIFORNIA, DOES HEREBY FIND, DETERMINE AND RESOLVE AS FOLLOWS:

SECTION 1. The recitals set forth above are true and correct and incorporated herein by reference.

SECTION 2. The City Council hereby approves the use of summary action minutes as the official record of its meetings or proceedings in lieu of full form written minutes.

SECTION 3. This Resolution shall take effect immediately upon its adoption by the City Council and the City Clerk shall certify to the passage and adoption of this Resolution and enter it into the book of original Resolutions.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Cudahy at its regular meeting on this 12th day of December, 2016.
ATTEST:

Richard Iglesias
Deputy City Clerk

STATE OF CALIFORNIA )
COUNTY OF LOS ANGELES )    SS:
CITY OF CUDAHY    )

I, Richard Iglesias, Deputy City Clerk of the City of Cudahy, hereby certify that the foregoing Resolution No. 16-38 was passed and adopted by the City Council of the City of Cudahy, signed by the Mayor and attested by the Deputy City Clerk at a regular meeting of said Council held on the 12th day of December, 2016, and that said Resolution was adopted by the following vote, to-wit:

AYES: Garcia, Markovich, Hernandez, Sanchez

NOES: None

ABSENT: None

ABSTAIN: Guerrero
STAFF REPORT

Date: December 17, 2019
To: Honorable Mayor/Chair and City Council/Agency Members
From: Santor Nishizaki, Acting City Manager/Executive Director
By: Salvador Lopez Jr, Interim Community Development Manager
Subject: Approve The 2017 and 2018 General Plan Annual Progress Reports Required by the State of California, Reporting Periods January 1, 2017 – December 31, 2017 and Reporting Periods January 1, 2018 – December 31, 2018

RECOMMENDATION

The City Council is requested to:

1. Adopt Resolution No. 19-31, approving the 2017 General Plan Annual Progress Report (APR); and

2. Adopt Resolution No. 19-32, approving the 2018 General Plan Annual Progress Report (APR); and

3. Authorize staff to file the 2017 and 2018 annual reports with the Governor’s Office of Planning and Research (OPR) and the California Department of Housing and Community Development (HCD).

BACKGROUND

1. On November 10, 1960, the City of Cudahy was incorporated as an official Los Angeles County municipality.

2. On May 27, 1963, the City adopted the General Plan.

3. In 1975, the State of California mandated that every municipality in California prepare a General Plan.

4. On June 27, 1977, the City adopted various updates to the Housing Element and Land Use Elements.
5. On May 26, 1992, the City completed and adopted a full comprehensive General Plan Update.

6. On September 15, 2010, the City approved a General Plan update. However, the update consisted primarily of updating outdated information and minor modifications to the General Plan Land Use Map, and this update was not submitted to or certified by the State of California.


8. On July 27, 2015, the City approved a Professional Service Agreement (PSA) with MIG, to prepare the Cudahy 2040 General Plan Update and optional Development Code Update.

9. On March 30, 2017, City Council approved Resolution 17-05 approving the 2016 General Plan APR for the reporting period of January 1, 2016 though December 2016, and authorized staff to file the report with the OPR and OCD.

10. On March 20, 2018 the City Council adopted the 2040 General Plan, the 2018 Housing Element update, amended the Development Code, and updated the Zoning Map.

11. On November 8, 2018 the State Department of Housing and Community Development (HCD) certified the City’s 2018 Housing Element update.

**PLANNING COMMISSION REVIEW**

Due to holidays and time constraints, and the City’s intention to submit the 2017 and 2018 General Plan Progress Reports prior to December 20, 2019; the Planning Commission public hearing schedule could not accommodate review of the Reports. Review by the Planning Commission is a courtesy, not a requirement. The Planning Commission has been intensely involved with the 2040 General Plan update and the 2018 Housing Element update. The Planning Commission’s involvement with the public workshops and hearings for both of these documents included reviews of goals, policies, and implementation measures; however, at that time they were not consolidated as they are now in the 2017 and 2018 Reports.

**ANALYSIS**

California Government Code Section 65400 mandates that cities and all 58 counties submit an APR on the status of the General Plan and progress in its implementation to their legislative bodies, the Governor’s Office of Planning and Research (OPR) and the Housing and Community Development (HCD) by April 1st of each year. Only charter cities are exempt from the requirement to prepare APRs unless the charter stipulates otherwise (Government Code Section 65700).
During 2017 and 2018 the City was deeply involved in the process of the Cudahy 2040 General Plan Update. This update included a review of the previous General Plan, including review of the implementation measures. Although an APR must be prepared and submitted to the State for the existing General Plan, the City was not able to prepare the APR’s while at the same time updating the General Plan and Housing Element.

The APR provides local legislative bodies with information to assess how the General Plan was implemented during the 12-month reporting period. More specifically, the APR explains how land use decisions relate to adopted goals, policies, and implementation measures of the General Plan. The APR will also provide enough information to identify necessary "course adjustments" or modifications to the General Plan, and means to improve local implementation. Identify

Once accepted and submitted to both the OPR and HCD, the APR gives the OPR the opportunity to identify and track statewide trends in land use decision making and how local planning and development activities relate to statewide planning goals and policies. APRs may identify needed modifications and improvements to the OPR’s General Plan Guidelines.

There is no standardized form or format for the preparation of the General Plan APR. The APR is not required to incorporate all of the General Plan elements and need not be an elaborate and time-consuming endeavor. Although, the OPR provides a list of recommendations in preparing APRs. The City of Cudahy’s 2017 (Attachment A) and 2018 (Attachment A1) APRs were prepared consistent with the recommendations from OPR for review of the reporting periods from January 1, 2017 through December 31, 2017 and January 1, 2018 through December 31, 2018.

The State of California has specific reporting rules for Housing Elements and requires a report format that consists of six excel spreadsheets (See Attachments B, B1, C, & C1). Progress on the Housing Element is reported in Attachments B and B1, (Appendix B). Progress on the other elements, contained in the Cudahy General Plan document, is reported in Attachments C and C1 (Appendix C).

The scope of the reports includes:

1. 2017 Report: An overview of the City’s General Plan at that time, references to potential amendments to the General Plan as part of the 2040 General Plan update, and major planning and development activities that contribute to the implementation of the General Plan; and

2. 2017 Report: A overview of the status and progress in implementing the City’s General Plan, at the time, including information regarding changes in implementation due to potential amendments proposed as part of the 2040 General Plan update; and
3. 2017 Report: A summary of the City’s progress in meeting its share of regional housing needs; and

4. 2018 Report: A summary of the milestones achieved in 2018 with the adoption of the 2040 General Plan, City adoption and State certification of the 2018 Housing Element update; adoption of the 2018 Development Code amendments; and adoption of the 2018 updates to the Zoning Map; and

5. 2018 Report: An overview of the status and progress in implementing the City’s ongoing General Plan implementation measures, including changes to the implementation measures as part of the 2040 General Plan; and


During the reporting period for the 2017 and 2018 General Plan APRs, the City mainly focused on preparation of the 2040 General Plan and 2018 Housing Element update. The City held a number of public workshops and engaged residents in identifying current conditions, future needs, new goals and policies, and implementation measures to achieve the goals and policies. During these reporting periods, the City was also simultaneously working on internal consistency between the 2040 General Plan and the 2018 Housing Element update, in addition to internal consistency with other General Plan elements, and providing amendments/updates to the Development Code and Zoning Map; all to be consistent with one another.

**CEQA (CALIFORNIA ENVIRONMENTAL QUALITY ACT)**

The California Environmental Quality Act (CEQA) is a statute that requires state and local agencies to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible.

CEQA applies to certain activities that affect the environment of state and local public agencies. A public agency must comply with CEQA when it undertakes an activity defined by CEQA as a "project." A project is an activity undertaken by a public agency or a private activity which must receive some discretionary approval (meaning that the agency has the authority to deny the requested permit or approval) from a government agency which may cause either a direct physical change or a reasonably foreseeable indirect change in the environment.

The Project has been environmentally reviewed pursuant to the provisions of the California Environmental Quality Act (Public Resources Code Sections 21000, et seq. (“CEQA”)) and the State CEQA Guidelines (California Code of Regulations, Title 14, Sections 15000, et seq.). The requested entitlements have been noticed and posted according to CEQA Project Guidelines.

An environmental review has been considered for the subject project. In conformity with the CEQA and the State CEQA Guidelines, the implementation of the General Plan Annual Progress Report is exempt from CEQA review pursuant to CEQA Guidelines Section 15306 Information Collection Class 6.
“Class 6 consists of basic data collection, research, experimental management, and resource evaluation activities which do not result in a serious or major disturbance to an environmental resource. These may be strictly for information gathering purposes, or as part of a study leading to an action which a public agency has not yet approved, adopted, or funded.”

This categorical exemption is applicable because the General Plan Annual Progress Report’s purpose is to summarize and evaluate the measurable outcomes, actions, and progress associated with the implementation of all the General Plan elements since its adoption on September 2010 (for the 2017 Report) and March 2018 (for the 2018 Report).

CONCLUSION

If the City Council approves the General Annual Progress Reports it will allow the City to comply with California Government Code Section 65400 which mandates that the City submit an annual report on the status of the General Plan and progress in its implementation to their legislative bodies, OPR and HCD. The APRs will give OPR the opportunity to identify statewide trends in land use decision making and how local planning and development activities relate to statewide planning goals and policies. OPR will be able to track progress on a local jurisdiction’s comprehensive General Plan update using information provided in the APRs.

FINANCIAL IMPACT

There is no fiscal impact associated with approval of the General Plan Annual Progress Reports.

ATTACHMENTS

A. City of Cudahy 2017 General Plan Annual Progress Report
   A1. 2017 Appendix B: 2017 Annual Element Progress Report (Housing Element Implementation)
   A2. 2017 Appendix C: 2017 General Plan Implementation Status Update
B. City of Cudahy 2018 General Plan Annual Progress Report
   B1. 2018 Appendix B: 2018 Annual Element Progress Report (Housing Element Implementation)
   B2. 2018 Appendix C: 2018 General Plan Implementation Status Update
C. Resolution No. 19-32 (2017 APR)
D. Resolution No. 19-33 (2018 APR)
ATTACHMENT A
City of Cudahy

2017 General Plan Annual Progress Report

Adopted December 17, 2019
Cudahy City Council Resolution No. 19-32

Cudahy City Council

Jose Gonzalez, Mayor
Elizabeth Alcantar, Vice Mayor
Jack Guerro, Council Member
Chris Garcia, Council Member
Blanca Lozoya, Council Member

Community Development Department

Through a combined effort of collaboration and determination, the following staff members made the adoption of the 2017 General Plan Annual Progress Report possible. Thank you for your commitment and dedication towards establishing and maintaining the goals and policies within the City in order to ensure a better quality of life within.

Santor Nishigaki, Interim City Manager
Salvador Lopez Jr., Community Development Manager
Raul Diaz, Building & Safety Inspector
Brenda Rodriguez, Administrative Analyst
Victor Santiago, Recreation Program Coordinator
Raul Mazariegos, Code Enforcement
Aaron Hernandez-Torres, Assistant City Engineer
Aracely Villasenor, Business License Clerk

City of Cudahy
5220 Santa Ana Street
Cudahy, CA 90201
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Executive Summary

The City of Cudahy’s 2017 General Plan Annual Progress Report was prepared by the Planning Department with input from other departments including the Departments of Building & Safety, Code Enforcement, Housing, Public Works and Community Development (HCD). The report summarizes the measurable outcomes and actions associated with the implementation of all of the General Plan elements. The City has made progress in updating the current General Plan. On July 27, 2015 the City of Cudahy City Council approved a Professional Service Agreement (PSA) with MIG to prepare the Cudahy 2040 General Plan. The City proposes to include two new Elements, an Economic Development Element and an Air Quality Element as part of the new 2040 General Plan. City Staff, MIG, and the community have been working together to gather and update information; review and revise goals and policies; and establish new goals and policies. This report also includes information on planning applications that were initiated in 2017. Smaller projects, such as remodels, single family homes, exterior upgrades, accessory dwelling units, and other minor permits, have seen a slight increase.

The City also continued monitoring demographic and housing information as part of the City’s 2013-2021 Housing Element Update. It is anticipated that the City will adopt the updated Housing Element in 2018 and receive State certification of the City’s Housing Element. The Housing Element update will include the fifth cycle of the Regional Housing Needs Assessment (RHNA) projection period of 2013 through 2021. The City’s progress in meeting the Housing Element goals is also provided in the separate Housing Element Report (Appendix B). The Housing Element Report includes a status of the Housing Element implementation program, details on the progress of meeting regional housing needs, and removes governmental constraints to the development of affordable housing.

The following key efforts were also accomplished in 2017 to implement the current General Plan:

- **Grants**
  - HSIP Cycle 6 (2014)
    - The City of Cudahy was awarded $619,800 through the Highway Safety Improvement Program (HSIP) Cycle 6. HSIP is a program through California Department of Transportation (Caltrans). These funds will be used for pedestrian and traffic safety improvements along Atlantic Avenue. The scope of work of this project includes the installation of designated left turn phasing at existing traffic lights along Atlantic Avenue as well as the replacement of existing pedestrian heads and new pedestrian countdown signal heads at street intersections along Atlantic Avenue. From a total of 389 applications submitted to Caltrans, only 231 were awarded.
    - The City finalized the design phase of the project in 2016. The Right of Way Certification was approved by Caltrans on February 8, 2017. Following Caltrans
approval, the City submitted the Request for Funding Allocation Package for Construction (RFA for CON) to Caltrans. Upon Caltrans approval of E-76 for Construction, the project went to bid, and the construction phases were initiated.

- HSIP Cycle 7 (2015)
  - The City of Cudahy was awarded $363,180 through the Highway Safety Improvement Program (HSIP) Cycle 7. HSIP is a program managed by the Caltrans. These funds will be used for the installation of safety enhancements (e.g. advisory signage and crossings) to improve pedestrian, bicycle, and vehicular modes of travel along Salt Lake Avenue. The project location is in the City of Cudahy public right-of-way. The project focuses on systemic improvements along Salt Lake Avenue between Walnut Street and the Patata Street/Atlantic Avenue.
  - Request for Allocation for Design Services (PS&E) was approved by Caltrans in 2016. The City has also finalized Environmental Documentation (on March 2, 2017, Environmental Clearance was by Caltrans). The City will continue with the design phase of the project and it is expected to be finalized by June 2017. Once design is completed the project will go to the bid and construction phases, respectively.

- ATP Cycle 1 (2014)
  - The City of Cudahy was awarded $1,271,000 through the ATP (Active Transportation Program) Cycle 1. ATP Grant Project consists of Citywide Safe Routes to Schools (SRTS) Improvements (pedestrian crosswalks and other traffic safety improvements). The City officially adopted the City’s Safe to Schools Master Plan.
  - Construction started and was completed in 2017.

- ATP Cycle 2 (2015)
  - The City of Cudahy was awarded $1,344,000 through the ATP (Active Transportation Program) Cycle 2. ATP 2 Grant Project focuses on 12 crossing locations either near schools, mid-block or across major arterials in the City. The project will focus on the installation of safety enhancements for pedestrians at these locations and eliminating hazardous conditions.
  - The Project is in the City of Cudahy public right-of-way. The project focuses on 12 locations within the city boundaries along Wilcox Ave between Live Oak to the North and Patata St to the South, as well as midblock locations along adjacent streets.
- Request for Environmental Studies & Permits Plans, Specifications & Estimates was approved by Caltrans in January 2017. Accordingly, the City completed the preliminary engineering phase of the project (PA&ED) in 2017.

  - 2015 Call for Projects (2015)

    - The City of Cudahy was awarded $2,134,449 through the 2015 Call for Projects (Total project cost: $3,237,598 with 35% local match). The 2015 Call for Projects Application consists of the proposed Cudahy Citywide Complete Streets Improvement Project. The Cudahy Citywide Complete Streets Improvement Project focuses on the Atlantic Avenue Corridor and Citywide multimodal transportation improvements for the first/last mile. The 2015 Call for Projects Cudahy Application falls under the Pedestrians Improvements Modal Category.

    - The City coordinated the Funding Agreement (FA) with Metro to proceed with all phases of the project as programmed in the Grant Application. Funding Agreement was executed in the spring of 2017.

  - Open Streets Event – SCAG/MSRC Go Human Campaign (2016)

    - Open streets festival totaling $147,820 awarded through the Southern California Association of Governments, Active Transportation Safety and Encouragement Campaign and MSRC Clean Transportation Funding to host a temporary event on Wilcox Avenue to include traffic calming measures and outreach to promote the "Wilcox Avenue Complete Streets & Safe Routes to School Plan.

    The event was held on December 3, 2016 attracting over 1,000 participants engaged in active transportation improvements including bike sharrows, a round-a-bout, parklets, and safety training and activities. Based on the input and feedback from this event, the City will be working with the community to update the 2040 General Plan goals and policies.

- City Programs

  - Food Distribution

    - The City of Cudahy continues to offer hot meals to residents through the ongoing food distribution program. The food distribution program occurs on a monthly
basis, is monitored annually (coinciding with the fiscal year) and is financed through the Community Development Block Grant (CDBG).

- **Natural Hazard Mitigation Plan**
  - The Federal Emergency Management Agency (FEMA) requires all counties, cities, and tribes in the United States to complete a Local Natural Hazards Mitigation Plan. These Plans are to identify the hazards that have occurred or may occur in the study area, provide mitigation strategies, or action items, designed to save lives, and reduce the destruction of property. The City of Cudahy prepared a Local Natural Hazards Mitigation Plan that described and analyzed several issues of concern to the City, including earthquakes, floods, and severe weather. Furthermore, the Plan provides resources and information, in addition to action items and programs, that are meant to assist Cudahy in reducing risk and preventing loss from future natural hazard events. Per Federal requirements, the Plan is to be reviewed and updated every five years.

  - Adoption of the Local Natural Hazards Mitigation Plan by the local jurisdiction’s governing body (City of Cudahy City Council) is one of the prime requirements. The local agency governing body has the responsibility and authority to promote sound public policy regarding natural hazards. The City Council will periodically need to re-adopt the Plan as it is revised to meet changes in the natural hazard risks and exposures in the community. The approved Local Natural Hazards Mitigation Plan will be significant in the future growth and development and redevelopment of the community.

  - The Local Hazards Mitigation Plan was adopted by the City Council on October 12, 2015.

- **Capital Improvement Program (CIP)**
  - The Capital Improvement Program (CIP) is a roadmap that provides direction and guidance for the City of Cudahy on carefully planning and managing its capital and infrastructure assets. Capital Improvement Programs assists in the planning and scheduling of finances for projects and the manpower needed to plan, design, and construct the projects. Capital Improvement Program is a short-range plan, usually five to ten years, which identifies capital projects. The City of Cudahy completed its 5 Year CIP. In addition the City has completed its CIP Program for Fiscal Year 2016/2017.

  - The City of Cudahy is currently implementing its CIP for FY 2016/2017. The following are the most relevant projects included in the City’s CIP for FY 2016/2017:

    Cudahy Citywide Safe Routes to Schools (SRTS) Pedestrian Crosswalks Improvement Project (ATP-1). The project was completed in 2017.
- Wilcox Avenue Complete Streets and Safe Routes to Schools (SRTS) Project (ATP-2). Preliminary Engineering Phase.


- Installation of Pedestrian Safety Enhancements along Salt Lake Avenue between Walnut Street and Atlantic Avenue (HSIP-7). Design Phase.

- Cudahy Citywide Complete Streets Improvement Project on Atlantic Avenue (2015 Call for Projects). Funding Agreement, Public Outreach and Preliminary Engineering Phases.

- Hartle Avenue Street Improvement Project. Measure R Project. The project was completed in 2017.

- Patata Street Improvement Project. Prop C Project. Design, Bid, and Construction Phases. Some of the preliminary engineering phases were completed in 2017 with the remaining to be completed in 2018.

- Cecelia Street Improvement Project. Measure R Project. Design, Bid, and Construction Phases. Some of the preliminary engineering phases were completed in 2017 with the remaining to be completed in 2018.

- Municipal Separate Storm Sewer System (MS4) Permit
  - National Pollutant Discharge Elimination System (NPDES) Permits are issued for five-year (5) terms. The first NPDES permit was issued for Cities and Counties in 1991; it required Cities to implement 13 Best Management Practices. The second Countywide NPDES permit was issued in 1996, with enhanced permit requirements, calling for Cities to develop a Storm Water Management Plan (SWMP). The third Countywide NPDES permit was issued in 2001; it required implementation of the SWMP as well as 6 mandatory programs for each City. They were (1) Public Information and Participation Program, (2) Development Planning Program, (3) Development Construction Program, (4) Industrial-Commercial Inspection program, (5) Illicit Connection–Illicit Discharge Elimination program and (6) Public Agency Activities program.

  - Cities applied for the permit renewal – a requirement in 2006 – but the Regional Water Quality Control Board continued the current permit until time allowed them to issue the fourth generation NPDES Permit. During the six years that the NPDES permit was allowed to continue unchanged, the Regional Board adopted Total Maximum Daily Load (TMDL) orders that established numeric water quality limits for a large number of pollutants. These pollutants include Trash and Debris, Metals, Bacteria,
Toxins and Sodium. Two of the TMDLs were added to the 2001 permit. The remaining thirty-three (33) TMDLs will be included in the next permit.

- The Regional Water Quality Control Board adopted the fourth generation NPDES permit covering 84 Cities, Los Angeles County, and the Los Angeles County Flood Control District on November 8, 2012. The permit becomes effective on December 28, 2012 – fifty days after adoption. Significant modifications in this permit include the following:
  - There is no principal permittee as was the case in all previous permits.
  - Each City is responsible for full compliance with the permit.
  - Thirty-three (33) TMDLs were added as enforceable provisions of this permit.
  - Cities are required to monitor the stormwater and non-stormwater that is discharged from the City.
  - Many Regional Water Quality Control Board Inspection functions have been transferred to the City.

- Actions taken by the City of Cudahy:
  - On June 28, 2014 as required by the state permit, the Watershed Management Plan (WMP) and Coordinated Integrated Monitoring Plan (CIMP) studies were prepared, with the help of CWE Consultants, and were submitted to the LARWQCB. LARWQCB has completed their review of the WMP and returned comments to the group for minor revisions before they will approve the WMP.
  - On June 27, 2013, filed a Notice of Intent (NOI) with the LARWQCB to develop WMP and CIMP Plans.
  - On June 16, 2015, the State Water Resources Control Board (SWRCB) directed that the 2012 MS4 Permit be substantially modified through the adoption of Order WQ 2015-0075.
  - The Permit incentivizes the attainment of Water Quality Objectives (WQOs) and Total Maximum Daily Load (TMDL) Waste Load Allocations (WLAs) by allowing Permittees to collaborate and customize their storm water programs through the development of Watershed Management Program (WMP), Enhanced WMP (EWMP), and Coordinated Integrated Monitoring Program (CIMP) Plans. Collectively, the Cities of Bell, Bell Gardens, Commerce, Cudahy, Huntington Park, Maywood, and Vernon, along with the Los Angeles County Flood Control District (LACFCD), formed the Los Angeles River Upper Reach 2 Watershed Management Area (LAR UR2 WMA), and, on June 27, 2013, filed a Notice of Intent (NOI) with the LARWQCB to develop WMP and CIMP Plans.
On September 25, 2013, the LARWQCB Executive Officer (EO) approved of the NOI, facilitating development of the LAR UR2 WMA WMP and CIMP Plans. The former plan received LARWQCB EO final approval on August 13, 2015, after the current reporting period, while the latter continues to be actively reviewed by the Regional Board staff.

- National Pollution Discharge Elimination System (NPDES) & Municipal Separate Storm Sewer System (MS4) Annual Report:

  The City prepared the City of Cudahy NPDES Annual Report (2015-16). The Annual Report summarizes the requirements in Orders No. 01-182 and R4-2012-0175 for the period July 1, 2015 to June 30, 2016. Every year each Principal permittee must prepare this report. The Annual Reports list City activities that were performed during the previous fiscal year regarding Storm Water Management Plan. The City’s Annual Report will be included in the unified Annual Storm Water Program Report. This year the report was a joint report with the Los Angeles River Upper Reach 2 Subgroup (LAR UR2) – Los Angeles River Upper Reach 2 Watershed Management Area. The 2017 Report was submitted, and the City remains in compliance.

  With the recent WMP approval, the LAR UR2 WMA Permittees submitted this initial group Annual Report compiling both individual agency and coordinated group MS4 Permit-related activities for the period from July 1, 2017, through June 30, 2017. Both Reports were submitted, and the City remains in good standing.

  The goals of this Annual Report are to:

  1) Concisely document implementation of the Storm Water Quality Management Program (SQMP) during the past fiscal year;
  2) Evaluate program results for continuous improvement;
  3) Determine compliance with Order 01-182 and R4-2012-0175;
  4) Share this information with other permittees, municipal decision makers, and the public.

- In 2017 the City, in coordination with Los Angeles Upper Reach 2 Subgroup (LAR-UR2), worked to develop the proposed projects included in the WMA Plan. Feasibility Studies of all proposed project are being conducted and they will be designed and built as funding becomes available.

- Low Impact Development (LID)
The Municipal Separate Storm Sewer System (MS4) permit calls for cities to update their Municipal Codes regarding Development and Redevelopment requirements. This information is titled Low Impact Development (LID). The City of Cudahy adopted an LID Ordinance to comply with requirements of the Clean Water Act and the MS4 Stormwater and Urban Runoff Permit (Order No. R4-2012-0175) effective December 28, 2012.

During the November 25, 2014 Special Cudahy City Council Meeting, Ordinance No. 640, an Ordinance of the City Council of the City of Cudahy, California, adding Chapter 20.108 pertaining to LID Strategies on projects that require Building, Grading, and Encroachment Permits, to Title 20 (Zoning) of the City of Cudahy Municipal Code, was introduced for Second Reading and passed unanimously.

The purpose of this Ordinance is to provide an outline of LID policies for the City of Cudahy consistent with the requirements of the Municipal Separate Storm Sewer System (MS4) Permit (Order No. R-2012-0175) that was adopted by the California Regional Water Quality Control Board, Los Angeles Region on November 8, 2012. Municipalities require permittees electing to prepare a Watershed Management Program or an Enhanced Watershed Management Program under this Permit to demonstrate that there are LID ordinances in place meeting the requirements of the Order’s Planning and Land Development.

**Green Streets Policy**

The MS4 permit requires that Cities consider implementing green streets policies when a street project of 10,000 square feet of new pavement is built.

On June 4, 2013, the City Council approved and accepted membership into Gateway Management Authority (GWMA) in order to comply with MS4 requirements. The GWMA is an Integrated Regional Water Management Group Joint Power Authority (IRWM JPA) established in 2007 and consists of 24 members. On the same date the City Council approved an MOU between the GWMA, the LAR UR2 Subgroup Cities and LACFCD in order to comply with the new MS4 Permit (Order No. R4-2012-0175). On June 4, 2013, the City Council also adopted Resolution No. 13-17 regarding Green Streets Policy (adopted by the City in 2012) adopting the City of Cudahy Green Streets Manual.
1.0 Introduction

Purpose of the Annual Progress Report

This report has been prepared pursuant to California Government Code Section 65400, which requires the City of Cudahy to submit an Annual Progress Report on the status and implementation of the General Plan to the Governor’s Office of Planning and Research (OPR) and the California Department of Housing and Community Development (HCD) by April of each year. Section 65400 of the Government Code also requires the City submit an annual report on the status and progress of implementing the Housing Element of the General Plan. Housing information in compliance with this regulation is provided in this report using the forms and definitions adopted by HCD. This report summarizes the planning activities for the City of Cudahy from January 1, 2017 to December 31, 2017.

The scope of the report includes:

1. An overview of the City’s ongoing preparation of the 2040 General Plan;

2. A summary of the City’s progress in meeting its share of regional housing needs.

The purpose of this report is to inform The Governor’s Office of Planning and Research (OPR) and California Department of Housing and Community Development (HCD) about the status of implementing the current General Plan, housing issues, and development in the City. The report should be used to identify what necessary adjustments, if any, should be made to further implement the General Plan, prepare the 2040 General Plan.

Informational Document

This document is a reporting document and does not create or alter policy. The content is provided for informational purposes only, and is exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15306:

*Class 6 consists of basic data collection, research, experimental management, and resource evaluation activities which do not result in a serious or major disturbance to an environmental resource. These may be strictly for information gathering purposes, or as part of a study leading to an action which a public agency has not yet approved, adopted, or funded.*
2.0 General Plan Background

Overview

The General Plan is mandated by California Government Code Section 65300, which requires each city and county to adopt a general plan for the physical development of the jurisdiction. The Cudahy General Plan establishes a vision for the City’s long-term growth and enhancement and provides strategies and actions to achieve this vision. The Plan also conveys the community’s goals and policies to City departments, other agencies, and private developers and establishes a basis for determining if development proposals and public projects are consistent.

The General Plan provides for establishing and prioritizing detailed plans and implementation programs. The Cudahy General Plan serves as the framework for future planning and development in the City. The Cudahy General Plan provides decision-makers, officials, residents, and developers the direction they need to achieve the long-term planning goals of the City. The City is currently updating the existing General Plan; this update is known as “Cudahy 2040” and builds on the previous General Plan that was adopted in 2010 that emphasized the maintenance and revitalization of the residential neighborhoods and the improvement of the City’s commercial areas. State law regulates the content of General Plans. Sections 65300-65403 of the California Government Code require that local jurisdictions prepare and adopt a general plan to guide the physical development of the City and its sphere of influence. There are seven mandatory elements that comprise the Cudahy General Plan:

- Land Use
- Housing
- Transportation
- Open Space and Recreation
- Public Safety
- Conservation
- Noise

Other elements may be adopted to address specific concerns in the community. In the case of the City of Cudahy, the City is considering adding two optional Elements, an Air Quality Element and an Economic Development Element.

The elements that comprise the Cudahy 2040 General Plan are summarized below.

**Land Use Element** – The Land Use Element designates the general location, distribution, and extent of the various permitted land uses within the City. It establishes land use designations and defines the urban form for the various neighborhoods and districts in Cudahy. The element identifies standards for population density and development intensity for each type of land use. The goals and policies provide the framework for shaping the physical environment; they guide
development decisions in a manner that will achieve high quality projects and a balanced mix of uses.

**Circulation Element** – The Circulation Element plans for how people move about their physical environment, including roadway networks, public transportation systems, and bicycle and pedestrian pathways. The Element supports the vision to put residents and local workers first by traffic calming, improving access for all roadway users, and encouraging walking, biking, and public transit use.

**Open Space and Conservation Element** – The Open Space and Conservation Element addresses long-term community needs and plans for open space, parks, recreation services, and natural resource preservation. The element also includes policies for sewer, water, and storm drain facilities, which are important to maintain and update to support sustainable growth. The goals and policies reflect both technical analyses based on national standards for park space and community input.

**Economic Development Element** – The Economic Development Element establishes policies to retain local business, attract new industries, sustain education and job training for the current and future workforce, promote affordable housing, support the tax base, and sustain Cudahy’s ability to provide public services.

**Safety Element** – The Safety Element identifies, evaluates and addresses local and regional safety issues, and establishes the goals and policies that help reduce loss of life, injuries, property loss, environmental damage, and social and economic disruption from natural and human-caused disasters.

**Air Quality Element** – The Air Quality Element addresses local and regional air quality, stationary and mobile emission sources in the community, and identifies programs that will be effective in reducing pollutant emissions generated within the City.

**Noise Element** – The Noise Element addresses noise that affects the community at large, rather than noise associated with site-specific conditions. The goals and policies in this element guide decisions concerning land use and the location of land uses, new roads, and transit facilities since these are common sources of increased noise levels. This element explores various noise reduction options and land use compatibility standards.

**Housing Element** – The Housing Element evaluates the existing and projected housing needs of the City and establishes goals, policies, objectives, and programs for the preservation, improvement, and development of housing to meet local and regional housing needs.

The above elements form an integrated and comprehensive plan that outlines the goals and policies of the City. Ordinances, programs, and other actions of the City must be weighed against the General Plan to ensure their consistency.
Implementation of the General Plan

Each policy in the General Plan includes one or more implementation programs or actions to assure that there is a mechanism for its implementation. The implementation of the General Plan establishes ongoing programs that must be developed by City staff and approved by the City Council before being implemented. Implementation programs or actions are necessary to achieve the General Plan’s goals and policies. The Implementation programs are organized by corresponding General Plan Elements that further refine and group programs into related areas and topics.

3.0 City Background

The City of Cudahy

As noted previously, the City is currently implementing the existing General Plan while at the same time preparing the 2040 General Plan. Both the existing General Plan and current update efforts govern the land area located within the corporate boundaries of the City of Cudahy. The incorporated City limits have not changed and are not proposed to change with the adoption of the 2040 General Plan. The total land area for the City is 1.2 square miles making it one of the smallest incorporated cities in California in terms of land area. The City is located eight miles southeast of downtown Los Angeles and immediately west of the Los Angeles River and the Long Beach Freeway (SR-710). Cudahy is bounded on the north by Bell, on the west by Huntington Park, on the east by Bell Gardens, and on the south by South Gate. The location of the City of Cudahy, in a regional and local context, is indicated below in Figures 1 and 2 respectively.
Figure 1. Regional geographic location of the City of Cudahy highlighted in light blue; the city is bounded on the north by Bell, on the west by Huntington Park, on the east by Bell Gardens, and on the south by South Gate. Source: [http://tims.berkeley.edu/tools/gismap/index.php](http://tims.berkeley.edu/tools/gismap/index.php)
Cudahy is located just south of an industrial district that includes the cities of southeast Los Angeles, Vernon, Huntington Park, Commerce, Montebello, and Santa Fe Springs. As industrial development occurred in the area, Cudahy along with the neighboring communities of Bell, Bell Gardens, Huntington Park, and Maywood, provided the homes and shopping areas for those working in the nearby industrial areas. The surrounding cities in the area incorporated during the 1920's and 1930's though Cudahy remained unincorporated until November 10, 1960. In 1970, the City's population was 16,998 persons according to the U. S. Census conducted for that year. In 1980, the census estimated the population at 17,984 persons; the 1990 census estimated the population at 22,817 persons; the 2000 census estimated the population at 24,208 persons, and the 2010 census estimated the population at 23,805 persons.

Cudahy is one of the most densely populated communities in California. The most recent U.S. Census population estimates (2017) shows Cudahy with a population density of 24,076 persons per square mile. As indicated earlier, the City’s land area of just over one square mile makes
Cudahy, one of the smallest cities in the state in terms of land area, though it is one of the most densely populated.

Early growth in the area that is now Cudahy paralleled the boom that most of Southern California experienced following the Second World War and continuing on into the 1950’s. A second and even greater period of growth occurred in the 1980’s and 1990’s due to people migrating into the area, primarily from various Latin American nations. In fact, the 2010 U. S. Census indicated that over half the City’s residents were foreign born.

The majority of the City is zoned for high-density residential development (HDR) and medium-density residential (MDR) that has resulted in a transition from lower density single-family neighborhoods to higher density residential uses. The resulting residential development, now found in the City, is characterized by single-family units interspersed with higher density development.

Population Trends

Population data sets are the most expressive indicators of growth trends in Cudahy. Table 11 below, lists the City of Cudahy’s population by decade from 1970 to 2010 with the annual change rates for each decade.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Change (#)</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970</td>
<td>16,998</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>1980</td>
<td>17,984</td>
<td>986</td>
<td>5.8%</td>
</tr>
<tr>
<td>1990</td>
<td>22,817</td>
<td>4,833</td>
<td>26.9%</td>
</tr>
<tr>
<td>2000</td>
<td>24,208</td>
<td>1,391</td>
<td>6.1%</td>
</tr>
<tr>
<td>2010</td>
<td>23,805</td>
<td>-403</td>
<td>-1.6%</td>
</tr>
</tbody>
</table>

Population growth in Cudahy was the greatest in the 1990’s when California and Los Angeles were both the popular migration destinations. Although the 2010 Census noted a reduction in the population, recent Department of Finance figures indicate that Cudahy’s 2017 population increased to 24,076 persons. The population growth of Cudahy in recent years may be attributed to the migration of younger families into the area as well as natural increases in population. The reports of 1992 assumed that growth in the coming decade would be similar to that observed from 1970 to 1980 (5.8%) and the resulting population projection, projected a population of
24,140 in the year-2000, which was quite close to the actual 2000 population figure of 24,208 persons identified in the U.S. Census for that year. A slight reduction in population in recent years may be due to the declining economy from 2000 to 2010. This can include declining real estate prices, declining job opportunities, reverse migration, and relocation to regions and states that have more affordable housing and job availability. We now see a slight increase (1%) in population (2017), which may be attributed to a prosperous and growing economy.

Prior to 2010, much of the City’s population growth is due to increases to the average household size (the number of persons that live in a single unit). The City’s increasing average household size is largely due to a number of trends including larger family sizes, cost reduction by shared living spaces, and overcrowding due to housing availability and cost. In 2010 the City’s average household size was 4.24 persons.

The following are some key findings concerning demographics and housing:

- Cudahy experienced its greatest population growth in the 1990s; however, from the years of 2007 through 2010 there was a slight reduction in population that may be attributed to the declining economy from 2000 to 2010. From 2010 to 2017 there was a population increase of 1% (271) that may be attributed to a better economy.

- Cudahy is a predominately Hispanic/Latino community representing 96% of the city’s residents.

- Cudahy has a low educational attainment with the majority of its residents (39.8%) having less than a 9th grade education, followed by 24% who are High School graduates, with very few of the City’s residents having some college or higher.

- The average household size is indicative of a number of trends including larger family size, cost reduction by shared living spaces, and overcrowding due to housing availability and cost. The current average household size is 32% higher than the State average persons per household.

- According to the 2010 California Department of Finance, the housing make up is as follows; single detached units (37%), single attached units (22.8%), 2-4 units (5.6%), 5 or more units (27.3%), and (7.3%) are mobile home units.

- The City’s housing stock is getting older, well over half (57.4%) of the City’s housing stock was built prior to 1960.

- A household was considered to be overpaying for housing if more than 30% of their net “take-home” income was used for paying rent or mortgages. According to census figures for the year 2010, 255 households (45.2% of the total owner-occupied units) living in
owner-occupied units paid in excess of 30% of their monthly income towards the mortgage.

- Over the next three years (2017 – 2020), a total of 49 assisted units are ‘at-risk’ of conversion due to expiration of aid.

### 4.0 Community Development Activity

During 2017, the City of Cudahy reviewed numerous projects and participated in numerous planning efforts. The following summaries provide a general overview of the projects, programs and permits that were reviewed. These summaries are general and are not intended to be exhaustive.

#### Building Permits

The Building & Safety Department processed a variety of permits during the 2017 calendar year, as summarized below in Table 2.

**Table 2. Types of permits issued by the Building & Safety Department of the City of Cudahy in the calendar year 2017.**

<table>
<thead>
<tr>
<th>Permits Issued in 2017</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Permits</td>
<td>220</td>
</tr>
<tr>
<td>Commercial Permits</td>
<td>67</td>
</tr>
<tr>
<td><strong>Sub-Total Building Construction Permits</strong></td>
<td>287</td>
</tr>
<tr>
<td>Additions</td>
<td>2</td>
</tr>
<tr>
<td>Solar Projects</td>
<td>5</td>
</tr>
<tr>
<td>Certificate of Occupancy</td>
<td>1</td>
</tr>
<tr>
<td>Home Demolitions</td>
<td>3</td>
</tr>
<tr>
<td>New Home Construction</td>
<td>0</td>
</tr>
<tr>
<td>Electrical</td>
<td>42</td>
</tr>
<tr>
<td>Plumbing</td>
<td>27</td>
</tr>
<tr>
<td>Mechanical</td>
<td>81</td>
</tr>
<tr>
<td><strong>Sub-Total Other Permits</strong></td>
<td>161</td>
</tr>
<tr>
<td><strong>GRAND TOTAL ALL PERMITS</strong></td>
<td>448</td>
</tr>
</tbody>
</table>

*Source: Building & Safety Records – 2017*
Planning Entitlements

The Planning Department processed a variety of planning entitlements during the 2017 calendar year, including Conditional Use Permits, Development Review Permits, Variance, Zone Change, and associated environmental documents as needed. The following table, Table 3, represents a breakdown of applications received by the Planning Department in 2017.

Table 3. All planning entitlements received by the City of Cudahy further categorized by new requests, entitlements that were approved, entitlements that were denied or withdrawn, and entitlements that are currently being processed.

<table>
<thead>
<tr>
<th>Application Type</th>
<th>New Request</th>
<th>Approved</th>
<th>Denied/Withdrawn</th>
<th>In Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conditional Use Permit</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Development Review Permit</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Variance</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Zone Change</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Zoning Ordinance</td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Community Development & Planning Department Records – 2017

2040 General Plan Update

Much of the focus throughout 2017 was on preparation of the 2040 General Plan. This included the beginning of an extensive public outreach program and identification of existing conditions and future needs.

Business Licenses

Table 4 below includes the total number of businesses currently in the City with an issued business license. The number of new businesses that started in the City in 2017, and the number of expired and closed out licenses in 2017 are also included in Table 4.

The totals shown include categories such as Inside City Business, Rental, Contractors, Outside City Business, etc. All Business Licenses expire on July 1, except for Contractors. Contractors business licenses are issued quarterly, semi-annual, and yearly. Therefore, the expiration date for these specific licenses is dependent on the issued date. Renewal Notices for all Business Licenses are mailed out yearly around the 3rd week of June.
Table 4 Total number of current businesses in the City with issued business licenses, new businesses that emerged in the City, and expired and closed out licenses for the calendar year 2017.

<table>
<thead>
<tr>
<th>Breakdown of 2017 Business Licenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Businesses w/ an Issued License</td>
<td>941</td>
</tr>
<tr>
<td>New Businesses</td>
<td>174</td>
</tr>
<tr>
<td>Expired Licenses</td>
<td>120</td>
</tr>
<tr>
<td>Closed Licenses</td>
<td>65</td>
</tr>
<tr>
<td>Source: Business License Records – 2017</td>
<td></td>
</tr>
</tbody>
</table>

Code Compliance

The City code enforcement efforts encourage property maintenance and upkeep. These efforts include the identification of nuisances that endanger public health and safety, and the provision of technical support or other incentives to allow early correction of the problem. The City works towards the continued renovation of structures that do not meet current seismic safety standards and electrical code requirements. Code Enforcement site visits are typically complaint driven. The City of Cudahy also maintains a number of programs that property owners may take advantage of if their unit is found to be substandard. Code Enforcement officers have been very proactive in referring residential property owners to these programs.

Tables 5 and 6 below summarize the type of violations found throughout the calendar year of 2017 by building code and prohibited conditions violations.
Table 5: All violations found throughout the calendar year 2017 that are specified as Building Code violations under the City of Cudahy Municipal Code.

<table>
<thead>
<tr>
<th>Type of Violations: Prohibited Conditions</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Window glass broken</td>
<td>1</td>
</tr>
<tr>
<td>Carports and Parking area unsightly with trash and debris</td>
<td>1</td>
</tr>
<tr>
<td>Abandoned vehicle on property creating nuisance and health hazard</td>
<td>3</td>
</tr>
<tr>
<td>Overgrown trees, shrubs grass and/or vegetation on the property</td>
<td>5</td>
</tr>
<tr>
<td>Junk trash and debris on property</td>
<td>6</td>
</tr>
<tr>
<td>Tenant or occupants are hanging clothes on stairways or fences</td>
<td>0</td>
</tr>
<tr>
<td>Trash containers are in public view</td>
<td>1</td>
</tr>
<tr>
<td>Home appliances being stored on property open areas (outside)</td>
<td>6</td>
</tr>
<tr>
<td>Tenants or occupants performing major auto repairs and illegal motor oil dumping</td>
<td>1</td>
</tr>
<tr>
<td>Tenant or occupants parking vehicles on lawn areas</td>
<td>1</td>
</tr>
<tr>
<td>Driveway and parking areas damaged or in disrepair</td>
<td>6</td>
</tr>
<tr>
<td>Past seasonal and holiday decorations are being displayed</td>
<td>3</td>
</tr>
<tr>
<td>Interior furniture being stored or placed on porch</td>
<td>3</td>
</tr>
<tr>
<td>Farm animal on property</td>
<td>0</td>
</tr>
<tr>
<td>Overgrown grass along the fence line property</td>
<td>2</td>
</tr>
<tr>
<td>Graffiti on property</td>
<td>8</td>
</tr>
<tr>
<td>Tenants or occupants storing miscellaneous items throughout property</td>
<td>4</td>
</tr>
<tr>
<td>Carports are damaged and in disrepair</td>
<td>0</td>
</tr>
<tr>
<td>Total Violations</td>
<td>51</td>
</tr>
</tbody>
</table>

Code Enforcement Records: 2017
Table 6 All violations found throughout the calendar year 2017 that are deemed Prohibited Conditions as specified in the City of Cudahy Municipal Code.

<table>
<thead>
<tr>
<th>Type of Violations: Building Code</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Address numbers missing or in disrepair</td>
<td>2</td>
</tr>
<tr>
<td>Mail box missing or in disrepair</td>
<td>0</td>
</tr>
<tr>
<td>Paint on exterior of house and units chipped, faded or not compatible</td>
<td>7</td>
</tr>
<tr>
<td>Paint on trim of house and units is chipped, faded or not completed</td>
<td>6</td>
</tr>
<tr>
<td>Exterior plaster/wood siding is damaged, dry rot or termite infested</td>
<td>7</td>
</tr>
<tr>
<td>Exterior light fixtures damaged or missing</td>
<td>10</td>
</tr>
<tr>
<td>Roof leaking or in disrepair</td>
<td>2</td>
</tr>
<tr>
<td>Window screens, screen or security doors damaged, torn or missing</td>
<td>5</td>
</tr>
<tr>
<td>Garage or shed illegally converted into a dwelling unit or habitable living space</td>
<td>4</td>
</tr>
<tr>
<td>Gate or fence damaged or in disrepair</td>
<td>3</td>
</tr>
<tr>
<td>Non permitted subdivisions</td>
<td>12</td>
</tr>
<tr>
<td>Vent and crawl hole covers missing or damaged</td>
<td>1</td>
</tr>
<tr>
<td>CMC&amp; County Codes Sings not visible, faded, or missing</td>
<td>13</td>
</tr>
<tr>
<td>Garage or shed unsafe, damaged or in disrepair</td>
<td>4</td>
</tr>
<tr>
<td>Water heater earthquake straps missing</td>
<td>0</td>
</tr>
<tr>
<td>Plumbing in bathroom or kitchen leaking</td>
<td>1</td>
</tr>
<tr>
<td>Water heater leaking and/or non-operational</td>
<td>0</td>
</tr>
<tr>
<td>Total Violations</td>
<td>77</td>
</tr>
</tbody>
</table>

Although many violations required formal citation, many other violations remain undocumented due to voluntary compliance efforts which were resolved without citation or formal compliance efforts. Such voluntary compliance efforts include advertising banners, parking concerns, weed abatement, and other minor violations.
Community Development Block Grant (CDBG) Residential Rehabilitation Program

The Community Development Block Grant (CDBG) Residential Rehabilitation Program develops a working relationship with the residents of the city in order to promote a better quality of life. The program ensures adherence with CDBG regulations, contractual requirements, federal record keeping/documentation requirements, and local policies; and provides technical assistance to ensure that rehabilitation on a property is completed within the fiscal year funded. The rehabilitation specialist conducts interviews, performs on-site visits, and pre-approves client files for the Housing Improvement Program for Federal grants and/or loans.

1. During 2017, the following projects were part of the Residential Rehabilitation Program: 5156 Live Oak Street, Cudahy, CA 90201  $10,000
   Remove and dispose of existing roof coverage layers and dry-rotted wood, including rafter tails, fascia boards, etc. of dwelling and garage. Approximately 1827.5 Sq. ft.

2. 4130 Live Oak Street, Cudahy, CA 90201  $9,900
   Remove and dispose of all existing roof coverage layers and dry-rotted wood, including rafter tails, fascia boards, etc. of dwelling and garage. Install sheathing over existing spaced-lathing, if necessary. Install new fiberglass, asphalt, 3-tab, class A shingle with ridge ventilation system per code.

3. 5110 Elizabeth Street, Cudahy, CA 90201  $10,000
   Remove all termite damaged, dry rotted wood including, fascia boards, rafter tails around perimeter of dwelling and garage. Replace all wood to match adjacent. Remove and replace broken and damaged roof tiles where necessary. Install eave closures on roof tiles. Create opening for the installation of new window in bathroom. Install new vinyl, single hung/sliding, dual glazed, block frame window. Includes all necessary molding and caulking to leave new window in water tight condition. Installed per code.

4. 4325 Clara Street, Unit G, Cudahy, CA 90201  $10,000
   New under sink plumbing, new faucet, new strainer basket. Install new energy star certified garbage disposal. Remove existing exhaust fan and replace with new fan/light exhaust fan. Remove and replace 8 existing windows throughout dwelling with new vinyl, single hung/sliding, dual glazed block frame windows. Remove and replace sliding door with new dual pane sliding glass door in existing opening. To include finish trim and molding. Finish walls both sides to match adjacent, including patch & repair stucco and color-coat and drywall finish as necessary. Furnish and install a new 40-gallon energy star, high efficiency water heater in garage of dwelling per code. Repair all holes and surfaces affected.
5. 4361 Elizabeth Street, Sp. 1, Cudahy, CA 90201  $7,500  
   Roof replacement replace skirting throughout perimeter, installation of water-heater strap, installation of smoke/carbon monoxide detectors, installation of GFI ground-fault interceptors, removal of exposed wiring in kitchen area, replacement of missing swamp cooler vent and paint kitchen and bathroom.

6. 8305 Atlantic Avenue, Sp. 8, Cudahy, CA 90201  $7,775  

7. 4361 Elizabeth Street, Sp. 4, Cudahy, CA 90201  $7,500  
   Repair, roof, mobile skirting around mobile home, and wood siding façade. Re-build existing porch including stairway steps, landing deck and guard railing. Install smoke/carbon monoxide detectors. Replace missing swamp cooler register. Repair water damaged ceiling in hallway.

5.0 Land and Housing Inventory

This section assesses the housing development potential in Cudahy during the 2013-2021 Housing Element planning period. The purpose is to determine the quantity of land available to accommodate the City’s Regional Housing Needs Allocation (RHNA). The RHNA is broken down by income group into four categories: Very Low (less than 50% of the Area Median Income (AMI)), Low (50-80% of AMI), Moderate (80-120% of AMI), and High (over 120% of AMI). While a jurisdiction must show that it has adequate sites in total to meet its RHNA, it must also show that it can meet the allocation at each of these income categories.

Housing Inventory

The State requires that a Housing Element identify how much housing can be constructed to accommodate the community’s RHNA. Section 65583(a)(3) of the California Government Code states that this inventory must be site specific to help localities determine the appropriate zoning, development standards, and infrastructure capacity to accommodate the new construction needed. The Code also requires that all land identified must be available for residential use in the planning period. Sites that require rezoning may be included in the inventory if actions are taken to address the rezoning early in the planning period.
The types of sites that are appropriate for residential development include:

- Vacant residentially zoned sites;
- Vacant non-residentially zoned sites that allow residential development;
- Underutilized residentially zoned sites capable of being developed at a higher density or with greater intensity; and
- Non-residentially zoned sites that can be redeveloped for, and/or rezoned for, residential use (via program actions, such as rezoning).

Sites Inventory and Analysis

As part of the 2013-2021 Housing Element Update the City conducted a Sites Inventory and Analysis. The housing sites inventory for the current (2014-2021) RHNA consists of a mix of vacant and underutilized land. The inventory of vacant residential and mixed-use land in Cudahy totals 6.8 acres. Most vacant sites identified in the inventory allow densities above 20 units per acre and are credited towards the lower-income RHNA. These vacant properties have the potential to yield 113 units, 92 of which can facilitate lower-income housing, as defined by state law.

The inventory of underutilized residential land in Cudahy totals 17.7 acres. Most underutilized sites identified in the inventory allow densities above 20 units per acre and are credited towards the lower-income RHNA. These properties have the potential to yield 343 units, 338 of which can facilitate lower-income housing, as defined by state law. All underutilized sites in the inventory have a minimum size of one-half acre and are located adjacent to other underutilized or vacant sites to accommodate lot consolidation. All of the identified sites included in this inventory also have a realistic capacity of more than double the currently developed uses.

Realistic Capacity

The City’s share of the regional housing need will be met through the implementation of a variety of strategies (e.g., available vacant land, and increasing allowable zoning densities throughout the entire City (e.g., HDR Zone will be increased from 14.52 to 20 dwelling units per acre; same will occur in the CC Zone. Increasing the existing allowable density to 20 dwelling units per acre will further facilitate meeting the demand for affordable housing).

The City’s land inventory was developed by a combination of methods, among them, utilizing data available from the City and the LA County Assessor’s Parcel Maps, a review of aerial maps, and most importantly, through field work. The inventory was updated as part of the 2013-2021 Housing Element update efforts.
Key Sites for Housing

**Vacant Sites** – There is a potential 113 units on the 6.8 acres.

**Underutilized Residential Land** – There is a potential to increase residential development on 17.7 acres. This development could yield 343 residential units.

**Increased Density in Cudahy** – As part of the City’s 2040 General Plan update and 2013-2021 Housing Element update efforts, the City is proposing to increase the allowable zoning densities throughout the entire City (e.g., HDR Zone will be increased from 14.52 to 40 dwelling units per acre). Increasing the existing allowable density to 40 dwelling units per acre will further facilitate meeting the demand for affordable housing.

Zoning Appropriate to Accommodate Housing for Lower-Income Households

The City recognizes that the higher density residential and community commercial zones (HDR and CC) provide the potential for lower construction cost because of economies of scale created and are therefore most suitable for development of housing affordable to very low-income and low-income households. Those sites identified in the inventory as having the greatest potential to accommodate housing affordable to lower income households allow densities of at least 20 dwelling units per acre.

Regional Housing Needs Allocation (RHNA)

- **Quantified Objectives**
  - California Housing Element Law requires jurisdictions to estimate the number of affordable housing opportunities that will be created over the seven-year planning period. In 1980, the State of California amended the Government Code by adding Article 10.6 regarding Housing Elements. By enacting this statute, the legislature found that "the availability of housing is of vital statewide importance, and the early attainment of decent housing and a suitable living environment for every California family is a priority of the highest order. The early attainment of this goal requires the cooperative participation of government and the private sector in an effort to expand housing opportunities and accommodate the housing needs of Californians of all economic levels. Local and state governments have a responsibility to use the powers vested in them to facilitate the improvement and development of housing to make adequate provision for the housing needs of all economic segments of the community..."
The quantified objectives of the City by income category are provided in the table below. The City’s objective is to allow the construction of at least 318 new units; from very-low to above moderate income levels

Table 7. RHNA 5th Cycle January 2014-October 2021

<table>
<thead>
<tr>
<th>Number of Units</th>
<th>Number</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low-Income Households</td>
<td>80</td>
<td>25%</td>
</tr>
<tr>
<td>Low-Income Households</td>
<td>46</td>
<td>15%</td>
</tr>
<tr>
<td>Moderate Income Households</td>
<td>51</td>
<td>16%</td>
</tr>
<tr>
<td>Above Moderate Income Households</td>
<td>141</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Total Needed-Future Housing</strong></td>
<td><strong>318</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Southern California Association of Governments

Housing Cost and Affordability

Census data indicated that for owner-occupied housing units, the majority of the monthly mortgage payments in the City ranged in 2010 was $2,000 or more with the median being $1,812 per month. A household was considered to be overpaying for housing if more than 30% of their net “take-home” income was used for paying rent or mortgages. According to census figures for the year 2010, 45.2% of the total owner-occupied units living in owner-occupied units paid in excess of 30% of their monthly income towards the mortgage. According to the same census figures, 56.3% of the total renter households paid in excess of 30% of their monthly income towards the rent.

Table 8. Percentages of owner-occupied units and renter-occupied units that are paying an excess of 30% of their monthly income towards rent.

| Housing Units Paying an Excess of 30% of their Monthly Income towards Rent |
|-------------------------------|-----------------|
| Owner-Occupied Units          | 45.2%           |
| Renter-Occupied Units         | 56.3%           |

Housing Crisis

Residential vacancy rates and the location of the City within the Los Angeles basin are two market constraints that affect the affordability of housing. As Los Angeles development areas continue to expand, Cudahy and the surrounding cities are becoming an increasingly convenient area in
which to live. Housing prices will continue to rise due to this demand. Just over 1.9% of the housing stock within the Cudahy is vacant. This translates into a demand for housing in the region exceeding the available supply, which inflates both the rental and ownership housing prices. If land values, construction costs, and interest rates continue to increase in the long-term, the cost of all new housing will rise accordingly.

As indicated above, the City has no control over the market fluctuations that may affect housing costs because market conditions result from a complex interplay of national economic policies and general economic conditions. Inflation in the cost of goods and especially housing means that many families find themselves unable to afford suitable housing. The lack of sufficient income causes more working people to share the cost of a home. As a result, overcrowding is common and the housing choice of many households is severely restricted. This situation is further aggravated in periods of high unemployment.

Redlining practices have not been observed, as the city's housing market is not characterized by wide disparities in prices. The Long Beach Fair Housing Foundation monitors redlining practices in the Southern California region, including the city and has found that redlining practices do not appear to be a problem.

Environmental and Infrastructure Constraints

Environmental factors, such as topography, soils, landslides and seismic hazards, and noise, as well as the lack of infrastructure, such as roads, water, and sewer lines, are constraints to housing development in the City. However, most of the potential housing sites identified by the City are not constrained by environmental factors or by lack of adequate infrastructure, with the exceptions of earthquake, ground shaking which affects the entire region and poor water infrastructure provided by Tract 180 Water Company. The General Plan has taken these environmental factors into account. Where development is planned, any site that remains can be mitigated through appropriate design and environmental planning.

Environmental Setting

The City of Cudahy is a relatively new city having only incorporated in the 1960s. At the time of incorporation, more than 80% of the City’s total land area was developed. In terms of land area, Cudahy is one of the smallest cities in Los Angeles County with only 1.07 square miles. In spite of its relatively small land area, Cudahy is home to 24,076 residents according to the most recent (2017) U.S. Census estimates. The City’s relatively large population given its small geographic area makes it one of the most densely populated communities in California.

A great majority of the City is development in residential land uses with residential neighborhoods accounting for approximately 394-acres of land or 51.5% of the total land area of Cudahy. An industrial area is located in the southernmost portion of the City on both the west
and east sides of Atlantic Avenue. Industrial land uses account for approximately 79-acres of land or 12.3% of the City’s total land area. Commercial land uses are located along the major roadways such as Atlantic Avenue and at key intersections and account for approximately 43-acres of land or 6.7% of the total City’s total land area.

Noise

The City is located in an area where the ambient noise levels are relatively high. A citywide noise inventory performed in May 2013, found that virtually all of the neighborhoods in Cudahy are located in areas where noise levels exceed 65 dBA. This inventory will be updated as part of the 2040 General Plan. The City’s noise environment is not expected to significantly change over time since the primary factors contributing to noise, namely the arterial roadway and freeway traffic and nearby industrial, will have a continued presence in the City. State noise guidelines recommend that residential development be located in areas exposed to ambient outdoor noise levels no greater than 65 A-weighted decibels (dBA).

Geologic and Seismic Hazards

No known earthquake faults traverse Cudahy and the City is not exposed to natural environmental hazards such as flooding, slope erosion and landslides. However, the City is located within an area that is subject to liquefaction hazards. The City is located within the dam inundation area of the Garvey Reservoir in Monterey Park.

The nearest major river is the Los Angeles River. This River does have a potential impact on the City of Cudahy. Normally this river channel is dry and only carries a significant water flow during a major rainstorm. The river channel is part of the County Flood Control District and the City is protected by a levee wall.

City of Cudahy, like most of the Los Angeles Basin, lie over the area of one or more known earthquake faults, and potentially many more unknown faults, particularly so-called lateral or blind thrust faults.

The major faults that have the potential to affect the greater Los Angeles Basin, and therefore the City of Cudahy are the:

- Norwalk
- Raymond Hill
- Malibu Coast-Santa Monica-Hollywood
- San Andreas
- Newport-Inglewood
- San Fernando
- Sierra Madre
- Whittier

The Los Angeles Basin has a history of powerful and relatively frequent earthquakes, dating back
to the powerful 8.0+ 1857 San Andreas Earthquake which did substantial damage to the relatively few buildings that existed at the time. Paleo seismological research indicates that large (8.0+) earthquakes occur on the San Andreas fault at intervals between 45 and 332 years with an average interval of 140 years. Other lesser faults have also caused very damaging earthquakes since 1857. Notable earthquakes include the 1933 Long Beach Earthquake, the 1971 San Fernando Earthquake, the 1987 Whittier Earthquake and the 1994 Northridge Earthquake. In addition, many areas in the Los Angeles Basin have sandy soils that are subject to liquefaction, including in the City of Cudahy.

Roads

The transportation system in Cudahy consists of a roadway network dominated by Atlantic Avenue, collector streets, and local streets. The Long Beach Freeway (State Route-710) is located just east of Cudahy. Also, the City's central location in Los Angeles County provides Cudahy with easy access to most parts of the Southern California region. Local circulation within the City generally follows a grid pattern; except for Atlantic Avenue which extends in a north-south orientation at a slight angle and Salt Lake Avenue which follows the curve of the railroad tracks. Atlantic Avenue is a regional highway that extends north to Alhambra and south to Long Beach. Traffic volumes on most City streets are currently approaching or are at capacity.

Regional access to the City is provided by the Long Beach Freeway (I-710) that extends along the City's eastern border. Access to this freeway is provided by Florence Avenue (north of Cudahy) and Firestone Boulevard (south of Cudahy), both being major arterials located just outside the City. Florence Avenue is a major roadway that provides a connection to the Long Beach Freeway for the neighboring communities of Downey, Bell and Bell Gardens. With local freeway access largely dependent on Florence Avenue, the traffic on this roadway during peak hours is congested. Local access to Florence Avenue is provided by Wilcox Avenue and Atlantic Avenue and access to Firestone Boulevard is provided by Atlantic Avenue. The transportation system framework within Cudahy is largely defined by Atlantic Avenue which is a major north/south arterial that extends through the City. Other north/south roadways include Salt Lake Avenue, Wilcox Avenue, and Otis Avenue which also provide access to neighboring cities. Clara Street and Santa Ana Street are two primary east/west roadways. Aside from Atlantic Avenue and Santa Ana Street (west of Atlantic Avenue), all of the streets in the City consist of two travel lanes.

All the potential housing sites identified are infill sites located in existing built-out areas of the City. All of which have adequate road access (ingress and egress).

Assessment of Sewer and Water

Given future development and potential demands on water and sewer utilities, Table 9 shows important findings relevant to sewage and water systems.
Table 9. Important findings relevant to sewage and water systems made by the Los Angeles County Sewer, Tract 349 Mutual Water Company, and Tract 180 Mutual Water Company.

<table>
<thead>
<tr>
<th>Service Provider</th>
<th>Findings</th>
</tr>
</thead>
</table>
| Los Angeles County Sewer                 | • City owns sewer system.  
• LA County maintains it.  
Maintenance Report: Department of Public Works, May 2013:  
• Approximately 95.2% of the system was free of blockages or restrictions.  
• The remaining 4.8% needed repair and was incorporated into an enhanced maintenance schedule with corrective action taken.  
• 99% of the system has adequate water capacity.  
• 88.4% of the inspected pipe segments are free of structural defects.  
• The remaining 11.6% has been placed on a quick priority list for needed action.  
• 2017 Update: There have been no issues or overflows reported. The Garner System is working properly. |
| Tract 349 Mutual Water Company           | • Currently operating at capacity.  
2 water wells on location:  
• Both water wells can deliver about 1,600 gallons per minute.  
• An average of 2.2 million gallons per day.  
• The two water wells pump an average of > 850 acre feet per year.  
• A family of four use approximately 0.5 acre feet of water per year (threshold)  
If density were to increase Tract 349 will be required to:  
• Drill a new water Well, totaling an approximate cost of $1.5 million or.  
• Purchase water from surrounding utilities. |
| Tract 180 Mutual Water Company           | • Currently operating at capacity.  
2 water wells on location:  
• Both water wells can deliver about 2,000 gallons per minute.  
• An average of 1.5 million gallons per day.  
• The two water wells pump an average of > 1,500 acre feet per year.  
• A family of four use approximately 0.5 acre feet of water per year (threshold) |
About 75% of the distribution system needs to be upgraded; however, no improvements are planned at this moment.

Source: Los Angeles County Sewer “Maintenance Report: Department of Public Works, May 2013; Tract 349 Manager Dante Arcia; & Tract 180 Manager Jessie Barreras.

If the City builds the potential 318 new units on the available parcels identified along with the increased densities proposed for the 2040 General Plan, in the MDR Zone to 15 dwelling units per acre and the HDR Zone to 20 dwelling units per acre, then the City has the potential for the following residential and infrastructure development:

- **According to the 2010 California Department of Finance data, there were 5,770 housing units in Cudahy.** The increases in density on both the MDR and HDR Zones could provide an increase of 860 new housing units, for a total of 6,630 housing units in Cudahy.

- **Los Angeles County Sewer** will continue to operate adequately due to having a system that is > 90% free of blockages/restrictions, > 90% in adequate water capacity, > 80% free of structural defects, along with their newly implemented improvements.

- **Tract 349 Water Mutual Company** will have 2 new sites to accommodate a total of 50 new units. This will require an increase of 25-acre feet of water per year, *an increase of 3% to the existing infrastructure*. However, since they are currently operating at capacity; the increases in density to both the MDR and HDR Zones will signify the need to drill new water wells or purchase water from surrounding cities.

- **Tract 180 Water Mutual Company** will have 8 new sites to accommodate a total of 180 new units. This will require an increase of 90-acre feet of water per year, *an increase of 6% to the existing infrastructure*. However, since they are currently operating at capacity; the increases in density to both the MDR and HDR Zones will signify the need to drill new water wells or purchase water from surrounding cities.
6.0 Long Range Planning Activities

While the pace of development has ebbed, the ongoing implementation of the City’s General Plan includes planning efforts that will position Cudahy to accommodate future growth in a more sustainable manner and ready the community for investment and economic development opportunities. Below are summaries of some of the larger planning efforts that were recently completed, or that are ongoing.

General Plan

The Cudahy General Plan serves as the framework for future planning and development in the City. The Cudahy General Plan provides decision-makers, officials, residents, and developers the direction they will need to achieve the long-term planning goals of the City. The Cudahy General Plan builds on the previous General Plan that was adopted in the early 1990s that emphasized the maintenance and revitalization of the residential neighborhoods and the improvement of the City’s commercial areas. State law regulates the content of General Plans. Sections 65300-65403 of the California Government Code require that local jurisdictions prepare and adopt a general plan to guide the physical development of the City and its sphere of influence. There are seven mandatory elements that comprise the Cudahy General Plan: Land Use, Housing, Transportation, Open Space, Conservation, Safety and Noise. Other elements may be adopted to address specific concerns in the community. In the case of the City of Cudahy; an optional Air Quality Element has been included in the General Plan.

An important milestone to note on this 2017 General Plan APR is that, the City of Cudahy began the process of updating its General Plan. On July 27, 2015 the City of Cudahy City Council approved a Professional Service Agreement (PSA) with MIG to prepare the Cudahy General Plan Update and optional Development Code Update. Upon selection of MIG as the firm who will oversee update the General Plan; MIG and City Staff eagerly began the data collection and outreach phase of the project.

Natural Hazards Mitigation Plan

The mission of the Cudahy Local Natural Hazards Mitigation Plan is to promote sound public policy designed to protect citizens, critical facilities, infrastructure, private property, and the
environment from natural hazards. This can be achieved by increasing public awareness, documenting resources available for risk reduction and loss prevention, and identifying activities to guide the City towards building a safer, more sustainable community. The goals of the Natural Hazards Mitigation Plan describe the overall direction that the City of Cudahy, through its departments, agencies, organizations, and citizens, can take toward reducing its risk to natural hazards. The goals of the Natural Hazards Mitigation Plan are stepping-stones between the broad direction of the mission statement and the specific recommendations outlined in the action items. The main goals of Cudahy’s Natural Hazards Mitigation Plan are summarized as follows.

**Protect Life and Property**
- Implement activities that assist in protecting lives by making homes, businesses, infrastructure, critical facilities, and other property more resistant to losses from natural hazards.
- Reduce losses and repetitive damages for chronic hazard events while promoting mitigation measures and insurance coverage for catastrophic hazards.
- Improve the quality and availability of hazard assessment information to empower the City’s residents and property owners to implement preventive measures that will help reduce or eliminate the City’s vulnerability to identified natural hazards.

**Public Awareness**
- Develop and implement education and outreach programs to increase public awareness of the risks associated with natural hazards in Cudahy.
- Provide information on tools, partnership opportunities, and funding resources to assist in implementing mitigation activities.

**Partnerships and Implementation**
- Strengthen communication and participation among and within public agencies, citizens, non-profit organizations, businesses, and industry to gain a vested interest in the implementation of mitigation measures to reduce the impact of natural hazards.
- Encourage leadership within public and private sector organizations to prioritize and implement local and regional hazard mitigation activities.

**Emergency Services**
- Establish policy to ensure that mitigation projects for critical facilities, services, and infrastructure are given priority.
- Strengthen emergency operations by increasing collaboration and coordination among public agencies, non-profit organizations, businesses, and industries.
Where appropriate, coordinate and integrate natural hazard mitigation activities with emergency operations plans and procedures.

**Capital Improvement Program (CIP)**

The Capital Improvement Program (CIP) is a roadmap that provides direction and guidance for the City of Cudahy on carefully planning and managing its capital and infrastructure assets. Capital Improvement Programs assists in the planning and scheduling of finances for projects and the manpower needed to plan, design, and construct the projects. Capital Improvement Program is a short-range plan, usually five to ten years, which identifies capital projects. The City of Cudahy completed its 5 Year CIP.

The City of Cudahy is currently implementing its CIP for FY 2017/2018. The following are the most relevant projects included in the City’s CIP for FY 2017/2018:

- Wilcox Avenue Complete Streets and Safe Routes to Schools (SRTS) Project (ATP-2). Preliminary Engineering Phase.
- Installation of Pedestrian Safety Enhancements along Salt Lake Avenue between Walnut Street and Atlantic Avenue (HSIP-7). Design Phase.
- Cudahy Citywide Complete Streets Improvement Project on Atlantic Avenue (2015 Call for Projects). Funding Agreement was executed in 2017. Next will be the Public Outreach and Preliminary Engineering Phases.
- Hartle Avenue Street Improvement Project. Measure R Project. Design, Bid, and Construction Phases completed in 2017
- Patata Street Improvement Project. Prop C Project. Preliminary design completed in 2017

The typical City of Cudahy CIP Program includes the following projects:

- Street Improvement projects
- Traffic Signal projects
- Pedestrian & Bicycling projects
- Parks & Recreation projects
• Street Lighting projects
• Transportation (Transit Projects)
• Public Facilities projects
• Water & Sewer projects
• National Pollutant Discharge Elimination System (NPDES) projects
• Municipal Separate Storm Sewer System (MS4) projects
• Special Projects

There are several capital projects in the current CIP 5 Year that will commence as soon as funding becomes available.

Low Impact Development (LID)

Low Impact Development (LID) consists of design strategies using softscape and hardscape surfaces to retain or filter stormwater and urban runoff. Key to the success of LID is to put in practice the use of small-scale, natural drainage features and to maximize infiltration and capture on site in lieu of conventional end-of-line treatment facilities. This approach also improves a property’s aesthetic appearance that achieves multiple goals and benefits.

The intent of a LID is to curb the transport of pollutants to downstream receiving waters caused by impervious surfaces like roadways, parking lots and buildings. Urban areas have less green space that can capture water resulting in increased water runoff. The City needs to take a LID approach to managing runoff while mitigating the impacts of development and urbanization. LID is widely recognized as a sensible approach to managing the quantity and quality of rainwater and urban runoff by setting standards and practices to maintain or restore the natural hydrologic character of a development site, reduce off-site runoff, improve water quality, and provide groundwater recharge.

LID can incorporate a wide variety of design elements including landscaping, permeable pavements, bioretention, infiltration and swales. Although the design and appearance of LIDs will vary, the goals remain the same: provide source control of runoff, limit its transport and pollutant conveyance to the collection system, restore pre-development hydrology to the maximum extent practicable, and provide environmentally enhanced communities. The intent of a LID is to curb the transport of pollutants to downstream receiving waters caused by impervious surfaces like roadways, parking lots and buildings. Urban areas have less green space that can capture water resulting in increased water runoff. The City needs to take a LID approach to managing runoff while mitigating the impacts of development and urbanization.

The new Municipal Separate Storm Sewer System (MS4) permit requires that Cities update their Municipal Codes regarding development and redevelopment requirements. This information is currently titled Standard Urban Stormwater Mitigation Plan provisions. The new permit will title the provisions Low Impact Development (LID). The City of Cudahy is currently in the process of updating its LID requirements. The City of Cudahy adopted a LID Ordinance to comply with
requirements of the Clean Water Act and the MS4 Stormwater and Urban Runoff Permit (Order No. R4-2012-0175) effective December 28, 2012.

Commercial and Residential land use represent a significant percentage of the impervious area within the City. Altered flow from development increases runoff from storm events, are damaging to the environment and increase the risk to property downstream. Over time, water runoff has become more regulated to minimize negative impacts on the environment caused by transferring runoff to storm drains, channels, and water bodies. Stormwater runoff can contain pollutants such as trash, metals, nutrients, and bacteria and are regulated by governmental agencies. LID will help to transform the design of properties

The MS4 Permit requires implementation of LID strategies in the following “Planning Priority Projects:”

1. All development projects equal to 1 acre or greater of disturbed area that adds more than 10,000 square feet of impervious surface area.
2. Industrial parks 10,000 square feet or more of surface area.
3. Commercial malls 10,000 square feet or more of surface area.
4. Retail gasoline outlets with 5,000 square feet or more of surface area.
5. Restaurants (Standard Industrial Classification (SIC) of 5812) with 5,000 square feet or more of surface area.
6. Parking lots with 5,000 square feet or more of impervious surface area or with 25 or more parking spaces.
7. Streets and road construction of 10,000 square feet or more of impervious surface area.
8. Automotive service facilities (SIC of 5013, 5014, 5511, 5541, 7532-7534 and 7536-7539) with 5,000 square feet or more of surface area.
9. Projects in, near or discharging to Environmentally Sensitive Areas.
10. Single-family hillside homes.
11. Redevelopment projects:
   - Land disturbing activity that results in the creation or addition or replacement of 5,000 square feet or more of impervious surface area on an already developed site on Planning Priority Project categories.
Where Redevelopment results in an alteration to more than fifty percent of impervious surfaces of a previously existing development, and the existing development was not subject to post-construction stormwater quality control requirements, the entire project must be mitigated.

Where Redevelopment results in an alteration of less than fifty percent of impervious surfaces of a previously existing development, and the existing development was not subject to post-construction stormwater quality control requirements, only the alteration must be mitigated, and not the entire development.

Redevelopment does not include routine maintenance activities that are conducted to maintain original line and grade, hydraulic capacity, original purpose of facility or emergency redevelopment activity required to protect public health and safety. Impervious surface replacement, such as the reconstruction of parking lots and roadways which does not disturb additional area and maintains the original grade and alignment, is considered a routine maintenance activity. Redevelopment does not include the repaving of existing roads to maintain original line and grade.

Existing single-family dwelling and accessory structures are exempt from the Redevelopment requirements unless such projects create, add, or replace 10,000 square feet of impervious surface area.

12. Any other project as deemed appropriate by the Director.

The City of Cudahy has officially adopted an Ordinance pertaining to Low Impact Development (LID) Strategies on Projects that require Building, Grading and Encroachment Permits.

During the November 25, 2014 Special Cudahy City Council Meeting, Ordinance No. 640, an Ordinance of the City Council of the City of Cudahy, California, adding Chapter 20.108 pertaining to Low Impact Development (LID) Strategies on Projects that require Building, Grading and Encroachment Permits, to Title 20 (Zoning) of the City of Cudahy Municipal Code was introduced for Second Reading and passed unanimously.

The purpose of this Ordinance is to provide an outline of Low Impact Development (LID) policies for the City of Cudahy consistent with the requirements of the Municipal Separate Storm Sewer System (MS4) Permit (Order No. R-2012-0175) – adopted on November 8, 2012 by the California Regional Water Quality Control Board, Los Angeles Region. Municipalities require permittees electing to prepare a Watershed Management Program or an Enhanced Watershed Management Program under this Permit to demonstrate that there are LID ordinances in place meeting the requirements of the Order’s Planning and Land Development.
Green Streets Policy

Roads present many opportunities for green infrastructure application. One principle of green infrastructure involves reducing and treating stormwater close to its source. Urban transportation rights-of-way integrated with green techniques are often called “green streets.” Green streets provide source controls for stormwater runoff and pollutant loads. In addition, green infrastructure approaches complement street facility upgrades, street aesthetic improvements, and urban tree canopy efforts that also make use of the right-of-way and allow it to achieve multiple goals and benefits. Using the right-of-way for treatment of stormwater runoff, links green with grey infrastructures by making use of the engineered conveyance of roads and providing connections to conveyance systems when needed.

Green streets are beneficial for new road construction and retrofits. They can provide substantial economic benefits when used in transportation applications. Coordinating green infrastructure installation with broader transportation improvements can reduce the cost of stormwater management by including it within larger infrastructure improvements. A large municipal concern regarding green infrastructure use is maintenance access; using roads and rights-of-way as locations for green infrastructure not only addresses a significant pollutant source, but also alleviates access and maintenance concerns by using public space. Also, rights-of-way installations allow for easy public maintenance.

Green streets can incorporate a wide variety of design elements including street trees, permeable pavements, bioretention, and swales. Although the design and appearance of green streets will vary, the functional goals are the same; provide source control of stormwater, limit its transport and pollutant conveyance to the collection system, restore pre-development hydrology to the maximum extent practicable, and provide environmentally enhanced roads. Successful application of green techniques will encourage soil and vegetation contact and infiltration and retention of stormwater.

The Green Streets Policy will help achieve the goals of the MS4 Permit (Order No. R4-2012-0175), which requires that jurisdictions in Los Angeles County reduce contaminants in runoff to improve water quality in waterways. These requirements stem from the National Pollutant Discharge Elimination System (NPDES) requirements of the Clean Water Act (CWA).

The MS4 Permit requires Green Streets strategies to be implemented for transportation corridors. Transportation corridors represent a significant percentage of the impervious area within Los Angeles and therefore generate a substantial amount of runoff from storm events. The altered flow regime from traditional roadways, increased runoff volume, and high runoff peak flows, are damaging to the environment and a risk to property downstream.

Traditionally, street design has focused on removing water from the street as quickly as possible and transferring it to storm drains, channels, and water bodies. Stormwater runoff can contain bacteria and other pollutants, and is thereby regulated at the state and local level. Green Streets will help to transform the design of streets from the conventional method of moving water off-
site as quickly as possible to a method of storing and treating water on-site for a cleaner discharge into the waters of the U.S.

Street and road construction applies to major arterials, state routes, highways, or rail lines used for the movement of people or goods by means of bus services, trucks, and vehicles, and transportation corridors within larger projects. Projects which are required under the MS4 permit (Order No. R4-2012-0175) to follow this Green Streets Guidance Manual include the following:

1. Public Street and road construction of 10,000 square feet or more of impervious surface area within a transportation corridor. (Private Street and road construction activities are subject to separate development planning provisions of the MS4 permit).

2. Street and road redevelopment resulting in the creation or addition or replacement of 5,000 square feet or more of impervious surface area on an already developed site. Redevelopment does not include routine maintenance activities that are conducted to maintain original line and grade, hydraulic capacity, original purpose of facility or emergency redevelopment activity required to protect public health and safety. Impervious surface replacement, such as the reconstruction of parking lots and roadways which does not disturb additional area and maintains the original grade and alignment, is considered a routine maintenance activity. Redevelopment does not include the repaving of existing roads to maintain original line and grade.

3. For projects not listed above, as determined by the Director of Community Development or City Engineer.

The new Municipal Separate Storm Sewer System (MS4) permit requires that Cities consider implementing green streets policies when a street project of 10,000 square feet of new pavement is built. This is just a Policy statement; if there are good reasons for not implementing Green Streets Best Management Practices (BMP) on a project, either private or public, it does not have to be done.

Some examples of Green Streets Policy Best Management Practices (BMPs) include:

- Bioretention
- Infiltration Trench/Dry Well
- Rain Gardens
- Permeable Pavement
- Flow-through Planters
- Vegetated Swales
- Vegetated Buffer Strips
- Treatment BMP’s
- Street Trees

On June 4, 2013, the City Council approved and accepted membership into Gateway Management Authority (GWMA) in order to comply with MS4 requirements. The GWMA is an Integrated Regional Water Management Group Joint Power Authority (IRWM JPA) established in
2007, and currently consisting of 24 members; on the same date Council approved a Memorandum of Understanding (MOU) between the GWMA, the Los Angeles River Upper Reach 2 (LAR UR2) Subgroup Cities and Los Angeles County Flood Control District (LACFCD) in order to comply with the new MS4 Permit (Order No. R4-2012-0175); on June 4, 2013, Council also adopted Resolution No. 13-17 regarding Green Streets Policy adopting the City of Cudahy Green Streets Manual.

Transportation Element

The transportation system in Cudahy consists of a roadway network dominated by Atlantic Avenue, collector streets, and local streets. The Long Beach Freeway (State Route-710) is located just east of Cudahy. Also, the City's central location in Los Angeles County provides Cudahy with easy access to most parts of the Southern California region. Local circulation within the City generally follows a grid pattern, except for Atlantic Avenue which extends in a north-south orientation at a slight angle and Salt Lake Avenue which follows the curve of the railroad tracks. Atlantic Avenue is a regional highway that extends north to Alhambra and south to Long Beach. Traffic volumes on most City streets are currently approaching or are at capacity.

Public transit is available through the Metropolitan Transit Authority (MTA) and the Cudahy Area Rapid Transit (CART). The Union Pacific Electric Railroad right-of-way extends along the western edge of the City and the Southern Pacific Railroad right-of-way extends along the southern edge of the City. Neither railroad line provides freight service into the City.

This Transportation Element of the Cudahy General Plan evaluates the existing roadway circulation system and identifies measures to accommodate existing and future traffic volumes. Other issues addressed in the Element address include public transit parking, and alternative forms of transportation. The Transportation Element complies with California Government Code Section 65302(b), which requires that the Transportation Element identify the general location and extent of existing and proposed major thoroughfares, transportation routes and other public utilities and facilities. The Element looks at existing transportation issues in the City through the Transportation Background Report. The goals, policies, plan and programs of the Transportation Element then respond to identified traffic concerns, as well as projected traffic conditions. The Transportation Plan identifies strategies that will address future traffic.

Transportation Element; highlights of the progress made in the calendar years 2014, 2015 and 2016:

- The City of Cudahy was awarded $1,271,000 through the ATP (Active Transportation Program) Cycle 1. ATP Grant Project consists of Citywide Safe Routes to Schools (SRTS) Improvements (pedestrian crosswalks and other traffic safety improvements). The City officially adopted the City’s Safe to Schools Master Plan.
  - Construction started and was completed in 2017.
Highway Safety Improvement Program (HSIP) Cycle 6 is a program through California Department of Transportation (Caltrans). The scope of work of this project includes the installation of designated left turn phasing at existing traffic lights along Atlantic Avenue as well as the replacement of existing pedestrian heads and new pedestrian countdown signal heads at street intersections along Atlantic Avenue.

The City finalized the design phase of the project in 2016. The Right of Way Certification was approved by Caltrans on February 8, 2017. Following Caltrans approval, the City submitted the Request for Funding Allocation Package for Construction (RFA for CON) to Caltrans. Upon Caltrans approval of E-76 for Construction, the project went to bid and the construction phases were initiated.

The City of Cudahy was awarded $396,500 through the Highway Safety Improvement Program (HSIP) Cycle 7. HSIP is a program through California Department of Transportation (Caltrans). These funds will be used for installation of safety enhancements (ex. advisory signage, crossings) to improve pedestrian, bicycle & vehicular modes of travel along Salt Lake Ave. The project location is in the City of Cudahy public right-of-way, systemic improvements along Salt Lake Ave between Walnut St and Patata St/Atlantic Ave.

Request for Allocation for Design Services (PS&E) has been approved by Caltrans in 2016. The City has also finalized Environmental Documentation (on March 2, 2017, Environmental Clearance has been approved by Caltrans). The City will continue with the design phase of the project. Once design is completed the project will go to the bid and construction phases, respectively.

The City of Cudahy was awarded $1,344,000 through the ATP (Active Transportation Program) Cycle 2. ATP 2 Grant Project focuses on 12 crossing locations either near schools, mid-block or across major arterials in the City. The project will focuses on the installation of safety enhancements for pedestrians at this locations and eliminating hazardous conditions. The project is in the City of Cudahy public right-of-way. The project focuses on 12 locations within the city boundaries along Wilcox Ave between Live Oak to the North and Patata St to the South, as well as midblock locations along adjacent streets.

Request for Environmental Studies & Permits Plans, Specifications & Estimates was approved by Caltrans in January 2017. The City is currently working on the preliminary engineering phase of the project (PA&ED).
The City of Cudahy was awarded $2,134,449 through the 2015 Call for Projects (Total project cost: $3,237,598 with 35% local match). The 2015 Call for Projects Application consists of the proposed Cudahy Citywide Complete Streets Improvement Project. The Cudahy Citywide Complete Streets Improvement Project focuses on the Atlantic Avenue Corridor and Citywide multimodal transportation improvements for the first/last mile. The 2015 Call for Projects Cudahy Application falls under the Pedestrians Improvements Modal Category.

7.0 General Plan Elements

State law regulates the content of General Plans. Sections 65300-65403 of the California Government Code require that local jurisdictions prepare and adopt a general plan to guide the physical development of the City and its sphere of influence. There are seven mandatory elements that comprise the Cudahy General Plan: Land Use, Housing, Transportation, Open Space and Recreation, Conservation, Public Safety and Noise. Other elements may be adopted to address specific concerns in the community. In the case of the City of Cudahy, optional Economic Development and Air Quality Elements are to be included in the 2040 General Plan.

Land Use Element

This Land Use Element is a state-mandated element and fulfills the requirements of Section 65302(a) of the California Government Code. This Element provides a framework for a comprehensive strategy to guide the continued physical development and redevelopment of the City. Policies included in this Element promote orderly growth while minimizing the potential for land use conflicts. The Land Use Element will serve as a guide for public and private decision-making as it relates to existing and future land uses. Finally, this element promotes opportunities for growth and development in the area.

The Land Use Element is the single most important element of the Cudahy General Plan since it regulates land uses and development throughout the City. The element's scope is far greater than that of the other elements though it is directly related to each. For example, the capacity of the existing roadway network (discussed in the Transportation Element), parks and recreation areas (discussed in the Open Space and Recreation Element), areas with earthquake and geologic hazards (discussed in the Public Safety Element), and land uses affected by major noise sources (discussed in the Noise Element) are also issues that the Land Use Element considers.

Land Use Element; highlights of the progress made in the calendar year 2017:

- Land Uses are regulated by The Cudahy Municipal Code and other entitlement process to ensure a harmonious use among all land uses.
The Zoning Code stipulates the residential types permitted, conditionally permitted, development review permit, or prohibited in each zone allowing residential uses. Permitted Uses are those uses allowed without discretionary review, in designated areas, as long as the project complies with all development standards. Conditional Use Permits (CUP) are approved by the Planning Commission unless appealed. Findings to approve a CUP include: 1) The site for a proposed conditional use should be adequate in size and shape to accommodate the yards, walls and fences, parking and loading, landscaping and other development features prescribed in the chapter, or required by the commission, city council or other authorized agent in order to integrate the conditional use with the land and uses in the neighborhood. 2) The commission shall consider the nature, condition and development of adjacent uses, buildings and structures and the effect the proposed conditional use may have on such adjacent uses, buildings and structures. And 3) the site for a proposed conditional use should relate to streets and highways adequate in width and pavement to carry the kind of quantity of traffic such use would generate.

The time required to process a project varies greatly from one project to another and is directly related to the size and complexity of the proposal and the number of actions or approvals needed to complete the process. Table 10 identifies the typical processing time most common in the entitlement process. It should be noted that each project does not necessarily have to complete each step in the process (i.e., small scale projects consistent with General Plan and Zoning designations do not generally require Environmental Impact Reports (EIR), General Plan Amendments, Rezones, or Variances). Also, certain review and approval procedures may run concurrently. For example, a ministerial review for a single-family home would be processed concurrently with the design review, typically taking 3-6 months. Similarly, entitlements for multiple family residential projects can be run concurrently, and typically takes 3-6 months to process. The City also encourages the joint processing of related applications for a single project. As an example, a rezone petition may be reviewed in conjunction with the required site plan, tentative tract map, and any necessary variances. Such procedures save time, money, and effort for both the public and private sector.

Table 10. Typical processing time for each type of approval or permit.

<table>
<thead>
<tr>
<th>Type of Approval or Permit</th>
<th>Typical Processing Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministerial Review</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Conditional Use Permit</td>
<td>3 months</td>
</tr>
<tr>
<td>Zone Change</td>
<td>3 – 6 months</td>
</tr>
<tr>
<td>General Plan Amendment</td>
<td>3-6 months</td>
</tr>
<tr>
<td>Site Plan Review</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Architectural/Design Review</td>
<td>3 months</td>
</tr>
<tr>
<td>Tract Maps</td>
<td>3 months</td>
</tr>
<tr>
<td>Parcel Maps</td>
<td>3 months</td>
</tr>
<tr>
<td>Initial Environmental Study</td>
<td>1 month</td>
</tr>
<tr>
<td>Environmental Impact Report</td>
<td>3-6 months</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

Source: City of Cudahy Building & Planning Departments
Housing Element

The Housing Element of the Cudahy General Plan addresses the housing needs of the City. The primary focus of the Housing Element is to encourage the provision of suitable housing for City residents and to protect the vitality of existing residential neighborhoods. The goals and policies of the Cudahy Housing Element address two main issues: the promotion of new housing development and the maintenance and improvement of existing housing units. Through its housing program, the City will improve the quality of existing housing and encourage the production of new housing types to meet residents' needs.

In order to identify the housing needs of the City, a Housing Element Profile Report has been developed. The Profile Report discusses the housing needs of Cudahy through the characteristics of the population, households, and housing in the City, population and employment growth trends, and an analysis of groups which may have special housing needs. The Profile Report also discusses the City's housing stock, land available for residential development, and facilities that support existing residential communities. By matching its resources with housing needs, the City will be able to identify households or groups which do not have adequate housing. The affordability of the housing stock in relation to household income, the capacity of the City to accommodate future residents, and other housing concerns are also recognized. The discussion of governmental, economic and physical constraints to the development of housing and opportunities for energy conservation further expand on the factors that affect housing costs and production.

The goals and policies of the Housing Element have been developed to address the needs identified in the Profile Report. The City recognizes that it is responsible for the accommodation of future household growth in the region and the development of affordable housing. It also knows that there are many problems in Cudahy that have to be addressed. As such, substandard housing units need to be rehabilitated and improved along with the development of new housing. The City is continuously seeking to meet the housing needs of its residents and to accommodate its share of regional housing. This will accomplish both state and local housing goals.

Housing Element; highlights of the progress made in the calendar year 2017:


- On November 4, 2014, City Council conducted a public hearing and first reading of Ordinance No. 634. On November 25, 2014, City Council conducted a public hearing and second reading of Ordinance No. 634. Ordinance No. 634 was approved of Zone Text Amendment 14-01 to add new definitions to subsection 20.08.10 adding “emergency shelters” and “target populations” and “transitional and supportive housing,” modify CMC subsection 20.64.040 to add “transitional and supportive housing,” and modifying
CMC subsection 20.68.080 to add “emergency shelters”

- The City is preparing the 2013-2021 Housing Element Update, and anticipates adoption by Spring 2018.

Transportation Element

The transportation system in Cudahy consists of a roadway network dominated by Atlantic Avenue, collector streets, and local streets. The Long Beach Freeway (State Route-710) is located just east of Cudahy. Also, the City’s central location in Los Angeles County provides Cudahy with easy access to most parts of the Southern California region. Local circulation within the City generally follows a grid pattern, except for Atlantic Avenue which extends in a north-south orientation at a slight angle and Salt Lake Avenue which follows the curve of the railroad tracks. Atlantic Avenue is a regional highway that extends north to Alhambra and south to Long Beach. Traffic volumes on most City streets are currently approaching or are at capacity.

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Transportation Element; highlights of the progress made in the calendar year 2017:

- The City of Cudahy was awarded $1,271,000 through the ATP (Active Transportation Program) Cycle 1. ATP Grant Project consists of Citywide Safe Routes to Schools (SRTS) Improvements (pedestrian crosswalks and other traffic safety improvements). The City officially adopted the City’s Safe to Schools Master Plan.

The Engineering Department has completed the preparation of Environmental Documents for this project. The project was completed in 2017.
• Highway Safety Improvement Program (HSIP) Cycle 6 is a program through California Department of Transportation (Caltrans). The scope of work of this project includes the installation of designated left turn phasing at existing traffic lights along Atlantic Avenue as well as the replacement of existing pedestrian heads and new pedestrian countdown signal heads at street intersections along Atlantic Avenue. The City finalized the design phase of the project in 2016. The Right of Way Certification was approved by Caltrans on February 8, 2017.

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• The City of Cudahy was awarded $2,134,449 through the 2015 Call for Projects (Total project cost: $3,237,598 with 35% local match). The 2015 Call for Projects Application consisted of the proposed Cudahy Citywide Complete Streets Improvement Project. The Cudahy Citywide Complete Streets Improvement Project focuses on the Atlantic Avenue Corridor and Citywide multimodal transportation improvements for the first/last mile. The 2015 Call for Projects Cudahy Application falls under the Pedestrians Improvements Modal Category.
Open Space and Recreation Element

Open space refers to land that is unimproved and set aside for the preservation of natural resources or for outdoor recreation. Open space lands often include wildlife habitat, rivers, groundwater recharge areas, and areas containing mineral deposits. Trails, parks, outdoor recreation areas, utility easements, scenic highway corridors, and areas requiring regulation of hazardous conditions such as earthquake fault zones, unstable soils, flood plains, and watersheds are also often set-aside as open space. Recreation areas include public parks, golf courses, bicycle and hiking trails, community centers, game fields, gymnasiums, and other sports facilities.

There are limited areas of open space in Cudahy. Public open space areas in the City include parks, public easements, and the Los Angeles River channel. Private open space areas consist of yards and privately-owned recreational open space in residential developments. The City parks are the main recreation areas in Cudahy; they provide residents with opportunities for recreation and other outdoor activities. Cudahy’s population density has led to the full utilization of the available recreational facilities. The lack of vacant land has further constrained the development of additional facilities.

The Open Space and Recreation Element fulfills the requirements of Section 65560 to 65570 of the California Government Code regarding the preparation of an open space plan for the City. Open space and recreation issues are brought together because areas preserved as open space are valuable resources for both outdoor recreation and scenic enjoyment. The preservation and management of natural resources, historic resources, and cultural resources are addressed in the Conservation Element. The Open Space and Recreation Element of the Cudahy General Plan establishes a long-range program for the preservation of public parks in the City and the provision of facilities that will serve the needs of residents. The Element includes an inventory of both public and private open space and a plan for the continued protection of these areas.

The City of Cudahy provides its residents and surrounding neighbors with a variety of recreational programs. Recreational programs, classes, and sports are summarized in Table 11. Cudahy residents receive priority registration and pay lower fees than a non-resident. The City’s Sports Department consists of various sports available throughout the year for boys and girls between the ages of 4-16. Participants register individually and are placed on teams organized by the Cudahy Parks and Recreation Staff. All teams are coached by volunteer coaches.
Table 11 All recreational courses and sports programs that were available at each City Park and Facility for the year 2017.

<table>
<thead>
<tr>
<th>City Park</th>
<th>Recreational Program / Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Park</td>
<td>Boxing Class <em>(Fitness Center)</em></td>
</tr>
<tr>
<td></td>
<td>Youth Soccer</td>
</tr>
<tr>
<td></td>
<td>Chocolate Molding <em>(Teen Center)</em></td>
</tr>
<tr>
<td></td>
<td>Cake Decoration <em>(Teen Center)</em></td>
</tr>
<tr>
<td></td>
<td>Yoga <em>(Teen Center)</em></td>
</tr>
<tr>
<td></td>
<td>Art Class <em>(Teen Center)</em></td>
</tr>
<tr>
<td></td>
<td>Gardening Class <em>(Teen Center)</em></td>
</tr>
<tr>
<td>Clara Park and Expansion Park</td>
<td>Ball Hockey <em>(Clara Gym)</em></td>
</tr>
<tr>
<td></td>
<td>Soccer <em>(Expansion Park)</em></td>
</tr>
<tr>
<td></td>
<td>Youth Basketball <em>(Clara Gym)</em></td>
</tr>
<tr>
<td></td>
<td>Volleyball <em>(Clara Gym)</em></td>
</tr>
<tr>
<td></td>
<td>Zumba <em>(Clara Gym)</em></td>
</tr>
<tr>
<td>Cudahy Park</td>
<td>Cheerleading <em>(Bedwell Hall)</em></td>
</tr>
<tr>
<td></td>
<td>Youth Baseball</td>
</tr>
<tr>
<td></td>
<td>Youth T-Ball</td>
</tr>
<tr>
<td></td>
<td>Youth Softball</td>
</tr>
<tr>
<td></td>
<td>Youth Soccer</td>
</tr>
</tbody>
</table>

Source: *City of Cudahy – Parks & Recreation*

2017 Outlook

The Parks and Recreation department is currently in partnership with the Southeast Rio Vista YMCA to oversee their youth sports programs, which include youth basketball, youth soccer, youth baseball, and tee-ball, and ball hockey. The City is also working with independent recreational contractors to provide various classes for a minimal fee. The City also rents out their athletic fields to non-profits and for-profit adult sports leagues (i.e. basketball, soccer, flag football, and softball). All adult leagues are independently run by their respected organizations.

Conservation Element

Natural resources that affect the City include water, energy and land. (Air quality is addressed in a separate element.) Cultural resources refer to potential historical sites and structures in the
City. The Conservation Element of the Cudahy General Plan deals with the management of natural and cultural resources in the planning area. The Element identifies the significant resources within the City and establishes a plan for the conservation, management, or preservation of these resources.

The City's conservation plan will consist of independent programs for the protection of groundwater resources, the reduction in demand for energy resources, the recycling of products to conserve regional resources, and the preservation of local cultural resources. The Conservation Element is a state-mandated element, as required by regulations in Section 65302(d) of the California Government Code and the State Mining and Reclamation Act (SMARA).

Conservation Element; highlights of the progress made in the calendar year 2017:

- California's Department of Resources Recycling and Recovery (CalRecycle) brings together the state's recycling and waste management programs and continues a tradition of environmental stewardship.

- Through landmark initiatives like the Integrated Waste Management Act and Beverage Container Recycling and Litter Reduction Act, California works toward a society that uses less, recycles more, and takes resource conservation to higher and higher levels. Our state now leads the nation with a 65 percent recycling rate for all materials, and today recycling supports more than 140,000 green jobs in California.

- CalRecycle's vision is to inspire and challenge Californians to achieve the highest waste reduction, recycling and reuse goals in the nation. Through innovation and creativity, sound advancements in science and technology, and efficient programs that improve economic vitality and environmental sustainability.

The City of Cudahy's involvement with CalRecycle:

- **City/County Payment Program**
  - This grant was awarded in 2013 to the City of Cudahy to implement an educational program geared towards providing education tools to business and property owners affected by AB341. The purpose of this educational tool is to better inform property/business owners of simple and efficient ways to establish a proper recycling program on their properties.

- **Sharps Program**
  - This program was established to provide local jurisdictions with materials/equipment needed to establish an accessible sharps collection site for
its local constituents. The City was awarded two (2) sharps kiosks which have been located at Turner Hall (4825 Clara Street) and Lugo Park Fitness Center (7810 Otis Avenue). Additionally, the City was awarded small sharps containers to be distributed to residents upon request for proper disposal of sharps waste. These programs are still operating and services continue to be provided.

Public Safety Element

The Public Safety Element of the Cudahy General Plan presents a citywide approach for preventing the creation of hazards in the planning area and for minimizing the potential for injury, damage and disruption brought by natural events. The Element establishes safety standards and programs designed to protect life and property. Public safety standards include guidelines for activities involving risk to the public, as well as measures to follow when development occurs in areas susceptible to natural or manmade risks.

As a state-mandated element, the Public Safety Element of the Cudahy General Plan fulfills the requirements of Section 65302(g) of the California Government Code. It sets goals and policies which address public safety issues in the City. The Element also serves as a public safety plan, identifies standards and programs to promote public safety, and outlines adequate facilities and services to serve the emergency needs of the City. The Public Safety Element maps the location of known hazard areas and available evacuation routes, indicates peak water supply requirements, minimum road widths, clearances around structures, and provides safety and emergency procedures.

Public Safety Element; highlights of the progress made in the calendar year 2017:

- The Federal Emergency Management Agency (FEMA) requires all counties, cities, and tribes in the United States to complete a Local Natural Hazards Mitigation Plan. These Natural Hazards Mitigation Plans are to identify the hazards that have occurred or may occur in the study area, and provide mitigation strategies, or action items, designed to save lives and reduce the destruction of property. The City of Cudahy has addressed this requirement by completing a Local Natural Hazards Mitigation Plan that describes and analyzes several issues of concern to the City, including earthquakes, floods, and severe weather. Furthermore, the Natural Hazards Mitigation Plan provides resources and information, in addition to action items and programs, that are meant to assist Cudahy in reducing risk and preventing loss from future natural hazard events.

- The mission of the Cudahy Local Natural Hazards Mitigation Plan is to promote sound public policy designed to protect citizens, critical facilities, infrastructure, private property, and the environment from natural hazards. This can be achieved by increasing public awareness, documenting resources available for risk reduction and loss prevention, and identifying activities to guide the City towards building a safer, more sustainable
community. The goals of the Mitigation Plan describe the overall direction that the City of Cudahy, through its departments, agencies, organizations, and citizens, can take toward reducing its risk to natural hazards. The goals of the Plan are stepping-stones between the broad direction of the mission statement and the specific recommendations outlined in the action items. The main goals of Cudahy’s Mitigation Plan are:

- Protect Life and Property
- Public Awareness
- Partnerships and Implementation
- Emergency Services.

Noise Element

Excessive noise levels disturb and disrupt human activities and can affect the physical and psychological health of individuals. They depreciate the quality of the environment by affecting work, sleep, and recreation. The Noise Element of the Cudahy General Plan provides measures to minimize noise problems in the City. With the majority of the City devoted to residential uses, it is important that noise sources are controlled at the source, are located away from residential communities, or buffers are provided between the sources of noise and the residential development. The noise mitigation program in the Noise Element explores various noise control options and land use compatibility standard.

As mandated by the California Government Code Section 65302(f), the Noise Element follows the guidelines established by the Office of Noise Control of the State Department of Health Services. Goals, policies, and guidelines for minimizing increases in ambient noise levels are outlined in the section that follows.

Noise Element; highlights of the progress made in the calendar year 2017:

- The City of Cudahy requires mitigation measures during entitlements and approvals subject to CEQA.
- Cudahy “CMC” Article 23: Environmental Performance Standards, ensure that residential neighborhoods and the business community in Cudahy will be free from environmental hazards such as of noise, vibration, dust, glare, and other negative influences.
- Noise standards for the various categories of land uses set forth in Tables 12 and 13 shall, unless otherwise specified, apply to each property or portion of property in the community. Where two or more dissimilar land uses occur on a single property, the more restrictive noise standard shall apply;
Table 12. Maximum permissible exterior sound levels and noise standards by receiving land uses.

<table>
<thead>
<tr>
<th>Receiving Land Use Category</th>
<th>10 pm - 7 am</th>
<th>7 am to 10 pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential (except multi-family)</td>
<td>45</td>
<td>65</td>
</tr>
<tr>
<td>Multi-Family Residential and Mobile Home Parks</td>
<td>50</td>
<td>65</td>
</tr>
<tr>
<td>Commercial (all “C” zones)</td>
<td>60</td>
<td>65</td>
</tr>
<tr>
<td>Light Industrial Zones</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Heavy Industrial Zones</td>
<td>70</td>
<td>70</td>
</tr>
</tbody>
</table>

Table 13. Maximum permissible interior sound levels and noise standards by receiving land uses.

<table>
<thead>
<tr>
<th>Land Use Type</th>
<th>Time Interval</th>
<th>Maximum Noise Level (dBA)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Any time</td>
</tr>
<tr>
<td>Residential</td>
<td>10 p.m. to 7 a.m.</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>7 a.m. to 10 p.m.</td>
<td>45</td>
</tr>
</tbody>
</table>

Air Quality Element

As part of the City’s 2040 General Plan update, the City has opted to prepare an Air Quality Element. This Element is an optional element in that it is not specifically mandated by the State of California for inclusion into the Cudahy General Plan. However, once adopted, the Element has the same status as the other seven mandatory elements. The Air Quality Element will underscore the City’s continued commitment to improving air quality. The City was one of the first in the State to adopt an air quality element in the early 1990s. The current Element focuses on local initiatives that will be effective in improving air quality locally as well as for the surrounding region and identifies air quality standards that new development must meet.

Air quality is impacted by land use, local circulation systems, and transportation services. Policies and programs included in the required elements mirror sustainable development concepts that are effective both in reducing dependence on the private automobile and reducing vehicle miles traveled and hence air pollution. The Land Use and Housing Elements encourage transit-oriented development while the Circulation Element provides for the maintenance of a comprehensive transit framework that will be effective in reducing air quality emissions from local private vehicles.

Cudahy is located in the South Coast Air Basin (SCAB), a 6,600 square-mile area that includes Orange County and the non-desert urbanized portions of Los Angeles, Riverside, and San Bernardino counties. Air pollution in Cudahy is affected by local and regional impacts. An
understanding of airborne pollutants, the sources of the emissions, and the corresponding health effects is critical in the development of policies and programs to remedy poor air quality. Airborne pollution is typically categorized according to the source, namely mobile emissions or stationary emissions.

Mobile emissions refer to those pollutants that are generated from moving sources such as cars, trucks, trains, aircraft and ships. Among the most prevalent mobile emissions are vehicle emissions although the other mobile sources such as ships in the port may lead to severe localized air quality problems. Stationary emissions are generated from non-moving sources and may include emissions from power plants, factories, or other industrial processes. The focus of the Federal, State, and regional efforts is on air pollutants that present the greatest potential for health problems.

Highlights of the progress made in the calendar year 2017:

- The City of Cudahy requires mitigation measures during entitlements and approvals subject to CEQA.

- The City of Cudahy continues to be subject to regulations from various agencies. The primary agencies include the United States Environmental Protection Agency (EPA), the California Air Resources Board (CARB), and the South Coast Air Quality Management District (SCAQMD).

- The City of Cudahy uses SCAQMD-recommended thresholds in its local review of development projects over which the City has jurisdiction. A development that results in either construction-related emissions or operational emissions that exceed specified daily emissions thresholds are considered to have a significant and adverse environmental impact. The applicable emissions thresholds for both construction-related and operational emissions are summarized in Table 14.

<table>
<thead>
<tr>
<th>Pollutant</th>
<th>Construction Emissions Thresholds</th>
<th>Operational Emissions Thresholds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reactive Organic Compounds</td>
<td>•75 lbs/day •2.5 tons/qtr</td>
<td>•55 lbs/day •0.0275 tons/day</td>
</tr>
<tr>
<td>Nitrogen Dioxide (NO2)</td>
<td>•100 lbs/day •2.5 tons/qtr</td>
<td>•55 lbs/day •0.0275 tons/day</td>
</tr>
</tbody>
</table>
8.0 Goals, Priorities, and Objectives

The City of Cudahy aims to implement the priorities and objectives outlined in the General Plan throughout various activities and functions of local government. Many of the goals outlined for the future of the City are to be reviewed annually to direct the staff work effort for the upcoming calendar year. In this way, the implementation of the General Plan is an ongoing endeavor.

Some of the primary goals being prepared for the 2013-2021 Housing Element to be implemented over the course of the next few years will include the following:

- Housing Information Program
- Second Unit Ordinance
- Development Monitoring Program
- Manufactured Housing
- Housing Conversion Program
- Tenant Minor Home Repair Program
- Code Enforcement
- Equal Access
- Reasonable Accommodation Program
- Public Participation Program
- Food Distribution Program
- Homeless Assistance Program
- Bilingual Programs
- Handicapped Access
- Senior Shared Housing Program
- Persons with Disabilities, including Developmental Disabilities Program
- Preservation of At-Risk Units Program
- Consistency with General Plan Program

For a complete implementation update of the Cudahy General Plan, please reference the 2017 General Plan Implementation Status Update Table which is attached as Appendix C.
9.0 Conclusion

The General Plan Annual Progress Report illustrates activities undertaken by the City of Cudahy in 2017 that worked towards implementing the City’s General Plan; while at the same time preparing the 2040 General Plan. The City has worked to progressively implement the policies outlined in each element of the City’s guiding planning document as outlined in the various sections of this Progress Report. The General Plan represents the community's collective vision for preserving and improving the quality of life in the City of Cudahy. Only minor revisions aside from the Housing Element Update have been implemented over the past several years since the General Plan Update was adopted on September 15, 2010.

As previously mentioned, an important milestone to note on this 2017 General Plan Annual Progress Report is that, the City of Cudahy began the process of updating its General Plan. On July 27, 2015 the City of Cudahy City Council approved a Professional Service Agreement (PSA) with MIG to prepare the Cudahy General Plan Update and optional Development Code Update. Upon selection of MIG as the firm who will oversee the General Plan update; MIG and City Staff eagerly began the data collection and outreach phase of the project. To date, the City has received drafts of the seven required elements and a draft for a new Economic Development Element.

As noted in this document over the course of 2017, the City has implemented many of the collective goals and policies identified in the General Plan. The ideas, proposals and suggestions that have come to the City have all furthered the City's goal to preserve and improve the quality of life for the community. The City will continue its efforts in this regard and is eagerly anticipating the completion of the 2040 General Plan in 2018.
10.0 References


2. City of Cudahy. 2016/2017 Capital Improvement Program (CIP).


ATTACHMENT A1
**2017 ANNUAL ELEMENT PROGRESS REPORT**

**Housing Element Implementation**

(CCR Title 25 §6202)

**Jurisdiction:** City of Cudahy, CA  
**Reporting Period:** 1/1/2017 - 12/31/2017

---

**Table A**

**Annual Building Activity Report Summary - New Construction**

Very Low-, Low-, and Mixed-Income Multifamily Projects

<table>
<thead>
<tr>
<th>Project Identifier (may be APN No., project name or address)</th>
<th>Unit Category</th>
<th>Tenure</th>
<th>Affordability by Household Incomes</th>
<th>Total Units per Project</th>
<th>Housing with Financial Assistance and/or Deed Restrictions</th>
<th>Housing without Financial Assistance or Deed Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>R=Renter O=Owner</td>
<td>Very Low-Income</td>
<td>Low-Income</td>
<td>Moderate-Income</td>
<td>Above Moderate-Income</td>
</tr>
</tbody>
</table>

Rental units and financing are determined by the market. The City of Cudahy is a disadvantaged community with an annual median household income that is 61% less than the state annual median income. [http://factfinder2.census.gov](http://factfinder2.census.gov)

---

(9) Total of Moderate and Above Moderate from Table A3  ►  ►

(10) Total by income Table A/A3  ►  ►

(11) Total Extremely Low-Income Units*  ►

* Note: These fields are voluntary
2017 ANNUAL ELEMENT PROGRESS REPORT

Housing Element Implementation

(CCR Title 25 §6202 )

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Period</td>
<td>1/1/2017 - 12/31/2017</td>
</tr>
</tbody>
</table>

Table A2

Annual Building Activity Report Summary - Units Rehabilitated, Preserved and Acquired pursuant to GC Section 65583.1(c)(1)

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Affordability by Household Incomes</th>
<th>izard (c)(7) of Government Code Section 65583.1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Extremely Low-Income*</td>
<td></td>
</tr>
<tr>
<td>(1) Rehabilitation Activity</td>
<td>Very Low-Income</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low-Income</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL UNITS</td>
<td></td>
</tr>
</tbody>
</table>

* Note: This field is voluntary

Table A3

Annual building Activity Report Summary for Above Moderate-Income Units (not including those units reported on Table A)

<table>
<thead>
<tr>
<th>1. Single Family</th>
<th>2. 2 - 4 Units</th>
<th>3. 5+ Units</th>
<th>4. Second Unit</th>
<th>5. Mobile Homes</th>
<th>6. Total</th>
<th>7. Number of infill units*</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Units Permitted for Moderate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Units Permitted for Above Moderate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Note: This field is voluntary
**2017 ANNUAL ELEMENT PROGRESS REPORT**

*Housing Element Implementation*

(CCR Title 25 §6202 )

**Jurisdiction**
City of Cudahy, CA

**Reporting Period**
1/1/2017 - 12/31/2017

**Table B**

Regional Housing Needs Allocation Progress

<table>
<thead>
<tr>
<th>Income Level</th>
<th>RHNA Allocation by Affordability</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Total Units to Date (all years)</th>
<th>Total Remaining RHNA by Income Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low</td>
<td>Restricted</td>
<td>94</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>Non-deed restricted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Restricted</td>
<td>60</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>Non-deed restricted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td>Restricted</td>
<td>67</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Non-deed restricted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Above Moderate</td>
<td></td>
<td>180</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>141</td>
</tr>
</tbody>
</table>

**Total RHNA by COG.**

Enter allocation number: 401

**Total Units**

318

**Remaining Need for RHNA Period**

Note: RHNA 9th Cycle January 2014-October 2021. Units serving extremely low-income households are included in the very low-income permitted units totals.
## 2017 ANNUAL ELEMENT PROGRESS REPORT

### Housing Element Implementation

(CCR Title 25 §6202)

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Period</td>
<td>1/1/2017 - 12/31/2017</td>
</tr>
</tbody>
</table>

### Table C

#### Program Implementation Status

<table>
<thead>
<tr>
<th>Program Description (By Housing Element Program Names)</th>
<th>Housing Programs Progress Report - Government Code Section 65853.</th>
<th>Name of Program</th>
<th>Objective</th>
<th>Timeframe in H.E.</th>
<th>Status of Program Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Information Program</td>
<td>Describe progress of all programs including local efforts to remove governmental constraints to the maintenance, improvement, and development of housing as identified in the housing element.</td>
<td>To encourage the development of high quality housing on vacant and underutilized lots</td>
<td>Pending</td>
<td>The City shall establish a promotional campaign to area developers. The campaign shall promote the City of Cudahy and existing investment opportunities. The City shall work with local business groups on promoting available incentives to new development.</td>
<td></td>
</tr>
<tr>
<td>Second Unit Ordinance</td>
<td></td>
<td>The City of Cudahy allows second units on single-family lots, as required by State law. This has led to second units on most lots in the Low Density Residential (LDR) Zone and has added to the current housing stock.</td>
<td>Ongoing (monitored annually)</td>
<td>Single family neighborhoods represent a small portion of the City’s residential land (23%) and many of these existing neighborhoods have second units on their lots. As such, additional second unit development has been minimal. The City will update accessory unit requirements and regulations within the Development Code to comply with State law (Assembly Bill 2299 and Senate Bill 1069) in 2018. An updated version of the program will be included in the updated Housing Element.</td>
<td></td>
</tr>
<tr>
<td>Development Monitoring Program</td>
<td></td>
<td>The City will require all new development to undergo an assessment to ensure that adequate infrastructure is available to serve the development.</td>
<td>Pending</td>
<td>Infrastructure impacts from new developments are addressed through the environmental review process as required by the California Environmental Quality Act and will be fully assessed citywide through the General Plan Environmental Impact Report (EIR). Infrastructure availability is an integral part of maintaining a high quality of life for residents.</td>
<td></td>
</tr>
<tr>
<td>Manufactured Housing</td>
<td></td>
<td>The City allows manufactured homes and modular units on single-family lots. This permits the use of manufactured homes as affordable housing alternatives.</td>
<td>Ongoing (monitored annually)</td>
<td>State law requires local governments to permit manufactured or mobile homes meeting federal safety and construction standards on a permanent foundation in all single-family residential zoning districts (Section 65852.3 of the California Government Code). In Cudahy, a manufactured/ factory-built house is considered to be a single-family detached dwelling unit and is treated as such.</td>
<td></td>
</tr>
<tr>
<td>Affordable Housing Incentives</td>
<td></td>
<td>The City shall provide developers with incentives and shorten the permit process for low-income and senior citizen housing projects. By expediting the review process, developers also save money and housing costs can be reduced.</td>
<td>Pending</td>
<td>An updated and expanded version of the program will be included in the updated Housing Element. The new program will include an action item to develop development incentives and a community benefits permitting procedure that incentivizes benefits and desired public amenities provided by private development, which include, but are not limited to, low Income and/or affordable housing.</td>
<td></td>
</tr>
</tbody>
</table>
### 2017 ANNUAL ELEMENT PROGRESS REPORT

**Housing Element Implementation**

(CCR Title 25 §6202)

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Period</td>
<td>1/1/2017 - 12/31/2017</td>
</tr>
</tbody>
</table>

#### CDBG Information Program

The City shall continue housing programs on housing development, infrastructure, rehabilitation and job development, as allowed by the CDBG program. Pending

Since 2014, the City has used CDBG funds for Code Enforcement, Single-unit Housing Rehabilitation Program, Business Assistance Program, Senior Activities Program, Food Distribution Program, and two construction projects at Clara Park and Cudahy Park. CDBG funding is an important resource for the City and the programs identified will continue. This program will be included in the updated Housing Element.

#### Housing Conversion Program

The City shall take the lead in coordinating efforts for the preservation of subsidized housing projects in Cudahy. Ongoing (monitored annually)

Subsidized housing units in Cudahy are owned by non-profit affordable housing developers that have expressed a desire to continue renewing their subsidies that allow for the provision of affordable housing. A program addressing affordable housing at risk of conversion to market rate will be included in the updated Housing Element and will be completed by 2018.

#### Inclusionary Housing Program

The City shall explore the feasibility of requiring affordable housing units within new housing developments. Pending

This may be promoted by density bonuses and other incentives, coupled with a use restriction on the affordable units. The City may also require developers to provide a minimum percentage of affordable housing, pay fees, or dedicate land.

#### Housing Maintenance and Conversion

The City of Cudahy has an ongoing program for the maintenance and conservation of the existing housing stock. To be completed by 2018

By maintaining the existing housing stock and preventing the creation of substandard housing, the City improves the living environment for present residents. Implementation measures for housing maintenance and conservation are discussed below. Approximately 5 housing units are anticipated to benefit from the SRO Hotels

The City shall preserve single-room occupancy (SRO) hotels and strictly enforce ordinances regarding property maintenance and fire and safety standards to safeguard the public health, safety and welfare of tenants. Pending

Two motels in the City provide short term housing to homeless or at-risk individuals. The City strictly enforces ordinances regarding property maintenance and fire and safety standards to safeguard the public health, safety and welfare of tenants. This program will be included in the updated Housing Element.

#### Tenant Minor Home Repair Program

The City shall continue to apply for Community Development Block Grants for housing rehabilitation programs in the City. Ongoing (monitored annually)

These funds shall be used to offer technical assistance and loans under the Tenant Minor Home Repair program, as well as to implement housing rehabilitation programs which provide low interest loans, grants, and technical assistance to property owners.

#### SRO Hotels

The City shall preserve single-room occupancy (SRO) hotels and strictly enforce ordinances regarding property maintenance and fire and safety standards to safeguard the public health, safety and welfare of tenants. Pending

Two motels in the City provide short term housing to homeless or at-risk individuals. The City strictly enforces ordinances regarding property maintenance and fire and safety standards to safeguard the public health, safety and welfare of tenants. This program will be included in the updated Housing Element.

#### Development Standards to Allow Uses

The City shall modify its Municipal Code to allow the development, maintenance, and improvement of Emergency Shelters, SRO's, Transitional Housing, and Supportive Housing to address constraints throughout the City. Pending

The City proposes to adopt a Development Code in 2018 which addresses Emergency Shelters, SROs, Transitional Housing, and Supportive Housing consistent with state law. The City will monitor development of these housing types and re-evaluate the effectiveness of established development standards. The program will be included in the updated Housing Element.
## Housing Element Implementation

### Jurisdiction:
City of Cudahy, CA

### Reporting Period:
1/1/2017 - 12/31/2017

<table>
<thead>
<tr>
<th>Component</th>
<th>Status</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emergency Shelters</strong></td>
<td>Pending</td>
<td>The City will amend the Zoning Ordinance so emergency shelters shall be a permitted use without a conditional use permit or other discretionary action in the High Density Residential zone.</td>
</tr>
<tr>
<td><strong>Transitional and Supportive Housing</strong></td>
<td>Done</td>
<td>The City proposes to adopt a comprehensive update of the Development Code in 2018 which addresses Transitional and Supportive Housing consistent with state law. The City will continue to monitor the inventory of sites appropriate to accommodate transitional housing and supportive housing and will work with the appropriate organizations to ensure the needs of homeless and extremely low-income residents are met.</td>
</tr>
<tr>
<td><strong>Code Enforcement</strong></td>
<td>Ongoing (monitored annually)</td>
<td>Code enforcement activities are an important part of the City’s neighborhood preservation programs. The program will be included in the updated Housing Element.</td>
</tr>
</tbody>
</table>

Emergency shelters are allowed without discretionary review in the Commercial Mixed Use (C/MU), Civic Mixed Use (Civic/MU), and Entertainment (E) zoning districts. Development standard review and monitoring of this development.

Emergency shelter programs are an important part of the City’s neighborhood preservation programs. The program will be included in the updated Housing Element.
**Housing Element Implementation**

**(CCR Title 25 §6202 )**

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
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</thead>
<tbody>
<tr>
<td>Reporting Period</td>
<td>1/1/2017 - 12/31/2017</td>
</tr>
</tbody>
</table>

**Housing Cooperating Program**

The City shall work with Los Angeles County to identify and coordinate water and sewer infrastructure on the provision of adequate infrastructure and public services in Cudahy, including monitoring for grant funding sources, to meet the City's RHNA.  

Pending

**Equal Access**

The City intends to minimize difficulties of special needs households in finding adequate housing by providing programs to prevent discrimination or to encourage the production of housing specifically designed for these households.

Ongoing (monitored annually)

**Reasonable Accommodation Program**

The City shall develop a policy pursuant to the Fair Housing Amendments Act of 1988, to provide people with disabilities reasonable accommodation in rules, policies, practices and procedures that may be necessary to ensure equal access to housing.

Pending

**Public Participation Program**

The City encourages community participation in all city programs.

Ongoing (monitored annually)

**Fair Housing Program**

The City promotes the use of the Fair Housing Council of Long Beach through the City newsletter and local papers, and informs all city employees of the available services for referral.

Pending

**Food Distribution Program**

The City shall continue the hot meals and food distribution programs

Ongoing (monitored annually)

**Homeless Assistance Program**

The City shall continue to provide funds for the Human Services Association to serve the homeless and other special needs groups in the community.

Ongoing (monitored annually)

Infrastructure availability is an integral part of maintaining a high quality of life for residents. In addition, consistent with the General Plan Implementation program, the City will establish permit tracking program by June 2019 that monitors new development and the redevelopment of existing uses that increase the number of residential unit and/or nonresidential square footage. This program will be renamed and updated to address continued coordination with the County and ongoing development tracking.

The City proposes to adopt a comprehensive update of the Development Code in 2018 which includes a definition of family consistent with state law. This program is to be combined with the Fair Housing Program in the updated Housing Element.

The City refers fair housing complaints to the Housing Rights Center and advertises fair housing services and information through the City newsletter and local papers, and informs all city employees of the available services for referral.

The program will be included in the updated Housing Element and combined with the Equal Access Program.

Due to lack of funding, the City has not been able to provide funds to the Human Services Association. It does maintain a list of local social services to use as referral sources for residents in need and refers homeless individuals to local and regional homeless resources. This program will be included in the 2018 updated Housing Element.

Public participation is a priority for the City. This program will be combined with the Bilingual program in the updated Housing Element, as access for Spanish speakers in Cudahy is crucial to obtaining full participation.
<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
</tr>
</thead>
</table>

**Reporting Period**  1/1/2017 - 12/31/2017

### Bilingual Program
- The production of documents and publications that are both in English and Spanish.
- Ongoing (monitored annually)
- Public participation is a priority for the City. This program will be combined with the Public Participation program in the updated Housing Element. The City will continue to actively produce documents and publications that are in both English and Spanish.

### Handicapped Access
- The City currently requires new development to comply with State standards for handicapped access.
- Ongoing (monitored annually)
- The program is ongoing and will be included in the updated Housing Element.

### Senior Shared Housing Program
- The senior’s Center on Clara Park serves as an information center for senior programs and resources.
- Ongoing (monitored annually)
- The program is ongoing and will be included in the updated Housing Element.

### Housing for Extremely-Low Income Households Program
- The City will encourage the development of housing units for households earning 30 percent or less of the median Family income for Los Angeles County. Specific emphasis shall be placed on the provision of family housing and non-traditional housing types.
- Pending
- The City will encourage development of housing for extremely-low income households through a variety of activities such as outreach to housing developers on at least an annual basis, providing financial or in-kind technical assistance.

### Persons with Disabilities, including Development Disabilities Program
- The City shall seek State and Federal monies, as funding becomes available, in support of housing construction and rehabilitation targeted for persons with disabilities.
- Pending
- The City shall provide regulatory incentives, such as expedited permit processing and fee waivers and deferrals, to projects targeted for persons with disabilities, including persons with developmental disabilities.

### Preservation of At-Risk Units Program
- The City will monitor every three months, the status of any HUD receipt/approval Notices of Intent and Plans of Action filed by property owners to convert to market-rate units.
- Ongoing (monitored annually)
- Subsidized housing units in Cudahy are owned by non-profits. A program addressing affordable housing at risk of conversion to market rate will be included in the updated Housing Element. The details of this program are to be merged with the At Risk Housing.

### Consistency with General Plan
- The City shall conduct an integral review as part of its upcoming General Plan amendment process and implementation to achieve consistency with other general plan elements, policies, programs, and community goals.
- Pending and Ongoing
- As the 2040 General Plan is prepared, this Housing Element will also be updated to ensure that internal consistency is maintained.
As previously mentioned, an important milestone to note on this 2017 General Plan APR is that, the City of Cudahy began the process of updating its General Plan. On July 27, 2015 the City of Cudahy City Council approved a Professional Service Agreement (PSA) with MIG to prepare the Cudahy General Plan Update and optional Development Code Update. Upon selection of MIG as the firm who will be in charge of updating the General Plan, MIG and City Staff eagerly began the data collection and outreach phase of the project. It is anticipated that the General Plan update will be adopted in 2018, and next year’s 2018 General Plan APR will contain information on all of the milestones completed in that particular calendar year.
ATTACHMENT A2
**APPENDIX C**  
**CITY OF CUDAHY**  
**2017 GENERAL PLAN IMPLEMENTATION STATUS UPDATE**  
This Appendix summarizes the Goals, Policies, and Implementation Measures of the 2010 General Plan

<table>
<thead>
<tr>
<th>LAND USE ELEMENT</th>
<th>GOALS AND POLICIES</th>
<th>STATUS</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1.</strong> The City of Cudahy will ensure that future development enhance the quality of life in the City.</td>
<td>Policy 1.1. The City of Cudahy will continue to improve the quality of housing throughout the City.</td>
<td>Ongoing</td>
<td>Rehabilitation programs help to preserve existing developments and prevent building determination. The City's has ongoing rehabilitation programs for residential projects through the Federal Community Development Block Grant (CDBG) Program. Information regarding these programs may be found in the Housing Element.</td>
</tr>
<tr>
<td></td>
<td>Policy 1.2. The City of Cudahy will encourage development that complements and enhance the community.</td>
<td>Ongoing</td>
<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
</tr>
<tr>
<td></td>
<td>Policy 1.3. The City of Cudahy will enhance the quality of the environment through the enforcement of land use controls as a means to preserve the environment and to reduce pollution, traffic congestion, and overcrowding.</td>
<td>Ongoing</td>
<td>The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.</td>
</tr>
<tr>
<td></td>
<td>Policy 1.4. The City of Cudahy will provide for improved vehicular circulation within the City by evaluating traffic and parking impacts prior to approving new development.</td>
<td>Ongoing</td>
<td>The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.</td>
</tr>
<tr>
<td>Policy 1.5.</td>
<td>The City of Cudahy will establish a community identity and pride through the emphasis on high quality development.</td>
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<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy 1.6.</th>
<th>The City of Cudahy will continue to revitalize the residential, commercial and industrial land uses in the City.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td>The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012, the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy 1.7.</th>
<th>The City of Cudahy will work to reduce existing incompatible land uses in various areas in the City.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
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</table>

<table>
<thead>
<tr>
<th>Policy 1.8.</th>
<th>The City of Cudahy will minimize the detrimental effects of the flood control channel and the existing Southern Pacific and Union Pacific Railroad rights-of-way located in the City.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td>Public works and infrastructure improvements in the City are planned through a Capital Improvement Program (CIP) that sets priorities and funding for needed infrastructure projects. The City shall continue to prioritize infrastructure and public service projects in its CIP. This program is coordinated by the Department of Building and Public Services and financed by the General Fund, to the extent available.</td>
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<table>
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<tr>
<th>Policy 1.9.</th>
<th>The City of Cudahy will promote the assembly of land into larger parcels that are more suitable for higher quality integrated development.</th>
</tr>
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<tr>
<td>Ongoing</td>
<td>The primary tools for regulating changes in land uses in the City include both the General Plan and Zoning Ordinance. The City shall continue to implement the General Plan land use policies and the Zoning Ordinance. The City shall also continue to implement the Zoning Ordinance which provides development incentives, density bonuses, and incentive requirements for the assembly of residential lots. The assembly of lots will eliminate the development constraints posed by the existing long, narrow lots. In 2017, as part of the Housing Element update, the City began preparation of a detailed land inventory of developable sites. Once completed, this inventory will assist the City in coordinating parcel mergers, identification of sites for consideration to increase residential densities, and assistance with development of appropriate land uses on specified sites.</td>
</tr>
<tr>
<td>Policy 1.10. The City of Cudahy will promote new, high quality residential development on vacant and underutilized lots.</td>
<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
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</tr>
<tr>
<td>Policy 1.11. The City of Cudahy will promote development that is sensitive of environmental and safety constraints.</td>
<td>The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.</td>
</tr>
<tr>
<td>Policy 1.12. The City of Cudahy will develop requirements for uses that have the potential to disrupt neighborhood quality due to excessive traffic, unusual hours of operation, and other adverse impacts on residences and land uses.</td>
<td>The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.</td>
</tr>
<tr>
<td>Goal 2. The City of Cudahy will continue with the revitalization of the existing residential neighborhoods.</td>
<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
</tr>
<tr>
<td>Policy 2.1. The City of Cudahy will encourage and promote the development of safe and attractive residential developments.</td>
<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
</tr>
<tr>
<td>Policy 2.2. The City of Cudahy will enforce the maintenance of housing units to prevent the deterioration of neighborhoods.</td>
<td>The City shall continue code enforcement efforts to encourage property maintenance. These efforts include the identification of nuisances that endanger public health and safety and the provision of technical support or other incentives to allow early correction of the problem. The City shall also work towards the continued renovation of structures which do not meet current seismic safety standards and electrical code requirements. Code enforcement is an ongoing activity and will continue to be financed through CDBG funds. The rehabilitation of substandard structures shall be the responsibility of individual property owners, with CDBG funds available for qualified homeowners and property owners to use to correct violations.</td>
</tr>
<tr>
<td>Policy 2.3</td>
<td>The City of Cudahy will encourage programs and citizens’ efforts directed toward neighborhood improvement and beautification.</td>
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</tr>
<tr>
<td>Policy 2.4</td>
<td>The City of Cudahy will encourage the continuation of those programs that promote community preservation and rehabilitation.</td>
</tr>
<tr>
<td>Policy 2.5</td>
<td>The City of Cudahy will encourage the planting of street trees and the maintenance of parkways along major roadways.</td>
</tr>
<tr>
<td>Policy 2.6</td>
<td>The City of Cudahy will encourage the development of quality housing in the City through incentives in order to create stability in the resident population and established neighborhoods.</td>
</tr>
<tr>
<td>Policy 2.7</td>
<td>The City of Cudahy will discourage development that would strain the fiscal resources of the City (e.g. demands on law enforcement, recreation, and street maintenance).</td>
</tr>
<tr>
<td>Policy 2.8</td>
<td>The City of Cudahy will provide adequate housing for various family sizes and income levels by allowing for different densities of development.</td>
</tr>
</tbody>
</table>

Rehabilitation programs help to preserve existing developments and prevent building deterioration. The City’s has ongoing rehabilitation programs for residential projects through the Federal Community Development Block Grant (CDBG) Program. Information regarding these programs may be found in the Housing Element.
<table>
<thead>
<tr>
<th>Policy 2.9.</th>
<th>The City of Cudahy will ensure that new residential areas are protected from heavy traffic through buffering and design.</th>
<th>Ongoing</th>
<th>The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.</th>
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<tr>
<td>Policy 2.10.</td>
<td>The City of Cudahy will ensure that recreation and play areas are set-aside for children in multi-family developments.</td>
<td>Ongoing</td>
<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
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**Goal 3. The City of Cudahy will preserve the existing commercial areas and seek to expand commercial opportunities so as to serve the needs of area residents.**

<table>
<thead>
<tr>
<th>Policy 3.1.</th>
<th>The City of Cudahy will continue to promote attractive commercial areas with adequate off-street parking and loading facilities.</th>
<th>Ongoing</th>
<th>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</th>
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<tr>
<td>Policy 3.2.</td>
<td>The City of Cudahy will encourage commercial development that meets the local demand for products and services and encourage balanced commercial development along Atlantic Avenue to create a sound sales tax base.</td>
<td>Ongoing</td>
<td>The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly.</td>
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<tr>
<td>Policy 3.3.</td>
<td>The City of Cudahy will require commercial developments to be compatible with adjacent uses.</td>
<td>Ongoing</td>
<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
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</table>
**Policy 3.4.** The City of Cudahy will strive to expand its economic and tax base through new commercial developments.  

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**Policy 3.5.** The City of Cudahy will continue to implement landscaping improvements along the length of Atlantic Avenue.  

Public works and infrastructure improvements in the City are planned through a Capital Improvement Program (CIP) that sets priorities and funding for needed infrastructure projects. The City shall continue to prioritize infrastructure and public service projects in its CIP. This program is coordinated by the Department of Building and Public Services and financed by the General Fund, to the extent available.

**Policy 3.6.** The City of Cudahy will continue to encourage the improvement of existing store facades on Atlantic Avenue.  

The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.

**Policy 3.7.** The City of Cudahy will actively require the construction of high-quality commercial developments.  

The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly.

**Goal 4.** The City of Cudahy will improve the quality of Cudahy’s industrial areas and take additional steps to provide opportunities for future industrial growth.

**Policy 4.1.** The City of Cudahy will promote industrial growth in order to increase employment opportunities.  

The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and
public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly.

**Policy 4.2.** The City of Cudahy will promote the development of modern, attractive and safe industrial facilities that do not produce detrimental effects on surrounding properties and the city as a whole.  

| Ongoing | The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department. |

**Policy 4.3.** The City of Cudahy will encourage the development of the industries that will best meet the needs of the Cudahy workforce.  

| Ongoing | The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly. |

**Policy 4.4.** The City of Cudahy will encourage the maintenance, rehabilitation, and beautification of the existing industrial properties.  

| Ongoing | The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly. |

**Goal 5.** The City of Cudahy will provide a sufficient range of recreational opportunities to meet the needs of individuals (of all ages), families, and groups who live in the City.

**Policy 5.1.** The City of Cudahy will make an effort to provide parks and recreational areas at locations that are convenient to the greatest number of residents.  

| Ongoing | In order to plan for the development of adequate parks and recreation areas for existing and future residents, the City shall continue to implement its Parks Master Plan. The Parks Master Plan’s implementation shall be the responsibility of the City’s Parks and Recreation Department. |

**Policy 5.2.** The City of Cudahy will continue to work to establish joint use agreements with the school district to provide for the development of new recreational facilities and opportunities.  

<p>| Ongoing | In order to plan for the development of adequate parks and recreation areas for existing and future residents, the City shall continue to implement its Parks Master Plan. The Parks Master Plan’s implementation shall be the responsibility of the City’s Parks and Recreation Department. |</p>
<table>
<thead>
<tr>
<th>Policy 5.3. The City of Cudahy will preserve existing parks and open space and provide for additional parkland in the future.</th>
<th>Ongoing</th>
<th>In order to plan for the development of adequate parks and recreation areas for existing and future residents, the City shall continue to implement its Parks Master Plan. The Parks Master Plan’s implementation shall be the responsibility of the City’s Parks and Recreation Department.</th>
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<tr>
<td>Goal 6. The City of Cudahy will provide adequate public services and infrastructure to serve existing and future developments.</td>
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</tr>
<tr>
<td>Policy 6.1. The City of Cudahy will cooperate with the Los Angeles Unified School District to make adequate school services to meet anticipated growth in the area available.</td>
<td>Ongoing</td>
<td>Public works and infrastructure improvements in the City are planned through a Capital Improvement Program (CIP) that sets priorities and funding for needed infrastructure projects. The City shall continue to prioritize infrastructure and public service projects in its CIP. This program is coordinated by the Department of Building and Public Services and financed by the General Fund, to the extent available.</td>
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<tr>
<td>Policy 6.2. The City of Cudahy will provide public active open space and quiet areas for community residents.</td>
<td>Ongoing</td>
<td>In order to plan for the development of adequate parks and recreation areas for existing and future residents, the City shall continue to implement its Parks Master Plan. The Parks Master Plan’s implementation shall be the responsibility of the City’s Parks and Recreation Department.</td>
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<tr>
<td>Policy 6.3. The City of Cudahy will maintain an attractive civic center in which citizens can take pride.</td>
<td>Ongoing</td>
<td>The City shall develop design guidelines for new development and make copies readily available to developers. The guidelines shall outline the general principles of design and planning that the City would like to see in projects. This may include architectural treatments and styles, building facades, public spaces, parking lot layouts, landscaping concepts, grading techniques, buffers, exterior lighting, signs, utility areas, setbacks, compatibility with adjacent structures, and other design characteristics. Because of overcrowding problems in the City, the creation of larger dwelling units through various incentives shall be explored. The guidelines shall be used in the design review process of proposed developments.</td>
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<tr>
<td>Policy 6.4. The City of Cudahy will discourage the recycling of surplus institutional uses to non-institutional uses.</td>
<td>Ongoing</td>
<td>The primary tools for regulating changes in land uses in the City include both the General Plan and Zoning Ordinance. The City shall continue to implement the General Plan land use policies and the Zoning Ordinance. The City shall also continue to implement the Zoning Ordinance which provides development incentives, density bonuses, and incentive requirements for the assembly of residential lots. The assembly of lots will eliminate the development constraints posed by the existing long, narrow lots. In 2017, as part of the Housing Element update, the City began preparation of a detailed land inventory of developable sites. Once completed, this inventory will assist the City in coordinating parcel mergers, identification of sites for consideration to increase residential densities, and assistance with development of appropriate land uses on specified sites.</td>
</tr>
<tr>
<td>Policy 6.5. The City of Cudahy will monitor the availability and adequacy of public services (water distribution, water quality, fire, police, waste disposal, and library services) in the City to ensure services are not overburdened by future demand.</td>
<td>Ongoing</td>
<td>Public works and infrastructure improvements in the City are planned through a Capital Improvement Program (CIP) that sets priorities and funding for needed infrastructure projects. The City shall continue to prioritize infrastructure and public service projects in its CIP. This program is coordinated by the Department of Building and Public Services and financed by the General Fund, to the extent available.</td>
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<tr>
<td>Policy 6.6.</td>
<td>The City of Cudahy will regularly conduct an analysis of existing infrastructure and public service capacities to assess the need for capital improvements and service improvements.</td>
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<tr>
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<td>The City has determined that moving City Hall is not currently a feasible option.</td>
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<tr>
<th>Policy 6.7.</th>
<th>The City of Cudahy will study the feasibility of relocating City Hall to an area that is closer to Atlantic Avenue and convert the existing present City Hall to a recreation building.</th>
</tr>
</thead>
<tbody>
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<td>N/A</td>
<td>The City has determined that moving City Hall is not currently a feasible option.</td>
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<tr>
<th>Policy 6.8.</th>
<th>The City of Cudahy will cooperate with the Los Angeles County Library to provide library services to area residents.</th>
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<tr>
<td>Ongoing</td>
<td>The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012, the City of Cudahy formed the City of Cudahy Successor Agency in order to continue implementing the City's revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private investment. The City will also continue to assist area developers in land assembly.</td>
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<th>Goal 7.</th>
<th>The City of Cudahy will develop an economic development strategy for the City.</th>
</tr>
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<tbody>
<tr>
<td>Policy 7.1.</td>
<td>The City of Cudahy will work towards the expansion and diversification of the local economic base.</td>
</tr>
<tr>
<td>Ongoing</td>
<td>The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012, the City of Cudahy formed the City of Cudahy Successor Agency in order to continue implementing the City's revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private investment. The City will also continue to assist area developers in land assembly.</td>
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<th>Policy 7.2.</th>
<th>The City of Cudahy will encourage developments that will increase the City’s tax base.</th>
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<tr>
<th>Policy 7.3.</th>
<th>The City of Cudahy will cooperate with local businesses, the Chamber of Commerce, and the Cudahy Business Association to create a stronger business community.</th>
</tr>
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<td>Ongoing</td>
<td>The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012, the City of Cudahy formed the City of Cudahy Successor Agency in order to continue implementing the City's revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private investment. The City will also continue to assist area developers in land assembly.</td>
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Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly.

<table>
<thead>
<tr>
<th>Policy 7.4. The City of Cudahy will increase employment opportunities to help raise the incomes of local residents.</th>
<th>Ongoing</th>
<th>The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy 7.5. The City of Cudahy will help establish a low interest loan pool with the help of local banks to aid in financing the start-up, expansion and/or retention of local businesses.</td>
<td>Ongoing</td>
<td>The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly.</td>
</tr>
<tr>
<td>Policy 7.6. The City of Cudahy will develop programs to maximize the commercial potential of Atlantic Avenue and increase the economic base of the City.</td>
<td>Ongoing</td>
<td>The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City. Infrastructure and public services will continue to be improved and enhanced as a means to encourage private reinvestment. The City will also continue to assist area developers in land assembly.</td>
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**TRANSPORTATION ELEMENT**

**Goal 1.** The City of Cudahy will maximize the efficiency, convenience and safety of the existing transportation system.

<p>| Policy 1.1. The City of Cudahy will encourage motorists to use major streets and avoid short-cuts through local (residential) streets. | Ongoing | The City has designated truck routes, post signs, and enforce the regulations to discourage the use of local streets. Designated truck routes include Atlantic Avenue, Salt Lake Avenue, Clara Street (east of Atlantic), Wilcox Avenue, and Santa Ana Street (west of Atlantic). The truck route designation will promote traffic safety and reduce roadway loads on local streets. |</p>
<table>
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<tr>
<th>Policy 1.2. The City of Cudahy will work towards a level of service of &quot;D&quot; along Atlantic Avenue.</th>
<th>Ongoing</th>
<th>The City of Cudahy shall continue to maintain existing roadways, traffic signals and other traffic control devices. The City shall work towards the improvement to streets, where feasible, and the extension of Alamo Street to Elizabeth Street and the continuation of River Road from Clara Street to Live Oak Street. These other improvements may include speed bumps, no parking signs, speed limit signs, and other traffic signs. Roadway maintenance shall include pavement repair, lane restriping, roadway widening, landscape maintenance, street lights, and other roadway projects. They City will also explore ways to reduce traffic through a variety of traffic control measures. The City shall also consider synchronizing traffic signals along Atlantic Avenue for improved traffic flow. Finally, the City shall upgrade existing signals for left-turn and right-turn arrows and increase left-turn and right-turn pockets at congested intersections. The City shall also continue to evaluate the location of bus stops and turnouts and work towards the reduction in congestion due to the bus queuing. These projects shall be included in the City's Capital Improvement Plan as implemented by the Department of Building and Public Services.</th>
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<tr>
<td>Policy 1.3. The City of Cudahy will designate truck routes for commercial and industrial truck traffic.</td>
<td>Ongoing</td>
<td>The City has designated truck routes, post signs, and enforce the regulations to discourage the use of local streets. Designated truck routes include Atlantic Avenue, Salt Lake Avenue, Clara Street (east of Atlantic), Wilcox Avenue, and Santa Ana Street (west of Atlantic). The truck route designation will promote traffic safety and reduce roadway loads on local streets.</td>
</tr>
<tr>
<td>Policy 1.4. The City of Cudahy will improve the local circulation system. This may be accomplished by increasing the number of surface streets, widening local streets, extending Alamo Street to Elizabeth Street, developing River Road from Live Oak Street to Clara Street, or other measures.</td>
<td>Ongoing</td>
<td>The City of Cudahy shall continue to maintain existing roadways, traffic signals and other traffic control devices. The City shall work towards the improvement to streets, where feasible, and the extension of Alamo Street to Elizabeth Street and the continuation of River Road from Clara Street to Live Oak Street. These other improvements may include speed bumps, no parking signs, speed limit signs, and other traffic signs. Roadway maintenance shall include pavement repair, lane restriping, roadway widening, landscape maintenance, street lights, and other roadway projects. They City will also explore ways to reduce traffic through a variety of traffic control measures. The City shall also consider synchronizing traffic signals along Atlantic Avenue for improved traffic flow. Finally, the City shall upgrade existing signals for left-turn and right-turn arrows and increase left-turn and right-turn pockets at congested intersections. The City shall also continue to evaluate the location of bus stops and turnouts and work towards the reduction in congestion due to the bus queuing. These projects shall be included in the City's Capital Improvement Plan as implemented by the Department of Building and Public Services.</td>
</tr>
<tr>
<td>Goal 2. The City of Cudahy will work to improve roadway conditions and promote safety in the community.</td>
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<tr>
<td>Policy 2.1. The City of Cudahy will provide a comprehensive and ongoing evaluation of streets and intersections within the City and provide a program for future improvements.</td>
<td>Ongoing</td>
<td>The City shall continue to monitor traffic volumes on local streets and determine the need for additional traffic signals or other traffic improvements. This shall be implemented by the Department of Building and Public Services with funding from the General Fund.</td>
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</tbody>
</table>
| Policy 2.2. The City of Cudahy will discourage large trucks and truck through-traffic on local residential streets. | Ongoing | The City has designated truck routes, post signs, and enforce the regulations to discourage the use of local streets. Designated truck routes include Atlantic Avenue, Salt Lake Avenue,
<table>
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<tr>
<th>Policy 2.3.</th>
<th>The City of Cudahy will cooperate with Los Angeles County and adjacent cities in efforts to reduce unsafe driving conditions and to enforce speed limits and other traffic safety laws.</th>
<th>Ongoing</th>
<th>The City shall continue to promote street safety through information brochures, local newspapers, the local newsletter, and other public information methods. Cudahy staff will work with transportation agencies, local enforcement officials, and other groups in promoting safe driving techniques to local drivers. The City will support street safety programs at local schools, including the “Don’t Drink and Drive” campaign by non-profit agencies in the region. This ongoing program is implemented by the Department of Community Services.</th>
</tr>
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<tr>
<td>Policy 2.4.</td>
<td>The City of Cudahy will promote the use of crossing guards at appropriate school crossing locations for pedestrian safety and to facilitate efficient traffic flow, to the extent of available resources.</td>
<td>Ongoing</td>
<td>The City shall continue to maintain and provide pedestrian crosswalks at major street intersections and near schools and City parks. It shall encourage walking by providing continuous sidewalks, street furniture, landscaping and other pedestrian amenities along city streets. It shall also continue to provide crossing guards at school locations to prevent hazards to students and motorists.</td>
</tr>
<tr>
<td>Policy 2.5.</td>
<td>The City of Cudahy will provide convenient, safe, and efficient pedestrian and vehicular access throughout the City.</td>
<td>Ongoing</td>
<td>The City has designated truck routes, post signs, and enforce the regulations to discourage the use of local streets. Designated truck routes include Atlantic Avenue, Salt Lake Avenue, Clara Street (east of Atlantic), Wilcox Avenue, and Santa Ana Street (west of Atlantic). The truck route designation will promote traffic safety and reduce roadway loads on local streets.</td>
</tr>
<tr>
<td>Goal 3.</td>
<td>The City of Cudahy will encourage the expansion of existing public transportation routes and facilities.</td>
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<tr>
<td>Policy 3.1.</td>
<td>The City of Cudahy will continue to encourage, promote, and expand the use of public transportation including car pools, van pools, and bus services.</td>
<td>Ongoing</td>
<td>The City shall support public transportation and transit projects which have the potential to serve Cudahy residents. Cudahy will continue to provide bus pass subsidies for students and senior citizens. Coordination with MTA on bus routes and schedules shall be continued. This program is implemented by the Departments of Community Development and Community Services.</td>
</tr>
<tr>
<td>Policy 3.2.</td>
<td>The City of Cudahy will participate in and encourage cooperation among adjacent cities to provide a more reliable public transportation system in the area.</td>
<td>Ongoing</td>
<td>The City of Cudahy shall continue to work with adjacent cities and other agencies, the Southern California MTA, California Department of Transportation) for the planning of transportation needs of the area. This includes the coordination of public transit programs, congestion management, traffic improvements and other transportation programs. The City will continue to be involved in the development of state and regional transportation plans which may impact the City's circulation system. This includes the County Congestion Management Plan and plans of the Long Beach Freeway.</td>
</tr>
<tr>
<td>Policy 3.3.</td>
<td>The City of Cudahy will support the continued development of a regional transportation system that will serve area residents.</td>
<td>Ongoing</td>
<td>The City of Cudahy shall continue to work with adjacent cities and other agencies, the Southern California MTA, California Department of Transportation) for the planning of transportation needs of the area. This includes the coordination of public transit programs, congestion management, traffic improvements and other transportation programs. The City will continue to be involved in the development of state and regional transportation plans which</td>
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may impact the City's circulation system. This includes the County Congestion Management Plan and plans of the Long Beach Freeway.

<table>
<thead>
<tr>
<th>Policy 3.4</th>
<th>The City of Cudahy will re-evaluate public transportation needs in terms of fixed route buses, when ridership exceeds present services.</th>
<th>Ongoing</th>
<th>The City of Cudahy shall continue to work with adjacent cities and other agencies, the Southern California MTA, California Department of Transportation) for the planning of transportation needs of the area. This includes the coordination of public transit programs, congestion management, traffic improvements and other transportation programs. The City will continue to be involved in the development of state and regional transportation plans which may impact the City's circulation system. This includes the County Congestion Management Plan and plans of the Long Beach Freeway.</th>
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<tbody>
<tr>
<td>Policy 3.5</td>
<td>The City of Cudahy will continue to use Prop A funds for the operation of a public transit system in Cudahy.</td>
<td>Ongoing</td>
<td>The City of Cudahy will continue to use Prop A funds for the operation of public transit system in Cudahy.</td>
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</table>

**Goal 4.** The City of Cudahy will promote efficient, safe and convenient parking facilities within the commercial areas of the City.

<table>
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<tr>
<th>Policy 4.1</th>
<th>The City of Cudahy will require that parking lots be designed to provide easy access to nearby retail areas.</th>
<th>Ongoing</th>
<th>As part of the development review process (discussed in the Land Use Element), future developments shall be subject to site plan, design and environmental reviews. This review process will allow evaluation of a proposed project's compliance with the City's parking, landscaping, lighting and other standards. This review process will also identify the project's impacts on traffic, circulation, access, parking and public transit systems.</th>
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<tbody>
<tr>
<td>Policy 4.2</td>
<td>The City of Cudahy will promote off-street parking in commercial areas to reduce the need for on-street parking along Atlantic Avenue.</td>
<td>Ongoing</td>
<td>As part of the development review process (discussed in the Land Use Element), future developments shall be subject to site plan, design and environmental reviews. This review process will allow evaluation of a proposed project's compliance with the City's parking, landscaping, lighting and other standards. This review process will also identify the project's impacts on traffic, circulation, access, parking and public transit systems.</td>
</tr>
<tr>
<td>Policy 4.3</td>
<td>The City of Cudahy will encourage existing retail and commercial sites with substandard circulation or parking conditions to upgrade their facilities to established design standards.</td>
<td>Ongoing</td>
<td>As part of the development review process (discussed in the Land Use Element), future developments shall be subject to site plan, design and environmental reviews. This review process will allow evaluation of a proposed project's compliance with the City's parking, landscaping, lighting and other standards. This review process will also identify the project's impacts on traffic, circulation, access, parking and public transit systems.</td>
</tr>
<tr>
<td>Policy 4.4</td>
<td>The City of Cudahy will require adequate off-street parking for all future residential and commercial developments.</td>
<td>Ongoing</td>
<td>As part of the development review process (discussed in the Land Use Element), future developments shall be subject to site plan, design and environmental reviews. This review process will allow evaluation of a proposed project's compliance with the City's parking, landscaping, lighting and other standards. This review process will also identify the project's impacts on traffic, circulation, access, parking and public transit systems.</td>
</tr>
<tr>
<td><strong>Policy 4.5.</strong> The City of Cudahy will regulate overnight on-street parking and the parking of commercial and recreational vehicles and trucks in commercial areas.</td>
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**OPEN SPACE AND RECREATION ELEMENT**

**Goal 1.** The City of Cudahy will secure a safe, healthful, and wholesome environment through the preservation of existing public open space resources and provision of private open space.

<table>
<thead>
<tr>
<th><strong>Policy 1.1.</strong> The City of Cudahy will encourage the dedication of open space for public rest areas, parks, and other aesthetic improvements in new developments.</th>
<th>Ongoing</th>
<th>As part of the development review process, the Department of Community Development shall encourage the provision of private onsite recreational areas in multi-family residential projects, condominiums, and residential subdivisions. It shall continue to collect impact fees from new development for future park development, as allowed under the Quimby Act. Parkland exactions which are obtained from property owners who develop previously subdivided property shall be reviewed for adequacy to provide future park facilities.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy 1.2.</strong> The City of Cudahy will consider the acquisition of surplus land owned by public agencies for future open space and recreational use.</td>
<td>Ongoing</td>
<td>As identified in the Open Space and Recreation Background Report, few areas of the City are not within easy access to a park. The City shall explore the potential for developing a park on northwestern and northeastern sections of the City. Cudahy may also be able to establish an agreement to have school grounds available for public use after school hours within these underserved areas. The limited amount of parkland in contrast to the population of Cudahy has led to full use of existing facilities. The City shall identify potential sites for a future multi-use park sites that will add to recreational facilities in the City. These sites may include existing vacant lots, publicly-owned lots and other available for-sale parcels. Private and public funding sources for acquisition and development shall also be explored. The Department of Community Development is responsible for this program.</td>
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<tr>
<td><strong>Policy 1.3.</strong> The City of Cudahy will explore all possible funding sources for the acquisition of open space, including, but not limited to Federal, State, County, and private sources.</td>
<td>Ongoing</td>
<td>As identified in the Open Space and Recreation Background Report, few areas of the City are not within easy access to a park. The City shall explore the potential for developing a park on northwestern and northeastern sections of the City. Cudahy may also be able to establish an agreement to have school grounds available for public use after school hours within these underserved areas. The limited amount of parkland in contrast to the population of Cudahy has led to full use of existing facilities. The City shall identify potential sites for a future multi-use park sites that will add to recreational facilities in the City. These sites may include existing vacant lots, publicly-owned lots and other available for-sale parcels. Private and public funding sources for acquisition and development shall also be explored. The Department of Community Development is responsible for this program.</td>
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**Goal 2.** The City of Cudahy will strive to provide a sufficient range of recreation opportunities to meet the needs of all ages and interests in the community.

<p>| <strong>Policy 2.1.</strong> The City of Cudahy will preserve existing parks and encourage the development of new recreational facilities in the City. | Ongoing | By designating City parks as public areas in the Land Use Plan, they will be preserved for future use. As new parks are developed in the City, they shall also be designated as public areas. This will make it more difficult to change their use when development pressures rise. |</p>
<table>
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<tr>
<th>Policy 2.2.</th>
<th>The City of Cudahy will provide recreational improvements which complement existing regional and adjacent facilities.</th>
<th>Ongoing</th>
<th>In order to continue to meet the demand for parks and recreational facilities, the City shall properly maintain public parks through landscaping, trash collection and graffiti removal, playground equipment repairs, and other services. The City will continue to offer a variety of recreational programs such as tournaments, sports competitions, classes, excursions, and special events. These programs shall be coordinated by the Department of Community Services. Other funding sources shall be explored and used for park development in the City.</th>
</tr>
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<tbody>
<tr>
<td>Policy 2.3.</td>
<td>The City of Cudahy will cooperate with the County of Los Angeles in the planning of regional parks and recreation facilities to serve City residents.</td>
<td>Ongoing</td>
<td>The City shall also continue to work with the Los Angeles County Department of Recreation for the development of new parks in or near the City. Signs will be posted along roadways to identify access points to the Los Angeles River trail. This shall be undertaken by the Department of Building and Public Services. The City shall also continue to establish joint use or maintenance agreements with the LAUSD for future school/recreational facilities, if appropriate. This will be initiated by the Department of Community Services. The City will also work with adjacent cities in providing parks for area residents and in developing facilities that complement, rather than duplicate, one another. Residents shall be informed of adjacent public and private facilities and programs which can accommodate their recreational pursuits. This may be done through various information media, such as the newsletter, local newspapers, boards in City parks, flyers, etc. These outreach efforts will provide information on the Los Angeles River trail and connecting trails throughout the County. These programs shall be the responsibility of the Department of Community Services.</td>
</tr>
<tr>
<td>Policy 2.4.</td>
<td>The City of Cudahy will encourage cooperation between all user groups and agencies involved with parks and recreation, with special emphasis on the coordination of parks and school programs and facilities.</td>
<td>Ongoing</td>
<td>The City shall also continue to work with the Los Angeles County Department of Recreation for the development of new parks in or near the City. Signs will be posted along roadways to identify access points to the Los Angeles River trail. This shall be undertaken by the Department of Building and Public Services. The City shall also continue to establish joint use or maintenance agreements with the LAUSD for future school/recreational facilities, if appropriate. This will be initiated by the Department of Community Services. The City will also work with adjacent cities in providing parks for area residents and in developing facilities that complement, rather than duplicate, one another. Residents shall be informed of adjacent public and private facilities and programs which can accommodate their recreational pursuits. This may be done through various information media, such as the newsletter, local newspapers, boards in City parks, flyers, etc. These outreach efforts will provide information on the Los Angeles River trail and connecting trails throughout the County. These programs shall be the responsibility of the Department of Community Services.</td>
</tr>
<tr>
<td>Policy 2.5.</td>
<td>The City of Cudahy will coordinate recreational programs with public and private organizations to maximize services and opportunities.</td>
<td>Ongoing</td>
<td>In order to continue to meet the demand for parks and recreational facilities, the City shall properly maintain public parks through landscaping, trash collection and graffiti removal, playground equipment repairs, and other services. The City will continue to offer a variety of recreational programs such as tournaments, sports competitions, classes, excursions, and special events. These programs shall be coordinated by the Department of Community Services. Other funding sources shall be explored and used for park development in the City.</td>
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<tr>
<td>Policy 2.6. The City of Cudahy will promote the use of hiking, bicycles and other non-polluting means of transportation and access to open space areas.</td>
<td>identify access points to the Los Angeles River trail. This shall be undertaken by the Department of Building and Public Services. The City shall also continue to establish joint use or maintenance agreements with the LAUSD for future school/recreational facilities, if appropriate. This will be initiated by the Department of Community Services. The City will also work with adjacent cities in providing parks for area residents and in developing facilities that complement, rather than duplicate, one another. Residents shall be informed of adjacent public and private facilities and programs which can accommodate their recreational pursuits. This may be done through various information media, such as the newsletter, local newspapers, boards in City parks, flyers, etc. These outreach efforts will provide information on the Los Angeles River trail and connecting trails throughout the County. These programs shall be the responsibility of the Department of Community Services.</td>
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<tr>
<td>Policy 2.7. The City of Cudahy will continue to provide recreational programs for City residents.</td>
<td>In order to continue to meet the demand for parks and recreational facilities, the City shall properly maintain public parks through landscaping, trash collection and graffiti removal, playground equipment repairs, and other services. The City will continue to offer a variety of recreational programs such as tournaments, sports competitions, classes, excursions, and special events. These programs shall be coordinated by the Department of Community Services. Other funding sources shall be explored and used for park development in the City.</td>
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<tr>
<td>Policy 2.8. The City of Cudahy will review the City's park fee requirements to determine if they are sufficient for the development of new parks in the City.</td>
<td>Ongoing During the development process the City collects Quimby fees. The Quimby Act requires that developers set aside land, donate conservation easements, or pay fees for park improvements. Revenues generated through the Quimby Act cannot be used for the operation and maintenance of park facilities.</td>
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<tr>
<td>Policy 2.9. The City of Cudahy will promote the use of hiking and bicycle trails along the Los Angeles River.</td>
<td>Ongoing The City shall also continue to work with the Los Angeles County Department of Recreation for the development of new parks in or near the City. Signs will be posted along roadways to identify access points to the Los Angeles River trail. This shall be undertaken by the Department of Building and Public Services. The City shall also continue to establish joint use or maintenance agreements with the LAUSD for future school/recreational facilities, if appropriate. This will be initiated by the Department of Community Services. The City will also work with adjacent cities in providing parks for area residents and in developing facilities that complement, rather than duplicate, one another. Residents shall be informed of adjacent public and private facilities and programs which can accommodate their recreational pursuits. This may be done through various information media, such as the newsletter, local newspapers, boards in City parks, flyers, etc. These outreach efforts will provide information on the Los Angeles River trail and connecting trails throughout the County. These programs shall be the responsibility of the Department of Community Services.</td>
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CONSERVATION ELEMENT

Goal 1. The City of Cudahy will preserve the environment through the conservation of resources.

| Ongoing The City of Cudahy shall cooperate with Los Angeles County departments on the implementation of programs for water conservation, storm water discharge, solid waste |
**Policy 1.1.** The City of Cudahy will continue to participate in management programs of the County of Los Angeles for water conservation, liquid and solid waste management, and flood control. This will include projects and programs for the maintenance and use of the Los Angeles River. The City shall also coordinate with the Central Basin Municipal Water District on the management and use of local groundwater resources. This is an ongoing activity by the Department of Building and Public Services.

**Policy 1.2.** The City of Cudahy will solicit cooperation and support from the community in the implementation of local conservation programs.

**Policy 1.3.** The City of Cudahy will encourage the long-term protection of the environment as a primary consideration in approving development projects.

**Policy 1.4.** The City of Cudahy will conduct environmental studies for future projects to the extent required by CEQA, in order to address the cumulative impacts of other projects on traffic, regional air quality, sewage generation and other environmental constraints of the area.

**Policy 1.5.** The City of Cudahy will promote water conservation through programs and projects in cooperation with local utility companies.

**Policy 1.6.** The City of Cudahy will encourage the use of drought-tolerant landscaping and/or xeriscape, particularly in open areas of the City.

**Policy 1.7.** The City of Cudahy will strive to prevent toxic waste dumping within the City to avoid the contamination of the local groundwater by cooperating with the appropriate enforcement agencies.
<table>
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<tr>
<th><strong>Policy 1.8.</strong> The City of Cudahy will actively discourage the placement of waste incineration uses and use the siting criteria in the County’s Hazardous Waste Management Plan for the approval of hazardous waste facilities in the City.</th>
<th>Ongoing</th>
<th>The City shall continue to develop deterrents to toxic waste dumping in the City and inform residents and businesses of fines and penalties associated with such acts. Waste incineration shall also be discouraged through regulations of the physical, operational and environmental characteristics of such uses. This will help prevent soil, air, and groundwater contamination in the planning area. The siting criteria in the County’s Hazardous Waste Management Plan shall be used to review proposed hazardous waste facilities in the City.</th>
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</thead>
<tbody>
<tr>
<td><strong>Goal 2.</strong> The City of Cudahy will promote the preservation of cultural, historical and natural resources within the City.</td>
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<tr>
<td><strong>Policy 2.1.</strong> The City of Cudahy will increase public awareness of the City’s history and cultural resources in the area.</td>
<td>Ongoing</td>
<td>The City shall cooperate with adjacent cities in the promotion of cultural awareness among area residents. It shall acquire additional books and documents on local historical and cultural topics. It shall also develop programs to inform local residents of cultural resources that have been preserved in the area. This program shall be coordinated by the Department of Community Services. Appendix K of the CEQA Guidelines shall be followed for excavation monitoring and salvage work that may be necessary.</td>
</tr>
<tr>
<td><strong>Policy 2.2.</strong> The City of Cudahy will establish guidelines for the protection of sites of historical or cultural significance.</td>
<td>Ongoing</td>
<td>The significance of the City’s older structures has not been determined. In order to prevent demolition and damage to historical sites and structures, the City shall evaluate the historic significance of structures that are more than 60 years old, before they are demolished, renovated or removed.</td>
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<tr>
<td><strong>Goal 3.</strong> The City of Cudahy will reduce energy consumption in public and private developments.</td>
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<tr>
<td><strong>Policy 3.1.</strong> The City of Cudahy will reduce City facilities and equipment that utilize energy and shall incorporate the most economically feasible energy-efficient design standards.</td>
<td>Ongoing</td>
<td>The City shall enforce the energy conservation standards in Title 24 of the California Administrative Code, the Uniform Building Code, and other state laws on energy conservation design, insulation and appliances. Energy needs shall be evaluated and conservation measures incorporated into new development in accordance with Appendix F of the State CEQA Guidelines and Appendix J of the City’s CEQA Guidelines. Also, the City shall allow the use of new technologies on energy conservation in new development, as may be appropriate for use in the City. Other measures that would reduce energy consumption during construction and operation of the structures shall be encouraged.</td>
</tr>
<tr>
<td><strong>Policy 3.2.</strong> The City of Cudahy will encourage the incorporation of energy conservation features in the design of all new development.</td>
<td>Ongoing</td>
<td>The City shall enforce the energy conservation standards in Title 24 of the California Administrative Code, the Uniform Building Code, and other state laws on energy conservation design, insulation and appliances. Energy needs shall be evaluated and conservation measures incorporated into new development in accordance with Appendix F of the State CEQA Guidelines and Appendix J of the City’s CEQA Guidelines. Also, the City shall allow the use of new technologies on energy conservation in new development, as may be appropriate for use in the City. Other measures that would reduce energy consumption during construction and operation of the structures shall be encouraged.</td>
</tr>
<tr>
<td>Policy 3.3. The City of Cudahy will promote the use of passive design concepts, such as building orientation and landscaping that make use of the natural climate.</td>
<td>Ongoing</td>
<td>The City shall enforce the energy conservation standards in Title 24 of the California Administrative Code, the Uniform Building Code, and other state laws on energy conservation design, insulation and appliances. Energy needs shall be evaluated and conservation measures incorporated into new development in accordance with Appendix F of the State CEQA Guidelines and Appendix J of the City’s CEQA Guidelines. Also, the City shall allow the use of new technologies on energy conservation in new development, as may be appropriate for use in the City. Other measures that would reduce energy consumption during construction and operation of the structures shall be encouraged.</td>
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<td>Policy 3.4. The City of Cudahy will encourage the use of cost-effective solar energy systems on new construction and consider enactment of a comprehensive solar access ordinance.</td>
<td>Ongoing</td>
<td>The City shall enforce the energy conservation standards in Title 24 of the California Administrative Code, the Uniform Building Code, and other state laws on energy conservation design, insulation and appliances. Energy needs shall be evaluated and conservation measures incorporated into new development in accordance with Appendix F of the State CEQA Guidelines and Appendix J of the City’s CEQA Guidelines. Also, the City shall allow the use of new technologies on energy conservation in new development, as may be appropriate for use in the City. Other measures that would reduce energy consumption during construction and operation of the structures shall be encouraged.</td>
</tr>
<tr>
<td>Policy 3.5. The City of Cudahy will encourage the efficient use of all energy resources through innovative, modern, and rational physical planning and architectural design.</td>
<td>Ongoing</td>
<td>The City shall enforce the energy conservation standards in Title 24 of the California Administrative Code, the Uniform Building Code, and other state laws on energy conservation design, insulation and appliances. Energy needs shall be evaluated and conservation measures incorporated into new development in accordance with Appendix F of the State CEQA Guidelines and Appendix J of the City’s CEQA Guidelines. Also, the City shall allow the use of new technologies on energy conservation in new development, as may be appropriate for use in the City. Other measures that would reduce energy consumption during construction and operation of the structures shall be encouraged.</td>
</tr>
<tr>
<td>Goal 4. The City of Cudahy will increase the recycling of solid waste and the use of recycled material by glass and paper manufacturers.</td>
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</table>
| Policy 4.1. The City of Cudahy will establish and implement solid waste management programs which reduce waste at the source, promote the reuse of all possible waste materials, and promote recycling and composting. | Ongoing | The primary program which will help the City in reducing solid waste generation is the Source Reduction and Recycling Element which has been developed in compliance with Assembly Bill 939. The Element outlines ways to reduce waste generated within the City and disposed at county landfills. Programs in this element include:  
- Promotion of household, commercial and industrial recycling through the City newsletter, local papers and local haulers.  
- Information on recycling centers in the Cudahy area.  
- Monitoring adequacy and efficiency of garbage collection services through periodic inspections and review of franchise agreements.  
- Provision of technical assistance for commercial and industrial recycling programs  
- Encouraging local haulers to recycle or go to transfer stations instead of going directly to landfills. |
### Policy 4.2. The City of Cudahy will promote programs for the recycling of waste products such as paper, aluminum, bottles and motor oil.

**Ongoing**

The primary program which will help the City in reducing solid waste generation is the Source Reduction and Recycling Element which has been developed in compliance with Assembly Bill 939. The Element outlines ways to reduce waste generated within the City and disposed at county landfills. Programs in this element include:

- Promotion of household, commercial and industrial recycling through the City newsletter, local papers and local haulers.
- Information on recycling centers in the Cudahy area.
- Monitoring adequacy and efficiency of garbage collection services through periodic inspections and review of franchise agreements.
- Provision of technical assistance for commercial and industrial recycling programs.
- Encouraging local haulers to recycle or go to transfer stations instead of going directly to landfills.

### Policy 4.3. The City of Cudahy will maintain the efficiency of solid waste collection services in the City.

**Ongoing**

The primary program which will help the City in reducing solid waste generation is the Source Reduction and Recycling Element which has been developed in compliance with Assembly Bill 939. The Element outlines ways to reduce waste generated within the City and disposed at county landfills. Programs in this element include:

- Promotion of household, commercial and industrial recycling through the City newsletter, local papers and local haulers.
- Information on recycling centers in the Cudahy area.
- Monitoring adequacy and efficiency of garbage collection services through periodic inspections and review of franchise agreements.
- Provision of technical assistance for commercial and industrial recycling programs.
- Encouraging local haulers to recycle or go to transfer stations instead of going directly to landfills.

### PUBLIC SAFETY ELEMENT

#### Goal 1. The City of Cudahy will work to provide an environment that is reasonably safe from hazards.

##### Policy 1.1. The City of Cudahy will require geologic studies prior to the construction of critical facilities (hospitals, schools, fire stations, etc.).

**Ongoing**

As part of the development review process, the City shall require the preparation of geologic studies prior to the approval of critical facilities, uses which involve the assembly of large numbers of people, large scale residential developments, and major commercial and industrial projects. The studies will help define the potential environmental impacts on earth and geology of new development, as required by the California Environmental Quality Act (CEQA). This is an ongoing program by the Community Development Department, with funding from the General Fund.

##### Policy 1.2. The City of Cudahy will support the enforcement of state and federal laws on the control of hazardous wastes, landfills, and other issues.

**Ongoing**

The City shall encourage the implementation of the County’s Hazardous Waste Management Plan. It shall maintain a current inventory of hazardous material users and generators and incorporate their emergency response programs into the City’s Emergency Plan. The City will work with the County Fire Department in requiring hazardous materials users and generators...
to prepare safety procedures for responding to accidental spills and emergencies. The City shall coordinate the disposal of small quantities of hazardous wastes from residences and businesses in the City. This program shall be initiated by the Department of Community Services and the Department of Community Development and it shall be funded by the General Fund.

| Policy 1.3. The City of Cudahy will conduct an inventory of substandard structures and utilize the Uniform Building Code abatement process to eliminate or abate these hazards. | Ongoing | The City shall continue code enforcement efforts to encourage property maintenance. This includes the identification of nuisances which endanger public health and safety and the provision of technical support or other incentive to allow early correction of the problem. The City shall also work towards the identification and renovation of structures which do not meet current seismic safety standards and electrical code requirements. In areas that are subject to annexation, the inventory and rehabilitation of substandard structures shall be made after these areas are annexed to the City. Code enforcement is an ongoing activity and will continue to be financed through CDBG funds. The rehabilitation of substandard structures shall be the responsibility of individual property owners, with CDBG funds available for qualified homeowners. |
| Policy 1.4. The City of Cudahy will increase awareness of the hazards of fire and ways to prevent fire. | Ongoing | The City shall continue to implement fire prevention programs to promote fire safety in the City. This shall include fire prevention and protection information and tips in the City newsletter and local newspapers. It shall also include Fire Department review of proposed buildings plans to solicit recommendations on fire protection, crime prevention, and other safety measures. The City shall also encourage periodic inspections by the Fire Department of existing structures, for compliance with fire safety standards and practices. This is an ongoing program by the Department of Building and Public Services that will be financed by the General Fund. As part of this program, the City shall explore ways to require existing single-family homes to install smoke detectors prior to a transfer of ownership. |
| Policy 1.5. The City of Cudahy will establish emergency procedures for evacuation and/or relief for identified hazards in the City. | Ongoing | The City shall work with the LAUSD, the Fire Department, and local law enforcement officials in offering classes on earthquake preparedness, fire prevention, crime prevention, hazard protection and other safety issues to school-age children and interested parties. This program shall be coordinated by the Department of Community Services and financed by the General Fund. The City shall maintain a list of available emergency shelters in the area. This shall include schools, auditoriums, gymnasiums, hospitals, and other structures which have large open areas to accommodate cots and provide mass care and emergency assistance. Additional structures shall be explored and agreements sought with property owners for the potential use of the facilities in cases of a disaster or emergency. This program shall be initiated by the Emergency Services Coordinator with funding from the General Fund. |
| Policy 1.6. The City of Cudahy will request that Fire Department and local law enforcement officials comment on proposed large developments during the environmental review process. | Ongoing | The City shall regularly review the adequacy of police/law enforcement services and fire protection and emergency services in the City. This program shall be part of the annual budget review of contracts with the County Fire Department and the local law enforcement officials. The City shall work with local law enforcement officials and the County Fire Department to correct any identified deficiencies. It shall also request that local law enforcement officials and the Fire Department to review proposed development plans. In this way, they can recommend measures that will decrease fire potential and crime and facilitate quicker response. This program is ongoing and performed by the Department of Community Services and Community |
Policy 1.7. The City of Cudahy will develop and implement programs to assist residents and businesses to dispose of household quantities of hazardous materials.

Ongoing

The City shall encourage the implementation of the County's Hazardous Waste Management Plan. It shall maintain a current inventory of hazardous material users and generators and incorporate their emergency response programs into the City's Emergency Plan. The City will work with the County Fire Department in requiring hazardous materials users and generators to prepare safety procedures for responding to accidental spills and emergencies. The City shall coordinate the disposal of small quantities of hazardous wastes from residences and businesses in the City. This program shall be initiated by the Department of Community Services and the Department of Community Development and it shall be funded by the General Fund.

Policy 1.8. The City of Cudahy will develop health and safety programs as part of recreational services of the City.

Ongoing

The City shall continue to use the City newsletter and local newspapers to increase public awareness on safety, crime prevention, fire prevention, earthquake preparedness and other practical safety measures. Also, it shall offer earthquake preparedness, first aid and CPR classes as part of the recreational and library programs in the City. These and other public programs to increase emergency preparedness and promote public safety for residents and businesses shall be initiated by the Department of Community Services with funding from the General Fund. Public participation is a priority for the City. This program will be combined with the Bilingual program in the 2018 Housing Element update.

Policy 1.9. The City of Cudahy will encourage the remediation of historic dumpsites and other identified contaminated sites in the City.

Ongoing

There are various federal, state and county regulations that deal with environmental protection and pollution control. The City shall keep abreast of all regulations and standards and shall cooperate with other agencies in the enforcement of these laws in Cudahy. The Department of Community Development is responsible for this program and is ongoing and funded by the General Fund.

Goal 2. The City of Cudahy will promote emergency preparedness.

Policy 2.1. The City of Cudahy will maintain the City's emergency response system.

Ongoing

The City is developing an Emergency Plan which outlines responsibilities and procedures to follow in the event of an emergency or city-wide disaster. It discusses the potential emergency situations in the City and outlines responsibilities for emergency preparedness and emergency response. Specific emergency functions and operations, available resources (fire stations, emergency shelters, hospitals and clinics, resource persons, etc.), and mutual aid agreements are also provided. The City shall regularly update and implement its Multi-Hazard Functional Plan for Emergency Operations. This is an ongoing activity by the Emergency Services Coordinator, with funding from the General Fund. In order to keep city staff informed of their responsibilities, annual reviews and drills shall be performed.

Policy 2.2. The City of Cudahy will provide for the highest quality of fire, police, and health protection possible, within reasonable economic limits, for all Cudahy residents.

Ongoing

The City shall regularly review the adequacy of police/law enforcement services and fire protection and emergency services in the City. This program shall be part of the annual budget review of contracts with the County Fire Department and the local law enforcement officials. The City shall work with local law enforcement officials and the County Fire Department to correct any identified deficiencies. It shall also request that local law enforcement officials and the Fire Department to review proposed development plans. In this way, they can recommend
<table>
<thead>
<tr>
<th>Policy 2.3. The City of Cudahy will solicit volunteers to assist city operations during a disaster.</th>
<th>Ongoing</th>
<th>The City is developing an Emergency Plan which outlines responsibilities and procedures to follow in the event of an emergency or city-wide disaster. It discusses the potential emergency situations in the City and outlines responsibilities for emergency preparedness and emergency response. Specific emergency functions and operations, available resources (fire stations, emergency shelters, hospitals and clinics, resource persons, etc.), and mutual aid agreements are also provided. The City shall regularly update and implement its Multi-Hazard Functional Plan for Emergency Operations. This is an ongoing activity by the Emergency Services Coordinator, with funding from the General Fund. In order to keep city staff informed of their responsibilities, annual reviews and drills shall be performed.</th>
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<td>Policy 2.4. The City of Cudahy will maintain contingency plans which will help Cudahy citizens respond to and recover from an earthquake as quickly and effectively as possible.</td>
<td>Ongoing</td>
<td>The City shall work with the LAUSD, the Fire Department, and local law enforcement officials in offering classes on earthquake preparedness, fire prevention, crime prevention, hazard protection and other safety issues to school-age children and interested parties. This program shall be coordinated by the Department of Community Services and financed by the General Fund. The City shall maintain a list of available emergency shelters in the area. This shall include schools, auditoriums, gymnasiums, hospitals, and other structures which have large open areas to accommodate cots and provide mass care and emergency assistance. Additional structures shall be explored and agreements sought with property owners for the potential use of the facilities in cases of a disaster or emergency. This program shall be initiated by the Emergency Services Coordinator with funding from the General Fund.</td>
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<tr>
<td>Policy 2.5. The City of Cudahy will disseminate educational information to residents and businesses on ways to prepare for and prevent a disaster.</td>
<td>Ongoing</td>
<td>The City shall continue to use the City newsletter and local newspapers to increase public awareness on safety, crime prevention, fire prevention, earthquake preparedness and other practical safety measures. Also, it shall offer earthquake preparedness, first aid and CPR classes as part of the recreational and library programs in the City. These and other public programs to increase emergency preparedness and promote public safety for residents and businesses shall be initiated by the Department of Community Services with funding from the General Fund. Public participation is a priority for the City. This program will be combined with the Bilingual program in the 2018 Housing Element update.</td>
</tr>
<tr>
<td>Policy 2.6. The City of Cudahy will encourage the LAUSD to teach emergency preparedness to students.</td>
<td>Ongoing</td>
<td>The City shall work with the LAUSD, the Fire Department, and local law enforcement officials in offering classes on earthquake preparedness, fire prevention, crime prevention, hazard protection and other safety issues to school-age children and interested parties. This program shall be coordinated by the Department of Community Services and financed by the General Fund. The City shall maintain a list of available emergency shelters in the area. This shall include schools, auditoriums, gymnasiums, hospitals, and other structures which have large open areas to accommodate cots and provide mass care and emergency assistance. Additional structures shall be explored and agreements sought with property owners for the potential use of the facilities in cases of a disaster or emergency. This program shall be initiated by the Emergency Services Coordinator with funding from the General Fund.</td>
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<tr>
<td><strong>Policy 2.7</strong></td>
<td>The City of Cudahy will regularly monitor the water quality, distribution and supply facilities to determine if capacity is adequate to meet emergency fire flow needs.</td>
<td>The City shall regularly review the adequacy of police/law enforcement services and fire protection and emergency services in the City. This program shall be part of the annual budget review of contracts with the County Fire Department and the local law enforcement officials. The City shall work with local law enforcement officials and the County Fire Department to correct any identified deficiencies. It shall also request that local law enforcement officials and the Fire Department to review proposed development plans. In this way, they can recommend measures that will decrease fire potential and crime and facilitate quicker response. This program is ongoing and performed by the Department of Community Services and Community Development and is financed by the General Fund, to the extent funding is available.</td>
</tr>
<tr>
<td><strong>Policy 2.8</strong></td>
<td><strong>Ongoing</strong> The City will explore the feasibility of requiring smoke detectors in private homes upon their sale or transfer of ownership.</td>
<td>The City shall continue to implement fire prevention programs to promote fire safety in the City. This shall include fire prevention and protection information and tips in the City newsletter and local newspapers. It shall also include Fire Department review of proposed buildings plans to solicit recommendations on fire protection, crime prevention, and other safety measures. The City shall also encourage periodic inspections by the Fire Department of existing structures, for compliance with fire safety standards and practices. This is an ongoing program by the Department of Building and Public Services that will be financed by the General Fund. As part of this program, the City shall explore ways to require existing single-family homes to install smoke detectors prior to a transfer of ownership.</td>
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<td><strong>Goal 3.</strong></td>
<td>The City of Cudahy will minimize crime incidence in the City.</td>
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<td><strong>Policy 3.1.</strong></td>
<td>The City of Cudahy will work with local law enforcement officials and neighboring police departments to eliminate gang violence.</td>
<td>The City shall work with local law enforcement officials on anti-drug and anti-gang programs. This will help reduce crimes in the City that are due to gang activity and drug abuse. The program also allows the use of confiscated property for increase anti-drug and anti-gang efforts. This program is ongoing and coordinated by the City Manager.</td>
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<tr>
<td><strong>Policy 3.2.</strong></td>
<td>The City of Cudahy will develop programs to reduce and/or prevent graffiti and drug abuse.</td>
<td>The City shall develop guidelines for the landscaping of large areas of blank walls to hide and prevent vandalism and graffiti. It shall also establish a volunteer program for graffiti removal in public places and other areas throughout the City. This program shall be initiated by the Department of Community Development and financed by the General Fund.</td>
</tr>
<tr>
<td><strong>Policy 3.3.</strong></td>
<td>The City of Cudahy will encourage the development of neighborhood watch programs and inform residents and businesses of ways to prevent crime.</td>
<td>The City shall work with local law enforcement officials and residents in the formation of neighborhood watch groups and crime prevention and awareness programs. This will increase private efforts to protect individuals and property through practical measures such as locking doors, security lighting, concealing valuables, etc. This is an ongoing program through the City Manager and funded by the General Fund.</td>
</tr>
<tr>
<td><strong>Policy 3.4.</strong></td>
<td>The City of Cudahy will promote crime prevention through public information and awareness programs.</td>
<td>The City shall work with local law enforcement officials and residents in the formation of neighborhood watch groups and crime prevention and awareness programs. This will increase private efforts to protect individuals and property through practical measures such as locking doors, security lighting, concealing valuables, etc. This is an ongoing program through the City Manager and funded by the General Fund.</td>
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<td>NOISE ELEMENT</td>
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**Goal 1.** The City of Cudahy will prevent any increase in the established acceptable ambient levels of sound in the residential areas of the community.

- **Policy 1.1.** The City of Cudahy will consider the inclusion of noise-impacted areas in redevelopment or other programs which would permit assistance for the residents with relocation, rehabilitation, or insulation of their structures and properties.  
  - **Ongoing**  
  
  With most of the City developed, noise abatement can be implemented during rehabilitation or redevelopment activities, or as part of the code enforcement process. Redevelopment projects shall comply with City noise standards. The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City.

- **Policy 1.2.** The City of Cudahy will consider steps to correct existing noise problem areas through the establishment of buffers and barriers or through abatement procedures.  
  - **Ongoing**  
  
  The noise mitigation program for Cudahy shall expand existing regulations relating to noise and establish standards for controlling noise sources and their impacts. This may include the provision of noise barriers (berms, walls, etc.), buffer areas or setbacks, increased insulation, blank exterior walls, double-paned windows, noise-masking sounds, mufflers, and other noise control devices and building features. Vibration that affects adjacent properties shall also be regulated. The City shall require an acoustical analysis for projects that have the potential for generating excessive noise levels or those uses which would be developed adjacent to a noise source. The study shall include existing ambient noise levels from mobile and stationary sources. It shall estimate cumulative noise levels at implementation of the project. The estimates shall be provided for both interior and exterior areas on site. Specific measures to reduce projected noise levels to acceptable standards shall be identified.

- **Policy 1.3.** The City of Cudahy will discourage the location of unbuffered noise sources near residential areas and schools.  
  - **Ongoing**  
  
  The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.

**Goal 2.** The City of Cudahy will prohibit unnecessary noise which is detrimental to the public health and welfare and contrary to the public interest.

- **Policy 2.1.** The City of Cudahy will evaluate the noise impacts of all land use decisions which are subject to environmental review under CEQA.  
  - **Ongoing**  
  
  The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.
<table>
<thead>
<tr>
<th>Policy 2.2.</th>
<th>The City of Cudahy will control at their sources, any sounds which exceed accepted community noise levels.</th>
<th>Ongoing</th>
<th>The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.</th>
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<tr>
<td>Policy 2.3.</td>
<td>The City of Cudahy will limit construction activities to daytime hours to reduce construction noise impacts.</td>
<td>Ongoing</td>
<td>The noise mitigation program shall also identify noisy activities and operations and provide guidelines to reduce disturbance on adjacent uses. Noise-generating activities will include construction equipment and activity noise, sports events, use of play areas, power mowers and leaf blowers, garbage collection and truck traffic and deliveries, false car or security alarms, large gatherings and other outdoor activities. Limitations in the hours of operation and the length of operation will contribute in large part to the reduction of noise from these uses. Noise during the nighttime and the early morning hours are more disruptive and the regulation of activities during these times will prevent adverse noise impacts.</td>
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<tr>
<td>Policy 2.4.</td>
<td>The City of Cudahy will discourage truck traffic on local streets during nighttime hours.</td>
<td>Ongoing</td>
<td>The noise mitigation program shall also identify noisy activities and operations and provide guidelines to reduce disturbance on adjacent uses. Noise-generating activities will include construction equipment and activity noise, sports events, use of play areas, power mowers and leaf blowers, garbage collection and truck traffic and deliveries, false car or security alarms, large gatherings and other outdoor activities. Limitations in the hours of operation and the length of operation will contribute in large part to the reduction of noise from these uses. Noise during the nighttime and the early morning hours are more disruptive and the regulation of activities during these times will prevent adverse noise impacts.</td>
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<tr>
<td>Policy 2.5.</td>
<td>The City of Cudahy will establish acceptable limits of noise for various land uses throughout the community.</td>
<td>Ongoing</td>
<td>The noise mitigation program for Cudahy shall expand existing regulations relating to noise and establish standards for controlling noise sources and their impacts. This may include the provision of noise barriers (berms, walls, etc.), buffer areas or setbacks, increased insulation, blank exterior walls, double-paned windows, noise-masking sounds, mufflers, and other noise control devices and building features. Vibration that affects adjacent properties shall also be regulated. The City shall require an acoustical analysis for projects that have the potential for generating excessive noise levels or those uses which would be developed adjacent to a noise source. The study shall include existing ambient noise levels from mobile and stationary sources. It shall estimate cumulative noise levels at implementation of the project. The estimates shall be provided for both interior and exterior areas on site. Specific measures to reduce projected noise levels to acceptable standards shall be identified.</td>
</tr>
<tr>
<td>Policy 2.6.</td>
<td>The City of Cudahy will encourage increased acoustical design in new construction when adjacent to known sources of noise.</td>
<td>Ongoing</td>
<td>The City shall continue to review development projects for compliance with existing City ordinances before the projects are implemented. During the application process, the City shall analyze the potential environmental impacts of a project, as required by the California Environmental Quality Act (CEQA). Mitigation measures shall be identified as a means to mitigate potential adverse impacts and made as conditions of approval. This is an ongoing program by the Community Development Department.</td>
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### AIR QUALITY ELEMENT

**Goal 1.** The City of Cudahy will reduce automobile use.

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<tr>
<th>Policy 1.1. The City of Cudahy will allow telecommuting by public employees on a case by case basis, where analysis shows it is feasible.</th>
<th>Ongoing</th>
<th>The City shall explore the use of telecommuting and teleconferencing for City employees to serve as a model for potential usage by City residents and businesses. Telecommuting can be through work at home by city employees one or more days a week, with communication through computer and telephone hookups to City Hall. The City will also explore acquisition of electronic communication equipment which facilitates telecommuting by employees and residents. For example, a teleconferencing center could be established in the City's Bedwell Community Center adjacent to City Hall. The City shall explore the feasibility of such a center in terms of potential community usage and seek funding from the SCAQMD's Motor Vehicle License Fund if it finds that there is a potential need which could be met through such a center.</th>
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<tr>
<td>Policy 1.2. The City of Cudahy will support trip-reduction programs, such as longer day, shorter work schedules on a case by case basis for public employees, where analysis show that it is feasible.</td>
<td>Ongoing</td>
<td>The City Manager shall explore the feasibility of permitting modified work schedules for public employees on a case-by-case basis. Most of the City's employees are single positions and need to work a five-day schedule in order to provide full service during the City's posted work week. The City Manager shall also explore the feasibility of modifying the present work week schedule to determine if alternative schedules could better meet the City's needs. The City shall support the formation of a Transportation Management Association for use by employers in the city who may be covered by future amendments to Regulation XV.</td>
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<tr>
<td>Policy 1.3. The City of Cudahy will support policies that reduce or eliminate obstacles to telecommuting.</td>
<td>Ongoing</td>
<td>The City shall explore the use of telecommuting and teleconferencing for City employees to serve as a model for potential usage by City residents and businesses. Telecommuting can be through work at home by city employees one or more days a week, with communication through computer and telephone hookups to City Hall. The City will also explore acquisition of electronic communication equipment which facilitates telecommuting by employees and residents. For example, a teleconferencing center could be established in the City's Bedwell Community Center adjacent to City Hall. The City shall explore the feasibility of such a center in terms of potential community usage and seek funding from the SCAQMD's Motor Vehicle License Fund if it finds that there is a potential need which could be met through such a center.</td>
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<tr>
<td>Policy 1.4. The City of Cudahy will encourage employers in surrounding communities to support establishment of a telecommuting center in Cudahy.</td>
<td>Ongoing</td>
<td>The City shall explore the use of telecommuting and teleconferencing for City employees to serve as a model for potential usage by City residents and businesses. Telecommuting can be through work at home by city employees one or more days a week, with communication through computer and telephone hookups to City Hall. The City will also explore acquisition of electronic communication equipment which facilitates telecommuting by employees and residents. For example, a teleconferencing center could be established in the City's Bedwell Community Center adjacent to City Hall. The City shall explore the feasibility of such a center in terms of potential community usage and seek funding from the SCAQMD's Motor Vehicle License Fund if it finds that there is a potential need which could be met through such a center.</td>
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</table>
### Policy 1.5. The City of Cudahy will encourage development of a Transportation Management Association in Cudahy to serve public and private employees.

The City Manager shall explore the feasibility of permitting modified work schedules for public employees on a case-by-case basis. Most of the City’s employees are single positions and need to work a five-day schedule in order to provide full service during the City’s posted work week. The City Manager shall also explore the feasibility of modifying the present work week schedule to determine if alternative schedules could better meet the City's needs. The City shall support the formation of a Transportation Management Association for use by employers in the city who may be covered by future amendments to Regulation XV.

### Policy 1.6. The City of Cudahy will support legislation favoring vanpools.

The City Manager shall explore the feasibility of permitting modified work schedules for public employees on a case-by-case basis. Most of the City’s employees are single positions and need to work a five-day schedule in order to provide full service during the City's posted work week. The City Manager shall also explore the feasibility of modifying the present work week schedule to determine if alternative schedules could better meet the City's needs. The City shall support the formation of a Transportation Management Association for use by employers in the city who may be covered by future amendments to Regulation XV.

### Goal 2. The City of Cudahy will encourage use of non-motorized transportation.

#### Policy 2.1. The City of Cudahy will encourage walking trips by residents and local employees in lieu of automobile trips.

Ongoing

The City shall review access to schools, playgrounds, and community centers and take necessary steps, such as providing and timing traffic signals to allow adequate crossing time for safe passage across streets by bicyclists and pedestrians.

#### Policy 2.2. The City of Cudahy will encourage bicycle trips by providing bicycle paths or safe bicycle access between residential areas and employment centers, schools and recreation areas, where feasible.

Ongoing

The City shall review access to schools, playgrounds, and community centers and take necessary steps, such as providing and timing traffic signals to allow adequate crossing time for safe passage across streets by bicyclists and pedestrians.

#### Policy 2.3. The City of Cudahy will require that any future large employment center provide bicycle lockers and storage, where bicycle access is feasible.

Ongoing

The City shall consider the energy efficiency of new equipment when it purchases replacement equipment and shall purchase low energy replacements whenever feasible. Through the City's development review process, new construction shall be required to demonstrate that energy conservation measures beyond those required by Title 24 have been incorporated whenever feasible. To assist developers in knowing what options and special grants are available, the City shall work with the Southern California Edison Company and the Southern California Gas Company to identify new low-cost construction, heating and appliance techniques and equipment that can result in substantial energy and cost savings for future tenants and owners. The City shall make information and utility company contacts available to all applicants for building permits.

The City will utilize its Development Review Process to encourage the use of low-polluting building materials in new construction. It will also utilize the Development Review Process to assure that the exposure of sensitive receptors to toxic and hazardous pollutants, as well as dust and odors is minimized or, where feasible, eliminated. The City will revise its California Environmental Quality Act (CEQA) Guidelines to ensure uniform assessment of air quality impacts of projects and will incorporate the SCAQMD significance thresholds in these Guidelines or into EIR's and negative declarations prepared pursuant to these Guidelines.
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<th><strong>Goal 3.</strong> The City of Cudahy will reduce vehicle emissions through greater use of public transportation.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy 3.1.</strong> The City of Cudahy will enhance transit performance and availability, and make the local transit system user-friendly by providing safe, attractive places to wait.</td>
</tr>
<tr>
<td><strong>Policy 3.2.</strong> The City of Cudahy will facilitate connections of CART to regional transit.</td>
</tr>
<tr>
<td><strong>Policy 3.3.</strong> The City of Cudahy will ensure that information on public transit is readily available to Cudahy residents and employees.</td>
</tr>
<tr>
<td><strong>Policy 3.4.</strong> The City of Cudahy will ensure that new development incorporates features that facilitate transit.</td>
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impacts of projects and will incorporate the SCAQMD significance thresholds in these Guidelines or into EIR's and negative declarations prepared pursuant to these Guidelines.

**Goal 4. The City of Cudahy will reduce Roadway Congestion.**

<table>
<thead>
<tr>
<th>Policy 4.1.</th>
<th>The City of Cudahy will encourage truck operations to divert peak hour travel, whenever feasible, to off peak periods to reduce roadway congestion and associated emissions.</th>
<th>Ongoing</th>
<th>The City will review truck traffic on city streets. Where truck deliveries are causing congestion during peak vehicle travel hours, the City will work with local businesses to determine if delivery times can be adjusted to eliminate conflicts. The City will establish designated, posted truck routes and discourage truck traffic in residential neighborhoods.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy 4.2.</td>
<td>The City of Cudahy will encourage local facilities which receive trucks to adjust schedules, wherever feasible, to receive deliveries in off-peak hours.</td>
<td>Ongoing</td>
<td>The City will review truck traffic on city streets. Where truck deliveries are causing congestion during peak vehicle travel hours, the City will work with local businesses to determine if delivery times can be adjusted to eliminate conflicts. The City will establish designated, posted truck routes and discourage truck traffic in residential neighborhoods.</td>
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**Goal 5. The City of Cudahy will reduce vehicle emissions through improved parking management and design.**

<table>
<thead>
<tr>
<th>Policy 5.1.</th>
<th>The City of Cudahy will consider reducing parking requirements for both new and existing structures and developments where analysis shows that parking can serve two or more non-competing uses.</th>
<th>Ongoing</th>
<th>The City shall utilize the development review process to require that new parking lots serving commercial uses be designed to ensure adequate access and egress to avoid queuing on adjacent streets. The City shall support adoption of ordinances to ease parking requirements on a case-by-case basis where facilities can share a common parking lot because of different time demands, e.g. a church and an office building. The City shall support and publicize community activities, such as a street fair, where parking is temporarily restricted and residents can walk to the site. Finally, the City shall continue to enforce its 3-6 AM ban on parking on residential streets to discourage automobile parking and encourage transit usage.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy 5.2.</td>
<td>The City of Cudahy will review parking requirements for new developments on a case by case basis and consider reducing parking requirements where present and future access to public transportation can be assured.</td>
<td>Ongoing</td>
<td>The City shall utilize the development review process to require that new parking lots serving commercial uses be designed to ensure adequate access and egress to avoid queuing on adjacent streets. The City shall support adoption of ordinances to ease parking requirements on a case-by-case basis where facilities can share a common parking lot because of different time demands, e.g. a church and an office building. The City shall support and publicize community activities, such as a street fair, where parking is temporarily restricted and residents can walk to the site. Finally, the City shall continue to enforce its 3-6 AM ban on parking on residential streets to discourage automobile parking and encourage transit usage.</td>
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<tr>
<td>Policy 5.3.</td>
<td>The City of Cudahy will support community activities where parking is temporarily restricted and walking or public transit is facilitated.</td>
<td>Ongoing</td>
<td>The City shall utilize the development review process to require that new parking lots serving commercial uses be designed to ensure adequate access and egress to avoid queuing on adjacent streets. The City shall support adoption of ordinances to ease parking requirements on a case-by-case basis where facilities can share a common parking lot because of different time demands, e.g. a church and an office building. The City shall support and publicize community activities, such as a street fair, where parking is temporarily restricted and residents can walk to the site. Finally, the City shall continue to enforce its 2-4 AM ban on parking on residential streets to discourage automobile parking and encourage transit usage.</td>
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</table>
### Policy 5.4
The City of Cudahy will continue existing city policy of restricting parking on city streets between 2 AM and 4 AM to discourage excess automobile use per dwelling unit.

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<td>The City shall utilize the development review process to require that new parking lots serving commercial uses be designed to ensure adequate access and egress to avoid queuing on adjacent streets. The City shall support adoption of ordinances to ease parking requirements on a case-by-case basis where facilities can share a common parking lot because of different time demands, e.g. a church and an office building. The City shall support and publicize community activities, such as a street fair, where parking is temporarily restricted and residents can walk to the site. Finally, the City shall continue to enforce its 3-6 AM ban on parking on residential streets to discourage automobile parking and encourage transit usage.</td>
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### Policy 5.5
The City of Cudahy will consider limiting parking on congested arterial streets.

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### Policy 5.6
The City of Cudahy will promote parking facility designs which discourage queuing.

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<td>The City shall utilize the development review process to require that new parking lots serving commercial uses be designed to ensure adequate access and egress to avoid queuing on adjacent streets. The City shall support adoption of ordinances to ease parking requirements on a case-by-case basis where facilities can share a common parking lot because of different time demands, e.g. a church and an office building. The City shall support and publicize community activities, such as a street fair, where parking is temporarily restricted and residents can walk to the site. Finally, the City shall continue to enforce its 3-6 AM ban on parking on residential streets to discourage automobile parking and encourage transit usage.</td>
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### Goal 6
The City of Cudahy will reduce emissions associated with vehicle miles traveled by providing a balance of jobs and housing.

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<td>The City shall actively pursue increased job opportunities within the City to improve the City’s overall job/housing balance. The City’s Redevelopment Agency shall encourage revitalization of existing commercial areas along Atlantic Avenue to promote new jobs. The Redevelopment Agency shall also instigate programs to encourage rehabilitation of the industrial area and conversion of older or abandoned facilities to warehousing and other light industrial uses. The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012, the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City’s revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City.</td>
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The City shall work with other cities within the Southeast Los Angeles County subregion to coordinate strategies to improve sub-regional housing and employment balance so that workers in adjacent job-rich communities can take advantage of the City's housing opportunities. The City will participate in sub-regional planning councils and work with neighboring cities to address job/housing balance, regional transit access, and waste management issues which cut across city lines.

**Policy 6.2.** The City of Cudahy will support economic development policies which promote opportunities for employment within the City.

The City shall actively pursue increased job opportunities within the City to improve the City's overall job/housing balance. The City's Redevelopment Agency shall encourage revitalization of existing commercial areas along Atlantic Avenue to promote new jobs. The Redevelopment Agency shall also instigate programs to encourage rehabilitation of the industrial area and conversion of older or abandoned facilities to warehousing and other light industrial uses. The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City's revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City.

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**Policy 6.3.** The City of Cudahy will support economic development policies which promote a balance of shopping and services necessary for the City's residential sector.

The City shall actively pursue increased job opportunities within the City to improve the City's overall job/housing balance. The City's Redevelopment Agency shall encourage revitalization of existing commercial areas along Atlantic Avenue to promote new jobs. The Redevelopment Agency shall also instigate programs to encourage rehabilitation of the industrial area and conversion of older or abandoned facilities to warehousing and other light industrial uses. The Cudahy Redevelopment Project Area was established to remove blight in the project area and to promote economic revitalization. Although the State of California eliminated Redevelopment Agencies, on February 1, 2012; the City of Cudahy formed the City of Cudahy Successor Agency and Housing Successor Agency in order to continue implementing the City's revitalization efforts. The City continues to implement the goal of the Redevelopment Plan which is to eliminate and prevent the spread of blight in the project area through the rehabilitation of commercial, industrial and residential areas in the City.

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<th><strong>Goal 7. The City of Cudahy will reduce emissions associated with energy consumption.</strong></th>
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<tbody>
<tr>
<td><strong>Policy 7.1. The City of Cudahy will support the use of energy-efficient equipment and design in City facilities and infrastructure.</strong></td>
</tr>
<tr>
<td><strong>Policy 7.2. The City of Cudahy will encourage incorporation of energy conservation features, including passive solar, in new construction and rehabilitation of existing structures.</strong></td>
</tr>
<tr>
<td><strong>Policy 7.3. The City of Cudahy will support recycling programs which reduce emissions associated with manufacture and waste disposal.</strong></td>
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<tr>
<td><strong>Policy 7.4.</strong> The City of Cudahy will utilize drought resistant vegetation in city landscaping to reduce energy needed to pump water.</td>
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<td>The City shall consider the energy efficiency of new equipment when it purchases replacement equipment and shall purchase low energy replacements whenever feasible. Through the City’s development review process, new construction shall be required to demonstrate that energy conservation measures beyond those required by Title 24 have been incorporated whenever feasible. To assist developers in knowing what options and special grants are available, the City shall work with the Southern California Edison Company and the Southern California Gas Company to identify new low-cost construction, heating and appliance techniques and equipment that can result in substantial energy and cost savings for future tenants and owners. The City shall make information and utility company contacts available to all applicants for building permits.</td>
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<td>The City will utilize its Development Review Process to encourage the use of low-polluting building materials in new construction. It will also utilize the Development Review Process to assure that the exposure of sensitive receptors to toxic and hazardous pollutants, as well as dust and odors is minimized or, where feasible, eliminated. The City will revise its California Environmental Quality Act (CEQA) Guidelines to ensure uniform assessment of air quality impacts of projects and will incorporate the SCAQMD significance thresholds in these Guidelines or into EIR’s and negative declarations prepared pursuant to these Guidelines.</td>
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<th><strong>Goal 8.</strong> The City of Cudahy will reduce fugitive dust emissions.</th>
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<tbody>
<tr>
<td><strong>Policy 8.1.</strong> The City of Cudahy will require all feasible fugitive dust reduction techniques to be utilized during construction activities.</td>
<td><strong>Ongoing</strong></td>
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<tr>
<td>Air Quality Management Plan. Both Federal and State Clean Air Acts require that every non-attainment area prepare an air quality management plan (AQMP) to identify ways local air quality may be returned to healthful levels. The SCAQMD is the principal local agency responsible for comprehensive air pollution control in the region that includes air quality monitoring, the development of long-range plans to improve air quality, and the enforcement of regulations designed to attain and maintain State and Federal ambient air quality standards. The SCAQMD is responsible for the implementation of the protocols of the Federal Clean Air Act. In addition, the SCAQMD is responsible for ensuring that the more stringent California Clean Air standards are met. The most recent AQMP was adopted in June 2007 and focuses on those criteria pollutants for which the region is in non-attainment (ozone and particulates) as well as incorporating new scientific data, modeling, and regulations into the plan.</td>
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<tr>
<td><strong>Policy 8.2.</strong> The City of Cudahy will support the use of efficient street cleaning equipment and practices.</td>
<td><strong>Ongoing</strong></td>
</tr>
<tr>
<td>Regulation XI Source Specific Standards. The Regulation XI rules are control measures that are applicable to a wide range of existing stationary sources designed to regulate a single pollutant. Each Regulation XI rule applies to controlling emissions from a specific source or type of equipment.</td>
<td></td>
</tr>
<tr>
<td>Policy 8.3. The City of Cudahy will require reseeding and maintenance of exposed soil that has been previously disturbed.</td>
<td>Ongoing</td>
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<tr>
<td>Policy 8.4. The City of Cudahy will encourage landscaping and tree planting which trap pollutants and protect sensitive receptors.</td>
<td>Ongoing</td>
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<tr>
<td>Policy 8.5. The City of Cudahy will encourage alternatives to the use of leaf blowers.</td>
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**Goal 9. The City of Cudahy will reduce air pollution emissions and impacts through citing and building design.**

| Policy 9.1. The City of Cudahy will support the use of low polluting construction materials and coatings. | Ongoing | Regulation XIII New Source Review. Regulation XIII establishes pre-construction review requirements for new, modified, or relocated facilities in the SCAB. Affected facilities must install best available control technology (BACT) equipment, which must be as stringent as the Lowest Achievable Emission Rate as defined by the Federal Clean Air Act. |
| Policy 9.2. The City of Cudahy will provide, to the maximum extent feasible, for the separation of sensitive receptors, such as schools and hospitals, from sources of toxic emissions. | Ongoing | Regulation IV Prohibitions. Regulation IV measures are applicable to a wide range of emissions sources. This regulation does not regulate specific types of equipment or sources of emissions. Further, Regulation IV rules establish emission standards that cannot be exceeded. |
| Policy 9.3. The City of Cudahy will encourage design of new commercial developments to allow convenient access to customers and employees using public transportation or bicycles. | Ongoing | The City, which already provides free transit (CART) to all residents with access to all community facilities, shall explore ways to enhance usage. Information on CART and MTA transit schedules shall be readily available to Cudahy residents and employees at city facilities and at other centers, such as supermarkets, serving the community. The City will examine existing transit stops to ensure that they are safe and there are no identified impediments, such as overhanging trees that interfere with their use. The City will work with CART operators and the MTA to ensure that local access to regional transit is enhanced. |

**Goal 10. The City of Cudahy will improve preconstruction environmental review to reduce emissions and exposure.**
<table>
<thead>
<tr>
<th>Policy 10.1. The City of Cudahy will standardize air quality review procedures for all new developments.</th>
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<tr>
<td>The City shall consider the energy efficiency of new equipment when it purchases replacement equipment and shall purchase low energy replacements whenever feasible. Through the City's development review process, new construction shall be required to demonstrate that energy conservation measures beyond those required by Title 24 have been incorporated whenever feasible. To assist developers in knowing what options and special grants are available, the City shall work with the Southern California Edison Company and the Southern California Gas Company to identify new low-cost construction, heating and appliance techniques and equipment that can result in substantial energy and cost savings for future tenants and owners. The City shall make information and utility company contacts available to all applicants for building permits.</td>
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<th>Policy 10.2. The City of Cudahy will facilitate project review and avoid project delays by adopting regional thresholds of significant air quality impact.</th>
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<tr>
<th>Policy 10.3. The City of Cudahy will provide, to the maximum extent feasible, for the protection of receptors from significant health risks caused by exposure to toxic and hazardous pollutants.</th>
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**Policy 10.4.** The City of Cudahy will reduce the exposure of sensitive receptors to dust and odors to the extent feasible.

Ongoing

The City shall consider the energy efficiency of new equipment when it purchases replacement equipment and shall purchase low energy replacements whenever feasible. Through the City's development review process, new construction shall be required to demonstrate that energy conservation measures beyond those required by Title 24 have been incorporated whenever feasible. To assist developers in knowing what options and special grants are available, the City shall work with the Southern California Edison Company and the Southern California Gas Company to identify new low-cost construction, heating and appliance techniques and equipment that can result in substantial energy and cost savings for future tenants and owners. The City shall make information and utility company contacts available to all applicants for building permits.

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**Goal 11.** The City of Cudahy will maximize the effectiveness of air quality control programs through coordination with other governmental units.

**Policy 11.1.** The City of Cudahy will participate in the SCAQMD rule development process on regulations which impact the City of Cudahy to ensure that city concerns are resolved early in the process.

Ongoing

*Air Quality Management Plan.* Both Federal and State Clean Air Acts require that every non-attainment area prepare an air quality management plan (AQMP) to identify ways local air quality may be returned to healthful levels. The SCAQMD is the principal local agency responsible for comprehensive air pollution control in the region that includes air quality monitoring, the development of long-range plans to improve air quality, and the enforcement of regulations designed to attain and maintain State and Federal ambient air quality standards. The SCAQMD is responsible for the implementation of the protocols of the Federal Clean Air Act. In addition, the SCAQMD is responsible for ensuring that the more stringent California Clean Air standards are met. The most recent AQMP was adopted in June 2007 and focuses on those criteria pollutants for which the region is in non-attainment (ozone and particulates) as well as incorporating new scientific data, modeling, and regulations into the plan.

**Policy 11.2.** The City of Cudahy will participate in air quality plan development at the Southern California Association of Governments

Ongoing

*Air Quality Management Plan.* Both Federal and State Clean Air Acts require that every non-attainment area prepare an air quality management plan (AQMP) to identify ways local air quality may be returned to healthful levels. The SCAQMD is the principal local agency responsible for comprehensive air pollution control in the region that includes air quality monitoring, the development of long-range plans to improve air quality, and the enforcement of regulations designed to attain and maintain State and Federal ambient air quality standards. The SCAQMD is responsible for the implementation of the protocols of the Federal Clean Air Act. In addition, the SCAQMD is responsible for ensuring that the more stringent California Clean Air standards are met. The most recent AQMP was adopted in June 2007 and focuses on those criteria pollutants for which the region is in non-attainment (ozone and particulates) as well as incorporating new scientific data, modeling, and regulations into the plan.
to ensure that issues affecting Cudahy are considered in developing local government measures and that legislation that improves air regional quality and does not adversely impact Cudahy is supported.

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<th>Policy 11.3. The City of Cudahy will participate with neighboring cities in efforts to improve regional and sub regional transit.</th>
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<th>The City, which already provides free transit (CART) to all residents with access to all community facilities, shall explore ways to enhance usage. Information on CART and MTA transit schedules shall be readily available to Cudahy residents and employees at city facilities and at other centers, such as supermarkets, serving the community. The City will examine existing transit stops to ensure that they are safe and there are no identified impediments, such as overhanging trees that interfere with their use. The City will work with CART operators and the MTA to ensure that local access to regional transit is enhanced.</th>
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<td>Policy 11.4. The City of Cudahy will require new local commercial and industrial establishments to demonstrate that SCAQMD permits have been obtained.</td>
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<td>Policy 11.5. The City of Cudahy will cooperate with regional efforts to support air quality legislation that benefits the city and the region.</td>
<td>Ongoing</td>
<td>Air Quality Management Plan. Both Federal and State Clean Air Acts require that every non-attainment area prepare an air quality management plan (AQMP) to identify ways local air quality may be returned to healthful levels. The SCAQMD is the principal local agency responsible for comprehensive air pollution control in the region that includes air quality monitoring, the development of long-range plans to improve air quality, and the enforcement of regulations designed to attain and maintain State and Federal ambient air quality standards. The SCAQMD is responsible for the implementation of the protocols of the Federal Clean Air Act. In addition, the SCAQMD is responsible for ensuring that the more stringent California Clean Air standards are met. The most recent AQMP was adopted in June 2007 and focuses on those criteria pollutants for which the region is in non-attainment (ozone and particulates) as well as incorporating new scientific data, modeling, and regulations into the plan.</td>
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Goal 12. The City of Cudahy will improve the effectiveness of air quality programs through local education programs.

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<thead>
<tr>
<th>Policy 12.1</th>
<th>The City of Cudahy will support innovative bilingual public education programs that can inform segments of the public on transit availability.</th>
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<td>The City, which already provides free transit (CART) to all residents with access to all community facilities, shall explore ways to enhance usage. Information on CART and MTA transit schedules shall be readily available to Cudahy residents and employees at city facilities and at other centers, such as supermarkets, serving the community. The City will examine existing transit stops to ensure that they are safe and there are no identified impediments, such as overhanging trees that interfere with their use. The City will work with CART operators and the MTA to ensure that local access to regional transit is enhanced. Public participation is a priority for the City. This program will be combined with the Bilingual program in the 2018 Housing Element update.</td>
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<tr>
<th>Policy 12.2</th>
<th>The City of Cudahy will provide bilingual assistance to local businesses in complying with SCAQMD rules and regulations.</th>
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<td>The City's will actively produce documents and publications that are in both English and Spanish. This is an ongoing program monitored annually (coinciding with the fiscal year) by the Community Services Department. It is funded by the General Fund, to the extent available, and staff time. Public participation is a priority for the City. This program will be combined with the Bilingual program in the 2018 Housing Element update.</td>
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<tr>
<th>Policy 12.3</th>
<th>The City of Cudahy will utilize the City Newsletter to disseminate bilingual information on air quality, transit and related issues.</th>
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<th>Goal 13</th>
<th>The City of Cudahy will reduce directly emitted vehicle emissions through city government actions.</th>
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<tr>
<th>Policy 13.1</th>
<th>The City of Cudahy will work with surrounding communities to reduce idling emissions by increasing traffic flow on major thoroughfares by synchronizing traffic signals.</th>
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<td>The City of Cudahy shall continue to maintain existing roadways, traffic signals and other traffic control devices. The City shall work towards the improvement to streets, where feasible, and the extension of Alamo Street to Elizabeth Street and the continuation of River Road from Clara Street to Live Oak Street. These other improvements may include speed bumps, no parking signs, speed limit signs, and other traffic signs. Roadway maintenance shall include pavement repair, lane restriping, roadway widening, landscape maintenance, street lights, and other roadway projects. The City shall also consider synchronizing traffic signals along Atlantic Avenue for improved traffic flow. Finally, the City shall upgrade existing signals for left-turn and right-turn arrows and increase left-turn and right-turn pockets at congested intersections. The City shall also continue to evaluate the location of bus stops and turnouts and work towards the reduction in congestion due to the bus queuing. These projects shall be included in the City's Capital Improvement Plan as implemented by the Department of Building and Public Services.</td>
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<th>Policy 13.2</th>
<th>The City of Cudahy will encourage the use of alternate fuels in city owned vehicles.</th>
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<td>The City shall explore the feasibility of replacing vehicles and other gasoline and diesel-powered equipment with clean-fueled substitutes as equipment is replaced. The City shall explore the possibility of obtaining grants from the California Energy Commission to assist in purchasing clean fuel vehicles.</td>
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### HOUSING ELEMENT

**Goal 1.** The City of Cudahy will improve the housing supply and the choice of housing opportunities through private investment and, where necessary, through public action and financing.

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<thead>
<tr>
<th>Policy 1.1. The City of Cudahy will encourage future investment in the City’s housing stock.</th>
<th>Ongoing</th>
<th>To encourage the development of high quality housing on vacant and underutilized lots, the City shall establish a promotional campaign to area developers. The campaign shall promote the City of Cudahy and existing investment opportunities. The City shall work with local business groups (such as the Chamber of Commerce and Building Industry Association) on promoting available incentives to new development. This may be accomplished through networking, formal presentations, brochures, ads, and other promotional materials and activities. Staff will also keep informed of state and federal housing programs and provide information to interested residents and groups. The City will work with local early care and education advocates to create an information handout to inform developers, business groups, and households about the available early care and education services. The program will be managed by the Community Development Director and began in 2013, promotional materials were developed by December 2014 for distribution, and continue to be updated on an ongoing basis. The program will be funded through the General Fund.</th>
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<tr>
<td>Policy 1.2. The City of Cudahy will evaluate the factors affecting housing costs and examine ways to reduce housing costs where governmental action is appropriate.</td>
<td>Ongoing</td>
<td>In order to encourage the development of affordable housing units, the City shall provide developers with incentives and shorten the permit process for low-income and senior citizen housing projects. These incentives may be similar to those awarded for high quality housing projects or developments on larger lots. Or they may involve a different set of parking, open space and density standards which lower the cost of development. By expediting the review process, developers also save money and housing costs can be reduced. By removing constraints to housing production, the City will encourage development and help reduce housing rents and prices. Aside from these, the City shall compile information on available financing mechanisms and federal, state and local programs and agencies that provide funding assistance for housing projects shall be made available to developers. Cooperative ventures with developers on housing projects may also be initiated by the City. The program will be managed by the Community Development Director and began in 2013, promotional materials were developed by December 2014 for distribution, and continue to be updated on an ongoing basis. The program will be funded through the General Fund.</td>
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<td>Policy 1.3. The City of Cudahy will support the development and use of new techniques in housing design, construction and development.</td>
<td>Ongoing</td>
<td>The City shall develop a system for assessing the potential impacts from new development. The City will require all new development to undergo an assessment to ensure that adequate infrastructure is available to serve the development. The feasibility of a Mello Roos fee for the upgrade of existing infrastructure (including roads, water lines, etc.) will be explored for future implementation. The program is ongoing and will be monitored annually (coinciding with the fiscal year) by the Public Works Department, and is financed through the General Fund. The study was completed by June 2014, and was included in the housing information program materials.</td>
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<td>Policy 1.4.</td>
<td>The City of Cudahy will promote the development of attractive and safe housing to meet the community’s needs.</td>
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<th>Policy 1.5.</th>
<th>The City of Cudahy will provide prompt processing of housing construction applications through standardized development requirements and centralized processing.</th>
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<td>In order to encourage the development of affordable housing units, the City shall provide developers with incentives and shorten the permit process for low-income and senior citizen housing projects. These incentives may be similar to those awarded for high quality housing projects or developments on larger lots. Or they may involve a different set of parking, open space and density standards which lower the cost of development. By expediting the review process, developers also save money and housing costs can be reduced.</td>
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<th>Policy 1.6.</th>
<th>The City of Cudahy will encourage the assemblage and consolidation of existing small parcels in areas which permit higher density development. Larger parcels can better accommodate increased density housing, through a more efficient use of space resulting in more on-site amenities and greater use of open space.</th>
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<td>To encourage the development of high quality housing on vacant and underutilized lots, the City shall establish a promotional campaign to area developers. The campaign shall promote the City of Cudahy and existing investment opportunities. The City shall work with local business groups (such as the Chamber of Commerce and Building Industry Association) on promoting available incentives to new development. This may be accomplished through networking, formal presentations, brochures, ads, and other promotional materials and activities. Staff will also keep informed of state and federal housing programs and provide information to interested residents and groups. The City will work with local early care and education advocates to create an information handout to inform developers, business groups, and households about the available early care and education services. The program will be managed by the Community Development Director and began in 2013, promotional materials</td>
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| Ongoing | |
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| Ongoing |
Policy 1.7. The City of Cudahy will recognize the changing trends and patterns in the community and encourage a broad range of housing types to meet these needs.

**Ongoing**

The City shall explore the feasibility of requiring affordable housing units within new housing developments. This may be promoted by density bonuses and other incentives, coupled with a use restriction on the affordable units. The City may also require developers to provide a minimum percentage of affordable housing or pay fees, dedicate land or establish agreements with other agencies for the construction of affordable units off site. To address Cudahy’s overcrowding problems, the City shall include in this study, the available options to requiring or encouraging large dwelling units (2 bedrooms or more) within new development. This may likewise be promoted by incentives to the allowable density and less stringent development standards. The inclusionary housing study shall be initiated by the Department of Community Development, with funding from the General Fund to the extent of available resources.

Policy 1.8. The City of Cudahy will work with the appropriate service providers to develop and coordinate programs to assist in the conservation of affordable housing and to serve the homeless population.

**Ongoing**

The City shall take the lead in coordinating efforts for the preservation of subsidized housing projects in Cudahy. Detailed discussion of these projects is provided in the Housing Element Profile Report. To help conserve the low income units at risk of conversion, the City may provide technical assistance to non-profit groups interested in buying the projects. It may aggressively look for an agency to buy the property or help the residents establish an association to buy the project. The City shall initiate talks with the Los Angeles County Housing Authority, the Department of Housing and Urban Development, the California Housing Partnership Corporation, local non-profit agencies, and tenants of subsidized housing projects on discouraging future conversion of low-income housing projects to market rate housing. HUD has stated that they generally evaluate projects that apply for conversion and offer incentives to property owners, in order to preserve these units. The California Housing Partnership Corporation (CHPC) has indicated that it will assist Cudahy in looking for a suitable organization who would take over the subsidized projects in the City, subject to a nominal fee. Recently proposed legislation will allow CHPC to act as a buyer of at-risk projects, as a last resort. Homeaid has expressed interest in buying projects in Cudahy and negotiations with this agency will be continued. Keystone Housing Enterprises has likewise expressed interest in looking at the properties. Ralph Carrico and Associates said they would be interested in Cudahy Garden Apartments when it comes up for sale. Homeaid has expressed interest in buying projects in Cudahy and negotiations with this agency will be continued. Keystone Housing Enterprises has likewise expressed interest in looking at the properties. Ralph Carrico and Associates said they would be interested in Cudahy Garden Apartments when it comes up for sale. Other organizations contacted said they were not interested in either Cudahy Garden Apartments or Elizabeth Street Apartments. The current owner (Corp. for Better Housing) of the identified “at-risk” units, has expressed a desire to continue the affordable housing program and will be renewing their contracts. However, in the event the property owner chooses to sell, the City will notify all organizations listed on Table 2-15 (page 41) of the availability of property to ensure continued low-income housing. The program is ongoing, managed and monitored annually (coinciding with the fiscal year) through the Community Development Department. The Community Development Director shall monitor the status of all subsidized housing projects and shall work with the City Manager in developing strategies to preserve these projects. Specific projects shall be reviewed for consistency with the goals of the General Plan and other City policies, prior to implementation. Public participation shall be encouraged throughout the process to reflect the needs and interests of Cudahy residents. Financing will come from CDBG funds, and the General Fund, to the extent funds are available. Other funding sources that may be available shall be explored, as well.

Goal 2. The City of Cudahy will promote affordable housing and shelter for all economic segments of the community.
<table>
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<tr>
<th>Policy 2.1. The City of Cudahy will promote all State, regional and local practices and plans that support housing availability for all economic segments of the population.</th>
<th>Ongoing</th>
<th>In order to encourage the development of affordable housing units, the City shall provide developers with incentives and shorten the permit process for low-income and senior citizen housing projects. These incentives may be similar to those awarded for high quality housing projects or developments on larger lots. Or they may involve a different set of parking, open space and density standards which lower the cost of development. By expediting the review process, developers also save money and housing costs can be reduced. By removing constraints to housing production, the City will encourage development and help reduce housing rents and prices. Aside from these, the City shall compile information on available financing mechanisms and federal, state and local programs and agencies that provide funding assistance for housing projects shall be made available to developers. Cooperative ventures with developers on housing projects may also be initiated by the City. The program began in 2013 under the Community Development Department and was financed through the General Fund. An affordable housing ordinance to encourage development of affordable units and remove constraints was completed in December 2015, along with materials available for developers.</th>
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<td>Policy 2.2. The City of Cudahy will promote local housing services to ensure federal, state and local housing programs are available to assist the private sector in obtaining funds for housing development.</td>
<td>Ongoing</td>
<td>In order to encourage the development of affordable housing units, the City shall provide developers with incentives and shorten the permit process for low-income and senior citizen housing projects. These incentives may be similar to those awarded for high quality housing projects or developments on larger lots. Or they may involve a different set of parking, open space and density standards which lower the cost of development. By expediting the review process, developers also save money and housing costs can be reduced. By removing constraints to housing production, the City will encourage development and help reduce housing rents and prices. Aside from these, the City shall compile information on available financing mechanisms and federal, state and local programs and agencies that provide funding assistance for housing projects shall be made available to developers. Cooperative ventures with developers on housing projects may also be initiated by the City. The program began in 2013 under the Community Development Department and was financed through the General Fund. An affordable housing ordinance to encourage development of affordable units and remove constraints was completed in December 2015, along with materials available for developers.</td>
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<td>Policy 2.3. The City of Cudahy will utilize Community Development Block Grant funds to develop housing, expand economic opportunities through commercial development, improve community facilities and services, prevent deterioration of the housing stock, and redevelop residential areas.</td>
<td>Ongoing</td>
<td>The City shall continue housing programs on housing development, infrastructure, rehabilitation and job development, as allowed by the CDBG program. The City currently uses its CDBG moneys for the Home Improvement program, fair housing foundation services, code enforcement, senior nutrition program, food distribution program and the development of public facilities. It shall coordinate with the County Housing Authority in implementing programs outlined in the Comprehensive Housing Affordability Strategy (CHAS) for Los Angeles County. The City shall prepare a brochure outlining available housing assistance and rehabilitation programs in the City. It shall distribute these to property owners and make them available at City Hall. The brochure shall encourage residents to participate in the Section 8 housing assistance payments program and the housing voucher program through the Los Angeles County Housing Authority. (The City is not applying for other federal programs,</td>
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Although it has evaluated potential participation in the HOME, HOPE and other housing loan programs of HUD, the program is ongoing and monitored annually (coinciding with the fiscal year) under the Community Development Department and is financed by the General Fund.

Policy 2.4. The City of Cudahy will inform residents of the availability of housing assistance programs and community services available in the area (such as Section 8 certificates and vouchers). Ongoing

The City will monitor every three months the status of any HUD receipt/approval Notices of Intent and Plans of Action filled by property owners to convert to market-rate units. The City will annually identify and meet and pursue funding with non-profit or for-profit organizations as potential purchasers/managers of at-risk housing units. As part of coordination with non-profit partners, the City will annually explore funding sources available to purchase affordability covenants on at-risk projects, transfer ownership of at-risk projects to public agencies, purchase existing buildings to replace at-risk units, or construct replacement units. Where feasible the City will provide technical assistance and support to these organizations with respect to financing. The City will update this list annually. The City will provide tenant education within 30 days of notice and assist tenants to obtain special Section 8 vouchers reserved for tenants of converted properties. HUD has set aside special Section 8 vouchers for existing tenants in Section 8 projects that are opting out of low-income use. Upon conversion, the units will stay affordable to the existing tenants as long as they stay. Once a unit is vacated and new tenants move in, the units will convert to market-rate housing. This is an ongoing program monitored (coinciding with the fiscal year) and managed by the Community Development Department with funding from CDBG funds.

Policy 2.5. The City of Cudahy will encourage variety in the supply of housing at costs affordable to the various income levels of the population. Ongoing

In order to encourage the development of affordable housing units, the City shall provide developers with materials and/or grants for developers. The City will provide funding assistance for housing projects that are market-rate, eligible for a federal grant, or designated for low-income use. The City will annually identify and meet and pursue funding with non-profit or for-profit organizations as potential purchasers/managers of at-risk housing units. As part of coordination with non-profit partners, the City will annually explore funding sources available to purchase affordability covenants on at-risk projects, transfer ownership of at-risk projects to public agencies, purchase existing buildings to replace at-risk units, or construct replacement units. Where feasible the City will provide technical assistance and support to these organizations with respect to financing. The City will update this list annually. The City will provide tenant education within 30 days of notice and assist tenants to obtain special Section 8 vouchers reserved for tenants of converted properties. HUD has set aside special Section 8 vouchers for existing tenants in Section 8 projects that are opting out of low-income use. Upon conversion, the units will stay affordable to the existing tenants as long as they stay. Once a unit is vacated and new tenants move in, the units will convert to market-rate housing. This is an ongoing program monitored (coinciding with the fiscal year) and managed by the Community Development Department with funding from CDBG funds.

Policy 2.6. The City of Cudahy will solicit State and Federal funds for new housing development. Ongoing

In order to encourage the development of affordable housing units, the City shall provide developers with incentives and shorten the permit process for low-income and senior citizen housing projects. These incentives may be similar to those awarded for high-quality housing projects or developments on larger lots. Or they may involve a different set of parking, open space and density standards that lower the cost of development. By expediting the review process, developers also save money and housing costs can be reduced. By removing constraints to housing production, the City will encourage development and help reduce housing rents and prices. Aside from these, the City shall compile information on available financing mechanisms and Federal, State and local programs and agencies that provide funding assistance for housing projects shall be made available to developers. Cooperative ventures with developers on housing projects may also be initiated by the City. The City will monitor every three months the status of any HUD receipt/approval Notices of Intent and Plans of Action filled by property owners to convert to market-rate units. The City will annually identify and meet and pursue funding with non-profit or for-profit organizations as potential purchasers/managers of at-risk housing units. As part of coordination with non-profit partners, the City will annually explore funding sources available to purchase affordability covenants on at-risk projects, transfer ownership of at-risk projects to public agencies, purchase existing buildings to replace at-risk units, or construct replacement units. Where feasible the City will provide technical assistance and support to these organizations with respect to financing. The City will update this list annually. The City will provide tenant education within 30 days of notice and assist tenants to obtain special Section 8 vouchers reserved for tenants of converted properties. HUD has set aside special Section 8 vouchers for existing tenants in Section 8 projects that are opting out of low-income use. Upon conversion, the units will stay affordable to the existing tenants as long as they stay. Once a unit is vacated and new tenants move in, the units will convert to market-rate housing. This is an ongoing program monitored (coinciding with the fiscal year) and managed by the Community Development Department with funding from CDBG funds.
available financing mechanisms and federal, state and local programs and agencies that provide funding assistance for housing projects shall be made available to developers. Cooperative ventures with developers on housing projects may also be initiated by the City. The program began in 2013 under the Community Development Department and was financed through the General Fund. An affordable housing ordinance to encourage development of affordable units and remove constraints was completed in December 2015, along with materials available for developers.

**Policy 2.7.** The City of Cudahy will work towards the conservation of existing subsidized housing for low- and moderate-income families.

The City shall take the lead in coordinating efforts for the preservation of subsidized housing projects in Cudahy. Detailed discussion of these projects is provided in the Housing Element Profile Report. To help conserve the low income units at risk of conversion, the City may provide technical assistance to non-profit groups interested in buying the projects. It may aggressively look for an agency to buy the property or help the residents establish an association to buy the project. The City shall initiate talks with the Los Angeles County Housing Authority, the Department of Housing and Urban Development, the California Housing Partnership Corporation, local non-profit agencies, and tenants of subsidized housing projects on discouraging future conversion of low-income housing projects to market rate housing. HUD has stated that they generally evaluate projects that apply for conversion and offer incentives to property owners, in order to preserve these units. The California Housing Partnership Corporation (CHPC) has indicated that it will assist Cudahy in looking for a suitable organization who would take over the subsidized projects in the City, subject to a nominal fee. Recently proposed legislation will allow CHPC to act as a buyer of at-risk projects, as a last resort. Homeaid has expressed interest in buying projects in Cudahy and negotiations with this agency will be continued. Keystone Housing Enterprises has likewise expressed interest in looking at the properties. Ralph Carrico and Associates said they would be interested in Cudahy Garden Apartments when it comes up for sale. Other organizations contacted said they were not interested in either Cudahy Garden Apartments or Elizabeth Street Apartments. The current owner (Corp. for Better Housing) of the identified “at-risk” units, has expressed a desire to continue the affordable housing program and will be renewing their contracts. However, in the event the property owner chooses to sell, the City will notify all organizations listed on Table 2-15 (page 41) of the availability of property to ensure continued low-income housing. The program is ongoing, managed and monitored annually (coinciding with the fiscal year) through the Community Development Department. The Community Development Director shall monitor the status of all subsidized housing projects and shall work with the City Manager in developing strategies to preserve these projects. Specific projects shall be reviewed for consistency with the goals of the General Plan and other City policies, prior to implementation. Public participation shall be encouraged throughout the process to reflect the needs and interests of Cudahy residents. Financing will come from CDBG funds, and the General Fund, to the extent funds are available. Other funding sources that may be available shall be explored, as well.

**Policy 2.8.** The City of Cudahy will seek funding opportunities and promote rental assistance for low- and moderate-income families.

The City shall continue housing programs on housing development, infrastructure, rehabilitation and job development, as allowed by the CDBG program. The City currently uses its CDBG moneys for the Home Improvement program, fair housing foundation services, code enforcement, senior nutrition program, food distribution program and the development of public facilities. It shall coordinate with the County Housing Authority in implementing programs outlined in the Comprehensive Housing Affordability Strategy (CHAS) for Los
Angeles County. The City shall prepare a brochure outlining available housing assistance and rehabilitation programs in the City. It shall distribute these to property owners and make them available at City Hall. The brochure shall encourage residents to participate in the Section 8 housing assistance payments program and the housing voucher program through the Los Angeles County Housing Authority. (The City is not applying for other federal programs, although it has evaluated potential participation in the HOME, HOPE and other housing loan programs of HUD). The program is ongoing and monitored annually (coinciding with the fiscal year) under the Community Development Department and is financed by the General Fund.

Goal 3. The City of Cudahy will support and provide incentives for the maintenance and rehabilitation of the existing housing stock.

| Policy 3.1. The City of Cudahy will encourage, support, and provide incentives for the maintenance, conservation and revitalization of existing residential units. | Ongoing | The City of Cudahy has an ongoing program for the maintenance and conservation of the existing housing stock. There are programs aimed at the conservation of older housing units which are in good condition to maintain the units as affordable housing options. Rehabilitation and property maintenance programs ensure that living conditions are safe and decent for all households. By maintaining the existing housing stock and preventing the creation of substandard housing, the City improves the living environment for present residents. Implementation measures for housing maintenance and conservation are discussed below. Approximately 25 housing units are anticipated to benefit from the City’s rehabilitation programs by 2018. Also, approximately 400 mobilehomes will be conserved. This program is managed by the Community Development Director. |
| Policy 3.2. The City of Cudahy will explore strategies and programs that will be effective in reducing the costs incurred by the homeowner for rehabilitation. | Ongoing | The City shall continue to apply for Community Development Block Grants for housing rehabilitation programs in the City. These funds shall be used to offer technical assistance and loans under the Tenant Minor Home Repair program, as well as to implement housing rehabilitation programs which provide low interest loans, grants, and technical assistance to property owners. The program is ongoing and will continue to be managed and monitored annually (coinciding with the fiscal year) by the Community Development Department and financed through CDBG funds. The Tenant Minor Home Repair Program is complaint driven; complaints are filed with the City’s Code Enforcement department which then schedules follow up inspections and provides tenants with information to resources. Furthermore the tenants may be referenced to the City’s Housing Department to seek possible financial assistance. |
| Policy 3.3. The City of Cudahy will encourage relocation assistance for displaced persons living in rentals undergoing rehabilitation and/or reconstruction. | Ongoing | The City shall continue to apply for Community Development Block Grants for housing rehabilitation programs in the City. These funds shall be used to offer technical assistance and loans under the Tenant Minor Home Repair program, as well as to implement housing rehabilitation programs which provide low interest loans, grants, and technical assistance to property owners. The program is ongoing and will continue to be managed and monitored annually (coinciding with the fiscal year) by the Community Development Department and financed through CDBG funds. The Tenant Minor Home Repair Program is complaint driven; complaints are filed with the City’s Code Enforcement department which then schedules follow up inspections and provides tenants with information to resources. Furthermore the tenants may be referenced to the City’s Housing Department to seek possible financial assistance. |
**Policy 3.4.** The City of Cudahy will continue residential rehabilitation programs and provide technical assistance to property owners as needed.

and loans under the Tenant Minor Home Repair program, as well as to implement housing rehabilitation programs which provide low interest loans, grants, and technical assistance to property owners. The program is ongoing and will continue to be managed and monitored annually (coinciding with the fiscal year) by the Community Development Department and financed through CDBG funds. The Tenant Minor Home Repair Program is complaint driven; complaints are filed with the City’s Code Enforcement department which then schedules follow up inspections and provides tenants with information to resources. Furthermore the tenants may be referenced to the City’s Housing Department to seek possible financial assistance.

**Policy 3.5.** The City of Cudahy will encourage prompt rehabilitation or demolition and replacement of vacant and abandoned properties.

Ongoing

The City shall continue code enforcement of nuisances such as inoperable vehicles, property maintenance, substandard units, and illegal garage conversions. It shall identify substandard dwelling units and encourage rehabilitation through the provision of technical support and incentives such as streamlined permit processing, variances to development standards on a case by case basis, waiver of fees or fines if rehabilitation is undertaken within the next three months, etc. Also, it shall actively work towards the rehabilitation of structures which do not meet seismic safety standards and current electrical code requirements. The City shall coordinate with homeowner’s associations in the enforcement of CC&R’s regarding property maintenance. This program is ongoing, to be monitored annually (coinciding with the fiscal year) and will continue to be financed through CDBG funds. The Code Enforcement Program is complaint driven; complains are filed with the City’s Code Enforcement department which then schedules follow up inspections and provides tenants with information to resources.

**Policy 3.6.** The City of Cudahy will actively engage in identifying substandard and deteriorating housing in Cudahy and take appropriate actions to correct these deficiencies, such as initiating rehabilitation, maintenance, or replacement programs.

Ongoing

The City shall continue code enforcement of nuisances such as inoperable vehicles, property maintenance, substandard units, and illegal garage conversions. It shall identify substandard dwelling units and encourage rehabilitation through the provision of technical support and incentives such as streamlined permit processing, variances to development standards on a case by case basis, waiver of fees or fines if rehabilitation is undertaken within the next three months, etc. Also, it shall actively work towards the rehabilitation of structures which do not meet seismic safety standards and current electrical code requirements. The City shall coordinate with homeowner’s associations in the enforcement of CC&R’s regarding property maintenance. This program is ongoing, to be monitored annually (coinciding with the fiscal year) and will continue to be financed through CDBG funds. The Code Enforcement Program is complaint driven; complains are filed with the City’s Code Enforcement department which then schedules follow up inspections and provides tenants with information to resources.

**Policy 3.7.** The City of Cudahy will promote housing rehabilitation and conservation through public education and awareness programs.

Ongoing

The City shall continue housing programs on housing development, infrastructure, rehabilitation and job development, as allowed by the CDBG program. The City currently uses its CDBG moneys for the Home Improvement program, fair housing foundation services, code enforcement, senior nutrition program, food distribution program and the development of public facilities. It shall coordinate with the County Housing Authority in implementing programs outlined in the Comprehensive Housing Affordability Strategy (CHAS) for Los Angeles County. The City shall prepare a brochure outlining available housing assistance and rehabilitation programs in the City. It shall distribute these to property owners and make them available at City Hall. The brochure shall encourage residents to participate in the Section 8 housing assistance payments program and the housing voucher program through the Los Angeles County Housing Authority. (The City is not applying for other federal programs, although it has evaluated potential participation in the HOME, HOPE and other housing loan programs).
Policy 3.8. The City of Cudahy will encourage property maintenance to promote quality design, public safety, and to promote energy conservation.

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<tr>
<td>The City of Cudahy has an ongoing program for the maintenance and conservation of the existing housing stock. There are programs aimed at the conservation of older housing units which are in good condition to maintain the units as affordable housing options. Rehabilitation and property maintenance programs ensure that living conditions are safe and decent for all households. By maintaining the existing housing stock and preventing the creation of substandard housing, the City improves the living environment for present residents. Implementation measures for housing maintenance and conservation are discussed below. Approximately 25 housing units are anticipated to benefit from the City's rehabilitation programs by 2018. Also, approximately 400 mobilehomes will be conserved. This program is managed by the Community Development Director.</td>
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Policy 3.9. The City of Cudahy will work with the County or non-profit agencies in conserving existing low-income housing units and subsidized housing projects.

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<td>The City shall take the lead in coordinating efforts for the preservation of subsidized housing projects in Cudahy. Detailed discussion of these projects is provided in the Housing Element Profile Report. To help conserve the low income units at risk of conversion, the City may provide technical assistance to non-profit groups interested in buying the projects. It may aggressively look for an agency to buy the property or help the residents establish an association to buy the project. The City shall initiate talks with the Los Angeles County Housing Authority, the Department of Housing and Urban Development, the California Housing Partnership Corporation, local non-profit agencies, and tenants of subsidized housing projects on discouraging future conversion of low-income housing projects to market rate housing. HUD has stated that they generally evaluate projects that apply for conversion and offer incentives to property owners, in order to preserve these units. The California Housing Partnership Corporation (CHPC) has indicated that it will assist Cudahy in looking for a suitable organization who would take over the subsidized projects in the City, subject to a nominal fee. Recently proposed legislation will allow CHPC to act as a buyer of at-risk projects, as a last resort. Homeaid has expressed interest in buying projects in Cudahy and negotiations with this agency will be continued. Keystone Housing Enterprises has likewise expressed interest in looking at the projects. Ralph Carrico and Associates said they would be interested in Cudahy Garden Apartments when it comes up for sale. Other organizations contacted said they were not interested in either Cudahy Garden Apartments or Elizabeth Street Apartments. The current owner (Corp. for Better Housing) of the identified “at-risk” units, has expressed a desire to continue the affordable housing program and will be renewing their contracts. However, in the event the property owner choses to sell, the City will notify all organizations listed on Table 2-15 (page 41) of the availability of property to ensure continued low-income housing. The program is ongoing, managed and monitored annually (coinciding with the fiscal year) through the Community Development Department. The Community Development Director shall monitor the status of all subsidized housing projects and shall work with the City Manager in developing strategies to preserve these projects. Specific projects shall be reviewed for consistency with the goals of the General Plan and other City policies, prior to implementation. Public participation shall be encouraged throughout the process to reflect the needs and interests of Cudahy residents. Financing will come from CDBG funds, and the General Fund, to the extent funds are available. Other funding sources that may be available shall be explored, as well.</td>
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<td>Policy 3.10. The City of Cudahy will preserve existing single-family, lower density residential neighborhoods.</td>
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<td><strong>Goal 4.</strong> The City of Cudahy will encourage development of a viable urban community consistent with orderly growth and environmental conservation to provide suitable living environments, with access to employment, community facilities, and services.</td>
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<td><strong>Policy 4.2.</strong> The City of Cudahy will coordinate regional and local public works and capital improvement programs in declining neighborhoods and in neighborhoods experiencing increased population due to redevelopment or land conversion activities.</td>
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<td><strong>Policy 4.3.</strong> The City of Cudahy will provide the necessary public services and infrastructure to residential areas and locate new housing developments where availability of public facilities and services is assured.</td>
</tr>
<tr>
<td>Policy 4.4. The City of Cudahy will encourage the application of high-quality urban design standards to create safe, attractive, functional housing units and neighborhoods.</td>
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<tr>
<td>Policy 4.5. The City of Cudahy will conserve existing residential areas and prevent the intrusion of incompatible uses into the neighborhoods.</td>
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<tr>
<td>Policy 4.6. The City of Cudahy will encourage continued and new investment in the established residential neighborhoods in Cudahy.</td>
</tr>
<tr>
<td>Policy 4.7. The City of Cudahy will increase property maintenance efforts by code enforcement to improve the overall appearance of the residential neighborhoods, thus maintaining property values in the City.</td>
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Policy 4.8. The City of Cudahy will identify the best possible locations and development standards for residential development and encourage a high-quality environment for family life.

Policy 4.8.1. The City of Cudahy will promote equal access and opportunity to housing regardless of race, religion, sex, marital status, ancestry, national origin, or color.

Goal 5. The City of Cudahy will implement a number of measures to provide adequate housing for residents with special housing needs. It anticipates that an average of 200 households per year will receive some form of assistance which promotes equal access and opportunity to housing in the City through these programs.

The City shall refer discrimination complaints to the Fair Housing Network and ensure that City employees and contractors are aware of their obligations not to discriminate. The City will participate and distribute fair housing materials at a variety of community activities such as food distribution, Easter Egg Hunt, National Night Out, and local carnivals/fairs to reach out to all segments of the community. The City will annually conduct fair housing press releases, directly contact interested groups, post fair housing information in a variety of community locations by the library, bus stops, and other locations. The program will be updated on an ongoing basis. The program will be funded through the General Fund.
| Policy 5.3 | The City of Cudahy will encourage citizen participation and community involvement in the development and implementation of housing assistance and housing programs in the City. Actively pursue participation on housing issues by the City’s elderly and minority populations. | Ongoing | The City encourages community participation in all city programs. Noticing practices in the City include posting information on scheduled public hearings at City Hall, the Cudahy Library, and the Council Chambers at least two weeks prior to the hearing dates. The City also advertises these hearings, as well as other city programs, in the local newspaper (The Wave) and in the City newsletter. An interpreter is also available during public hearings to facilitate communication between individuals who only speak Spanish. Brochures at City Hall are available in both English and Spanish versions. Spanish-speaking employees also facilitate the dissemination of information regarding City programs. It shall encourage residents to attend City Council and Planning Commission meetings by increased publicity practices. This will allow the City to get more input into its programs and tailor them to meet the needs expressed by residents. Public workshops have been conducted in the General Plan’s revised goals and policies and Draft Land Use Plan to solicit resident concerns. Public hearings will continue to be held prior to adoption of the General Plan, including this Element. This will allow the City to better respond to the concerns and interests of Cudahy residents. This program is ongoing, to be monitored annually (coinciding with the fiscal year) and funded by the General Fund as services are contracted and staff time. |
| Policy 5.4 | The City of Cudahy will establish referral agencies to serve low-income households, the homeless, handicapped, elderly households and residents with special housing needs. | Ongoing | The City promotes the use of the Fair Housing Council of Long Beach through the City newsletter and local papers, and informs all city employees of the available services for referral. The City shall prepare a list of referral agencies to serve low-income households, handicapped, elderly, homeless, and other special needs groups. Information is given through Code Enforcement and City Housing Department. It shall make the list available at City Hall, the library and City parks for interested persons. Financing will be provided through the General Fund and CDBG funds. Referral information was completed by December 2015. |
| Policy 5.5 | The City of Cudahy will enforce fair housing laws and encourage the use of fair housing counsel services. | Ongoing | The City promotes the use of the Fair Housing Council of Long Beach through the City newsletter and local papers, and informs all city employees of the available services for referral. The City shall prepare a list of referral agencies to serve low-income households, handicapped, elderly, homeless, and other special needs groups. Information is given through Code Enforcement and City Housing Department. It shall make the list available at City Hall, the library and City parks for interested persons. Financing will be provided through the General Fund and CDBG funds. Referral information was completed by December 2015. |
| Policy 5.6 | The City of Cudahy will encourage and promote accessible housing for the handicapped. This includes the retrofitting of existing units and the enforcement of the State accessibility standards for new residential construction. | Ongoing | The City currently requires new development to comply with State standards for handicapped access. It shall also enforce the recently adopted American with Disabilities Act. This program is implemented by the Department of Building and Public Services with funding from the General Fund. The City adopted the Los Angeles County Building Code in March 2013, which includes standards for ADA compliance; and continues to update the Code as required. |
| Policy 5.7 | The City of Cudahy will provide continued cooperation between the City and adjacent cities in the development of regional housing programs and homeless services. | Ongoing | The City shall continue to provide funds for the Human Services Association to serve the homeless and other special needs groups in the community. It shall also maintain a list of local social services to use as referral sources for residents in need. These services are discussed |
| Policy 5.8. The City of Cudahy will provide density bonuses for low-income housing projects and senior citizen housing projects. | Ongoing | The City shall explore the feasibility of requiring affordable housing units within new housing developments. This may be promoted by density bonuses and other incentives, coupled with a use restriction on the affordable units. The City may also require developers to provide a minimum percentage of affordable housing or pay fees, dedicate land or establish agreements with other agencies for the construction of affordable units off site. To address Cudahy’s overcrowding problems, the City shall include in this study, the available options to requiring or encouraging large dwelling units (2 bedrooms or more) within new development. This may likewise be promoted by incentives to the allowable density and less stringent development standards. The inclusionary housing study shall be initiated by the Department of Community Development, with funding from the General Fund to the extent of available resources. |

Source: 2010 City of Cudahy General Plan; 2013-2021 Housing Element Update 5th Cycle; Community Development Records.
ATTACHMENT B
City of Cudahy

2018 GENERAL PLAN
ANNUAL PROGRESS REPORT

Adopted December 17, 2019
Cudahy City Council Resolution No. 19-33

CUDAHY CITY COUNCIL

Jose Gonzalez, Mayor           Elizabeth Alcantar, Vice Mayor
Jack Guerro, Council Member    Chris Garcia, Council Member
Blanca Lozova, Council Member

COMMUNITY DEVELOPMENT DEPARTMENT

Through a combined effort of collaboration and determination, the following staff members made the adoption of the 2018 General Plan Annual Progress Report possible. Thank you for your commitment and dedication towards establishing and maintaining the goals and policies within the City in order to ensure a better quality of life within.

Santor Nishigaki, Interim City Manager
Salvador Lopez Jr., Community Development Manager
Raul Diaz, Building & Safety Inspector
Brenda Rodriguez, Administrative Analyst
Victor Santiago, Recreation Program Coordinator
Raul Mazariegos, Code Enforcement
Aaron Hernandez-Torres, Assistant City Engineer
Aracely Villasenor, Business License Clerk

City of Cudahy
5220 Santa Ana Street
Cudahy, CA 90201
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Executive Summary

The City of Cudahy’s 2018 General Plan Annual Progress Report was prepared by the Planning Department with input from other departments including the Departments of Building & Safety, Code Enforcement, Housing, Public Works and Community Development (HCD). The report summarizes the measurable outcomes and actions associated with the implementation of all of the General Plan elements. Following an extensive outreach program and considerable efforts on behalf of the entire community and City staff, the 2040 General Plan was adopted by the City Council on March 20, 2018. The City added two new elements as part of this General Plan update, an Economic Development Element and an Air Quality Element. Adoption included internal consistency with all General Plan elements, including the two new elements Air Quality and Economic Development. The City also adopted updates to the Development Code and Zoning Map. On November 8, 2018 the State Department of Housing and Community Development (HCD) certified the City’s 2018 Housing Element update. This report includes references to these milestones and information on planning applications that were initiated in 2018. Smaller projects, such as remodels, single family homes, exterior upgrades, accessory dwelling units, and other minor permits, have seen a slight increase.

The City updated demographic and housing information as part of the City’s 2013-2021 Housing Element Update. As noted above the City adopted the Housing Element on March 20, 2018 and HCD certified the Element on November 8, 2018. The Housing Element update included the fifth cycle of the Regional Housing Needs Assessment (RHNA) projection period of 2013 through 2021. The City’s progress in meeting the Housing Element goals is also provided in the separate Housing Element Report (Appendix B). The Housing Element Report includes a status of the Housing Element implementation programs, details on the progress of meeting regional housing needs, and removes governmental constraints to the development of affordable housing.

The following key efforts were also accomplished in 2018 to implement the current General Plan:

- Grants
  - HSIP Cycle 6 (2014)
    - The City of Cudahy was awarded $619,800 through the Highway Safety Improvement Program (HSIP) Cycle 6. HSIP is a program through California Department of Transportation (Caltrans). These funds will be used for pedestrian and traffic safety improvements along Atlantic Avenue. The scope of work of this project includes the installation of designated left turn phasing at existing traffic lights along Atlantic Avenue as well as the replacement of existing pedestrian heads and new pedestrian countdown signal heads at street intersections along Atlantic Avenue. From a total of 389 applications submitted to Caltrans, only 231 were awarded.
The City finalized the design phase of the project in 2016. The Right of Way Certification was approved by Caltrans on February 8, 2017. Following Caltrans approval, the City submitted the Request for Funding Allocation Package for Construction (RFA for CON) to Caltrans. Caltrans awarded the project in 2018 and construction is anticipated to begin in 2019.

HSIP Cycle 7 (2018)

The City of Cudahy was awarded $363,180 through the Highway Safety Improvement Program (HSIP) Cycle 7. HSIP is a program managed by the Caltrans. These funds will be used for the installation of safety enhancements (e.g. advisory signage and crossings) to improve pedestrian, bicycle, and vehicular modes of travel along Salt Lake Avenue. The project location is in the City of Cudahy public right-of-way. The project focuses on systemic improvements along Salt Lake Avenue between Walnut Street and the Patata Street/Atlantic Avenue. The project was awarded funds in 2018 and it is anticipated that the project will be completed in 2019.

Request for Allocation for Design Services (PS&E) was approved by Caltrans in 2016. The City has also finalized Environmental Documentation (Environmental Clearance was by Caltrans). The City finalized the project design in 2018.

ATP Cycle 1 (2014)

The City of Cudahy was awarded $1,271,000 through the ATP (Active Transportation Program) Cycle 1. ATP Grant Project consists of Citywide Safe Routes to Schools (SRTS) Improvements (pedestrian crosswalks and other traffic safety improvements). The City officially adopted the City’s Safe to Schools Master Plan.

Construction started and was completed in 2017 and the Project Notice of Completion was approved by the City Council in 2018.

ATP Cycle 2 (2015)

The City of Cudahy was awarded $1,344,000 through the ATP (Active Transportation Program) Cycle 2. ATP 2 Grant Project focuses on 12 crossing locations either near schools, mid-block or across major arterials in the City. The project will focus on the installation of safety enhancements for pedestrians at this locations and eliminating hazardous conditions.
The Project is in the City of Cudahy public right-of-way. The project focuses on 12 locations within the city boundaries along Wilcox Ave between Live Oak to the North and Patata St to the South, as well as midblock locations along adjacent streets.

Request for Environmental Studies & Permits Plans, Specifications & Estimates was approved by Caltrans in January 2017. Accordingly, the City completed the preliminary engineering phase of the project (PA&ED) in 2017 and completed the design phase in 2018. It is anticipated that project construction will begin in 2020.

2015 Call for Projects (2015)

The City of Cudahy was awarded $2,134,449 through the 2015 Call for Projects (Total project cost: $3,237,598 with 35% local match). The 2015 Call for Projects Application consists of the proposed Cudahy Citywide Complete Streets Improvement Project. The Cudahy Citywide Complete Streets Improvement Project focuses on the Atlantic Avenue Corridor and Citywide multimodal transportation improvements for the first/last mile. The 2015 Call for Projects Cudahy Application falls under the Pedestrians Improvements Modal Category.

The City coordinated the Funding Agreement (FA) with Metro to proceed with all phases of the project as programmed in the Grant Application. Funding Agreement was executed in the spring of 2017.

Open Streets Event – SCAG/MSRC Go Human Campaign (2016)

Open streets festival totaling $147,820 awarded through the Southern California Association of Governments, Active Transportation Safety and Encouragement Campaign and MSRC Clean Transportation Funding to host a temporary event on Wilcox Avenue to include traffic calming measures and outreach to promote the "Wilcox Avenue Complete Streets & Safe Routes to School Plan.

The event was held on December 3, 2016 attracting over 1,000 participants engaged in active transportation improvements including bike sharrows, a round-a-bout, parklets, and safety training and activities. Based on the input and feedback from this event, the City worked with the community to update the 2040 General Plan goals and policies.

City Programs

Food Distribution
The City of Cudahy continues to offer hot meals to residents through the ongoing food distribution program. The food distribution program occurs on a monthly basis, is monitored annually (coinciding with the fiscal year) and is financed through the Community Development Block Grant (CDBG).

Environmental Justice
The 2040 General Plan took a holistic approach to environmental justice. Environmental justice was integrated into every General Plan Element. The 2040 General Plan policies and programs support the environmental justice goal through reducing pollution exposure, promoting public facilities, food access, safe and sanitary homes, physical activity, adaptation to climate change; and promoting civil engagement.

Natural Hazard Mitigation Plan

The Federal Emergency Management Agency (FEMA) requires all counties, cities, and tribes in the United States to complete a Local Natural Hazards Mitigation Plan. These Plans are to identify the hazards that have occurred or may occur in the study area, provide mitigation strategies, or action items, designed to save lives, and reduce the destruction of property. The City of Cudahy prepared a Local Natural Hazards Mitigation Plan that described and analyzed several issues of concern to the City, including earthquakes, floods, and severe weather. Furthermore, the Plan provides resources and information, in addition to action items and programs, that are meant to assist Cudahy in reducing risk and preventing loss from future natural hazard events. Per Federal requirements, the Plan is to be reviewed and updated every five years.

Adoption of the Local Natural Hazards Mitigation Plan by the local jurisdiction’s governing body (City of Cudahy City Council) is one of the prime requirements. The local agency governing body has the responsibility and authority to promote sound public policy regarding natural hazards. The City Council will periodically need to re-adopt the Plan as it is revised to meet changes in the natural hazard risks and exposures in the community. The approved Local Natural Hazards Mitigation Plan will be significant in the future growth and development and redevelopment of the community.

The Local Hazards Mitigation Plan was adopted by the City Council on October 12, 2015.

Capital Improvement Program (CIP)

The Capital Improvement Program (CIP) is a roadmap that provides direction and guidance for the City of Cudahy on carefully planning and managing its capital and infrastructure assets. Capital Improvement Programs assists in the planning and
scheduling of finances for projects and the manpower needed to plan, design, and construct the projects. Capital Improvement Program is a short-range plan, usually five to ten years, which identifies capital projects. The City of Cudahy completed its 5 Year CIP. In addition, the City has completed its CIP Program for Fiscal Year 2017/2018.

- The City of Cudahy is currently implementing its CIP for FY 2017/2018. The following are the most relevant projects included in the City’s CIP for FY 2017/2018:
  
  - Cudahy Citywide Safe Routes to Schools (SRTS) Pedestrian Crosswalks Improvement Project (ATP-1). In 2017 the project was completed and in 2018 it was approved by the City Council.
  
  - Wilcox Avenue Complete Streets and Safe Routes to Schools (SRTS) Project (ATP-2). Preliminary Engineering Phase.
  
  - Traffic Signal Modification Project on Atlantic Avenue (Installation of Left turn Phasing and Pedestrian Countdowns). HSIP-6. Construction Allocation Package was approved in 2017. Project was awarded for construction services in 2018.
  
  - Installation of Pedestrian Safety Enhancements along Salt Lake Avenue between Walnut Street and Atlantic Avenue (HSIP-7). Design Phase.
  
  - Cudahy Citywide Complete Streets Improvement Project on Atlantic Avenue (2015 Call for Projects). Funding Agreement, Public Outreach and Preliminary Engineering Phases.
  
  - Hartle Avenue Street Improvement Project. Measure R Project. The project was completed in 2017.
  
  

- **Municipal Separate Storm Sewer System (MS4) Permit**
  
  - National Pollutant Discharge Elimination System (NPDES) Permits are issued for five-year (5) terms. The first NPDES permit was issued for Cities and Counties in 1991; it required Cities to implement 13 Best Management Practices. The second
Countywide NPDES permit was issued in 1996, with enhanced permit requirements, calling for Cities to develop a Storm Water Management Plan (SWMP). The third Countywide NPDES permit was issued in 2001; it required implementation of the SWMP as well as 6 mandatory programs for each City. They were (1) Public Information and Participation Program, (2) Development Planning Program, (3) Development Construction Program, (4) Industrial-Commercial Inspection program, (5) Illicit Connection–Illicit Discharge Elimination program and (6) Public Agency Activities program.

- Cities applied for the permit renewal – a requirement in 2006 – but the Regional Water Quality Control Board continued the current permit until time allowed them to issue the fourth generation NPDES Permit. During the six years that the NPDES permit was allowed to continue unchanged, the Regional Board adopted Total Maximum Daily Load (TMDL) orders that established numeric water quality limits for a large number of pollutants. These pollutants include Trash and Debris, Metals, Bacteria, Toxins and Sodium. Two of the TMDLs were added to the 2001 permit. The remaining thirty-three (33) TMDLs will be included in the next permit.

- The Regional Water Quality Control Board adopted the fourth generation NPDES permit covering 84 Cities, Los Angeles County, and the Los Angeles County Flood Control District on November 8, 2012. The permit becomes effective on December 28, 2012 – fifty days after adoption. Significant modifications in this permit include the following:
  - There is no principal permittee as was the case in all previous permits.
  - Each City is responsible for full compliance with the permit.
  - Thirty-three (33) TMDLs were added as enforceable provisions of this permit.
  - Cities are required to monitor the stormwater and non-stormwater that is discharged from the City.
  - Many Regional Water Quality Control Board Inspection functions have been transferred to the City.

- Actions taken by the City of Cudahy:
  - On June 28, 2014 as required by the state permit, the Watershed Management Plan (WMP) and Coordinated Integrated Monitoring Plan (CIMP) studies were prepared, with the help of CWE Consultants, and were submitted to the LARWQCB. LARWQCB has completed their review of the WMP and returned comments to the group for minor revisions before they will approve the WMP.

The City has coordinated the 1st Amendment to the existing Memorandums of Understanding (MOU’s) with other agencies for the administration and cost sharing to prepare and implement a Watershed Management Program.
On June 16, 2015, the State Water Resources Control Board (SWRCB) directed that the 2012 MS4 Permit be substantially modified through the adoption of Order WQ 2015-0075.

The Permit incentivizes the attainment of Water Quality Objectives (WQOs) and Total Maximum Daily Load (TMDL) Waste Load Allocations (WLAs) by allowing Permittees to collaborate and customize their storm water programs through the development of Watershed Management Program (WMP), Enhanced WMP (EWMP), and Coordinated Integrated Monitoring Program (CIMP) Plans. Collectively, the Cities of Bell, Bell Gardens, Commerce, Cudahy, Huntington Park, Maywood, and Vernon, along with the Los Angeles County Flood Control District (LACFCD), formed the Los Angeles River Upper Reach 2 Watershed Management Area (LAR UR2 WMA), and, on June 27, 2013, filed a Notice of Intent (NOI) with the LARWQCB to develop WMP and CIMP Plans. On September 25, 2013, the LARWQCB Executive Officer (EO) approved of the NOI, facilitating development of the LAR UR2 WMA WMP and CIMP Plans. The former plan received LARWQCB EO final approval on August 13, 2015, after the current reporting period, while the latter continues to be actively reviewed by the Regional Board staff.

National Pollution Discharge Elimination System (NPDES) & Municipal Separate Storm Sewer System (MS4) Annual Report:

The City prepared the City of Cudahy NPDES Annual Report (2015-16). The Annual Report summarizes the requirements in Orders No. 01-182 and R4-2012-0175 for the period July 1, 2015 to June 30, 2016. Every year each Principal permittee must prepare this report. The Annual Reports List City activities that were performed during the previous fiscal year regarding Storm Water Management Plan. The City’s Annual Report will be included in the unified Annual Storm Water Program Report. This year the report was a joint report with the Los Angeles River Upper Reach 2 Subgroup (LAR UR2) – Los Angeles River Upper Reach 2 Watershed Management Area. The 2018 Report was submitted, and the City remains in compliance.

With the recent WMP approval, the LAR UR2 WMA Permittees submitted this initial group Annual Report compiling both individual agency and coordinated group MS4 Permit-related activities for the period from July 1, 2018, through June 30, 2018. Both Reports were submitted, and the City remains in good standing.
The goals of this Annual Report are to:

1) Concisely document implementation of the Storm Water Quality Management Program (SQMP) during the past fiscal year;
2) Evaluate program results for continuous improvement;
3) Determine compliance with Order 01-182 and R4-2012-0175;
4) Share this information with other permittees, municipal decision makers, and the public.

- In 2017 the City, in coordination with Los Angeles Upper Reach 2 Subgroup (LAR-UR2), worked to develop the proposed projects included in the WMA Plan. Feasibility Studies of all proposed project are being conducted and they will be designed and built as funding becomes available.
- In 2018 the first regional project in Bell Gardens started the construction phase.

**Low Impact Development (LID)**

- The Municipal Separate Storm Sewer System (MS4) permit calls for cities to update their Municipal Codes regarding Development and Redevelopment requirements. This information is titled the provisions Low Impact Development (LID). The City of Cudahy adopted a LID Ordinance to comply with requirements of the Clean Water Act and the MS4 Stormwater and Urban Runoff Permit (Order No. R4-2012-0175) effective December 28, 2012.

- During the November 25, 2014 Special Cudahy City Council Meeting, Ordinance No. 640, an Ordinance of the City Council of the City of Cudahy, California, adding Chapter 20.108 pertaining to LID Strategies on projects that require Building, Grading, and Encroachment Permits, to Title 20 (Zoning) of the City of Cudahy Municipal Code, was introduced for Second Reading and passed unanimously.

- The purpose of this Ordinance is to provide an outline of LID policies for the City of Cudahy consistent with the requirements of the Municipal Separate Storm Sewer System (MS4) Permit (Order No. R-2012-0175) that was adopted by the California Regional Water Quality Control Board, Los Angeles Region on November 8, 2012. Municipalities require permittees electing to prepare a Watershed Management Program or an Enhanced Watershed Management Program under this Permit to demonstrate that there are LID ordinances in place meeting the requirements of the Order’s Planning and Land Development.
Green Streets Policy

The MS4 permit requires that Cities consider implementing green streets policies when a street project of 10,000 square feet of new pavement is built.

- On June 4, 2013, the City Council approved and accepted membership into Gateway Management Authority (GWMA) in order to comply with MS4 requirements. The GWMA is an Integrated Regional Water Management Group Joint Power Authority (IRWM JPA) established in 2007 and consists of 24 members. On the same date the City Council approved an MOU between the GWMA, the LAR UR2 Subgroup Cities and LACFCD in order to comply with the new MS4 Permit (Order No. R4-2012-0175). On June 4, 2013, the City Council also adopted Resolution No. 13-17 regarding Green Streets Policy (adopted by the City in 2012) adopting the City of Cudahy Green Streets Manual.

- The 2040 General Plan included a number of policies addressing Green Streets including best management practices and Policy OSCE2.1: Enhance street corridors, parkways, and public property between buildings to serve as green space and functional recreation space (e.g., community gardens, parklets, play spaces, public seating).
1.0 Introduction

Purpose of the Annual Progress Report

This report has been prepared pursuant to California Government Code Section 65400, which requires the City of Cudahy to submit an Annual Progress Report on the status and implementation of the General Plan to the Governor’s Office of Planning and Research (OPR) and the California Department of Housing and Community Development (HCD) by April of each year. Section 65400 of the Government Code also requires the City submit an annual report on the status and progress of implementing the Housing Element of the General Plan. Housing information in compliance with this regulation is provided in this report using the forms and definitions adopted by HCD. This report summarizes the planning activities for the City of Cudahy from January 1, 2018 to December 31, 2018.

The scope of the report includes:

1. An overview of the City’s adopted: 2040 General Plan, 2018 Housing Element, Amended Development Code, and updated Zoning Map. 2040 General Plan;

2. A summary of the City’s progress in meeting its share of regional housing needs.

The purpose of this report is to inform The Governor’s Office of Planning and Research (OPR) and California Department of Housing and Community Development (HCD) about the status of implementing the 2040 General Plan (adopted March 20, 2018), housing issues, and development in the City. The report should be used to identify what necessary adjustments, if any, should be made to further implement the 2040 General Plan.

Informational Document

This document is a reporting document and does not create or alter policy. The content is provided for informational purposes only, and is exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15306:

*Class 6 consists of basic data collection, research, experimental management, and resource evaluation activities which do not result in a serious or major disturbance to an environmental resource. These may be strictly for information gathering purposes, or as part of a study leading to an action which a public agency has not yet approved, adopted, or funded.*
2.0 General Plan Background

Overview

The General Plan is mandated by *California Government Code Section 65300*, which requires each city and county to adopt a general plan for the physical development of the jurisdiction. The Cudahy General Plan establishes a vision for the City’s long-term growth and enhancement and provides strategies and actions to achieve this vision. The Plan also conveys the community’s goals and policies to City departments, other agencies, and private developers and establishes a basis for determining if development proposals and public projects are consistent.

The General Plan provides for establishing and prioritizing detailed plans and implementation programs. The Cudahy General Plan serves as the framework for future planning and development in the City. The Cudahy General Plan provides decision-makers, officials, residents, and developers the direction they need to achieve the long-term planning goals of the City. On March 20, 2018 the City adopted the 2040 General Plan. This update built upon the previous General Plan that was adopted in 2010 that emphasized the maintenance and revitalization of the residential neighborhoods and the improvement of the City’s commercial areas. State law regulates the content of General Plans. *Sections 65300-65403 of the California Government Code* require that local jurisdictions prepare and adopt a general plan to guide the physical development of the City and its sphere of influence. There are seven mandatory elements that comprise the Cudahy General Plan:

- Land Use
- Housing
- Transportation
- Open Space and Recreation
- Public Safety
- Conservation
- Noise

Other elements may be adopted to address specific concerns in the community. In the case of the City of Cudahy, the City adopted two optional Elements, an Air Quality Element and an Economic Development Element as part of the 2040 General Plan.

The elements that comprise the Cudahy 2040 General Plan are summarized below.

**Land Use Element** – The Land Use Element designates the general location, distribution, and extent of the various permitted land uses within the City. It establishes land use designations and defines the urban form for the various neighborhoods and districts in Cudahy. The element identifies standards for population density and development intensity for each type of land use. The goals and policies provide the framework for shaping the physical environment; they guide development decisions in a manner that will achieve high quality projects and a balanced mix of uses. Throughout the 2040 General Plan outreach process, community members stressed the
importance of developing a distinctive look and feel for Cudahy, with uses that support living a well-rounded life.

**Circulation (Transportation) Element** – The Circulation Element plans for how people move about their physical environment, including roadway networks, public transportation systems, and bicycle and pedestrian pathways. Cudahy residents are multimodal – people move throughout Cudahy on foot, by bicycle, in cars, and on public transit. Throughout the engagement process, people cited the short distances from their homes and workplaces to markets, businesses, parks, and schools as convenient for residents, many of whom do not drive and/or do not own a car. Residents’ ability to easily walk or bike is enhanced by ensuring that routes to most points of interest are well connected, safe, and accommodate all users. This makes mobility more efficient and creates an environment that encourages physical activity and social connectivity. This Element supports the vision to put residents and local workers first by calming traffic, improving access for all roadway users, and encouraging walking, biking, and public transit use.

**Open Space and Conservation Element** – The Open Space and Conservation Element addresses long-term community needs and plans for open space, parks, recreation services, and natural resource preservation. The element also includes policies for sewer, water, and storm drain facilities, which are important to maintain and update to support sustainable growth. The goals and policies reflect both technical analyses based on national standards for park space and community input gathered from resident interviews and the results of the 2016 Enabling Strategic Growth study.

**Economic Development Element** – The Economic Development Element is a new Element for the City and was added to the 2040 General Plan. A community’s economic viability relies on interdependent factors: providing an appropriate mix of land uses that support the desired economy, balancing the goods and services provided to fulfill the needs of local households and businesses, and attracting and retaining businesses. With nearly a third of Cudahy households living below the poverty line, spurring economic development is a vital piece of the 2040 General Plan. The City of Cudahy recognizes that land use and other policies must maintain and encourage a diverse and entrepreneurial economy to ensure that residents and businesses thrive. This Economic Development Element establishes policies to retain local business, attract new industries, sustain education and job training for the current and future workforce, promote affordable housing, support the tax base, and sustain Cudahy’s ability to provide public services.

**Safety Element** – Safety considerations factor into many decisions people make and how they interact with their city. To best allocate public safety resources, the City must fully understand the hazards present in the community and the public safety services and programs needed to guard against damage/loss of property and lives. This Safety Element identifies, evaluates, and addresses local and regional safety issues, and establishes the goals and policies that help reduce loss of life, injuries, property loss, environmental damage, and social and economic
disruption from natural and human-caused disasters. Earthquakes, geologic hazards, fire risk, flooding, and hazardous materials represent the issues of concern.

**Air Quality Element** – The Air Quality Element is a new Element for the City and was added to the 2040 General Plan. Awareness and knowledge of the effects of human activities on the environment have grown significantly since the 1960s. In the early 2000s, concerns about climate change arose as a new focus. As such, finding ways to embrace sustainable practices has become a priority for Cudahy and many other California cities. Chief among environmental concerns is the impact of human actions and choices on the atmosphere and climate. With the emergence of the industrial age, human activity began to release increasing amounts of pollutants, carbon dioxide, and other harmful gases into the atmosphere, largely through the burning of fossil fuels and deforestation. The elevated levels of harmful gases and pollutants create two key concerns -- compromised local air quality and a global “greenhouse” effect that resulted in warming the Earth’s atmosphere.

The unhealthful conditions associated with air pollutants have been known for decades. Beginning in the 1970s, legislation such as the federal Clean Air Act was enacted to improve air quality and, thus, reduce impacts on human health associated with high pollutant levels. Global warming, however, did not really enter the public consciousness until the United Nations (U.N.) Framework Convention on Climate Change adopted the Kyoto Protocol in 1997. This 1997 U.N. Convention highlighted the serious threats to public safety associated with global warming, including sea level rise, associated flooding, and significant effects on agricultural practices and production.

This Element addresses local and regional air quality, stationary and mobile emission sources in the community, and identifies programs that will be effective in reducing pollutant emissions generated within the City.

**Noise Element** – Excessive noise levels disturb and disrupt human activities and can affect the physical and psychological health of individuals. Noise conditions can depreciate the quality of the environment by affecting work, sleep, and recreation. Cudahy is a predominantly residential community. As the City grows and expands its economic base through new and modernized land uses, keeping noise levels controlled, located away from neighborhoods, or buffered will continue to be important in ensuring a positive quality of life for Cudahy’s residents. This element addresses noise that affects the community at large, rather than noise associated with site-specific conditions. The goals and policies in this element guide decisions concerning land use and the location of land uses, new roads, and transit facilities since these are common sources of increased noise levels. This element explores various noise reduction options and land use compatibility standards.

**Housing Element** – In accordance with state law, the 2018 Housing Element update was prepared and adopted as a separate General Plan Element and incorporated into the 2040 General Plan. This Element evaluates the existing and projected housing needs of the City and
establishes goals, policies, objectives, and programs for the preservation, improvement, and development of housing to meet local and regional housing needs.

The above elements form an integrated and comprehensive plan that outlines the goals and policies of the City. Ordinances, programs, and other actions of the City must be weighed against the General Plan to ensure their consistency.

Implementation of the General Plan

Each policy in the General Plan includes one or more implementation programs or actions to assure that there is a mechanism for its implementation. The implementation of the General Plan establishes ongoing programs that must be developed by City staff and approved by the City Council before being implemented. Implementation programs or actions are necessary to achieve the General Plan’s goals and policies. The Implementation programs are organized by corresponding General Plan Elements that further refine and group programs into related areas and topics.

3.0 City Background

The City of Cudahy

As noted previously, on March 20, 2018 the City adopted the 2040 General Plan, thus updating the previous General Plan. The 2040 General Plan governs the land area located within the corporate boundaries of the City of Cudahy. The incorporated City limits were not changed with the adoption of the 2040 General Plan. The total land area for the City is 1.2 square miles making it one of the smallest incorporated cities in California in terms of land area. The City is located eight miles southeast of downtown Los Angeles and immediately west of the Los Angeles River and the Long Beach Freeway (SR-710). Cudahy is bounded on the north by Bell, on the west by Huntington Park, on the east by Bell Gardens, and on the south by South Gate. The location of the City of Cudahy, in a regional and local context, is indicated below in Figures 1 and 2 respectively.
Figure 1. Regional geographic location of the City of Cudahy highlighted in light blue; the city is bounded on the north by Bell, on the west by Huntington Park, on the east by Bell Gardens, and on the south by South Gate. Source: http://tims.berkeley.edu/tools/gismap/index.php
Cudahy is located just south of an industrial district that includes the cities of southeast Los Angeles, Vernon, Huntington Park, Commerce, Montebello, and Santa Fe Springs. As industrial development occurred in the area, Cudahy along with the neighboring communities of Bell, Bell Gardens, Huntington Park, and Maywood, provided the homes and shopping areas for those working in the nearby industrial areas. The surrounding cities in the area incorporated during the 1920's and 1930's though Cudahy remained unincorporated until November 10, 1960. In 1970, the City's population was 16,998 persons according to the U. S. Census conducted for that year. In 1980, the census estimated the population at 17,984 persons; the 1990 census estimated the population at 22,817 persons; the 2000 census estimated the population at 24,208 persons, and the 2010 census estimated the population at 23,805 persons.

Cudahy is one of the most densely populated communities in California. The most recent U.S. Census population estimates (2017) shows Cudahy with a population density of 24,076 persons per square mile. As indicated earlier, the City's land area of just over one square mile makes Cudahy one of the smallest cities in the state in terms of land area, though it is one of the most densely populated.
Early growth in the area that is now Cudahy paralleled the boom that most of Southern California experienced following the Second World War and continuing on into the 1950’s. A second and even greater period of growth occurred in the 1980’s and 1990’s due to people migrating into the area, primarily from various Latin American nations. In fact, the 2010 U.S. Census indicated that over half the City’s residents were foreign born.

The majority of the City is zoned for high-density residential development (HDR) and medium-density residential (MDR) that has resulted in a transition from lower density single-family neighborhoods to higher density residential uses. The resulting residential development, now found in the City, is characterized by single-family units interspersed with higher density development.

Population Trends

Population data sets are the most expressive indicators of growth trends in Cudahy. Table 11 below, lists the City of Cudahy’s population by decade from 1970 to 2010 with the annual change rates for each decade.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Change (#)</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970</td>
<td>16,998</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>1980</td>
<td>17,984</td>
<td>986</td>
<td>5.8%</td>
</tr>
<tr>
<td>1990</td>
<td>22,817</td>
<td>4,833</td>
<td>26.9%</td>
</tr>
<tr>
<td>2000</td>
<td>24,208</td>
<td>1,391</td>
<td>6.1%</td>
</tr>
<tr>
<td>2010</td>
<td>23,805</td>
<td>-403</td>
<td>-1.6%</td>
</tr>
</tbody>
</table>

Source: U.S. Census

Population growth in Cudahy was the greatest in the 1990’s when California and Los Angeles were both the popular migration destinations. Although the 2010 Census noted a reduction in the population, recent Department of Finance figures indicate that Cudahy’s 2017 population increased to 24,076 persons. The population growth of Cudahy in recent years may be attributed to the migration of younger families into the area as well as natural increases in population. The reports of 1992 assumed that growth in the coming decade would be similar to that observed from 1970 to 1980 (5.8%) and the resulting population projection, projected a population of 24,140 in the year-2000, which was quite close to the actual 2000 population figure of 24,208 persons identified in the U.S. Census for that year. A slight reduction in population in recent years may be due to the declining economy from 2000 to 2010. This can
include declining real estate prices, declining job opportunities, reverse migration, and relocation to regions and states that have more affordable housing and job availability. We now see a slight increase (1%) in population (2017), which may be attributed to a prosperous and growing economy.

Prior to 2010, much of the City’s population growth is due to increases to the average household size (the number of persons that live in a single unit). The City’s increasing average household size is largely due to several trends including larger family sizes, cost reduction by shared living spaces, and overcrowding due to housing availability and cost. In 2010 the City’s average household size was 4.24 persons.

The following are some key findings concerning demographics and housing:

- Cudahy experienced its greatest population growth in the 1990s; however, from the years of 2007 through 2010 there was a slight reduction in population that may be attributed to the declining economy from 2000 to 2010. From 2010 to 2017 there was a population increase of 1% (271) that may be attributed to a better economy.

- Cudahy is a predominately Hispanic/Latino community representing 96% of the city’s residents.

- Cudahy has a low educational attainment with the majority of its residents (39.8%) having less than a 9th grade education, followed by 24% who are High School graduates, with very few of the City’s residents having some college or higher.

- The average household size is indicative of a number of trends including larger family size, cost reduction by shared living spaces, and overcrowding due to housing availability and cost. The current average household size is 32% higher than the State average persons per household.

- According to the 2010 California Department of Finance, the housing make up is as follows; single detached units (37%), single attached units (22.8%), 2-4 units (5.6%), 5 or more units (27.3%), and (7.3%) are mobile home units.

- The City’s housing stock is getting older, well over half (57.4%) of the City’s housing stock was built prior to 1960.

- A household was considered to be overpaying for housing if more than 30% of their net “take-home” income was used for paying rent or mortgages. According to census figures for the year 2010, 255 households (45.2% of the total owner-occupied units) living in owner-occupied units paid in excess of 30% of their monthly income towards the mortgage.
Over the next three years (2017 – 2020), a total of 49 assisted units are ‘at-risk’ of conversion due to expiration of aid.

4.0 Community Development Activity

During 2018, the City of Cudahy reviewed numerous projects and participated in numerous planning efforts. The following summaries provide a general overview of the projects, programs and permits that were reviewed. These summaries are general and are not intended to be exhaustive.

Building Permits

The Building & Safety Department processed a variety of permits during the 2018 calendar year, as summarized below in Table 2.

<table>
<thead>
<tr>
<th>Permits Issued in 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Permits</td>
</tr>
<tr>
<td>Commercial Permits</td>
</tr>
<tr>
<td><strong>Sub-Total Building Construction Permits</strong></td>
</tr>
<tr>
<td>Additions</td>
</tr>
<tr>
<td>Solar Projects</td>
</tr>
<tr>
<td>Certificate of Occupancy</td>
</tr>
<tr>
<td>Home Demolitions</td>
</tr>
<tr>
<td>New Home Construction</td>
</tr>
<tr>
<td>Electrical</td>
</tr>
<tr>
<td>Plumbing</td>
</tr>
<tr>
<td>Mechanical</td>
</tr>
<tr>
<td><strong>Sub-Total Other Permits</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL ALL PERMITS</strong></td>
</tr>
</tbody>
</table>

Source: Building & Safety Records – 2018
Planning Entitlements

The Planning Department processed a variety of planning entitlements during the 2018 calendar year, including Conditional Use Permits, Development Review Permits, Variance, Zone Change, and associated environmental documents as needed. The following table, Table 3, represents a breakdown of applications received by the Planning Department in 2018.

Table 3. All planning entitlements received by the City of Cudahy further categorized by new requests, entitlements that were approved, entitlements that were denied or withdrawn, and entitlements that are currently being processed.

<table>
<thead>
<tr>
<th>Application Type</th>
<th>New Request</th>
<th>Approved</th>
<th>Denied/Withdrawn</th>
<th>In Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conditional Use Permit</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Review Permit</td>
<td>8</td>
<td>8</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Variance</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zone Change</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zoning Ordinance</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Community Development & Planning Department Records – 2017

2040 General Plan: Approved/Adopted

Cudahy’s General Plan reflects the community’s shared values of what Cudahy is today and plans to be in future years. This General Plan updated included two new Elements, an Air Quality Element and an Economic Development Element. This General Plan update effort took a holistic approach to community health, weaving principles of sustainability into every element. Sustainability and environmental justice are integrated into every Element. Five stakeholder interview sessions were convened at the start of the General Plan update. This was followed by a telephone survey, formation of a General Plan Advisory Committee, conducting mobile workshops throughout the City, joint City Council/Planning Commission sessions were held at key junctures in the Plan development process, and City Council/Planning Commission public hearings were held.

2018 Housing Element: Approved/Adopted

The Housing Element efforts included an extensive public outreach process; housing needs analysis; assessment of regional housing and special needs; a detailed land inventory; identification of resources and constraints; evaluation of the previous Housing Element; and development of housing goals, policies, programs and objectives.

Development Code Amendment: Approved/Adopted

The Development Code was amended to provide consistency with the goals, policies, and programs adopted as part of the 2040 General Plan and the 2018 Housing Element update. Included in the amendments
were new zone districts, increased densities in the HDR and CC zones, and updates to the Second Unit Ordinance.

**Zoning Map Update: Approved/Adopted**
The Zoning Map was updated to reflect the changes to the Development Code, that resulted from adoption of the 2040 General Plan and 2018 Housing Element update.

**Business Licenses**

Table 4 below includes the total number of businesses currently in the City with an issued business license. The number of new businesses that started in the City in 2018, and the number of expired and closed out licenses in 2018 are also included in Table 4.

The totals shown include categories such as Inside City Business, Rental, Contractors, Outside City Business, etc. All Business Licenses expire on July 1, except for Contractors. Contractors business licenses are issued quarterly, semi-annual, and yearly. Therefore, the expiration date for these specific licenses is dependent on the issued date. Renewal Notices for all Business Licenses are mailed out yearly around the 3rd week of June.

<table>
<thead>
<tr>
<th>Breakdown of 2018 Business Licenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Businesses with an Issued License</td>
<td>692</td>
</tr>
<tr>
<td>New Businesses</td>
<td>94</td>
</tr>
<tr>
<td>Expired Licenses</td>
<td>19</td>
</tr>
<tr>
<td>Closed Licenses</td>
<td>73</td>
</tr>
</tbody>
</table>

*Source: Business License Records – 2018*

**Code Compliance**

The City code enforcement efforts encourage property maintenance and upkeep. These efforts include the identification of nuisances that endanger public health and safety, and the provision of technical support or other incentives to allow early correction of the problem. The City works towards the continued renovation of structures that do not meet current seismic safety standards and electrical code requirements. Code Enforcement site visits are typically
complaint driven. The City of Cudahy also maintains a number of programs that property owners may take advantage of if their unit is found to be substandard. Code Enforcement officers have been very proactive in referring residential property owners to these programs.

Tables 5 and 6 below summarize the type of violations found throughout the calendar year of 2018 by building code and prohibited conditions violations.

<table>
<thead>
<tr>
<th>Type of Violations: Prohibited Conditions</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Window glass broken</td>
<td>2</td>
</tr>
<tr>
<td>Carports and Parking area unsightly with trash and debris</td>
<td>1</td>
</tr>
<tr>
<td>Abandoned vehicle on property creating nuisance and health hazard</td>
<td>1</td>
</tr>
<tr>
<td>Overgrown trees, shrubs grass and/or vegetation on the property</td>
<td>4</td>
</tr>
<tr>
<td>Junk trash and debris on property</td>
<td>4</td>
</tr>
<tr>
<td>Tenant or occupants are hanging clothes on stairways or fences</td>
<td>0</td>
</tr>
<tr>
<td>Trash containers are in public view</td>
<td>0</td>
</tr>
<tr>
<td>Home appliances being stored on property open areas (outside)</td>
<td>4</td>
</tr>
<tr>
<td>Tenants or occupants performing major auto repairs and illegal motor oil dumping</td>
<td>1</td>
</tr>
<tr>
<td>Tenant or occupants parking vehicles on lawn areas</td>
<td>1</td>
</tr>
<tr>
<td>Driveway and parking areas damaged or in disrepair</td>
<td>4</td>
</tr>
<tr>
<td>Past seasonal and holiday decorations are being displayed</td>
<td>3</td>
</tr>
<tr>
<td>Interior furniture being stored or placed on porch</td>
<td>1</td>
</tr>
<tr>
<td>Farm animal on property</td>
<td>0</td>
</tr>
<tr>
<td>Overgrown grass along the fence line property</td>
<td>0</td>
</tr>
<tr>
<td>Graffiti on property</td>
<td>7</td>
</tr>
<tr>
<td>Tenants or occupants storing miscellaneous items throughout property</td>
<td>6</td>
</tr>
<tr>
<td>Carports are damaged and in disrepair</td>
<td>0</td>
</tr>
<tr>
<td>Total Violations</td>
<td>39</td>
</tr>
</tbody>
</table>
Table 6: All violations found throughout the calendar year 2018 that are deemed Prohibited Conditions as specified in the City of Cudahy Municipal Code.

<table>
<thead>
<tr>
<th>Type of Violations: Building Code</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address numbers missing or in disrepair</td>
<td>2</td>
</tr>
<tr>
<td>Mailbox missing or in disrepair</td>
<td>0</td>
</tr>
<tr>
<td>Paint on exterior of house and units chipped, faded or not compatible</td>
<td>7</td>
</tr>
<tr>
<td>Paint on trim of house and units is chipped, faded or not completed</td>
<td>6</td>
</tr>
<tr>
<td>Exterior plaster/wood siding is damaged, dry rot or termite infested</td>
<td>7</td>
</tr>
<tr>
<td>Exterior light fixtures damaged or missing</td>
<td>10</td>
</tr>
<tr>
<td>Roof leaking or in disrepair</td>
<td>2</td>
</tr>
<tr>
<td>Window screens, screen or security doors damaged, torn or missing</td>
<td>5</td>
</tr>
<tr>
<td>Garage or shed illegally converted into a dwelling unit or habitable living space</td>
<td>4</td>
</tr>
<tr>
<td>Gate or fence damaged or in disrepair</td>
<td>3</td>
</tr>
<tr>
<td>Non permitted subdivisions</td>
<td>12</td>
</tr>
<tr>
<td>Vent and crawl hole covers missing or damaged</td>
<td>1</td>
</tr>
<tr>
<td>CMC&amp; County Codes Sings not visible, faded, or missing</td>
<td>13</td>
</tr>
<tr>
<td>Garage or shed unsafe, damaged or in disrepair</td>
<td>4</td>
</tr>
<tr>
<td>Water heater earthquake straps missing</td>
<td>0</td>
</tr>
<tr>
<td>Plumbing in bathroom or kitchen leaking</td>
<td>1</td>
</tr>
<tr>
<td>Water heater leaking and/or non-operational</td>
<td>0</td>
</tr>
<tr>
<td>Total Violations</td>
<td>77</td>
</tr>
</tbody>
</table>

Code Enforcement Records: 2018

Although many violations required formal citation, many other violations remain undocumented due to voluntary compliance efforts which were resolved without citation or formal compliance efforts. Such voluntary compliance efforts include advertising banners, parking concerns, weed abatement, and other minor violations.
Community Development Block Grant (CDBG) Residential Rehabilitation Program

The Community Development Block Grant (CDBG) Residential Rehabilitation Program develops a working relationship with the residents of the city in order to promote a better quality of life. The program ensures adherence with CDBG regulations, contractual requirements, federal record keeping/documentation requirements, and local policies; and provides technical assistance to ensure that rehabilitation on a property is completed within the fiscal year funded. The rehabilitation specialist conducts interviews, performs on-site visits, and pre-approves client files for the Housing Improvement Program for Federal grants and/or loans.

During 2018, the following projects were part of the Residential Rehabilitation Program:

1. 4464 Clara Street, Unit G, Cudahy, CA 90201 $10,000

2. 5162 Live Oak Street, Cudahy, CA 90201 $9,800
   Roof - remove and dispose of all existing roof coverage layers and dry-rotted wood, including rafter tails and fascia boards of dwelling and attached garage and install new roof with ventilation system (per CA Building Code as adopted by City), rafter tails and fascia boards.

3. 5154 Live Oak Street, Cudahy, CA 90201 $9,800
   New Roof - remove and dispose of all existing roof coverage layers and dry rotted wood, including rafter tails, fascia boards, etc. from dwelling and garage. Installation of new roof (approx. 1,142 sq ft) fiberglass, asphalt, 3-tab, class A shingle weighing at least 235# and up to 270#, architectural grade, 30-year warranty with ridge ventilation system per California Building Code as adopted by City.

4. 4358 Elizabeth Street, Unit A, Cudahy, CA 90201 $10,000
   Kitchen Cabinets (New) - remove and dispose of existing cabinets and install new cabinets. Kitchen Countertop (New) - Remove and dispose of existing countertop and install new prefabricated granite countertop with backsplash around sink area. Kitchen Sink (New) - Replace existing sink with new under mount, stainless steel sink with faucet. Garbage Disposal (New) - Install new 1/2 hp, energy star certified garbage disposal. Exhaust Fan (New) - Remove and replace with new fan/light combo fan. Pony Wall & Countertop: Reduce height of pony wall to match the height of the existing countertop and replace countertop. Kitchen Paint - Paint kitchen area. Kitchen Flooring – Remove and replace existing flooring and replace with tile in kitchen area.
5. 7901 Walker Avenue, Cudahy, CA 90201 $9,950

6. 5211 Clara Street, Unit G, Cudahy, CA $10,000

5.0 Land and Housing Inventory

This section assesses the housing development potential in Cudahy during the 2013-2021 Housing Element planning period. The purpose is to determine the quantity of land available to accommodate the City’s Regional Housing Needs Allocation (RHNA). The RHNA is broken down by income group into four categories: Very Low (less than 50% of the Area Median Income (AMI)), Low (50-80% of AMI), Moderate (80-120% of AMI), and High (over 120% of AMI). While a jurisdiction must show that it has adequate sites in total to meet its RHNA, it must also show that it can meet the allocation at each of these income categories.

Housing Inventory

The State requires that a Housing Element identify how much housing can be constructed to accommodate the community’s RHNA. Section 65583(a)(3) of the California Government Code states that this inventory must be site specific to help localities determine the appropriate zoning, development standards, and infrastructure capacity to accommodate the new construction needed. The Code also requires that all land identified must be available for residential use in the planning period. Sites that require rezoning may be included in the inventory provided that actions are taken to address the rezoning early in the planning period.

The types of sites that are appropriate for residential development include:
• Vacant residentially zoned sites;
• Vacant non-residentially zoned sites that allow residential development;
• Underutilized residentially zoned sites capable of being developed at a higher density or with greater intensity; and
• Non-residentially zoned sites that can be redeveloped for, and/or rezoned for, residential use (via program actions, such as rezoning).

Sites Inventory and Analysis

As part of the 2013-2021 Housing Element Update the City conducted a Sites Inventory and Analysis. The housing sites inventory for the current (2014-2021) RHNA consists of a mix of vacant and underutilized land. The inventory of vacant residential and mixed-use land in Cudahy totals 6.8 acres. Most vacant sites identified in the inventory allow densities above 20 units per acre and are credited towards the lower-income RHNA. These vacant properties have the potential to yield 113 units, 92 of which can facilitate lower-income housing, as defined by state law.

The inventory of underutilized residential land in Cudahy totals 17.7 acres. Most underutilized sites identified in the inventory allow densities above 20 units per acre and are credited towards the lower-income RHNA. These properties have the potential to yield 343 units, 338 of which can facilitate lower-income housing, as defined by state law. All underutilized sites in the inventory have a minimum size of one-half acre and are located adjacent to other underutilized or vacant sites to accommodate lot consolidation. All of the identified sites included in this inventory also have a realistic capacity of more than double the currently developed uses.

Realistic Capacity

The City’s share of the regional housing need will be met through the implementation of a variety of strategies (e.g., available vacant land, and increasing allowable zoning densities throughout the entire City (e.g., as part of the 2040 General Plan and Development Code update the HDR and CC Zones were increased from 14.52 to 20 dwelling units per acre; increasing the existing allowable density to 20 dwelling units per acre will further facilitate meeting the demand for affordable housing).

The City’s land inventory was developed by a combination of methods, among them, utilizing data available from the City and the LA County Assessor’s Parcel Maps, a review of aerial maps, and most importantly, through field work. The inventory was updated as part of the 2013-2021 Housing Element update efforts.
Key Sites for Housing

**Vacant Sites** – There is a potential 113 units on the 6.8 acres.

**Underutilized Residential Land** - – There is a potential to increase residential development on 17.7 acres. This development could yield 343 residential units.

**Increased Density in Cudahy** – As part of the City’s 2040 General Plan update and 2013-2021 Housing Element update efforts, the City increased the allowable zoning densities throughout the entire City (e.g., the HDR was increased from 14.52 to 40 dwelling units per acre). Increasing the existing allowable density to 20 dwelling units per acre will further facilitate meeting the demand for affordable housing.

Zoning Appropriate to Accommodate Housing for Lower-Income Households

The City recognizes that the higher density residential and community commercial zones (HDR and CC) provide the potential for lower construction cost because of economies of scale created and are therefore most suitable for development of housing affordable to very low-income and low-income households. Those sites identified in the inventory as having the greatest potential to accommodate housing affordable to lower income households allow densities of at least 40 dwelling units per acre.

Regional Housing Needs Allocation (RHNA)

- **Quantified Objectives**
  - California Housing Element Law requires jurisdictions to estimate the number of affordable housing opportunities that will be created over the seven-year planning period. In 1980, the State of California amended the Government Code by adding Article 10.6 regarding Housing Elements. By enacting this statute, the legislature found that "the availability of housing is of vital statewide importance, and the early attainment of decent housing and a suitable living environment for every California family is a priority of the highest order. The early attainment of this goal requires the cooperative participation of government and the private sector in an effort to expand housing opportunities and accommodate the housing needs of Californians of all economic levels. Local and state governments have a responsibility to use the powers vested in them to facilitate the improvement and development of housing to make adequate provision for the housing needs of all economic segments of the community..."
The quantified objectives of the City by income category are provided in the table below. The City’s objective is to allow the construction of at least 318 new units; from very low to above moderate-income levels.

Table 7. RHNA 5th Cycle January 2014-October 2021

<table>
<thead>
<tr>
<th>Number of Units</th>
<th>Number</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low-Income Households</td>
<td>80</td>
<td>25%</td>
</tr>
<tr>
<td>Low-Income Households</td>
<td>46</td>
<td>15%</td>
</tr>
<tr>
<td>Moderate Income Households</td>
<td>51</td>
<td>16%</td>
</tr>
<tr>
<td>Above Moderate Income Households</td>
<td>141</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Total Needed-Future Housing</strong></td>
<td>318</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Southern California Association of Governments

Housing Cost and Affordability

Census data indicated that for owner-occupied housing units, the majority of the monthly mortgage payments in the City ranged in 2010 was $2,000 or more with the median being $1,812 per month. A household was considered to be overpaying for housing if more than 30% of their net “take-home” income was used for paying rent or mortgages. According to census figures for the year 2010, 45.2% of the total owner-occupied units living in owner-occupied units paid in excess of 30% of their monthly income towards the mortgage. According to the same census figures, 56.3% of the total renter households paid in excess of 30% of their monthly income towards the rent.

Table 8. Percentages of owner-occupied units and renter-occupied units that are paying an excess of 30% of their monthly income towards rent.

| Housing Units Paying an Excess of 30% of their Monthly Income towards Rent |
|---------------------------------|-----------------|
| Owner-Occupied Units            | 45.2%           |
| Renter-Occupied Units           | 56.3%           |
Housing Crisis

Residential vacancy rates and the location of the City within the Los Angeles basin are two market constraints that affect the affordability of housing. As Los Angeles development areas continue to expand, Cudahy and the surrounding cities are becoming an increasingly convenient area in which to live. Housing prices will continue to rise due to this demand. Just over 1.9% of the housing stock within the Cudahy is vacant. This translates into a demand for housing in the region exceeding the available supply, which inflates both the rental and ownership housing prices. If land values, construction costs, and interest rates continue to increase in the long-term, the cost of all new housing will rise accordingly.

As indicated above, the City has no control over the market fluctuations that may affect housing costs because market conditions result from a complex interplay of national economic policies and general economic conditions. Inflation in the cost of goods and especially housing means that many families find themselves unable to afford suitable housing. The lack of sufficient income causes more working people to share the cost of a home. As a result, overcrowding is common, and the housing choice of many households is severely restricted. This situation is further aggravated in periods of high unemployment.

Redlining practices have not been observed, as the city's housing market is not characterized by wide disparities in prices. The Long Beach Fair Housing Foundation monitors redlining practices in the Southern California region, including the city and has found that redlining practices do not appear to be a problem.

Environmental and Infrastructure Constraints

Environmental factors, such as topography, soils, landslides and seismic hazards, and noise, as well as the lack of infrastructure, such as roads, water, and sewer lines, are constraints to housing development in the City. However, most of the potential housing sites identified by the City are not constrained by environmental factors or by lack of adequate infrastructure, with the exceptions of earthquake, ground shaking which affects the entire region and poor water infrastructure provided by Tract 180 Water Company. The General Plan has taken these environmental factors into account. Where development is planned, any site that remains can be mitigated through appropriate design and environmental planning.

Environmental Setting

The City of Cudahy is a relatively new city having only incorporated in the 1960s. At the time of incorporation, more than 80% of the City’s total land area was developed. In terms of land area, Cudahy is one of the smallest cities in Los Angeles County with only 1.07 square miles. In spite of its relatively small land area, Cudahy is home to 24,076 residents according to the most
recent (2017) U.S. Census estimates. The City’s relatively large population given its small geographic area makes it one of the most densely populated communities in California.

A great majority of the City is development in residential land uses with residential neighborhoods accounting for approximately 394-acres of land or 51.5% of the total land area of Cudahy. An industrial area is located in the southernmost portion of the City on both the west and east sides of Atlantic Avenue. Industrial land uses account for approximately 79-acres of land or 12.3% of the City’s total land area. Commercial land uses are located along the major roadways such as Atlantic Avenue and at key intersections and account for approximately 43-acres of land or 6.7% of the total City’s total land area.

**Noise**

The City is located in an area where the ambient noise levels are relatively high. A citywide noise inventory performed in May 2013, found that virtually all of the neighborhoods in Cudahy are located in areas where noise levels exceed 65 dBA. Traffic noise from automobiles, trucks, and other motor vehicles traveling along the local roadway network, is Cudahy’s most pervasive source of noise, as determined by a community noise survey conducted on November 24, 2015. The City’s noise environment is not expected to significantly change over time since the primary factors contributing to noise, namely the arterial roadway and freeway traffic and nearby industrial, will have a continued presence in the City. State noise guidelines recommend that residential development be located in areas exposed to ambient outdoor noise levels no greater than 65 A-weighted decibels (dBA).

**Geologic and Seismic Hazards**

No known earthquake faults traverse Cudahy and the City is not exposed to natural environmental hazards such as flooding, slope erosion and landslides. However, the City is located within an area that is subject to liquefaction hazards. The City is located within the dam inundation area of the Garvey Reservoir in Monterey Park.

The nearest major river is the Los Angeles River. This River does have a potential impact on the City of Cudahy. Normally this river channel is dry and only carries a significant water flow during a major rainstorm. The river channel is part of the County Flood Control District and the City is protected by a levee wall.

City of Cudahy, like most of the Los Angeles Basin, lie over the area of one or more known earthquake faults, and potentially many more unknown faults, particularly so-called lateral or blind thrust faults.

The major faults that have the potential to affect the greater Los Angeles Basin, and therefore the City of Cudahy are the:
The Los Angeles Basin has a history of powerful and relatively frequent earthquakes, dating back to the powerful 8.0+ 1857 San Andreas Earthquake which did substantial damage to the relatively few buildings that existed at the time. Paleoseismological research indicates that large (8.0+) earthquakes occur on the San Andreas fault at intervals between 45 and 332 years with an average interval of 140 years. Other lesser faults have also caused very damaging earthquakes since 1857. Notable earthquakes include the 1933 Long Beach Earthquake, the 1971 San Fernando Earthquake, the 1987 Whittier Earthquake and the 1994 Northridge Earthquake. In addition, many areas in the Los Angeles Basin have sandy soils that are subject to liquefaction, including in the City of Cudahy.

Roads

The transportation system in Cudahy consists of a roadway network dominated by Atlantic Avenue, collector streets, and local streets. The Long Beach Freeway (State Route-710) is located just east of Cudahy. Also, the City's central location in Los Angeles County provides Cudahy with easy access to most parts of the Southern California region. Local circulation within the City generally follows a grid pattern; except for Atlantic Avenue which extends in a north-south orientation at a slight angle and Salt Lake Avenue which follows the curve of the railroad tracks. Atlantic Avenue is a regional highway that extends north to Alhambra and south to Long Beach. Traffic volumes on most City streets are currently approaching or are at capacity.

Regional access to the City is provided by the Long Beach Freeway (I-710) that extends along the City's eastern border. Access to this freeway is provided by Florence Avenue (north of Cudahy) and Firestone Boulevard (south of Cudahy), both being major arterials located just outside the City. Florence Avenue is a major roadway that provides a connection to the Long Beach Freeway for the neighboring communities of Downey, Bell and Bell Gardens. With local freeway access largely dependent on Florence Avenue, the traffic on this roadway during peak hours is congested. Local access to Florence Avenue is provided by Wilcox Avenue and Atlantic Avenue and access to Firestone Boulevard is provided by Atlantic Avenue. The transportation system framework within Cudahy is largely defined by Atlantic Avenue which is a major north/south arterial that extends through the City. Other north/south roadways include Salt Lake Avenue, Wilcox Avenue, and Otis Avenue which also provide access to neighboring cities. Clara Street and Santa Ana Street are two primary east/west roadways. Aside from Atlantic
Avenue and Santa Ana Street (west of Atlantic Avenue), all of the streets in the City consist of two travel lanes.

All the potential housing sites identified are infill sites located in existing built-out areas of the City. All of which have adequate road access (ingress and egress).

**Assessment of Sewer and Water**

Given future development and potential demands on water and sewer utilities, Table 9 shows important findings relevant to sewage and water systems.

<table>
<thead>
<tr>
<th>Service Provider</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles County Sewer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• City owns sewer system.</td>
</tr>
<tr>
<td></td>
<td>• LA County maintains it.</td>
</tr>
<tr>
<td>Maintenance Report: Department of Public Works, May 2013:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Approximately 95.2% of the system was free of blockages or restrictions.</td>
</tr>
<tr>
<td></td>
<td>• The remaining 4.8% needed repair and was incorporated into an enhanced maintenance schedule with corrective action taken.</td>
</tr>
<tr>
<td></td>
<td>• 99% of the system has adequate water capacity.</td>
</tr>
<tr>
<td></td>
<td>• 88.4% of the inspected pipe segments are free of structural defects.</td>
</tr>
<tr>
<td></td>
<td>• The remaining 11.6% has been placed on a quick priority list for needed action.</td>
</tr>
<tr>
<td></td>
<td>• 2018 Update: There have been no issues or overflows reported. The Garner System is working properly.</td>
</tr>
<tr>
<td>Tract 349 Mutual Water Company</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Currently operating at capacity.</td>
</tr>
</tbody>
</table>
2 water wells on location:
- Both water wells can deliver about 1,600 gallons per minute.
- An average of 2.2 million gallons per day.
- The two water wells pump an average of > 850 acre feet per year.
- A family of four use approximately 0.5 acre feet of water per year (threshold)

If density were to increase Tract 349 will be required to:
- Drill a new water well, totaling an approximate cost of $1.5 million or,
- Purchase water from surrounding utilities.

2 water wells on location:
- Both water wells can deliver about 2,000 gallons per minute.
- An average of 1.5 million gallons per day.
- The two water wells pump an average of > 1,500 acre feet per year.
- A family of four use approximately 0.5 acre feet of water per year (threshold)

About 75% of the distribution system needs to be upgraded; however, no improvements are planned at this moment.

Source: Los Angeles County Sewer *Maintenance Report: Department of Public Works, May 2013; Tract 349 Manager Dante Arcia; & Tract 180 Manager Jessie Barreras.

If the development occurs on the parcels identified in the 2018 Housing Element Sites Inventory, and the maximum densities adopted in the 2040 General Plan and updated Development Code are achieved; then then the City has the potential to meet the RHNA requirements of 318 units in the 5th cycle. The following improvements are critical to the success of achieving the housing goals:

- According to the 2010 California Department of Finance data, there were 5,770 housing units in Cudahy. The increases in density for both the HDR and CC zone districts could provide an increase of 860 new housing units, for a total of 6,630 housing units in Cudahy.

- Los Angeles County Sewer will continue to operate adequately due to having a system that is > 90% free of blockages/restrictions, > 90% in adequate water capacity, > 80% free of structural defects, along with their newly implemented improvements.

- Tract 349 Water Mutual Company will have 2 new sites to accommodate a total of 50 new units. This will require an increase of 25-acre feet of water per year, an increase of 3% to the existing infrastructure. However, since they are currently operating at
capacity; the increases in density to both the MDR and HDR Zones will signify the need to drill new water wells or purchase water from surrounding cities.

- **Tract 180 Water Mutual Company** will have 8 new sites to accommodate a total of 180 new units. This will require an increase of 90-acre feet of water per year, *an increase of 6% to the existing infrastructure*. However, since they are currently operating at capacity; the increases in density to both the MDR and HDR Zones will signify the need to drill new water wells or purchase water from surrounding cities.

### 6.0 Long Range Planning Activities

While the pace of development has ebbed, the implementation of the City’s new 2040 General Plan includes planning efforts that will position Cudahy to accommodate future growth in a more sustainable manner and ready the community for investment and economic development opportunities. Below are summaries of the major, long range planning efforts, and accomplishments, that were completed in 2018:

**2040 General Plan**

The Cudahy 2040 General Plan serves as the framework for future planning and development in the City. The 2040 General Plan provides decision-makers, officials, residents, and developers the direction they will need to achieve the long-term planning goals of the City. The 2040 General Plan builds on the previous General Plan that was adopted in the early 1990s that emphasized the maintenance and revitalization of the residential neighborhoods and the improvement of the City’s commercial areas. State law regulates the content of General Plans. Sections 65300-65403 of the California Government Code require that local jurisdictions prepare and adopt a general plan to guide the physical development of the City and its sphere of influence. There are seven mandatory elements that comprise the Cudahy General Plan: Land Use, Housing, Transportation, Open Space, Conservation, Safety and Noise. Other elements may be adopted to address specific concerns in the community. In the case of the City of Cudahy; the City adopted two new, optional Elements; an Air Quality Element and an Economic Development Element.

The 2040 General Plan update effort took a holistic approach to community health, weaving principles of sustainability into every element. Sustainability and environmental justice are integrated into every Element. Five stakeholder interview sessions were convened at the start of the General Plan update. This was followed by a telephone survey, formation of a General Plan Advisory Committee, conducting mobile workshops throughout the City, joint City Council/Planning Commission sessions were held at key junctures in the Plan development process, and City Council/Planning Commission public hearings were held.
2018 Housing Element Update
The Housing Element update efforts included an extensive public outreach process; housing needs analysis; assessment of regional housing and special needs; a detailed land inventory; identification of resources and constraints; evaluation of the previous Housing Element; and development of housing goals, policies, programs and objectives.

2018 Development Code Amendment
The Development Code was amended to provide consistency with the goals, policies, and programs adopted as part of the 2040 General Plan and the 2018 Housing Element update. Included in the amendments were new zone districts, increased densities in the HDR and CC zones, and updates to the Second Unit Ordinance.

Zoning Map Update
The Zoning Map was updated to reflect the changes to the Development Code, that resulted from adoption of the 2040 General Plan and 2018 Housing Element update.

Natural Hazards Mitigation Plan

The mission of the Cudahy Local Natural Hazards Mitigation Plan is to promote sound public policy designed to protect citizens, critical facilities, infrastructure, private property, and the environment from natural hazards. This can be achieved by increasing public awareness, documenting resources available for risk reduction and loss prevention, and identifying activities to guide the City towards building a safer, more sustainable community. The goals of the Natural Hazards Mitigation Plan describe the overall direction that the City of Cudahy, through its departments, agencies, organizations, and citizens, can take toward reducing its risk to natural hazards. The goals of the Natural Hazards Mitigation Plan are stepping-stones between the broad direction of the mission statement and the specific recommendations outlined in the action items. The main goals of Cudahy’s Natural Hazards Mitigation Plan are summarized as follows.

Protect Life and Property
- Implement activities that assist in protecting lives by making homes, businesses, infrastructure, critical facilities, and other property more resistant to losses from natural hazards.
- Reduce losses and repetitive damages for chronic hazard events while promoting mitigation measures and insurance coverage for catastrophic hazards.
- Improve the quality and availability of hazard assessment information to empower the City’s residents and property owners to implement preventive measures that will help reduce or eliminate the City’s vulnerability to identified natural hazards.
Public Awareness

• Develop and implement education and outreach programs to increase public awareness of the risks associated with natural hazards in Cudahy.

• Provide information on tools, partnership opportunities, and funding resources to assist in implementing mitigation activities.

Partnerships and Implementation

• Strengthen communication and participation among and within public agencies, citizens, non-profit organizations, businesses, and industry to gain a vested interest in the implementation of mitigation measures to reduce the impact of natural hazards.

• Encourage leadership within public and private sector organizations to prioritize and implement local and regional hazard mitigation activities.

Emergency Services

• Establish policy to ensure that mitigation projects for critical facilities, services, and infrastructure are given priority.

• Strengthen emergency operations by increasing collaboration and coordination among public agencies, non-profit organizations, businesses, and industries.

• Where appropriate, coordinate and integrate natural hazard mitigation activities with emergency operations plans and procedures.

Capital Improvement Program (CIP)

The Capital Improvement Program (CIP) is a roadmap that provides direction and guidance for the City of Cudahy on carefully planning and managing its capital and infrastructure assets. Capital Improvement Programs assists in the planning and scheduling of finances for projects and the manpower needed to plan, design, and construct the projects. Capital Improvement Program is a short-range plan, usually five to ten years, which identifies capital projects. The City of Cudahy completed its 5 Year CIP.

The City of Cudahy is currently implementing its CIP for FY 2017/2018. The following are the most relevant projects included in the City’s CIP for FY 2017/2018:

- Cudahy Citywide Safe Routes to Schools (SRTS) Pedestrian Crosswalks Improvement Project (ATP-1). Construction Phase completed in 2017
- Wilcox Avenue Complete Streets and Safe Routes to Schools (SRTS) Project (ATP-2). Design Phase completed in 2018.
- Traffic Signal Modification Project on Atlantic Avenue (Installation of Left turn Phasing and Pedestrian Countdowns). HSIP-6. In 2018 the contract was awarded for Construction Allocation Package Approval and Bid Phase.
- Installation of Pedestrian Safety Enhancements along Salt Lake Avenue between Walnut Street and Atlantic Avenue (HSIP-7). Design Phase.
- Cudahy Citywide Complete Streets Improvement Project on Atlantic Avenue (2015 Call for Projects). Funding Agreement was executed in 2017. Next will be the Public Outreach and Preliminary Engineering Phases

The typical City of Cudahy CIP Program includes the following projects:

- Street Improvement projects
- Traffic Signal projects
- Pedestrian & Bicycling projects
- Parks & Recreation projects
- Street Lighting projects
- Transportation (Transit Projects)
- Public Facilities projects
- Water & Sewer projects
- National Pollutant Discharge Elimination System (NPDES) projects
- Municipal Separate Storm Sewer System (MS4) projects
- Special Projects

There are several capital projects in the current CIP 5 Year that will commence as soon as funding becomes available.

**Low Impact Development (LID)**

Low Impact Development (LID) consists of design strategies using softscape and hardscape surfaces to retain or filter stormwater and urban runoff. Key to the success of LID is to put in practice the use of small-scale, natural drainage features and to maximize infiltration and
capture on site in lieu of conventional end-of-line treatment facilities. This approach also improves a property’s aesthetic appearance that achieves multiple goals and benefits.

The intent of a LID is to curb the transport of pollutants to downstream receiving waters caused by impervious surfaces like roadways, parking lots and buildings. Urban areas have less green space that can capture water resulting in increased water runoff. The City needs to take an LID approach to managing runoff while mitigating the impacts of development and urbanization. LID is widely recognized as a sensible approach to managing the quantity and quality of rainwater and urban runoff by setting standards and practices to maintain or restore the natural hydrologic character of a development site, reduce off-site runoff, improve water quality, and provide groundwater recharge.

LID can incorporate a wide variety of design elements including landscaping, permeable pavements, bioretention, infiltration and swales. Although the design and appearance of LIDs will vary, the goals remain the same: provide source control of runoff, limit its transport and pollutant conveyance to the collection system, restore pre-development hydrology to the maximum extent practicable, and provide environmentally enhanced communities. The intent of a LID is to curb the transport of pollutants to downstream receiving waters caused by impervious surfaces like roadways, parking lots and buildings. Urban areas have less green space that can capture water resulting in increased water runoff. The City needs to take an LID approach to managing runoff while mitigating the impacts of development and urbanization.

The new Municipal Separate Storm Sewer System (MS4) permit requires that Cities update their Municipal Codes regarding development and redevelopment requirements. This information is currently titled Standard Urban Stormwater Mitigation Plan provisions. The new permit will title the provisions Low Impact Development (LID). The City of Cudahy is currently in the process of updating its LID requirements. The City of Cudahy adopted an LID Ordinance to comply with requirements of the Clean Water Act and the MS4 Stormwater and Urban Runoff Permit (Order No. R4-2012-0175) effective December 28, 2012.

Commercial and Residential land use represent a significant percentage of the impervious area within the City. Altered flow from development increases runoff from storm events, are damaging to the environment and increase the risk to property downstream. Over time, water runoff has become more regulated to minimize negative impacts on the environment caused by transferring runoff to storm drains, channels, and water bodies. Stormwater runoff can contain pollutants such as trash, metals, nutrients, and bacteria and are regulated by governmental agencies. LID will help to transform the design of properties.

The MS4 Permit requires implementation of LID strategies in the following “Planning Priority Projects:”

1. All development projects equal to 1 acre or greater of disturbed area that adds more than 10,000 square feet of impervious surface area.

2. Industrial parks 10,000 square feet or more of surface area.
3. Commercial malls 10,000 square feet or more of surface area.

4. Retail gasoline outlets with 5,000 square feet or more of surface area.

5. Restaurants (Standard Industrial Classification (SIC) of 5812) with 5,000 square feet or more of surface area.

6. Parking lots with 5,000 square feet or more of impervious surface area or with 25 or more parking spaces.

7. Streets and road construction of 10,000 square feet or more of impervious surface area.

8. Automotive service facilities (SIC of 5013, 5014, 5511, 5541, 7532-7534 and 7536-7539) with 5,000 square feet or more of surface area.

9. Projects in, near or discharging to Environmentally Sensitive Areas.

10. Single-family hillside homes.

11. Redevelopment projects:

   ▪ Land disturbing activity that results in the creation or addition or replacement of 5,000 square feet or more of impervious surface area on an already developed site on Planning Priority Project categories.

   ▪ Where Redevelopment results in an alteration to more than fifty percent of impervious surfaces of a previously existing development, and the existing development was not subject to post-construction stormwater quality control requirements, the entire project must be mitigated.

   ▪ Where Redevelopment results in an alteration of less than fifty percent of impervious surfaces of a previously existing development, and the existing development was not subject to post-construction stormwater quality control requirements, only the alteration must be mitigated, and not the entire development.

   ▪ Redevelopment does not include routine maintenance activities that are conducted to maintain original line and grade, hydraulic capacity, original purpose of facility or emergency redevelopment activity required to protect public health and safety. Impervious surface replacement, such as the reconstruction of parking lots and roadways which does not disturb additional area and maintains the original grade and alignment, is considered a routine maintenance activity. Redevelopment does not include the repaving of existing roads to maintain original line and grade.
- Existing single-family dwelling and accessory structures are exempt from the Redevelopment requirements unless such projects create, add, or replace 10,000 square feet of impervious surface area.

12. Any other project as deemed appropriate by the Director.

The City of Cudahy has officially adopted an Ordinance pertaining to Low Impact Development (LID) Strategies on Projects that require Building, Grading and Encroachment Permits.

During the November 25, 2014 Special Cudahy City Council Meeting, Ordinance No. 640, an Ordinance of the City Council of the City of Cudahy, California, adding Chapter 20.108 pertaining to Low Impact Development (LID) Strategies on Projects that require Building, Grading and Encroachment Permits, to Title 20 (Zoning) of the City of Cudahy Municipal Code was introduced for Second Reading and passed unanimously.

The purpose of this Ordinance is to provide an outline of Low Impact Development (LID) policies for the City of Cudahy consistent with the requirements of the Municipal Separate Storm Sewer System (MS4) Permit (Order No. R-2012-0175) – adopted on November 8, 2012 by the California Regional Water Quality Control Board, Los Angeles Region. Municipalities require permittees electing to prepare a Watershed Management Program or an Enhanced Watershed Management Program under this Permit to demonstrate that there are LID ordinances in place meeting the requirements of the Order’s Planning and Land Development.

**Green Streets Policy**

Roads present many opportunities for green infrastructure application. One principle of green infrastructure involves reducing and treating stormwater close to its source. Urban transportation rights-of-way integrated with green techniques are often called “green streets.” Green streets provide source controls for stormwater runoff and pollutant loads. In addition, green infrastructure approaches complement street facility upgrades, street aesthetic improvements, and urban tree canopy efforts that also make use of the right-of-way and allow it to achieve multiple goals and benefits. Using the right-of-way for treatment of stormwater runoff, links green with grey infrastructures by making use of the engineered conveyance of roads and providing connections to conveyance systems when needed.

Green streets are beneficial for new road construction and retrofits. They can provide substantial economic benefits when used in transportation applications. Coordinating green infrastructure installation with broader transportation improvements can reduce the cost of stormwater management by including it within larger infrastructure improvements. A large municipal concern regarding green infrastructure use is maintenance access; using roads and rights-of-way as locations for green infrastructure not only addresses a significant pollutant source, but also alleviates access and maintenance concerns by using public space. Also, rights-of-way installations allow for easy public maintenance.
Green streets can incorporate a wide variety of design elements including street trees, permeable pavements, bioretention, and swales. Although the design and appearance of green streets will vary, the functional goals are the same; provide source control of stormwater, limit its transport and pollutant conveyance to the collection system, restore pre-development hydrology to the maximum extent practicable, and provide environmentally enhanced roads. Successful application of green techniques will encourage soil and vegetation contact and infiltration and retention of stormwater. The 2040 General Plan included a number of policies addressing Green Streets including best management practices and Policy OSCE2.1: Enhance street corridors, parkways, and public property between buildings to serve as green space and functional recreation space (e.g., community gardens, parklets, play spaces, public seating).

The Green Streets Policy will help achieve the goals of the MS4 Permit (Order No. R4-2012-0175), which requires that jurisdictions in Los Angeles County reduce contaminants in runoff to improve water quality in waterways. These requirements stem from the National Pollutant Discharge Elimination System (NPDES) requirements of the Clean Water Act (CWA).

The MS4 Permit requires Green Streets strategies to be implemented for transportation corridors. Transportation corridors represent a significant percentage of the impervious area within Los Angeles and therefore generate a substantial amount of runoff from storm events. The altered flow regime from traditional roadways, increased runoff volume, and high runoff peak flows, are damaging to the environment and a risk to property downstream.

Traditionally, street design has focused on removing water from the street as quickly as possible and transferring it to storm drains, channels, and water bodies. Stormwater runoff can contain bacteria and other pollutants and is thereby regulated at the state and local level. Green Streets will help to transform the design of streets from the conventional method of moving water off-site as quickly as possible to a method of storing and treating water on-site for a cleaner discharge into the waters of the U.S.

Street and road construction apply to major arterials, state routes, highways, or rail lines used for the movement of people or goods by means of bus services, trucks, and vehicles, and transportation corridors within larger projects. Projects which are required under the MS4 permit (Order No. R4-2012-0175) to follow this Green Streets Guidance Manual include the following:

1. Public Street and road construction of 10,000 square feet or more of impervious surface area within a transportation corridor. (Private Street and road construction activities are subject to separate development planning provisions of the MS4 permit).

2. Street and road redevelopment resulting in the creation or addition or replacement of 5,000 square feet or more of impervious surface area on an already developed site.
Redevelopment does not include routine maintenance activities that are conducted to maintain original line and grade, hydraulic capacity, original purpose of facility or emergency redevelopment activity required to protect public health and safety. Impervious surface replacement, such as the reconstruction of parking lots and roadways which does not disturb additional area and maintains the original grade and alignment, is considered a routine maintenance activity. Redevelopment does not include the repaving of existing roads to maintain original line and grade.

3. For projects not listed above, as determined by the Director of Community Development or City Engineer.

The new Municipal Separate Storm Sewer System (MS4) permit requires that Cities consider implementing green streets policies when a street project of 10,000 square feet of new pavement is built. This is just a Policy statement; if there are good reasons for not implementing Green Streets Best Management Practices (BMP) on a project, either private or public, it does not have to be done.

Some examples of Green Streets Policy Best Management Practices (BMPs) include:

- Bioretention
- Infiltration Trench/Dry Well
- Rain Gardens
- Permeable Pavement
- Flow-through Planters
- Vegetated Swales
- Vegetated Buffer Strips
- Treatment BMP’s
- Street Trees

On June 4, 2013, the City Council approved and accepted membership into Gateway Management Authority (GWMA) in order to comply with MS4 requirements. The GWMA is an Integrated Regional Water Management Group Joint Power Authority (IRWM JPA) established in 2007, and currently consisting of 24 members; on the same date Council approved a Memorandum of Understanding (MOU) between the GWMA, the Los Angeles River Upper Reach 2 (LAR UR2) Subgroup Cities and Los Angeles County Flood Control District (LACFCD) in order to comply with the new MS4 Permit (Order No. R4-2012-0175); on June 4, 2013, Council also adopted Resolution No. 13-17 regarding Green Streets Policy adopting the City of Cudahy Green Streets Manual.

Circulation Element

The transportation system in Cudahy consists of a roadway network dominated by Atlantic Avenue, collector streets, and local streets. The Long Beach Freeway (State Route-710) is located just east of Cudahy. Also, the City’s central location in Los Angeles County provides Cudahy with easy access to most parts of the Southern California region. Local circulation within the City generally follows a grid pattern, except for Atlantic Avenue which extends in a north-south orientation at a slight angle and Salt Lake Avenue which follows the curve of the
railroad tracks. Atlantic Avenue is a regional highway that extends north to Alhambra and south to Long Beach. Traffic volumes on most City streets are currently approaching or are at capacity.

Public transit is available through the Metropolitan Transit Authority (MTA) and the Cudahy Area Rapid Transit (CART). The Union Pacific Electric Railroad right-of-way extends along the western edge of the City and the Southern Pacific Railroad right-of-way extends along the southern edge of the City. Neither railroad line provides freight service into the City.

The Circulation Element of the 2040 General Plan evaluated the existing roadway circulation system and identified measures to accommodate existing and future traffic volumes. Other issues addressed in the Element include public transit parking, and alternative forms of transportation. The Circulation Element complies with California Government Code Section 65302(b), which requires that the Circulation Element identify the general location and extent of existing and proposed major thoroughfares, transportation routes and other public utilities and facilities. The goals, policies, plan and programs of the Circulation Element responded to identified traffic concerns, as well as projected traffic conditions. The Transportation Plan identifies strategies that will address future traffic.

Circulation Element: below are highlights of the progress achieved over the past few years:

- The City of Cudahy was awarded $1,271,000 through the ATP (Active Transportation Program) Cycle 1. ATP Grant Project consists of Citywide Safe Routes to Schools (SRTS) Improvements (pedestrian crosswalks and other traffic safety improvements). The City officially adopted the City’s Safe to Schools Master Plan.

- Construction started and was completed in 2017 and the Project Notice of Completion was approved by the City Council in 2018.

- **Highway Safety Improvement Program (HSIP) Cycle 6** is a program through California Department of Transportation (Caltrans). The scope of work of this project includes the installation of designated left turn phasing at existing traffic lights along Atlantic Avenue as well as the replacement of existing pedestrian heads and new pedestrian countdown signal heads at street intersections along Atlantic Avenue.

The City finalized the design phase of the project in 2016. The Right of Way Certification was approved by Caltrans on February 8, 2017. Following Caltrans approval, the City submitted the Request for Funding Allocation Package for Construction (RFA for CON) to Caltrans. The contract was awarded in 2018 and it is anticipated that construction will begin in 2019.
The City of Cudahy was awarded $396,500 through the Highway Safety Improvement Program (HSIP) Cycle 7. HSIP is a program through California Department of Transportation (Caltrans). These funds will be used for installation of safety enhancements (e.g., advisory signage, crossings) to improve pedestrian, bicycle & vehicular modes of travel along Salt Lake Ave. The project location is in the City of Cudahy public right-of-way, systemic improvements along Salt Lake Ave between Walnut St and Patata St/Atlantic Ave.

- Request for Allocation for Design Services (PS&E) has been approved by Caltrans in 2016. The City has also finalized Environmental Documentation (on March 2, 2017, Environmental Clearance has been approved by Caltrans). The City will continue with the design phase of the project. Once design is completed the project will go to the bid and construction phases, respectively.

The City of Cudahy was awarded $1,344,000 through the ATP (Active Transportation Program) Cycle 2. ATP 2 Grant Project focuses on 12 crossing locations either near schools, mid-block or across major arterials in the City. The project will focus on the installation of safety enhancements for pedestrians at this location and eliminating hazardous conditions. The project is in the City of Cudahy public right-of-way. The project focuses on 12 locations within the city boundaries along Wilcox Ave between Live Oak to the North and Patata St to the South, as well as midblock locations along adjacent streets.

- Request for Environmental Studies & Permits Plans, Specifications & Estimates was approved by Caltrans in January 2017. The City completed the preliminary engineering phase of the project (PA&ED) in 2018.

The City of Cudahy was awarded $2,134,449 through the 2015 Call for Projects (Total project cost: $3,237,598 with 35% local match). The 2015 Call for Projects Application consisted of the proposed Cudahy Citywide Complete Streets Improvement Project. The Cudahy Citywide Complete Streets Improvement Project focuses on the Atlantic Avenue Corridor and Citywide multimodal transportation improvements for the first/last mile. The 2015 Call for Projects Cudahy Application falls under the Pedestrians Improvements Modal Category.
7.0 General Plan Elements

State law regulates the content of General Plans. Sections 65300-65403 of the California Government Code require that local jurisdictions prepare and adopt a general plan to guide the physical development of the City and its sphere of influence. There are seven mandatory elements that comprise the Cudahy General Plan: Land Use, Housing, Transportation, Open Space and Recreation, Conservation, Public Safety and Noise. Other elements may be adopted to address specific concerns in the community. The 2040 General Plan update included two new Elements, an Air Quality Element and an Economic Development Element. This General Plan update effort took a holistic approach to community health, weaving principles of sustainability into every element. Sustainability and environmental justice are integrated into every Element.

Land Use Element

This Land Use Element is a state-mandated element and fulfills the requirements of Section 65302(a) of the California Government Code. This Element provides a framework for a comprehensive strategy to guide the continued physical development and redevelopment of the City. Policies included in this Element promote orderly growth while minimizing the potential for land use conflicts. The Land Use Element will serve as a guide for public and private decision-making as it relates to existing and future land uses. Finally, this element promotes opportunities for growth and development in the area.

The Land Use Element is the single most important element of the 2040 General Plan since it regulates land uses and development throughout the City. The element's scope is far greater than that of the other elements though it is directly related to each. For example, the capacity of the existing roadway network (discussed in the Circulation Element), parks and recreation areas (discussed in the Open Space and Conservation Element), areas with earthquake and geologic hazards (discussed in the Safety Element), and land uses affected by major noise sources (discussed in the Noise Element) are also issues that the Land Use Element considers.

Land Use Element; highlights of the progress made in the calendar year 2018:

- Adoption of the 2040 General Plan Land Use Element. This included increased densities in the HDR and CC zone districts.

- Adoption of the 2040 General Plan was followed by adoption of the Development Code and Zoning Map. Adoption included creation of new zone districts and increasing the densities of the HDR and CC zone districts.
Continued to improve development application processing times. The time required to process a project varies greatly from one project to another and is directly related to the size and complexity of the proposal and the number of actions or approvals needed to complete the process. Table 10 identifies the typical processing time most common in the entitlement process. It should be noted that each project does not necessarily have to complete each step in the process (i.e., small scale projects consistent with General Plan and Zoning designations do not generally require Environmental Impact Reports (EIR), General Plan Amendments, Rezones, or Variances). Also, certain review and approval procedures may run concurrently. For example, a ministerial review for a single-family home would be processed concurrently with the design review, typically taking 3-6 months. Similarly, entitlements for multiple family residential projects can be run concurrently, and typically takes 3-6 months to process. The City also encourages the joint processing of related applications for a single project. As an example, a rezone petition may be reviewed in conjunction with the required site plan, tentative tract map, and any necessary variances. Such procedures save time, money, and effort for both the public and private sector.

Table 10. Typical processing time for each type of approval or permit.

<table>
<thead>
<tr>
<th>Type of Approval or Permit</th>
<th>Typical Processing Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministerial Review</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Conditional Use Permit</td>
<td>3 months</td>
</tr>
<tr>
<td>Zone Change</td>
<td>3 – 6 months</td>
</tr>
<tr>
<td>General Plan Amendment</td>
<td>3-6 months</td>
</tr>
<tr>
<td>Site Plan Review</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Architectural/Design Review</td>
<td>3 months</td>
</tr>
<tr>
<td>Tract Maps</td>
<td>3 months</td>
</tr>
<tr>
<td>Parcel Maps</td>
<td>3 months</td>
</tr>
<tr>
<td>Initial Environmental Study</td>
<td>1 month</td>
</tr>
<tr>
<td>Environmental Impact Report</td>
<td>3-6 months</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

Source: City of Cudahy Building & Planning Departments

Housing Element

The Housing Element of the 2040 General Plan addresses the housing needs of the City. The primary focus of the Housing Element is to encourage the provision of suitable housing for City residents and to protect the vitality of existing residential neighborhoods. The goals and policies of the Cudahy Housing Element address two main issues: the promotion of new housing development and the maintenance and improvement of existing housing units. Through its housing program, the City will improve the quality of existing housing and encourage the production of new housing types to meet residents' needs.
In order to identify the housing needs of the City, a Housing Element Profile Report has been developed. The Profile Report discusses the housing needs of Cudahy through the characteristics of the population, households, and housing in the City, population and employment growth trends, and an analysis of groups which may have special housing needs. The Profile Report also discusses the City's housing stock, land available for residential development, and facilities that support existing residential communities. By matching its resources with housing needs, the City will be able to identify households or groups which do not have adequate housing. The affordability of the housing stock in relation to household income, the capacity of the City to accommodate future residents, and other housing concerns are also recognized. The discussion of governmental, economic and physical constraints to the development of housing and opportunities for energy conservation further expand on the factors that affect housing costs and production.

The goals and policies of the Housing Element have been developed to address the needs identified in the Profile Report. The City recognizes that it is responsible for the accommodation of future household growth in the region and the development of affordable housing. It also knows that there are many problems in Cudahy that have to be addressed. As such, substandard housing units need to be rehabilitated and improved along with the development of new housing. The City is continuously seeking to meet the housing needs of its residents and to accommodate its share of regional housing. This will accomplish both state and local housing goals.

Housing Element; highlights of the progress made in the calendar year 2018:

- On November 8, 2018 HCD certified the City's 2018 Housing Element Update.
- 2018.

Circulation Element

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Circulation Element; highlights of the progress made in the calendar year 2018:

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  The Engineering Department has completed the preparation of Environmental Documents for this project. The project was completed in 2017 and the City Council approved the project in 2018.

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Open Space and Conservation Element

The Open Space and Conservation Element of the 2040 General Plan addresses long-term community needs and plans for open space, parks, recreation services, and natural resource preservation. This element also includes policies for sewer, water, and storm drain facilities, which are important to maintain and update to support sustainable growth. The goals and policies reflect both technical analyses based on national standards for park space and community input gathered from resident interviews and the results of the 2016 Enabling Strategic Growth study.

The open space and conservation concepts discussed in this Element present strategies for natural resource conservation and preservation, and for increasing/improving parks and
recreation opportunities in Cudahy. Although providing new parkland may not be attainable through traditional methods (parkland dedication and significant property acquisition), opportunities exist for creating smaller-scale, accessible urban recreational spaces within walking distance of each Cudahy neighborhood.

The City of Cudahy provides its residents and surrounding neighbors with a variety of recreational programs. Recreational programs, classes, and sports are summarized in Table 11. Cudahy residents receive priority registration and pay lower fees than a non-resident. The City’s Sports Department consists of various sports available throughout the year for boys and girls between the ages of 4-16. Participants register individually and are placed on teams organized by the Cudahy Parks and Recreation Staff. All teams are coached by volunteer coaches.

<table>
<thead>
<tr>
<th>City Park</th>
<th>Recreational Program / Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Park</td>
<td>Boxing Class <em>(Fitness Center)</em></td>
</tr>
<tr>
<td></td>
<td>Youth Soccer</td>
</tr>
<tr>
<td></td>
<td>Chocolate Molding <em>(Teen Center)</em></td>
</tr>
<tr>
<td></td>
<td>Cake Decoration <em>(Teen Center)</em></td>
</tr>
<tr>
<td></td>
<td>Yoga <em>(Teen Center)</em></td>
</tr>
<tr>
<td></td>
<td>Art Class <em>(Teen Center)</em></td>
</tr>
<tr>
<td></td>
<td>Gardening Class <em>(Teen Center)</em></td>
</tr>
<tr>
<td>Clara Park and Expansion Park</td>
<td>Ball Hockey <em>(Clara Gym)</em></td>
</tr>
<tr>
<td></td>
<td>Soccer <em>(Expansion Park)</em></td>
</tr>
<tr>
<td></td>
<td>Youth Basketball <em>(Clara Gym)</em></td>
</tr>
<tr>
<td></td>
<td>Volleyball <em>(Clara Gym)</em></td>
</tr>
<tr>
<td></td>
<td>Zumba <em>(Clara Gym)</em></td>
</tr>
<tr>
<td>Cudahy Park</td>
<td>Cheerleading <em>(Bedwell Hall)</em></td>
</tr>
<tr>
<td></td>
<td>Youth Baseball</td>
</tr>
<tr>
<td></td>
<td>Youth T-Ball</td>
</tr>
<tr>
<td></td>
<td>Youth Softball</td>
</tr>
<tr>
<td></td>
<td>Youth Soccer</td>
</tr>
</tbody>
</table>

*Source: City of Cudahy – Parks & Recreation*

**2018 Outlook**

The Parks and Recreation Department is currently in partnership with the Southeast Rio Vista YMCA to oversee their youth sports programs, which include youth basketball, youth soccer, youth baseball, and tee-ball, and ball hockey. The City is also working with independent recreational contractors to provide various classes for a minimal fee. The City also rents out their athletic fields to non-profits and for-profit adult sports leagues (i.e. basketball, soccer, flag football, and softball). All adult leagues are independently run by their respected organizations.
Economic Development Element
The Economic Development Element is a new Element for the City and was added to the 2040 General Plan. A community’s economic viability relies on interdependent factors: providing an appropriate mix of land uses that support the desired economy, balancing the goods and services provided to fulfill the needs of local households and businesses, and attracting and retaining businesses. With nearly a third of Cudahy households living below the poverty line, spurring economic development is a vital piece of the 2040 General Plan. The City of Cudahy recognizes that land use and other policies must maintain and encourage a diverse and entrepreneurial economy to ensure that residents and businesses thrive. This Economic Development Element establishes policies to retain local business, attract new industries, sustain education and job training for the current and future workforce, promote affordable housing, support the tax base, and sustain Cudahy’s ability to provide public services.

Safety Element

The Safety Element of the 2040 General Plan presents a citywide approach for preventing the creation of hazards in the planning area and for minimizing the potential for injury, damage and disruption brought by natural events. The Element establishes safety standards and programs designed to protect life and property. Public safety standards include guidelines for activities involving risk to the public, as well as measures to follow when development occurs in areas susceptible to natural or manmade risks.

As a state-mandated element, the Safety Element of the 2040 General Plan fulfills the requirements of Section 65302(g) of the California Government Code. It sets goals and policies which address public safety issues in the City. The Element also serves as a public safety plan, identifies standards and programs to promote public safety, and outlines adequate facilities and services to serve the emergency needs of the City. The Safety Element maps the location of known hazard areas and available evacuation routes, indicates peak water supply requirements, minimum road widths, clearances around structures, and provides safety and emergency procedures.

Safety Element; highlights of the progress made in the calendar year 2018:

- Cudahy continues to contract for law enforcement and fire response services with Los Angeles County agencies. As these agencies serve other, larger areas in addition to Cudahy, the local Sheriff and fire stations are not located within Cudahy. Thus, public safety facilities cannot serve as focal points for Cudahy’s civic identity. As a small city serviced by large county agencies, ensuring that Cudahy’s interests are being prioritized among those of larger cities requires ongoing engagement between the agencies and City leaders.
- Los Angeles County Sheriff response times in Cudahy are less than three minutes for emergencies, ten minutes or less for priorities, and 60 minutes for routine items.
Los Angeles County Fire Department response time for Cudahy is approximately three minutes.

Within Cudahy, the Kaiser Permanente Medical Center offers immediate care and outpatient services. The closest hospitals are located in Huntington Park and East Los Angeles.

**Noise Element**

Excessive noise levels disturb and disrupt human activities and can affect the physical and psychological health of individuals. Noise conditions can depreciate the quality of the environment by affecting work, sleep, and recreation. Cudahy is a predominantly residential community. As the City grows and expands its economic base through new and modernized land uses, keeping noise levels controlled, located away from neighborhoods, or buffered will continue to be important in ensuring a positive quality of life for Cudahy’s residents. This 2040 General Plan Element addresses noise that affects the community at large, rather than noise associated with site-specific conditions. The goals and policies in this element guide decisions concerning land use and the location of land uses, new roads, and transit facilities since these are common sources of increased noise levels. This element explores various noise reduction options and land use compatibility standards.

As mandated by the *California Government Code Section 65302(f)*, the Noise Element follows the guidelines established by the *Office of Noise Control of the State Department of Health Services*. Goals, policies, and guidelines for minimizing increases in ambient noise levels are outlined in the section that follows.

Noise Element; highlights of the progress made in the calendar year 2018:

- The City of Cudahy requires mitigation measures during entitlements and approvals subject to CEQA.

- Cudahy “CMC” Article 23: *Environmental Performance Standards*, ensure that residential neighborhoods and the business community in Cudahy will be free from environmental hazards such as of noise, vibration, dust, glare, and other negative influences.

- Noise standards for the various categories of land uses set forth in Tables 12 and 13 shall, unless otherwise specified, apply to each property or portion of property in the community. Where two or more dissimilar land uses occur on a single property, the more restrictive noise standard shall apply.
Table 12. Maximum permissible exterior sound levels and noise standards by receiving land uses.

<table>
<thead>
<tr>
<th>Receiving Land Use Category</th>
<th>10 pm - 7 am</th>
<th>7 am to 10 pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential (except multi-family)</td>
<td>45</td>
<td>65</td>
</tr>
<tr>
<td>Multi-Family Residential and Mobile Home Parks</td>
<td>50</td>
<td>65</td>
</tr>
<tr>
<td>Commercial (all “C” zones)</td>
<td>60</td>
<td>65</td>
</tr>
<tr>
<td>Light Industrial Zones</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Heavy Industrial Zones</td>
<td>70</td>
<td>70</td>
</tr>
</tbody>
</table>

Table 13 Maximum permissible interior sound levels and noise standards by receiving land uses.

<table>
<thead>
<tr>
<th>Land Use Type</th>
<th>Time Interval</th>
<th>Maximum Noise Level (dBA)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Any time 1 min./1 hr. 5 min./1 hr.</td>
<td></td>
</tr>
<tr>
<td>Residential</td>
<td>10 p.m. to 7 a.m.</td>
<td>35 40 35</td>
</tr>
<tr>
<td></td>
<td>7 a.m. to 10 p.m.</td>
<td>45 50 45</td>
</tr>
</tbody>
</table>

Air Quality Element

The Air Quality Element is a new Element for the City and was added to the 2040 General Plan. Awareness and knowledge of the effects of human activities on the environment have grown significantly since the 1960s. In the early 2000s, concerns about climate change arose as a new focus. As such, finding ways to embrace sustainable practices has become a priority for Cudahy and many other California cities. Chief among environmental concerns is the impact of human actions and choices on the atmosphere and climate. With the emergence of the industrial age, human activity began to release increasing amounts of pollutants, carbon dioxide, and other harmful gases into the atmosphere, largely through the burning of fossil fuels and deforestation. The elevated levels of harmful gases and pollutants create two key concerns -- compromised local air quality and a global “greenhouse” effect that resulted in warming the Earth’s atmosphere.

The unhealthful conditions associated with air pollutants have been known for decades. Beginning in the 1970s, legislation such as the federal Clean Air Act was enacted to improve air quality and, thus, reduce impacts on human health associated with high pollutant levels. Global warming, however, did not really enter the public consciousness until the United Nations (U.N.) Framework Convention on Climate Change adopted the Kyoto Protocol in 1997. This 1997 U.N. Convention highlighted the serious threats to public safety associated with global warming,
including sea level rise, associated flooding, and significant effects on agricultural practices and production.

This Element addresses local and regional air quality, stationary and mobile emission sources in the community, and identifies programs that will be effective in reducing pollutant emissions generated within the City.

Air Quality Element; highlights of the progress made in the calendar year 2018:

- Adoption of a separate Air Quality Element as a component of the 2040 General Plan.
- The City of Cudahy requires mitigation measures during entitlements and approvals subject to CEQA.
- The City of Cudahy continues to be subject to regulations from various agencies. The primary agencies include the United States Environmental Protection Agency (EPA), the California Air Resources Board (CARB), and the South Coast Air Quality Management District (SCAQMD).
- The City of Cudahy uses SCAQMD-recommended thresholds in its local review of development projects over which the City has jurisdiction. A development that results in either construction-related emissions or operational emissions that exceed specified daily emissions thresholds are considered to have a significant and adverse environmental impact. The applicable emissions thresholds for both construction-related and operational emissions are summarized in Table 14.

<table>
<thead>
<tr>
<th>Pollutant</th>
<th>Construction Emissions Thresholds</th>
<th>Operational Emissions Thresholds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reactive Organic Compounds</td>
<td>•75 lbs/day +2.5 tons/qtr</td>
<td>•55 lbs/day +0.0275 tons/day</td>
</tr>
<tr>
<td>Nitrogen Dioxide (NO2)</td>
<td>•100 lbs/day +2.5 tons/qtr</td>
<td>•55 lbs/day +0.0275 tons/day</td>
</tr>
<tr>
<td>Carbon Monoxide (CO)</td>
<td>•550 lbs/day +24.75 tons/qtr</td>
<td>•550 lbs/day +0.275 tons/day</td>
</tr>
<tr>
<td>Fine Particulate Matter (PM10)</td>
<td>•150 lbs/day +6.75 tons/qtr</td>
<td>•150 lbs/day +0.075 tons/day</td>
</tr>
</tbody>
</table>
8.0 Goals, Priorities, and Objectives

The City of Cudahy aims to implement the priorities and objectives outlined in the 2040 General Plan throughout various activities and functions of local government. Many of the goals outlined for the future of the City are to be reviewed annually to direct the staff work effort for the upcoming calendar year. In this way, the implementation of the General Plan is an ongoing endeavor.

Some of the primary goals in the 2018 Housing Element that are to be implemented over the course of the next few years will include the following:

- Housing Information Program
- Second Unit Ordinance
- Development Monitoring Program
- Manufactured Housing
- Housing Conversion Program
- Tenant Minor Home Repair Program
- Code Enforcement
- Equal Access
- Reasonable Accommodation Program
- Public Participation Program
- Food Distribution Program
- Homeless Assistance Program
- Bilingual Programs
- Handicapped Access
- Senior Shared Housing Program
- Persons with Disabilities, including Developmental Disabilities Program
- Preservation of At-Risk Units Program
- Consistency with General Plan Program

For a complete implementation update of the Cudahy General Plan, please reference the 2018 General Plan Implementation Status Update Table which is attached as Appendix C.
9.0 Conclusion

The General Plan Annual Progress Report illustrates activities undertaken by the City of Cudahy in 2018 that resulted in the adoption of the 2040 General Plan, adoption of the 2018 Housing Element Update, amendments to the Development Code, and updates to the Zoning Map. The City has worked to progressively implement the policies outlined in each element of the City’s guiding planning document as outlined in the various sections of this Progress Report. The 2040 General Plan represents the community’s collective vision for preserving and improving the quality of life in the City of Cudahy.

As previously mentioned, an important milestone to note in this 2018 General Plan Annual Progress Report is that the City of Cudahy completed and adopted the 2040 General Plan. In addition to this major effort, the City also completed preparation, and adopted the 2018 Housing Element update, amended the Development Code, and updated the Zoning Map. Each of these milestones is significant in its’ own right, and taken together represent a tremendous commitment, and effort, on the part of the City’s residents, leaders, and staff to update the City’s goals, policies, objectives, and programs.

10.0 References


ATTACHMENT B1
2018 ANNUAL ELEMENT PROGRESS REPORT  
* Housing Element Implementation  
CCR Title 25 §6202

**Jurisdiction**  
City of Cudahy, CA

**Reporting Period**  
1/1/2018 - 12/31/2018

### Table A

**Annual Building Activity Report Summary - New Construction**  
Very Low-, Low-, and Mixed-Income Multifamily Projects

<table>
<thead>
<tr>
<th>Project Identifier (may be APN No., project name or address)</th>
<th>Unit Category</th>
<th>Tenure</th>
<th>Affordability by Household Incomes</th>
<th>Total Units per Project</th>
<th>Housing with Financial Assistance and/or Deed Restrictions</th>
<th>Housing without Financial Assistance or Deed Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Very Low-Income</td>
<td>Low-Income</td>
<td>Moderate-Income</td>
<td>Above Moderate-Income</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Rental units and financing are determined by the market. The City of Cudahy is a disadvantaged community with an annual median household income that is 61% less than the state annual median income. [http://factfinder2.census.gov](http://factfinder2.census.gov)

- Note: These fields are voluntary

(9) Total of Moderate and Above Moderate from Table A3

(10) Total by income Table A/A3

(11) Total Extremely Low-Income Units*
## 2018 ANNUAL ELEMENT PROGRESS REPORT

**Housing Element Implementation**

(CCR Title 25 §6202)

**Jurisdiction**
City of Cudahy, CA

**Reporting Period**
1/1/2018 - 12/31/2018

### Table A2

**Annual Building Activity Report Summary - Units Rehabilitated, Preserved and Acquired pursuant to GC Section 65583.1(c)(1)**

Please note: Units may only be credited to the table below when a jurisdiction has included a program in its housing element to rehabilitate, preserve or acquire units to accommodate a portion of its RHNA which meet the specific criteria as outlined in GC Section 65583.1(c)(1).

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Affordability by Household Incomes</th>
<th>(4) The Description should adequately document how each unit complies with subsection (c)(7) of Government Code Section 65583.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Rehabilitation Activity</td>
<td>Extremely Low-Income*</td>
<td>GFCI; smoke/carbon detectors; exhaust fan; ceiling replacement; bathroom &amp; kitchen remodels; plumbing; windows; laminate flooring; wall paneling; seal roof; water heater; repair/replace doors; vinyl skirt; inspect/replace electrical; and repair porch.</td>
</tr>
<tr>
<td>(2) Preservation of Units At-Risk</td>
<td>Very Low-Income</td>
<td></td>
</tr>
<tr>
<td>(3) Acquisition of Units</td>
<td>Low-Income</td>
<td></td>
</tr>
<tr>
<td>(5) Total Units by Income</td>
<td>TOTAL UNITS</td>
<td></td>
</tr>
</tbody>
</table>

* Note: This field is voluntary

### Table A3

**Annual building Activity Report Summary for Above Moderate-Income Units**

(not including those units reported on Table A)

<table>
<thead>
<tr>
<th></th>
<th>1. Single Family</th>
<th>2. 2 - 4 Units</th>
<th>3. 5+ Units</th>
<th>4. Second Unit</th>
<th>5. Mobile Homes</th>
<th>6. Total</th>
<th>7. Number of infill units*</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Units Permitted for Moderate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Units Permitted for Above Moderate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Note: This field is voluntary
## 2018 ANNUAL ELEMENT PROGRESS REPORT

**Housing Element Implementation**

(CCR Title 25 §6202)

### Jurisdiction
City of Cudahy, CA

### Reporting Period
1/1/2018 - 12/31/2018

### Table B

**Regional Housing Needs Allocation Progress**

<table>
<thead>
<tr>
<th>Income Level</th>
<th>RHNA Allocation by Income Level</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Total Units to Date (all years)</th>
<th>Total Remaining RHNA by Income Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low</td>
<td>Deed Restricted</td>
<td>94</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>Deed Non-restricted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Deed Restricted</td>
<td>60</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>Deed Non-restricted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderates</td>
<td>Deed Restricted</td>
<td>67</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Deed Non-restricted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Above Moderate</td>
<td>Deed Non-restricted</td>
<td>180</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>141</td>
</tr>
<tr>
<td></td>
<td>Total RHNA by COG.</td>
<td>401</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>318</td>
<td></td>
</tr>
</tbody>
</table>

Note: RHNA 5th Cycle January 2014-October 2021. Units serving extremely low-income households are included in the very low-income permitted units totals.
2018 ANNUAL ELEMENT PROGRESS REPORT

Housing Element Implementation

(CCR Title 25 §6202)

Jurisdiction
City of Cudahy, CA

Reporting Period
1/1/2018 - 12/31/2018

Table C
Program Implementation Status

<table>
<thead>
<tr>
<th>Program Description (By Housing Element Program Names)</th>
<th>Housing Programs Progress Report - Government Code Section 65583.</th>
<th>Objective</th>
<th>Timeframe in H.E.</th>
<th>Status of Program Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Information Program</td>
<td>Describe progress of all programs including local efforts to remove governmental constraints to the maintenance, improvement, and development of housing as identified in the housing element.</td>
<td>To encourage the development of high quality housing on vacant and underutilized lots.</td>
<td>Ongoing</td>
<td>The updated Housing Element was adopted by the City in March 2018 and included a detailed land inventory. The Housing information campaign was initiated through the development of an economic development informational flyer. 2018 Housing Element Program 1 Adequate Sites and Program 2 Housing information.</td>
</tr>
<tr>
<td>Second Unit Ordinance</td>
<td></td>
<td>The City of Cudahy allows second units on single-family lots, as required by State law. This has led to second units on most lots in the Low Density Residential (LDR) Zone and has added to the current housing stock.</td>
<td>Ongoing (monitored annually)</td>
<td>Single family neighborhoods represent a small portion of the City’s residential land (23%) and many of these existing neighborhoods have second units on their lots. As such, additional second unit development has been minimal. The City will update accessory unit requirements and regulations within the Development Code to comply with State law (Assembly Bill 2299 and Senate Bill 1069) in 2018. 2018 Housing Element Program 3. An updated version of the program was included in the 2018 adopted Housing Element.</td>
</tr>
<tr>
<td>Development Monitoring Program</td>
<td></td>
<td>The City will require all new development to undergo an assessment to ensure that adequate infrastructure is available to serve the development.</td>
<td>Ongoing</td>
<td>Infrastructure impacts from new developments are addressed through the environmental review process as required by the California Environmental Quality Act and will be fully assessed citywide through the General Plan Environmental Impact Report (EIR). Infrastructure availability is an integral part of maintaining a high quality of life for residents. This program and the provisions of recognizing adequate infrastructure are included in the 2018 adopted Development Code.</td>
</tr>
<tr>
<td>Manufactured Housing</td>
<td></td>
<td>The City allows manufactured homes and modular units on single-family lots. This permits the use of manufactured homes as affordable housing alternatives.</td>
<td>Ongoing (monitored annually)</td>
<td>Infrastructure law requires local governments to permit manufactured or mobile homes meeting federal safety and construction standards on a permanent foundation in all single-family residential zoning districts (Section 65852.3 of the California Government Code). In Cudahy, a manufactured/ factory-built house is considered to be a single-family detached dwelling unit and is treated as such.</td>
</tr>
<tr>
<td>Affordable Housing Incentives</td>
<td></td>
<td>The City shall provide developers with incentives and shorten the permit process for low-income and senior citizen housing projects. By expediting the review process, developers also save money and housing costs can be reduced.</td>
<td>Ongoing</td>
<td>An updated and expanded version of the program was included in the 2018 updated Housing Element. The new program includes an action item to develop development incentives and a community benefits permitting procedure that incentivizes benefits and desired public amenities provided by private development, which include, but are not limited to, low Income and/or affordable housing. 2018 Housing Element Program 5.</td>
</tr>
<tr>
<td>Jurisdiction</td>
<td>City of Cudahy, CA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reporting Period</td>
<td>1/1/2018 - 12/31/2018</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### CDBG Information Program
The City shall continue housing programs on housing development, infrastructure, rehabilitation and job development, as allowed by the CDBG program.  
**Ongoing**

Since 2014, the City has used CDBG funds for Code Enforcement, Single-unit Housing Rehabilitation Program, Business Assistance Program, Senior Activities Program, Food Distribution Program, and two construction projects at Clara Park and Cudahy Park. CDBG funding is an important resource for the City and the programs identified will continue. This program was included in the 2018 adopted Housing Element. 2018 Housing Element Program 6.

### Housing Conversion Program
The City shall take the lead in coordinating efforts for the preservation of subsidized housing projects in Cudahy.  
**Ongoing (monitored annually)**

Subsidized housing units in Cudahy are owned by non-profit affordable housing developers that have expressed a desire to continue renewing their subsidies that allow for the provision of affordable housing. A program addressing affordable housing at risk of conversion to market rate was included in the 2018 updated Housing Element and 2018 Housing Element Program 10.

### Inclusionary Housing Program
The City shall explore the feasibility of requiring affordable housing units within new housing developments.  
**Pending**

This may be promoted by density bonuses and other incentives, coupled with a use restriction on the affordable units. The City may also require developers to provide a minimum percentage of affordable housing, pay fees, or dedicate land.

### Housing Maintenance and Conversion
The City of Cudahy has an ongoing program for the maintenance and conservation of the existing housing stock.  
**Ongoing**

By maintaining the existing housing stock and preventing the creation of substandard housing, the City improves the living environment for present residents. Implementation measures for housing maintenance and conservation are discussed below. Approximately 5 housing units are anticipated to benefit from the...

### Tenant Minor Home Repair Program
The City shall continue to apply for Community Development Block Grants for housing rehabilitation programs in the City.  
**CDBG funds expended**

Due to lack of funding, this program is no longer available. Residents continue to have access to improvement programs through the Housing Maintenance and Conservation program.

### SRO Hotels
The City shall preserve single-room occupancy (SRO) hotels and strictly enforce ordinances regarding property maintenance and fire and safety standards to safeguard the public health, safety and welfare of tenants.  
**Ongoing**

Two motels in the City provide short term housing to homeless or at-risk individuals. The City strictly enforces ordinances regarding property maintenance and fire and safety standards to safeguard the public health, safety and welfare of tenants. This program was included in the 2018 updated Housing Element. 2018 Housing Element Program 9.

### Development Standards to Allow Uses
The City shall modify its Municipal Code to allow the development, maintenance, and improvement of Emergency Shelters, SRO’s, Transitional Housing, and Supportive Housing to address constraints throughout the City.  
**Completed/Ongoing Monitoring**

The City adopted a Development Code in 2018 which addressed Emergency Shelters, SROs, Transitional Housing, and Supportive Housing consistent with state law. The City will monitor development of these housing types and re-evaluate the effectiveness of established development standards. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 10.
## Housing Element Implementation

(CCR Title 25 §6202)

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Period</td>
<td>1/1/2018 - 12/31/2018</td>
</tr>
</tbody>
</table>

### Emergency Shelters

The City will amend the Zoning Ordinance so emergency shelters shall be a permitted use without a conditional use permit or other discretionary action in the High Density Residential zone.

### Transitional and Supportive Housing

The City will continue to monitor the inventory of sites appropriate to accommodate transitional housing and supportive housing and will work with the appropriate organizations to ensure the needs of homeless and extremely low-income residents are met.

### Code Enforcement

The City shall continue code enforcement of nuisances such as inoperable vehicles, property maintenance, substandard units, and illegal garage conversions.

### Monitoring

- **Emergency Shelters:** The City adopted a comprehensive update of the Development Code in 2018 that addresses Emergency Shelters consistent with state law. Emergency shelters are allowed without discretionary review in the Commercial Mixed Use (C/MU), Civic Mixed Use (Civic/MU), and Entertainment (E) zoning districts. Development standard review and monitoring of this development.

- **Transitional and Supportive Housing:** The City adopted a comprehensive update of the Development Code in 2018 which addresses Transitional and Supportive Housing consistent with state law. The City will continue to monitor the inventory of sites appropriate to accommodate transitional housing and supportive housing and will work with the appropriate organizations to ensure the needs of homeless and extremely low-income residents are met. This program was renamed and updated to also address emergency shelters. 2018 Housing Element Program 11.

- **Code Enforcement:** Code enforcement activities are an important part of the City's neighborhood preservation programs. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 12.
<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Period</td>
<td>1/1/2018 - 12/31/2018</td>
</tr>
</tbody>
</table>

### Housing Cooperating Program

The City shall work with Los Angeles County to identify and coordinate water and sewer infrastructure on the provision of adequate infrastructure and public services in Cudahy, including monitoring for grant funding sources, to meet the City's RHNA. Ongoing/Monitoring

Infrastructure availability is an integral part of maintaining a high quality of life for residents. In addition, consistent with the General Plan Implementation program, the City will establish permit tracking program by June 2019 that monitors new development and the redevelopment of existing uses that increase the number of residential unit and/or nonresidential square footage. This program was renamed and updated to address continued coordination with the County and ongoing development tracking. 2018 Housing Element Program 13.

### Equal Access

The City intends to minimize difficulties of special needs households in finding adequate housing by providing programs to prevent discrimination or to encourage the production of housing specifically designed for these households. Ongoing (monitored annually)

Due to lack of funding, the City has not been able to provide funds to the Human Services Association. It does maintain a list of local social services to use as referral sources for residents in need and refers homeless individuals to local and regional homeless resources. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 17.

### Reasonable Accommodation Program

The City shall develop a policy pursuant to the Fair Housing Amendments Act of 1988, to provide people with disabilities reasonable accommodation in rules, policies, practices and procedures that may be necessary to ensure equal access to housing. Completed/Ongoing Monitoring

The City adopted a comprehensive update of the Development Code in 2018 which includes a definition of family consistent with state law. This program was combined with the Fair Housing Program in the 2018 updated Housing Element. 2018 Housing Element Program 15.

### Public Participation Program

The City encourages community participation in all city programs. Ongoing

Public participation is a priority for the City. This program was combined with the Bilingual program in the updated Housing Element, as access for Spanish speakers in Cudahy is crucial to obtaining full participation. 2018 Housing Element Program 14.

### Fair Housing Program

The City promotes the use of the Fair Housing Council of Long Beach through the City newsletter and local papers, and informs all city employees of the available services for referral. Ongoing

The City refers fair housing complaints to the Housing Rights Center and advertises fair housing services and information through the City newsletter and local papers, and informs all city employees of the available services for referral. The program was included in the 2018 updated Housing Element and combined with the Equal Access Program. 2018 Housing Element Program 15.

### Food Distribution Program

The City shall continue the hot meals and food distribution programs. Ongoing (monitored annually)

The City conducts hot meals and food distribution on the 4th Thursday of every month. The program is important to the City and is a valuable resource for residents. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 17.

### Homeless Assistance Program

The City shall continue to provide funds for the Human Services Association to serve the homeless and other special needs groups in the community. Ongoing (monitored annually)

Due to lack of funding, the City has not been able to provide funds to the Human Services Association. It does maintain a list of local social services to use as referral sources for residents in need and refers homeless individuals to local and regional homeless resources. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 17.
## 2018 ANNUAL ELEMENT PROGRESS REPORT

### Housing Element Implementation

**(CCR Title 25 §6202)**

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Period</td>
<td>1/1/2018 - 12/31/2018</td>
</tr>
</tbody>
</table>

### Bilingual Program
- The production of documents and publications that are both in English and Spanish.
- Ongoing (monitored annually)
- Public participation is a priority for the City. This program will be combined with the Public Participation program in the updated Housing Element. The City will continue to actively produce documents and publications that are in both English and Spanish.

### Handicapped Access
- The City currently requires new development to comply with State standards for handicapped access.
- Ongoing (monitored annually)
- The program is ongoing and was included in the 2018 updated Housing Element. 2018 Housing Element Program 18.

### Senior Shared Housing Program
- The Senior’s Center on Clara Park serves as an information center for senior programs and resources.
- Ongoing (monitored annually)
- The program is ongoing and was included in the 2018 updated Housing Element. 2018 Housing Element Program 19.

### Housing for Extremely-Low Income Households Program
- The City will encourage the development of housing units for households earning 30 percent or less of the median Family income for Los Angeles County. Specific emphasis shall be placed on the provision of family housing and non-traditional housing types.
- Ongoing
- Within 3 years, the City will establish development incentives and community benefits permitting procedure that incentivizes benefits and desired public amenities provided by private development, which include, but are not limited to, extremely/low income and/or affordable housing. This program was merged with the Affordable Housing Incentives program.

### Persons with Disabilities, including Development Disabilities Program
- The City shall seek State and Federal monies, as funding becomes available, in support of housing construction and rehabilitation targeted for persons with disabilities.
- Ongoing
- The City shall provide regulatory incentives, such as expedited permit processing and fee waivers and deferrals, to projects targeted for persons with disabilities, including persons with developmental disabilities. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 20.

### Preservation of At-Risk Units Program
- The City will monitor every three months, the status of any HUD receipt/approval Notices of Intent and Plans of Action filled by property owners to convert to market-rate units.
- Ongoing (monitored annually)
- Subsidized housing units in Cudahy are owned by non-profit affordable housing developers that have expressed a desire to continue renewing their subsidies that allow for the provision of affordable housing. A program addressing affordable housing at risk of conversion to market rate was included in the updated Housing Element. The details of this program are to be merged with the At Risk Housing program.

### Consistency with General Plan
- The City shall conduct an integral review as part of its upcoming General Plan amendment process and implementation to achieve consistency with other general plan elements, policies, programs, and community goals.
- Completed/Ongoing Monitoring
- The 2040 General Plan and the Housing Element update were both adopted by the City on March 20, 2018. Adoption included internal consistency with all other Elements, including the two new elements Air Quality and Economic Development. 2018 Housing Element Program 21.
### 2018 ANNUAL ELEMENT PROGRESS REPORT

**Housing Element Implementation**  
(CCR Title 25 §6202 )

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>City of Cudahy, CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Period</td>
<td>1/1/2018 - 12/31/2018</td>
</tr>
</tbody>
</table>

#### Zoning Update Program

To address a shortfall and unaccommodated need of 280 units at appropriate densities, the City will increase allowable zoning densities of the HDR and CC Zone's city wide from 14.52 to allowing a minimum of 20 dwelling units per acre.

<table>
<thead>
<tr>
<th>Completed/Ongoing Monitoring</th>
</tr>
</thead>
</table>

With the March 20, 2018 adoption of the 2040 General Plan and Housing Element update, the City also amended the Development Code and Zoning Map. Amendments included allowing for higher density development in residential areas, identification of new areas for mixed-use development with higher residential densities, and the provision of new zoning districts consistent with the newly adopted 2040 General Plan. The City undertook these efforts, along with an updated sites inventory, to provide more incentives to recycle underutilized and deteriorating property.

### General Comments:

Several important milestones were achieved by the City in 2018: the adoption of the 2040 General Plan, HCD certification of the City’s 2018 updated Housing Element, amendments to the Development Code, and updates to the Zoning Map.
ATTACHMENT B2
APPENDIX C
CITY OF CUDAHY
2018 GENERAL PLAN IMPLEMENTATION STATUS UPDATE
This Appendix summarizes the Goals, Policies, and Implementation Programs of the 2040 General Plan
The City Council adopted the 2040 General Plan on March 20, 2040 and Implementation began soon thereafter

<table>
<thead>
<tr>
<th>LAND USE ELEMENT</th>
<th>Goals</th>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal LUE-1:</td>
<td>Complete, integrated, and defined neighborhoods, corridors, and districts.</td>
<td>Policies 1.1 through 1.10</td>
</tr>
<tr>
<td>Goal LUE-2:</td>
<td>Mobility and parking systems that interact with land use patterns.</td>
<td>Policies 2.1 through 2.4</td>
</tr>
<tr>
<td>Goal LUE-3:</td>
<td>Aesthetically pleasing distinctive, and inclusive urban design.</td>
<td>Policies 3.1 through 3.15</td>
</tr>
<tr>
<td>Goal LUE-4:</td>
<td>Land uses and spaces that encourage community cohesion and interaction.</td>
<td>Policies 4.1 through 4.6</td>
</tr>
<tr>
<td>Goal LUE-5:</td>
<td>Accommodate different family sizes and income levels through a variety of different types and scales of housing.</td>
<td>Policies 5.1 through 5.8</td>
</tr>
<tr>
<td>Goal LUE-6:</td>
<td>Enhanced character in neighborhoods.</td>
<td>Policies 6.1 through 6.7</td>
</tr>
<tr>
<td>Goal LUE-7:</td>
<td>A modernized and adaptable industrial center prepared to react quickly to technological evolution.</td>
<td>Policies 7.1 through 7.6</td>
</tr>
<tr>
<td>Goal LUE-8:</td>
<td>Land use strategies that facilitate economic empowerment through business development and homeownership opportunities.</td>
<td>Policies 8.1 through 8.3</td>
</tr>
<tr>
<td>Goal LUE-9:</td>
<td>A build environment that promotes physical activity and healthy lifestyles.</td>
<td>Policies 9.1 through 9.4</td>
</tr>
<tr>
<td>Goal LUE-10:</td>
<td>Environmental sustainability practices incorporated into Cudahy’s physical development.</td>
<td>Policies 10.1 through 10.5</td>
</tr>
</tbody>
</table>

**Implementation Programs**

- 1. Amended Development Code and Zoning Map: Completed/Ongoing
- 2. Development Incentives and Community Benefits Program: Completed/Ongoing
- 4. Accessory Dwelling Unit Law Compliance: Ongoing
- 5. Development Standards and Guidelines: Ongoing/Pending
- 6. Public Art Ordinance: Pending
- 7. Code Enforcement: Ongoing
- 8. Development Tracking Program: Ongoing/Pending
- 14. Green Building Program: Ongoing/Pending
- 15. Multi-family Homeownership Opportunity: Ongoing/Pending
- 19. Community Health Assessment: Pending
- 22. Civic Center Relocation and Repurpose: Pending
- 23. Gateway Signage and Wayfinding Program: Pending
- 28. Service Provider Coordination: Ongoing
- 30. Community Health Manager: Pending
- 31. Community Development Corporation: Pending
- 32. Corner Store Conversion and Mobile Produce Market Program: Pending
- 33. Inter-Agency Consultation: Ongoing
- 35. Sensitive Receptor Siting Protection: Ongoing/Pending

CIRCULATION ELEMENT
### Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>CE-1: An efficient, convenient, and safe transportation system.</td>
<td>Policies 1.1 through 1.8</td>
</tr>
<tr>
<td>CE-2: Improved mobility and safety through roadway, bicycle, and pedestrian facilities enhancements and increased public transit connectivity.</td>
<td>Policies 2.1 through 2.5</td>
</tr>
<tr>
<td>CE-3: Comprehensive multi-modal transportation routes and facilities that are highly used</td>
<td>Policies 3.1 through 3.7</td>
</tr>
<tr>
<td>CE-4: Efficient, safe, and convenient parking facilities throughout areas of the City</td>
<td>Policies 4.1 through 4.9</td>
</tr>
</tbody>
</table>

#### Implementation Programs

<table>
<thead>
<tr>
<th>Status</th>
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<tbody>
<tr>
<td>Pending</td>
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<tr>
<td>Ongoing/Pending</td>
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<tr>
<td>Ongoing/Pending</td>
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<tr>
<td>Ongoing/Pending</td>
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</tbody>
</table>

### OPEN SPACE AND CONSERVATION ELEMENT

<table>
<thead>
<tr>
<th>Goal</th>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSCE-1: A sustainable urban environment protects valuable natural resources (water, air, and soil) and limits waste production.</td>
<td>Policies 1.1 through 1.17</td>
</tr>
<tr>
<td>OSCE-2: An increase of trails, parks, recreation, and other open space.</td>
<td>Policies 2.1 through 2.12</td>
</tr>
<tr>
<td>OSCE-3: Recreation facilities design and programming that provide a range of opportunities and evolve to meet the needs of changing demographics and public interests.</td>
<td>Policies 3.1 through 3.5</td>
</tr>
<tr>
<td>OSCE-4: Safe and efficient infrastructure systems (sewer, water, storm drain) that are maintained to sustainably grow with the community.</td>
<td>Policies 4.1 through 4.5</td>
</tr>
</tbody>
</table>

#### Implementation Programs

<table>
<thead>
<tr>
<th>Status</th>
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<tbody>
<tr>
<td>Ongoing/Pending</td>
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### ECONOMIC DEVELOPMENT ELEMENT

<table>
<thead>
<tr>
<th>Goal</th>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>ED-1: A diverse and healthy economy.</td>
<td>Policies 1.1 through 1.11</td>
</tr>
<tr>
<td>ED-2: A thriving business climate attracting and retaining new businesses of diverse types and sizes.</td>
<td>Policies 2.1 through 2.5</td>
</tr>
<tr>
<td>ED-3: A skilled and adaptable local workforce.</td>
<td>Policies 3.1 through 3.13</td>
</tr>
<tr>
<td>ED-4: A partner for public and private development that aligns with the community vision.</td>
<td>Policies 4.1 through 4.4</td>
</tr>
<tr>
<td>ED-5: Maintain the City's fiscal health.</td>
<td>Policies 5.1 through 5.7</td>
</tr>
<tr>
<td>ED-6: A City that values and uplifts the economic potential of its vulnerable populations.</td>
<td>Policies 6.1 through 6.3</td>
</tr>
</tbody>
</table>

#### Implementation Programs

<table>
<thead>
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<tr>
<td>Ongoing</td>
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</table>

### SAFETY ELEMENT

<table>
<thead>
<tr>
<th>Goal</th>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE-1: A community engaged with law enforcement to promote mutual respect and active collaboration in improving public safety.</td>
<td>Policies 1.1 through 1.5</td>
</tr>
<tr>
<td>SE-2: Enhanced resources for public safety.</td>
<td>Policies 2.1 through 2.6</td>
</tr>
<tr>
<td>Goal SE-3: A safe environment that enhances community safety through environmental design techniques</td>
<td>Policies 3.1 through 3.7</td>
</tr>
<tr>
<td>Goal SE-4: A prepared and resilient Cudahy.</td>
<td>Policies 4.1 through 4.6</td>
</tr>
<tr>
<td>Goal SE-5: An environment that is reasonably safe from hazards.</td>
<td>Policies 5.1 through 5.5</td>
</tr>
</tbody>
</table>

**Implementation Programs**

<table>
<thead>
<tr>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. Parking Districts and Regulations</td>
</tr>
<tr>
<td>11. Scope of Services with Los Angeles County Public Safety</td>
</tr>
</tbody>
</table>

**AIR QUALITY ELEMENT**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal AQE-1: Protection of sensitive receptors.</td>
<td>Policies 1.1 through 1.5</td>
</tr>
<tr>
<td>Goal AQE-2: Reduced volume of pollutants generated by motorized vehicles.</td>
<td>Policies 2.1 through 2.7</td>
</tr>
<tr>
<td>Goal AQE-3: Energy efficiency and conservation practices reducing air pollution and greenhouse gas emissions.</td>
<td>Policies 3.1 through 3.8</td>
</tr>
<tr>
<td>Goal AQE-4: Reduce volume of waste entering regional landfills.</td>
<td>Policies 4.1 through 4.3</td>
</tr>
<tr>
<td>Goal AQE-5: Support efforts to reduce the negative impacts of pollution on air quality and public health.</td>
<td>Policies 5.1 through 5.4</td>
</tr>
</tbody>
</table>

**Implementation Programs**

<table>
<thead>
<tr>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>20. Climate Action Plan</td>
</tr>
<tr>
<td>29. Green House Gas Emissions Reduction Targets</td>
</tr>
</tbody>
</table>

**NOISE ELEMENT**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal NE-1: Protect noise-sensitive uses.</td>
<td>Policies 1.1 through 1.4</td>
</tr>
<tr>
<td>Goal NE-2: Clear and enforced noise regulations.</td>
<td>Policies 2.1 through 2.6</td>
</tr>
</tbody>
</table>

**Implementation Programs**

<table>
<thead>
<tr>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>12. Noise Ordinance</td>
</tr>
<tr>
<td>13. Noise Complaint Monitoring System</td>
</tr>
</tbody>
</table>

**HOUSING ELEMENT**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1: The City of Cudahy will improve the housing supply and the choice of housing opportunities through private investment and, where necessary, through public action and financing.</td>
<td>Policies 1.1 through 1.8</td>
</tr>
<tr>
<td>Goal 2: The City of Cudahy will promote affordable housing and shelter for all economic segments of the community.</td>
<td>Policies 2.1 through 2.8</td>
</tr>
<tr>
<td>Goal 3: The City of Cudahy will support and provide incentives for the maintenance and rehabilitation of the existing housing stock.</td>
<td>Policies 3.1 through 3.10</td>
</tr>
<tr>
<td>Goal 4: The City of Cudahy will encourage development of a viable urban community consistent with orderly growth and environmental conservation to provide suitable living environments, with access to employment, community facilities, and services.</td>
<td>Policies 4.1 through 4.8</td>
</tr>
<tr>
<td>Goal 5: The City of Cudahy will promote equal access and opportunity to housing regardless of race, religion, sex, marital status, ancestry, national origin, or color.</td>
<td>Policies 5.1 through 5.8</td>
</tr>
</tbody>
</table>

**Implementation Programs**

Note: The Housing Element was prepared as a separate Element from the 2040 General Plan; therefore, the summary of implementation programs and "status" are provided in an alternative format, than what has been provided for the other Elements. Please see below:
<table>
<thead>
<tr>
<th>Name of Program</th>
<th>Objective</th>
<th>Timeframe in H.E.</th>
<th>Status of Program Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Information Program</td>
<td>To encourage the development of high-quality housing on vacant and underutilized lots.</td>
<td>Ongoing</td>
<td>The updated Housing Element was adopted by the City in March 2018 and included a detailed land inventory. The Housing information campaign was initiated through the development of an economic development informational flyer. 2018 Housing Element Program 1 Adequate Sites and Program 2 Housing information.</td>
</tr>
<tr>
<td>Second Unit Ordinance</td>
<td>The City of Cudahy allows second units on single-family lots, as required by State law. This has led to second units on most lots in the Low Density Residential (LDR) Zone and has added to the current housing stock.</td>
<td>Ongoing (monitored annually)</td>
<td>Single family neighborhoods represent a small portion of the City's residential land (23%) and many of these existing neighborhoods have second units on their lots. As such, additional second unit development has been minimal. The City will update accessory unit requirements and regulations within the Development Code to comply with State law (Assembly Bill 2299 and Senate Bill 1069) in 2018. 2018 Housing Element Program 3. An updated version of the program was included in the 2018 adopted Housing Element.</td>
</tr>
<tr>
<td>Development Monitoring Program</td>
<td>The City will require all new development to undergo an assessment to ensure that adequate infrastructure is available to serve the development.</td>
<td>Ongoing</td>
<td>Infrastructure impacts from new developments are addressed through the environmental review process as required by the California Environmental Quality Act and will be fully assessed citywide through the General Plan Environmental Impact Report (EIR). Infrastructure availability is an integral part of maintaining a high quality of life for residents. This program and the provisions of ensuring adequate infrastructure are included in the 2018 adopted Housing Element, Program 13: Infrastructure Availability.</td>
</tr>
<tr>
<td>Manufactured Housing</td>
<td>The City allows manufactured homes and modular units on single-family lots. This permits the use of manufactured homes as</td>
<td>Ongoing (monitored annually)</td>
<td>State law requires local governments to permit manufactured or mobile homes meeting federal safety and construction standards on a permanent foundation in all single-family residential zoning districts (Section 65852.3 of the California Government Code). In Cudahy, a</td>
</tr>
<tr>
<td>Affordable Housing Incentives</td>
<td>The City shall provide developers with incentives and shorten the permit process for low-income and senior citizen housing projects. By expediting the review process, developers also save money and housing costs can be reduced.</td>
<td>Ongoing</td>
<td>An updated and expanded version of the program was included in the 2018 updated Housing Element. The new program includes an action item to develop development incentives and a community benefits permitting procedure that incentivizes benefits and desired public amenities provided by private development, which include, but are not limited to, low income and/or affordable housing. 2018 Housing Element Program 5.</td>
</tr>
<tr>
<td>CDBG Information Program</td>
<td>The City shall continue housing programs on housing development, infrastructure, rehabilitation and job development, as allowed by the CDBG program.</td>
<td>Ongoing</td>
<td>Since 2014, the City has used CDBG funds for Code Enforcement, Single-unit Housing Rehabilitation Program, Business Assistance Program, Senior Activities Program, Food Distribution Program, and two construction projects at Clara Park and Cudahy Park. CDBG funding is an important resource for the City and the programs identified will continue. This program was included in the 2018 adopted Housing Element. 2018 Housing Element Program 6.</td>
</tr>
<tr>
<td>Housing Conversion Program</td>
<td>The City shall take the lead in coordinating efforts for the preservation of subsidized housing projects in Cudahy.</td>
<td>Ongoing (monitored annually)</td>
<td>Subsidized housing units in Cudahy are owned by non-profit affordable housing developers that have expressed a desire to continue renewing their subsidies that allow for the provision of affordable housing. A program addressing affordable housing at risk of conversion to market rate was included in the 2018 updated Housing Element and combined with a second existing program related to at-risk housing. 2018 Housing Element Program 7.</td>
</tr>
<tr>
<td>Program</td>
<td>Description</td>
<td>Status</td>
<td>Notes</td>
</tr>
<tr>
<td>Topic</td>
<td>Action</td>
<td>Monitoring Status</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------------------------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Emergency Shelters</td>
<td>The City will amend the Zoning Ordinance so emergency shelters shall be a permitted use without a conditional use permit or other discretionary action in the High Density Residential zone.</td>
<td>Completed/ Ongoing Monitoring</td>
<td>The City adopted a comprehensive update of the Development Code in 2018 that addresses Emergency Shelters consistent with state law. Emergency shelters are allowed without discretionary review in the Commercial Mixed Use (C/MU), Civic Mixed Use (Civic/MU), and Entertainment (E) zoning districts. Development standard review and monitoring of this development type is included in two other programs. With the 2018 completion of the zoning ordinance amendment, this program was removed from the Housing Element. The monitoring of emergency shelter development is addressed in the Emergency, Transitional and Supportive Housing program. 2018 Housing Element Program 11.</td>
</tr>
<tr>
<td>Transitional and Supportive Housing</td>
<td>The City will continue to monitor the inventory of sites appropriate to accommodate transitional housing and supportive housing and will work with the appropriate organizations to ensure the needs of homeless and extremely low-income residents are met.</td>
<td>Completed/ Ongoing Monitoring</td>
<td>The City adopted a comprehensive update of the Development Code in 2018 which addresses Transitional and Supportive Housing consistent with state law. The City will continue to monitor the inventory of sites appropriate to accommodate transitional housing and supportive housing and will work with the appropriate organizations to ensure the needs of homeless and extremely low-income residents are met. This program was renamed and updated to also address emergency shelters. 2018 Housing Element Program 11.</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td>The City shall continue code enforcement of nuisances such as inoperable vehicles, property maintenance, substandard units, and illegal garage conversions.</td>
<td>Ongoing (monitored annually)</td>
<td>Code enforcement activities are an important part of the City’s neighborhood preservation programs. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 12.</td>
</tr>
<tr>
<td>Program</td>
<td>Description</td>
<td>Status</td>
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</tr>
<tr>
<td>Housing Cooperating Program</td>
<td>The City shall work with Los Angeles County to identify and coordinate water and sewer infrastructure on the provision of adequate infrastructure and public services in Cudahy, including monitoring for grant funding sources, to meet the City’s RHNA.</td>
<td>Ongoing/Monitoring</td>
<td></td>
</tr>
<tr>
<td>Equal Access</td>
<td>The City intends to minimize difficulties of special needs households in finding adequate housing by providing programs to prevent discrimination or to encourage the production of housing specifically designed for these households.</td>
<td>Ongoing (monitored annually)</td>
<td></td>
</tr>
<tr>
<td>Reasonable Accommodation Program</td>
<td>The City shall develop a policy pursuant to the Fair Housing Amendments Act of 1988, to provide people with disabilities reasonable accommodation in rules, policies, practices and procedures that may be necessary to ensure equal access to housing.</td>
<td>Completed/Ongoing Monitoring</td>
<td></td>
</tr>
<tr>
<td>Public Participation Program</td>
<td>The City encourages community participation in all city programs.</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>

Infrastructure availability is an integral part of maintaining a high quality of life for residents. In addition, consistent with the General Plan Implementation program, the City will establish permit tracking program by June 2019 that monitors new development and the redevelopment of existing uses that increase the number of residential unit and/or nonresidential square footage. This program was renamed and updated to address continued coordination with the County and ongoing development tracking. 2018 Housing Element Program 13.

The City adopted a comprehensive update of the Development Code in 2018 which includes a definition of family consistent with state law. This program was combined with the Fair Housing Program in the 2018 updated Housing Element. 2018 Housing Element Program 15.

The City adopted a comprehensive update of the Development Code in 2018 that includes a formal procedure for individuals with disabilities seeking equal access to housing to request a reasonable accommodation to zoning regulations, as provided by the Federal Fair Housing Amendments Act of 1988 and California’s Fair Employment and Housing Act, and to establish criteria to be used when considering these requests. The purpose of the reasonable accommodation process is to provide flexibility in the application of land use, zoning or building regulations, policies or procedures for individuals with disabilities or developers of housing for persons with disabilities when it is necessary to eliminate barriers to equal housing opportunities. Remove for 2018

Public participation is a priority for the City. This program was combined with the Bilingual program in the updated Housing Element, as access for Spanish speakers in Cudahy is crucial to obtaining full participation. 2018 Housing Element Program 14.
<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair Housing Program</td>
<td>The City promotes the use of the Fair Housing Council of Long Beach through the City newsletter and local papers, and informs all city employees of the available services for referral.</td>
<td>Ongoing</td>
<td>The City refers fair housing complaints to the Housing Rights Center and advertises fair housing services and information through the City newsletter and local papers, and informs all city employees of the available services for referral. The program was included in the 2018 updated Housing Element and combined with the Equal Access Program. 2018 Housing Element Program 15.</td>
</tr>
<tr>
<td>Food Distribution Program</td>
<td>The City shall continue the hot meals and food distribution programs</td>
<td>Ongoing (monitored annually)</td>
<td>The City conducts hot meals and food distribution on the 4th Thursday of every month. The program is important to the City and is a valuable resource for residents. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 16.</td>
</tr>
<tr>
<td>Homeless Assistance Program</td>
<td>The City shall continue to provide funds for the Human Services Association to serve the homeless and other special needs groups in the community.</td>
<td>Ongoing (monitored annually)</td>
<td>Due to lack of funding, the City has not been able to provide funds to the Human Services Association. It does maintain a list of local social services to use as referral sources for residents in need and refers homeless individuals to local and regional homeless resources. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 17.</td>
</tr>
<tr>
<td>Bilingual Program</td>
<td>The production of documents and publications that are both in English and Spanish.</td>
<td>Ongoing (monitored annually)</td>
<td>Public participation is a priority for the City. This program will be combined with the Public Participation program in the updated Housing Element. The City will continue to actively produce documents and publications that are in both English and Spanish.</td>
</tr>
<tr>
<td>Handicapped Access</td>
<td>The City currently requires new development to comply with State standards for handicapped access.</td>
<td>Ongoing (monitored annually)</td>
<td>The program is ongoing and was included in the 2018 updated Housing Element. 2018 Housing Element Program 18.</td>
</tr>
<tr>
<td>Senior Shared Housing Program</td>
<td>The Senior’s Center on Clara Park serves as an information center for senior programs and resources.</td>
<td>Ongoing (monitored annually)</td>
<td>The program is ongoing and was included in the 2018 updated Housing Element. 2018 Housing Element Program 19.</td>
</tr>
<tr>
<td>Program</td>
<td>Description</td>
<td>Status</td>
<td>Notes</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Housing for Extremely-Low Income Households Program</td>
<td>The City will encourage the development of housing units for households earning 30 percent or less of the median Family income for Los Angeles County. Specific emphasis shall be placed on the provision of family housing and non-traditional housing types.</td>
<td>Ongoing</td>
<td>Within 3 years, the City will establish development incentives and community benefits permitting procedure that incentivizes benefits and desired public amenities provided by private development, which include, but are not limited to, extremely/low Income and/or affordable housing. This program was merged with the Affordable Housing Incentives program.</td>
</tr>
<tr>
<td>Persons with Disabilities, including Development Disabilities Program</td>
<td>The City shall seek State and Federal monies, as funding becomes available, in support of housing construction and rehabilitation targeted for persons with disabilities.</td>
<td>Ongoing</td>
<td>The City shall provide regulatory incentives, such as expedited permit processing and fee waivers and deferrals, to projects targeted for persons with disabilities, including persons with developmental disabilities. The program was included in the 2018 updated Housing Element. 2018 Housing Element Program 20.</td>
</tr>
<tr>
<td>Preservation of At-Risk Units Program</td>
<td>The City will monitor every three months, the status of any HUD receipt/approval Notices of Intent and Plans of Action filled by property owners to convert to market-rate units.</td>
<td>Ongoing (monitored annually)</td>
<td>Subsidized housing units in Cudahy are owned by non-profit affordable housing developers that have expressed a desire to continue renewing their subsidies that allow for the provision of affordable housing. A program addressing affordable housing at risk of conversion to market rate was included in the updated Housing Element. The details of this program are to be merged with the At-Risk Housing Preservation Program.</td>
</tr>
<tr>
<td>Consistency with General Plan</td>
<td>The City shall conduct an integral review as part of its upcoming General Plan amendment process and implementation to achieve consistency with other general plan elements, policies, programs, and community goals.</td>
<td>Completed/Ongoing Monitoring</td>
<td>The 2040 General Plan and the Housing Element update were both adopted by the City on March 20, 2018. Adoption included internal consistency with all other Elements, including the two new elements Air Quality and Economic Development. 2018 Housing Element Program 21.</td>
</tr>
<tr>
<td>Zoning Update Program</td>
<td>Completed/Ongoing Monitoring</td>
<td></td>
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</tr>
<tr>
<td>-----------------------</td>
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<td></td>
</tr>
<tr>
<td>To address a shortfall and unaccommodated need of 280 units at appropriate densities, the City will increase allowable zoning densities of the HDR and CC Zone’s city wide from 14.52 to allowing a minimum of 20 dwelling units per acre.</td>
<td>With the March 20, 2018 adoption of the 2040 General Plan and Housing Element update, the City also amended the Development Code and Zoning Map. Amendments included allowing for higher density development in residential areas, identification of new areas for mixed-use development with higher residential densities, and the provision of new zoning districts consistent with the newly adopted 2040 General Plan. The City undertook these efforts, along with an updated sites inventory, to provide more incentives to recycle underutilized and deteriorating property. The updated sites inventory is proposed to show sufficient capacity to address the City’s current and previous (rollover) RHNA.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ATTACHMENT C
RESOLUTION NO. 19-32


WHEREAS, The state of California requires non-charter cities and counties to have an adopted General Plan to provide guidance and direction for development activities; and,

WHEREAS, The City of Cudahy’s current General Plan was adopted in September 15, 2010; and,

WHEREAS, The Housing Element is one of the seven mandatory elements of a General Plan required by the State of California; and,

WHEREAS, The Housing Element must be updated every eight years and reviewed for consistency with the State Department of Housing and Community Development; and

WHEREAS, The Housing Element was adopted on January 7, 2014; and,

WHEREAS, California Government Code Section 65400 mandates that cities submit an Annual Progress Report on the status of the General Plan and its implementation to their legislative bodies, the Governor’s Office of Planning and Research (OPR) and the Housing and Community Development (HCD); and,

WHEREAS, The Annual Progress Report is required to include: a) the state of the general plan and the progress of its implementation; b) the progress in meeting its share of regional housing needs and local efforts to remove governmental constraints to the maintenance, improvement and development of housing; and c) the degree to which the General Plan complies with the Guidelines established by OPR; and,

WHEREAS, The City has prepared its 2017 General Plan Annual Progress Report, attached hereto, in accordance with the Guidelines adopted by OPR

BASED UPON THE ABOVE RECITALS, THE CITY COUNCIL OF THE CITY OF CUDAHY, CALIFORNIA, DOES HEREBY FIND, DETERMINE AND RESOLVE AS FOLLOWS:
**SECTION 1.** That the City of Cudahy has completed the 2017 General Plan Annual Progress Report as required by California Government Code Section 65400.

**SECTION 2.** That the 2017 General Plan Annual Progress Report provided herein is found to be consistent with the suggested content by the State Guidelines and is hereby accepted.

**SECTION 3.** That staff is hereby authorized and directed to submit the 2017 General Plan Annual Progress Report to the Governor’s Office of Planning and Research (OPR) and the Department of Housing and Community Development (HCD).

**SECTION 4.** In accordance with the California Environmental Quality Act (CEQA) and the State CEQA Guidelines, the adoption of this General Plan Annual Progress Report is exempt from CEQA review pursuant to California Code of Regulations section 15306 Information Collection. Class 6 consists of basic data collection, research, experimental management, and resource evaluation activities which do not result in serious or major disturbance to an environmental resource. These may be strictly for information gathering purposes, or as part of a study leading to an action which a public agency has not yet approved, adopted, or funded.

**PASSED, APPROVED AND ADOPTED** by the City Council of the City of Cudahy at its regular meeting on this 17th day of December, 2019.

_____________________________
Jose Gonzalez, Mayor

ATTEST:

_____________________________
Richard Iglesias
Assistant City Clerk
ATTACHMENT D
RESOLUTION NO. 19-33


WHEREAS, The state of California requires non-charter cities and counties to have an adopted General Plan to provide guidance and direction for development activities; and,

WHEREAS, The City of Cudahy’s current General Plan was adopted in March 20, 2018; and,

WHEREAS, The Housing Element is one of the seven mandatory elements of a General Plan required by the State of California; and,

WHEREAS, The Housing Element must be updated every eight years and reviewed for consistency with the State Department of Housing and Community Development; and

WHEREAS, The Housing Element was adopted on March 20, 2018 and certified the State Department of Housing and Community Development on November 8, 2018; and,

WHEREAS, California Government Code Section 65400 mandates that cities submit an Annual Progress Report on the status of the General Plan and its implementation to their legislative bodies, the Governor’s Office of Planning and Research (OPR) and the Housing and Community Development (HCD); and,

WHEREAS, The Annual Progress Report is required to include: a) the state of the general plan and the progress of its implementation; b) the progress in meeting its share of regional housing needs and local efforts to remove governmental constraints to the maintenance, improvement and development of housing; and c) the degree to which the General Plan complies with the Guidelines established by OPR; and,

WHEREAS, The City has prepared its 2018 General Plan Annual Progress Report, attached hereto, in accordance with the Guidelines adopted by OPR

BASED UPON THE ABOVE RECITALS, THE CITY COUNCIL OF THE CITY OF CUDAHY, CALIFORNIA, DOES HEREBY FIND, DETERMINE AND RESOLVE
AS FOLLOWS:

**SECTION 1.** That the City of Cudahy has completed the 2018 General Plan Annual Progress Report as required by California Government Code Section 65400.

**SECTION 2.** That the 2018 General Plan Annual Progress Report provided herein is found to be consistent with the suggested content by the State Guidelines and is hereby accepted.

**SECTION 3.** That staff is hereby authorized and directed to submit the 2018 General Plan Annual Progress Report to the Governor’s Office of Planning and Research (OPR) and the Department of Housing and Community Development (HCD).

**SECTION 4.** In accordance with the California Environmental Quality Act (CEQA) and the State CEQA Guidelines, the adoption of this General Plan Annual Progress Report is exempt from CEQA review pursuant to California Code of Regulations section 15306 Information Collection. Class 6 consists of basic data collection, research, experimental management, and resource evaluation activities which do not result in serious or major disturbance to an environmental resource. These may be strictly for information gathering purposes, or as part of a study leading to an action which a public agency has not yet approved, adopted, or funded.

**PASSED, APPROVED AND ADOPTED** by the City Council of the City of Cudahy at its regular meeting on this 17th day of December, 2019.

______________________________
Jose Gonzalez, Mayor

ATTEST:

______________________________
Richard Iglesias
Assistant City Clerk
STAFF REPORT

Date: December 17, 2019
To: Honorable Mayor/Chair and City Council/Agency Members
From: Santor Nishizaki, Acting City Manager/Executive Director
By: Victor Maria Santiago, Parks and Recreation Coordinator

Subject: Approval of Resolution No. 19-33 Changing the Regularly Scheduled Parks and Recreation Commission Meeting from Every Fourth Tuesday of Each Month to Every Fourth Thursday of each Month

RECOMMENDATION

The City Council is requested to approve Resolution No. 19-33 changing the regularly scheduled Parks and Recreation Commission meeting date from every fourth Tuesday of each month to every fourth Thursday of each month.

BACKGROUND

1. On July 24, 2018, the Parks and Recreation Commission voted unanimously, requesting City Council to change the meeting time from 6:45 p.m. to 6:00 p.m.

2. On September 18, 2018, City Council approved Resolution No. 18-44, amending section 7 of Resolution No. 18-14, in regard to the meeting rules (Date and Time) of the Parks and Recreation Commission.

3. On November 21, 2019, the Parks and Recreation Commission voted unanimously, requesting City Council to change the meeting date from every fourth Tuesday of each month to every fourth Thursday of each month.

ANALYSIS

The Parks and Recreation Commission is requesting that City Council approve moving the
monthly meetings from every fourth Tuesday of each month to every fourth Thursday of each month. The Commission believes the change of time will give all Commissioners the opportunity to attend the meetings and continue conducting business as normal. The Commission currently holds their meetings on the fourth Tuesday of the month at 6:00 p.m.

**CONCLUSION**

If Council approves to amend the Parks and Recreation meeting date to Thursday, it would allow all Commissioners to attend the meetings.

If the City Council denies the request there will be a greater chance of meeting cancellations due to insufficient participation from the Commission.

**FINANCIAL IMPACT**

Staff does not anticipate any financial impact.

**ATTACHMENTS**

Proposed Resolution No. 19-33
RESOLUTION NO. 19-33

A RESOLUTION OF THE CITY OF COUNCIL OF THE CITY OF CUDAHY, CA AMENDING SECTION 7 OF RESOLUTION NO. 18-44 REGARDING THE MEETING RULES (DATE AND TIME) OF THE PARKS AND RECREATION COMMISSION

WHEREAS, Section 7 currently states that the meetings of the Parks and recreation commission shall be held every fourth Tuesday of each month at 6:00 p.m. in the City Council Chambers of the City of Cudahy. When the day for such regular meeting falls on a legal holiday, the meeting shall not be held on such holiday, but shall be held at the same time on the next succeeding day thereafter which is not a holiday. The Commission shall keep a public record of its resolutions, findings, determinations and recommendations. A report of each meeting of the Commission shall be given to the City Council.

THE CITY COUNCIL OF THE CITY OF CUDAHY DOES HEREBY RESOLVE AS FOLLOWS.

Sections 7 of Resolution No. 18-44 is hereby amended to read as follows:

Section 7. Meetings. Regular meetings of the Parks and Recreation Commission shall be held on the fourth Thursday of each month at 6:00 p.m. in the City Council Chambers of the City of Cudahy. When the day for such regular meeting falls on a legal holiday, the meeting shall not be held on such holiday, but shall be held at the same time on the next succeeding day thereafter which is not a holiday. The Commission shall keep a public record of its resolutions, findings, determinations and recommendations. A report of each meeting of the Commission shall be given to the City Council.

Section 11. The City Clerk shall certify to the adoption and passage of this resolution

PASSED, APPROVED, AND ADOPTED by the City Council of the City of Cudahy at its regular meeting on this 17th day of December, 2019.

__________________________
Jose Gonzalez
Mayor
ATTEST:

____________________________
Richard Iglesias
Deputy City Clerk

CERTIFICATION

STATE OF CALIFORNIA )
COUNTY OF LOS ANGELES ) SS:
CITY OF CUDAHY )

I, Richard Iglesias, Assistant City Clerk of the City of Cudahy, do hereby certify that the above and foregoing Resolution No.19-33, signed by the Mayor and attested by the Assistant City Clerk at a meeting of said City Council of the City of Cudahy held on this 17th day of December, 2019 and that said Resolution was adopted by the following votes to wit:

AYES:

NOES:

ABSTAIN:

ABSENT:

____________________________
Richard Iglesias
Assistant City Clerk
STAFF REPORT

Date: December 17, 2019
To: Honorable Mayor/Chair and City Council/Agency Members
From: Santor Nishizaki, Acting City Manager/Executive Director
By: Jennifer Hernandez, Human Resources Manager

Subject: Adoption of Proposed Resolution No. 19-34 Replacing and Superseding Resolution No. 18-52, Designating Holidays on which City Offices Shall be Closed for Calendar Year 2020

RECOMMENDATION

The City Council is requested to adopt proposed Resolution No. 19-34 replacing and superseding Resolution No. 18-52, designating which holidays City offices will be closed for Calendar Year 2020.

BACKGROUND

1. Section 6700 of the California Government Code designates days that are holidays. It also provides that City offices shall be closed on designated State Holidays unless otherwise provided by the City.

2. On December 4, 2018, the City Council approved Resolution 18-52, designating City holidays on which City offices shall be closed in 2019.

3. On January 15, 2019, the City Council approved an update to the Fringe Benefit and Salary Plan (FBSP), which allows management employees the right to observe those same holidays.

4. On November 19, 2019, the Cudahy City Council approved a Memorandum of Understanding (MOU) between the Cudahy Miscellaneous Employee's Association (CMEA) and the City. The term of the MOU was approved retroactively to July 1, 2019 through to June 30, 2022. The CMEA negotiated the right to observe the holidays.
reflected on the attached resolution.

**ANALYSIS**

Under Section 6700 of the California Government Code, cities can designate holidays on which City offices will be closed for business. Designation of City holidays for Calendar Year 2020, reflected under the proposed resolution, supports the holidays negotiated in the 2019-2022 Memorandum of Understanding, which are currently being observed by represented employees of the Cudahy Miscellaneous Employees Association. Non-represented Management employees also observe the same holidays as established by Fringe Benefit and Salary Plan updated January 15, 2019, which addresses compensation and fringe benefits.

The 2020 holidays currently observed by the City are as follows:

- **January 1, 2020**               New Year’s Day
- **January 20, 2020**             Martin Luther King Jr. Day
- **February 17, 2020**           President’s Day
- **March 31, 2020**              Cesar Chavez Day
- **May 25, 2020**                Memorial Day
- **July 4, 2020**                Independence Day
- **September 7, 2020**           Labor Day
- **November 11, 2020**           Veteran’s Day
- **November 26, 2020**           Thanksgiving Day
- **December 24, 2019**           Christmas Eve
- **December 25, 2019**           Christmas Day

In accordance with the CMEA’s MOU, and the FBSP, when a holiday falls on an employee’s regularly scheduled day off, a floating holiday shall be afforded to each eligible employee.

During Calendar Year 2020, floating holidays shall be afforded to eligible employees for the following holidays, solely if it is not already a regularly scheduled workday:

- Independence Day
  - Saturday, July 4, 2020
- Christmas Day
  - Friday, December 25, 2020
CONCLUSION

City Council approval of this resolution allows observance of these City holidays in accordance with the FBSP and the MOU between the CMEA and the City of Cudahy.

FINANCIAL IMPACT

Costs associated with this holiday schedule were incorporated into the FY 2019-20 City Budget. There are no additional fiscal impacts.

ATTACHMENTS

A. Proposed Resolution No. 19-34 Replacing and Superseding Resolution No. 18-52, designating holidays on which city offices shall be closed for Calendar Year 2020.
B. Adopted Resolution No. 18-52, Designating Holidays on which City Offices shall be closed for Calendar Year 2020.
RESOLUTION NO. 19-34

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CUDAHY, CALIFORNIA, REPLACING AND SUPERSEDING RESOLUTION NO. 18-52 AND DESIGNATING HOLIDAYS ON WHICH CITY OFFICES SHALL BE CLOSED HOLIDAYS FOR CALENDAR YEAR 2020

WHEREAS, Section 6700 of the California Government Code designates days that are holidays in the State of California (the “State”); and

WHEREAS, Section 6702 of the California Government Code provides that City offices shall be closed designated State holidays unless otherwise provided by the City; and

WHEREAS, the City Council desires and deems it to be in the best public interest to designate those holidays on which City offices will be closed.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Cudahy, California, as follows:

1. That the above recitations are true.

2. That the public offices of the City shall be closed on the following dates in observance of the indicated holidays:

   January 1, 2020            New Year’s Day
   January 20, 2020           Martin Luther King Jr. Day
   February 17, 2020          President’s Day
   March 31, 2020             Cesar Chavez Day
   May 25, 2020               Memorial Day
   July 4, 2020               Independence Day
   September 7, 2020          Labor Day
   November 11, 2020          Veteran’s Day
   November 26, 2020          Thanksgiving Day
   December 24, 2020          Christmas Eve
   December 25, 2020          Christmas Day
PASSED, APPROVED AND ADOPTED by the City Council of the City of Cudahy at its regular meeting on this 17th day of December 2019.

__________________________
Jose R. Gonzalez
Mayor

ATTEST:

__________________________
Richard Iglesias
Assistant City Clerk

CERTIFICATION

STATE OF CALIFORNIA )
COUNTY OF LOS ANGELES )  SS:
CITY OF CUDAHY )

I, Richard Iglesias, Assistant City Clerk of the City of Cudahy, hereby certify that the foregoing Resolution No. 19-34 was passed and adopted by the City Council of the City of Cudahy, signed by the Mayor and attested by the Assistant City Clerk at a regular meeting of said Council held on the 17th day of December, 2019, and that said Resolution was adopted by the following vote, to-wit:

AYES:

NOES:

ABSTAIN:

ABSENT:

__________________________
Richard Iglesias
Assistant City Clerk
RESOLUTION NO. 18-52

A RESOLUTION OF THE CITY OF CUDAHY
CALIFORNIA, SUPERSEDING AND REPEALING
RESOLUTION 17-22 AND DESIGNATING HOLIDAYS
ON WHICH CITY OFFICES SHALL BE CLOSED FOR
CALENDAR YEAR 2019

WHEREAS, Section 6700 of the California Government Code designates days that are holidays in the State of California (the “State”); and

WHEREAS, Section 6702 of the California Government Code provides that City offices shall be closed designated State Holidays unless otherwise provided by the City; and

WHEREAS, this City Council desires and deems it to be in the best public interest to designate those holidays on which City offices will be closed.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Cudahy, California, as follows:

1. That the above recitations are true.

2. That the public offices of the City shall be closed on the following dates in observance of the indicated holidays:

   January 1, 2019       New Year’s Day
   January 21, 2019     Martin Luther King Jr. Day
   February 18, 2019   President’s Day
   May 27, 2019        Memorial Day
   July 4, 2019         Independence Day
   September 2, 2019   Labor Day
   November 11, 2019   Veteran’s Day
   November 28, 2019   Thanksgiving Day
   December 24, 2019   Christmas Eve
   December 25, 2019   Christmas Day
PASSED, APPROVED AND ADOPTED by the City Council of the City of Cudahy at its regular meeting on this 4th day of December, 2018.

Chris Garcia
Mayor

ATTEST:

Richard Iglesias
Deputy City Clerk

CERTIFICATION

STATE OF CALIFORNIA ) ) SS:
COUNTY OF LOS ANGELES ) )
CITY OF CUDAHY ) )

I, Richard Iglesias, Deputy City Clerk of the City of Cudahy, hereby certify that the foregoing Resolution No. 18-52 was passed and adopted by the City Council of the City of Cudahy, signed by the Mayor and attested by the Deputy City Clerk at a regular meeting of said Council held on the 4th day of December, 2018, and that said Resolution was adopted by the following vote, to-wit:

AYES: Gonzalez, Markovich, Hernandez, and Garcia

NOES: None

ABSTAIN: Sanchez

ABSENT: None

Richard Iglesias
Deputy City Clerk
STAFF REPORT

Date: December 17, 2019
To: Honorable Mayor/Chair and City Council/Agency Members
From: Santor Nishizaki, Acting City Manager/Executive Director
By: Steven Dobrenen, Finance Director
Subject: Consideration to Approve a Professional Services Agreement with Vasquez & Company, LLP for Continued Audit Services

RECOMMENDATION

The City Council is requested to:

1. Approve a Professional Services Agreement (PSA) between the City of Cudahy and Vasquez & Company, LLP for Audit Services and other services for an additional three year term to audit Fiscal Years (FYs) 2018-2019, 2019-20, and 2020-21 with an option for two one-year extensions; OR

2. Approve a Professional Services Agreement (PSA) between the City of Cudahy and Vasquez & Company, LLP for Audit Services and other services for an additional five year term to audit Fiscal Years (FYs) 2018-2019, 2019-20, and 2020-21, 2021-22, and 2022-23.

BACKGROUND

1. On December 2, 2014, Vasquez was appointed by the City Council to perform the annual audits of the City for the FYs 2013-14, 2014-15, and 2015-16.

2. On February 3, 2015, the Successor Agency adopted Resolution No. 15-01, approving an Asset Transfer Agreement between the EDC and the Successor Agency to effectuate the asset transfer ordered by the California State Controller’s Office (SCO).

3. On February 5, 2015, the Board of Directors of the EDC adopted Resolution No. EDC-15-01, approving the Asset Transfer Agreement to transfer assets from the EDC and the
Successor Agency to effectuate the asset transfer ordered by the SCO.

4. On May 19, 2015, the Successor Agency adopted Resolution No. 15-20, approving an amendment to an Asset Transfer Agreement between the EDC and the Successor Agency to effectuate the asset transfer.

5. On October 19, 2015, to comply with the SCO order, quitclaim deeds were recorded with the County of Los Angeles Registrar-Recorder/County Clerk transferring the affected real properties from the EDC to the Successor Agency.

6. On December 14, 2015, the City Council approved a Second Amendment to PSA with Vasquez to include the assets that were transferred from the EDC to the Successor Agency.

7. On October 7, 2019 the term of the contract expired.

ANALYSIS

Vasquez’s prior working relationship with the City gives them a competitive advantage that other vendors cannot offer. Vasquez has a presence in the South East Los Angeles region, and has experience in providing auditing services to neighboring cities including Cudahy, Huntington Park, Montebello, Norwalk, Pico Rivera, Santa Fe Springs, South Gate, and Vernon. Vasquez submitted a proposal that demonstrates the qualifications of the firm, the project manager and key personnel. Their proposal demonstrates their understanding of the project and provides an approach to accomplish the project. The depth of their experience indicates that they will be able to address the issues that are unique to local governments and have the resources to help the City achieve success in moving the City forward with financial statements that meet compliance and reporting standards. Their approach will include an evaluation of the City's internal controls and recommendations for improvements to satisfy the findings and recommendations provided by the outside entities.

The price of the annual audit was determined to be within the parameters of a City the size of Cudahy and risk factors for the City. Based on the City’s past working relationship with Vasquez, they have demonstrated that they are competent to conduct an annual audit, single audit and meet deadlines. Vasquez is qualified to perform the annual audit of the City.

In years that the City did not spend more than the dollar limit to trigger a single audit, Vasquez conducted their audit in accordance with Government Auditing Standards. Any Federal Transactions selected for testing had the compliance requirements attributed to them. Moreover, Vasquez has kept the City updated with the new accounting standards, regulations
and other pronouncements and assisted the City in the implementation and ensuring compliance with those new standards and regulations.

Pursuant to Ordinance No. 649, Vasquez provides the skill sets and required resources to provide auditing services for the City. Moreover, Vasquez has served as the City’s Independent Auditor for the past five years.

It should be noted, in accordance with Cudahy Ordinance No. 649 sections 3.16.160 of Chapter 3.15 “Purchase of professional services provided by persons, firms, companies, shall be made on the basis of demonstrated competence and experience of the service provider and on the professional qualifications necessary for the satisfactory performance of the services required. The process for securing professional services may be through negotiation ... however, neither formal nor informal bidding shall be required prior to the purchase of professional services.” The audit fee for FY 2018-19 was negotiated to be 8.98% less than the audit fee for FY 2017-18. The audit fees for FY 2020-21 and thereafter have an increase of 3%.

**VIEWS OF AUTHORITATIVE BODIES REGARDING AUDITOR ROTATION**

The California State Legislature, professional associations in the area of auditing and various oversight bodies have weighed in on auditor rotation. Some of their comments are set forth below.

**California Legislature**
The State Controller’s Office summarizes the actions of the State Legislature as follows.

“Assembly Bill 1345 added section 12410.6.(b) to Government Code regarding auditor rotation requirements of public accounting firms providing audit services to local agencies.

Government Code section 12410.6.(b) indicates that commencing with the 2013-14 fiscal year, a local agency shall not employ a public accounting firm to provide audit services to a local agency if the lead audit partner or coordinating audit partner having primary responsibility for the audit, or the audit partner responsible for reviewing the audit, has performed audit services for that local agency for six consecutive fiscal years. For purposes of calculating the six consecutive fiscal years, the local agency shall not take into account any time that a public accounting firm was employed by that local agency prior to the 2013-14 fiscal year. The Controller may waive this requirement if he or she finds that another eligible public accounting firm is not available to perform the audit.”

Under that standard, the current engagement partner, Cristy Canieda could appropriately serve
as lead audit partner for another three (3) years. In the future, another partner could resume the role of the lead audit partner.

**Government Finance Officers Association**

“Governmental entities should enter into multiyear agreements of at least five years in duration when obtaining the services of independent auditors.”

“Such agreements allow for greater continuity and help to minimize the potential for disruption in connection with the independent audit.”

“Multiyear agreements can also help to reduce audit costs by allowing auditors to recover certain "startup" costs over several years, rather than over a single year.”

**American Institute of Certified Public Accountants**

“There is a link between auditor tenure and auditor competence – studies have shown that audit failures are 3 times more likely in the first two years of an audit engagement.”

“Mandatory audit firm rotation can also have a perverse effect on audit quality as it reduces the audit firm’s incentive to improve quality.”

“The costs of rotation exceed the potential benefits. Audit costs the first year include the steep learning curve.”

**From the AICPA letter to the PCAOB:**

Rotation may limit institutional knowledge and industry specialization that increases during work with a client.

Implementing mandatory rotation may unintentionally undermine the role of the audit committee by preventing the selection and retention of the most qualified firm. Research indicates “audit quality actually increases with audit firm tenure...there is a significant learning process for the auditor, i.e., an auditor needs time to get to know sufficiently well the business of the client and, consequently, audit quality tends to increase over time.”

“Institutional knowledge and experience are crucial to a high-quality audit and increases over time.”

According to the Government Accountability Office, “in the first year, mandatory firm rotation could result in increased audit costs of more than 20%.”
Institute of Internal Auditors
There is no clear evidence that mandatory rotation will enhance auditor independence. Audit firm rotation would inhibit the assistance that internal audit can provide to outside auditors by interfering with the development of internal and external audit synergy.

The Accounting Review – Joint Study at 3 Universities
“Rotating auditors would find it difficult to garner psychological support for the probability of manager dishonesty, leading them to be less likely to choose high levels of audit effort than non-rotating auditors.”

Companies in European Union countries are required to change accounting firms (or at least put their audit out for bids) after 10 years.

While the United States does not mandate rotation of firms, it does insist that (for SEC registrants) accounting companies rotate the engagement partner primarily responsible for a client’s audits after five years.

Public Company Accounting Oversight Board (PCAOB)
In 2015 the Public Company Accounting Oversight Board (PCAOB) requested comment on whether audit firm rotation would improve the quality of audits. Currently, public companies are required to rotate engagement partners every five years; there is no requirement in the U.S. to rotate audit firms.

Government Accounting Office (GAO)
“In surveys conducted as part of our study, GAO found that almost all of the largest public accounting firms and Fortune 1000 publicly traded companies believe that the costs of mandatory audit firm rotation are likely to exceed the benefits. Most believe that the current requirements for audit partner rotation, auditor independence, and other reforms, when fully implemented, will sufficiently achieve the intended benefits of mandatory audit firm rotation.

Moreover, in interviews with other stakeholders, including institutional investors, stock market regulators, bankers, accountants, and consumer advocacy groups, GAO found the views of these stakeholders to be consistent with the overall views of those who responded to its surveys.

GAO believes that mandatory audit firm rotation may not be the most efficient way to strengthen auditor independence and improve audit quality considering the additional financial costs and the loss of institutional knowledge of the public company’s previous auditor
of record, as well as the current reforms being implemented. The potential benefits of mandatory audit firm rotation are harder to predict and quantify, though GAO is fairly certain that there will be additional costs.

**Internal Revenue Service**

The IRS concluded that the costs and potential problems outweighed the potential benefits for nonprofits which is the reason that the question of audit rotation was withdrawn from the Form 990 governance questions.

**Summary**

To summarize, the State of California recognizes that rotation at the partner level (not the entire auditing firm) after six consecutive years satisfactorily promotes independence and objectivity. Rules by the PCAOB which oversees public companies are consistent with this view, requiring partner rotation after five years. None of the oversight or professional organizations has found an advantage to rotating audit firms on a frequent basis.

Changing audit firms every 3 to 5 years does not provide a better audit. It does not save money and it increases the likelihood of an audit failure. Audit failures are 3 times more likely to occur when the auditor is relatively new (without a complete understanding of the auditee’s systems, controls, operations and motivations).

Vasquez has an internal policy to rotate the Partner of the engagement every 5 years. Accordingly, the audits for FY 2014 to FY 2016 had Peggy McBride as the Engagement Partner. The audits for FY 2017 through 2018 had Cristy Canieda as the Engagement Partner.

Longer contracts allow the audit firm to go “deeper” into the financial condition and situation of the City.

**CONCLUSION**

Continuity of Services and quality of services are important to the City and accordingly, Staff recommends the approval of the PSA with Vazquez for audit services.

The final fieldwork for the audit will be concluded in February 2020 with a draft of the financial statements being presented to the City for review prior to February 28, 2020. It is anticipated that the report will be reviewed and finalized prior to the March 31, 2020 deadline. The proposal Vasquez submitted was for three fiscal years beginning with FY 2018-19 through FY 2020-21 with one-year option.
FINANCIAL IMPACT

The total cost for audit and other services for the FYs 2018-19, 2019-20, and 2020-21 would be $166,600 and a total of $283,652 including FYs 2021-22 and 2022-23. For years in which a single audit is required the pricing would increase $5,000 to $10,000 depending on the number of major programs that are required to be audited.

The General Fund's share of the cost for audit and other services would be $210,385 with the remaining $73,267 being paid for by Special Revenue Funds and the Successor Agency.

The funding for the annual audit and other services for Fiscal Year 2018-19 would be as follows:

FY 2018-19
General Fund $36,261
Successor Agency $10,000
Special Revenue Funds $10,006
Total $56,267

ATTACHMENTS

A. Professional Services Agreement with Vasquez and Company, LLP
B. Vasquez Proposal
2019
PROFESSIONAL SERVICES AGREEMENT (Engagement: Audit Services)
(Parties: Vasquez & Company, LLP and City of Cudahy)

THIS 2019 PROFESSIONAL SERVICES AGREEMENT ("Agreement") is entered into this 17th day of December, 2019 (hereinafter, the “Effective Date”), by and between the CITY OF CUDAHY, a municipal corporation ("City") and VASQUEZ & COMPANY, LLP, (hereinafter, “Consultant”). The capitalized term “Parties” shall be a collective reference to both City and Consultant. The capitalized term “Party” shall refer to either City or Consultant interchangeably as appropriate.

RECITALS

THIS AGREEMENT is made and entered into with respect to the following facts:

WHEREAS, the City desires the following professional services: audit and issue opinions on the City’s financial statements; and

WHEREAS, Consultant represents that it is fully qualified to perform such services by virtue of its experience and the training, education and expertise of its principals and employees; and

WHEREAS, Consultant further represents that it is willing to accept responsibility for performing such services in accordance with the terms and conditions set forth in this Agreement.

NOW, THEREFORE, FOR AND IN CONSIDERATION OF THE MUTUAL COVENANTS AND CONDITIONS HEREIN CONTAINED, CITY AND CONSULTANT AGREE AS FOLLOWS:

PROJECT, SCOPE AND TERM OF SERVICES AND COMPENSATION

1.1 SCOPE OF WORK: Subject to the terms and conditions set forth in this Agreement and all exhibits attached and incorporated hereto, Consultant agrees to perform the services and tasks set forth in that certain proposal entitled “Detailed Proposal to City of Cudahy for Professional Auditing Services” dated December 3, 2019, which is attached hereto as Exhibit “A”, and incorporated by reference (hereinafter the “Scope of Work”). Consultant further agrees to furnish to City all labor, materials, tools, supplies, equipment, services, tasks and incidental and customary work necessary to competently perform and timely complete the services and tasks set forth in the Scope of Work. For the purposes of this Agreement the aforementioned services and tasks set forth in the
Scope of Work shall hereinafter be referred to generally by the capitalized term “Work.” The Work is inclusive of those tasks that may be identified as being optional under the Scope of Work and such optional work shall not constitute Extra Work under Section 1.5 of this Agreement, below. Neither Consultant nor anyone acting on Consultant’s behalf shall commence with the performance of the Work or any other related tasks until City issues a written notice to proceed (hereinafter, the “Notice to Proceed”).

1.2 TERM: This Agreement shall have an initial term of three (3) years commencing from the Effective Date unless terminated as provided elsewhere in this Agreement (hereinafter, the “Term”). Upon the conclusion of the initial Term, the City shall have the option of renewing the Agreement for a maximum of two (2) fiscal years unless the City issues written notice sixty (60) days in advance of its intent not to authorize any additional extension term(s). Nothing in this Section shall operate to prohibit or otherwise restrict the City’s ability to terminate this Agreement at any time for convenience or for cause.

1.3 COMPENSATION: Consultants total compensation for performing the Work under the initial Term shall not exceed the aggregate sum of Two Hundred Eighty-Three Thousand, Six Hundred Fifty-Two Dollars ($283,652) (hereinafter, the “Contract Price”). The Parties agree that the Contract Price includes compensation for all labor, materials, tools, supplies, equipment, business licenses and such other incidental and customary work necessary to competently perform and fully complete the Work as well as compensation for all specifically delineated expenses set forth in the Scope of Work. All related costs, travel expenses, fees in the development of the Work shall be burdened by the Consultant and not be reimbursable to the City. In no event shall the total compensation and costs payable to Consultant under this Agreement exceed the Contract Price unless the availability of funds for the added expenditure is first reviewed by the Finance Department of the City and unless such added expenditure is specifically approved in advance and in writing by the City.

1.4 PAYMENT OF COMPENSATION: Following the conclusion of each calendar month, Consultant shall submit to City an itemized invoice indicating the services and tasks performed during the recently concluded calendar month, including services and tasks performed and the reimbursable out-of-pocket expenses incurred. If the amount of Consultant’s monthly compensation is a function of hours worked by Consultant’s personnel, the invoice shall indicate the number of hours worked in the recently concluded calendar month, the persons responsible for performing the Work, the rate of compensation at which such services and tasks were performed, the subtotal for each task and service performed and a grand total for all services performed. Within thirty (30) calendar days of receipt of each invoice, City shall notify Consultant in writing of any disputed amounts included in the invoice. Within forty-five (45) calendar day of receipt of each invoice, City shall pay all undisputed amounts included on the invoice. City shall not withhold applicable taxes or other authorized deductions from payments made to Consultant.
1.5 **EXTRA WORK; COMPENSATION FOR EXTRA WORK:**

A. At any time during the term of this Agreement, City may request that Consultant perform Extra Work. For the purposes of this Agreement, the term “Extra Work” means any additional work, services or tasks not set forth in the Scope of Work but later determined by City to be necessary. Consultant shall not undertake nor shall Consultant be entitled to compensation for Extra Work without the prior written authorization of the City. Extra Work does not include any labor, materials, tools, supplies, equipment, services, tasks or incidental and customary work undertaken to competently perform and timely complete the Work and related tasks set forth in the Scope of Work.

B. Payments for any Extra Work shall be made to Consultant on a time-and-materials basis using Consultant’s standard fee schedule. Consultant shall be entitled to increase the fees in this fee schedule at such time as it increases its fees for its clients generally.

1.6 **ACCOUNTING RECORDS:** Consultant shall maintain complete and accurate records with respect to all time and expenses covered under this Agreement for a period of three (3) years after the expiration or termination of this Agreement. City shall have the right to access and examine such records, without charge, during normal business hours. City shall further have the right to audit such records, to make transcripts therefrom and to inspect all program data, documents, proceedings, and activities.

1.7 **ABANDONMENT BY CONSULTANT:** In the event Consultant ceases to perform the Work agreed to under this Agreement or otherwise abandons the undertaking contemplated herein prior to the expiration of this Agreement or prior to completion of any or all tasks set forth in the Scope of Work, Consultant shall deliver to City immediately and without delay, all materials, records and other work product prepared or obtained by Consultant in the performance of this Agreement. Furthermore, Consultant shall only be compensated for the reasonable value of the services, tasks and other work performed up to the time of cessation or abandonment, less a deduction for any damages, costs or additional expenses which City may incur as a result of Consultant’s cessation or abandonment.

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**PERFORMANCE OF AGREEMENT**

2.1 **CITY’S REPRESENTATIVES:** The City hereby designates the City Manager (hereinafter, the “City Representative”) to act as its representative for the performance of this Agreement. The City Representative or his designee shall act on behalf of the City for all purposes under this Agreement. Consultant shall not accept directions or orders from any person other than the City Representative or his designee.

2.2 **CONSULTANT’S REPRESENTATIVE:** Consultant hereby designates Roger A. Martinez to act as its representative for the performance of this Agreement (hereinafter, “Consultant’s Representative”). Consultant’s Representative shall have full authority to
represent and act on behalf of Consultant for all purposes under this Agreement. Consultant’s Representative or his designee shall supervise and direct the performance of the Work, using his best skill and attention, and shall be responsible for all means, methods, techniques, sequences and procedures and for the satisfactory coordination of all portions of the Work under this Agreement. Notice to Consultant’s Representative shall constitute notice to Consultant.

2.3 COORDINATION OF SERVICE; CONFORMANCE WITH REQUIREMENTS: Consultant agrees to work closely with City staff in the performance of the Work and this Agreement and shall be available to City staff and the City Representatives at all reasonable times. All work prepared by Consultant shall be subject to inspection and approval by City Representatives or their designees.

2.4 STANDARD OF CARE; PERFORMANCE OF EMPLOYEES: Consultant represents, acknowledges and agrees to the following:

A. Consultant shall perform all work skillfully, competently and in accordance with Generally Accepted Government Auditing Standards;

B. Consultant shall perform all work in a manner reasonably satisfactory to the City;

C. Consultant shall comply with all applicable federal, state and local laws and regulations, including the conflict of interest provisions of Government Code section 1090 and the Political Reform Act (Government Code section 81000 et seq.);

D. Consultant understands the nature and scope of the Work to be performed under this Agreement as well as any and all schedules of performance, Audit Services Planning Calendar which is attached hereto as Exhibit “B”, and incorporated by reference.

E. All of Consultant’s employees and agents (including but not limited to Consultant’s subcontractors and subconsultants) possess sufficient skill, knowledge, training and experience to perform those services and tasks assigned to them by Consultant; and

F. All of Consultant’s employees and agents (including but not limited to Consultant’s subcontractors and subconsultants) possess all licenses, permits, certificates, qualifications and approvals of whatever nature that are legally required to perform the tasks and services contemplated under this Agreement and all such licenses, permits, certificates, qualifications and approvals shall be maintained throughout the term of this Agreement.

The Parties acknowledge and agree that Consultant shall perform, at Consultant’s own cost and expense and without any reimbursement from City, any services necessary to correct any errors or omissions caused by Consultant’s failure to comply with the standard of care set forth under this Section or by any like failure on the part of Consultant’s employees, agents, contractors, subcontractors and subconsultants. Such effort by Consultant to correct any errors or omissions shall be commenced immediately upon their
discovery by either Party and shall be completed within seven (7) calendar days from the date of discovery or such other extended period of time authorized by the City Representatives in writing and at their absolute discretion. The Parties acknowledge and agree that City’s acceptance of any work performed by Consultant or on Consultant’s behalf shall not constitute a release of any deficiency or delay in performance. The Parties further acknowledge, understand and agree that City has relied upon the foregoing representations of Consultant, including but not limited to the representation that Consultant possesses the skills, training, knowledge and experience necessary to perform the Work in a skillful and competent manner equivalent to, the standard of performance generally recognized as being employed by professionals performing the same type of work and services in the State of California.

2.5 ASSIGNMENT: The skills, training, knowledge and experience of Consultant are material to City’s willingness to enter into this Agreement. Accordingly, City has an interest in the qualifications and capabilities of the person(s) who will perform the services and tasks to be undertaken by Consultant or on behalf of Consultant in the performance of this Agreement. In recognition of this interest, Consultant agrees that it shall not assign or transfer, either directly or indirectly or by operation of law, this Agreement or the performance of any of Consultant’s duties or obligations under this Agreement without the prior written consent of the City. In the absence of City’s prior written consent, any attempted assignment or transfer shall be ineffective, null and void and shall constitute a material breach of this Agreement.

2.6 CONTROL AND PAYMENT OF SUBORDINATES: The Work shall be performed by Consultant or under Consultant’s strict supervision. Consultant will determine the means, methods and details of performing the Work subject to the requirements of this Agreement. City retains Consultant on an independent contractor basis and not as an employee. Consultant reserves the right to perform similar or different services for others during the term of this Agreement, provided such work does not unduly interfere with Consultant’s competent performance under this Agreement or result in the unauthorized disclosure of City’s confidential or proprietary information. Any additional personnel performing the Work under this Agreement on behalf of Consultant are not employees of City and shall at all times be under Consultant's exclusive direction and control. Consultant shall pay all wages, salaries and other amounts due such personnel and shall assume responsibility for all benefits, payroll taxes, Social Security and Medicare payments and the like. Consultant shall be responsible for all reports and obligations respecting such additional personnel, including, but not limited to: Social Security taxes, income tax withholding, unemployment insurance, disability insurance, workers' compensation insurance and the like.

2.7 REMOVAL OF EMPLOYEE OR AGENTS: If any of Consultant’s officers, employees, agents, contractors, subcontractors or subconsultants are determined by the City Representatives to be uncooperative, incompetent, a threat to the adequate or timely performance of the tasks assigned to Consultant, a threat to persons or property, or if any of Consultant’s officers, employees, agents, contractors, subcontractors or subconsultants fail or refuse to perform the work in a manner acceptable to the City, such officer,
employee, agent, contractor, subcontractor or subconsultant shall be promptly removed by Consultant and shall not be re-assigned to perform any of the Work.

2.8 **COMPLIANCE WITH LAWS:** Consultant shall keep itself fully informed of and in compliance with all applicable laws, statutes, codes, rules, regulations and ordinances of the federal government of the United States of America, the State of California, the County of Los Angeles, and any other local governmental entity to the extent such laws, statutes, codes, rules, regulations or ordinances govern or affect the performance of the Work.

2.9 **SAFETY:** Consultant shall perform its Work so as to avoid injury or damage to any person or property. In performing the Work, Consultant shall at all times be in compliance with all applicable local, state and federal laws, rules and regulations, and shall exercise all necessary precautions for the safety of employees appropriate to the nature of the Work and the conditions under which any Work is to be performed.

2.10 **NON-DISCRIMINATION:** In the performance of this Agreement, Consultant shall not discriminate against any employee, subcontractor, subconsultant, or applicant for employment because of race, color, creed, religion, sex, marital status, sexual orientation, national origin, ancestry, age, physical or mental disability or medical condition.

2.11 **INDEPENDENT CONTRACTOR:** The Parties acknowledge, understand and agree that Consultant and all persons retained or employed by Consultant are, and shall at all times remain, wholly independent contractors and are not officers, employees, departments or subdivisions of City. Consultant shall be solely responsible for the negligent acts and/or omissions of its employees, agents, contractors, subcontractors and subconsultants. Consultant and all persons retained or employed by Consultant shall have no authority, express or implied, to bind City in any manner, nor to incur any obligation, debt or liability of any kind on behalf of, or against, City, whether by contract or otherwise, unless such authority is expressly conferred to Consultant under this Agreement or is otherwise expressly conferred by City in writing.

3.1 **DUTY TO PROCUREMENT AND MAINTAIN INSURANCE:** As more specifically set forth below under this Article, Consultant agrees that it shall procure and maintain for the term of this Agreement (and for such extended period of time as may be required under this Article) insurance against claims for death or injuries to persons or damages to property that may arise from or in connection with Consultant’s performance of this Agreement. Consultant shall also procure and maintain such other types of insurance as may be required under this Article, below. City shall not, and shall be under no obligation to, issue a Notice to Proceed until Consultant has provided evidence satisfactory to City that it has procured all insurance required under this Article III (Insurance).

3.2 **REQUIRED COVERAGES:** Consultant agrees that it shall procure and maintain the following insurance coverage, at its own expense, for the duration for this Agreement or any extended period set forth herein:
A. Commercial General Liability Insurance: Consultant shall procure and maintain Commercial General Liability Insurance (“CGL Coverage”) as broad as Insurance Services Office Commercial General Liability coverage (occurrence Form CG 0001). Such CGL Coverage shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per occurrence for bodily injury, personal injury, property damage, operations, products and completed operations, and contractual liability. The general aggregate limit of the CGL Coverage shall either apply separately to the work and services to be performed under this Agreement; or the general aggregate limit shall be twice the required occurrence limit;

B. Automobile Liability Insurance: Consultant shall procure and maintain Automobile Liability Insurance as broad as Insurance Services Office Form Number CA 0001 covering Automobile Liability, Code 1 (any auto). Such Automobile Liability Insurance shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per accident for bodily injury and property damage.

C. Workers’ Compensation Insurance/Employer’s Liability Insurance: Consultant shall procure and maintain Workers’ Compensation Insurance affording coverage at least as broad as that required by the State of California with Employer’s Liability Insurance with minimum limits of no less than One Million Dollars ($1,000,000.00) per accident for bodily injury or disease. The Worker’s Compensation insurer shall also agree to waive all rights of subrogation against City and City’s elected and appointed officials, officers, employees, agents and volunteers for losses paid under the terms of the insurance policy. Workers’ Compensation insurance shall also provide or be endorsed to provide: There will be no cancellation, suspension, reduction or voiding of coverage without thirty (30) calendar days prior written notice by certified mail, return receipt requested, to City. If any reduction of coverage occurs, Consultant shall furnish City with information regarding such reduction at Consultant’s earliest possible opportunity and in no case later than five (5) calendar days after Consultant is notified of the change in coverage. Any failure to comply with reporting or other provisions of the policy, including breaches of warrants, shall not affect the coverage provided to City and City’s elected or appointed officials, officers, employees, agents or volunteers.

D. Professional Liability Insurance: For the full term of this Agreement and for a period of three (3) years thereafter, Consultant shall procure and maintain Errors and Omissions Liability Insurance appropriate to Consultant’s profession. Such coverage shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per claim and shall be endorsed to include contractual liability.

3.3 ADDITIONAL INSURED REQUIREMENTS: The CGL Coverage and the Automobile Liability Insurance shall contain an endorsement naming the City and City’s elected and appointed officials, officers, employees, agents and volunteers as additional insureds. As to the CGL Coverage, the additional insured endorsement shall be made using Insurance Service Office form CG20 10 1185, CG 20 10 10 01 or CG 37 10 01.
3.4 **REQUIRED CARRIER RATING:** All varieties of insurance required under this Agreement shall be procured from insurers licensed in the State of California and authorized to issue policies directly to California insureds. Except as otherwise provided elsewhere under this Article, all required insurance shall be procured from insurers, who according to the latest edition of the Best’s Insurance Guide have an A.M. Best’s rating of no less than A:VII. City may also accept policies procured by insurance carriers with a Standard & Poor’s rating of no less than BBB according to the latest published edition of the Standard & Poor’s rating guide.

3.5 **PRIMACY OF CONSULTANT’S INSURANCE:** All policies of insurance provided by Consultant shall be primary to any coverage available to the City, the City’s elected or appointed officials, officers, employees, agents or volunteers. Any insurance or self-insurance maintained by the City or City’s elected or appointed officials, officers, employees, agents or volunteers shall be in excess of Consultant’s insurance and shall not contribute with it.

3.6 **WAIVER OF SUBROGATION:** All insurance coverage provided pursuant to this Agreement shall not prohibit Consultant or Consultant’s officers, employees, agents, subcontractors or subconsultants from waiving the right of subrogation prior to a loss. Consultant hereby waives all rights of subrogation against City.

3.7 **VERIFICATION OF COVERAGE:** Consultant acknowledges, understands and agrees that City’s ability to verify the procurement and maintenance of the insurance required under this Article is critical to safeguarding the City’s financial well-being. Accordingly, Consultant warrants, represents and agrees that it shall furnish City with original certificates of insurance and endorsements evidencing the coverage required under this Article on forms satisfactory to City in its sole and absolute discretion. **The certificates of insurance and endorsements for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf, and shall be on forms provided by the City if requested.** All certificates of insurance and endorsements shall be received and approved by City as a condition precedent to Consultant’s commencement of any work or any of the Work. Upon City’s written request, Consultant shall also provide City with certified copies of all required insurance policies as a condition precedent to the commencement of any work or any of the Work. City shall not, and shall be under no obligation to, issue a Notice to Proceed until Consultant fully complies with this Section. The requirements of this Section cannot be waived and any attempted waiver shall be void, invalid and non-binding upon City.

3.8 **FAILURE TO ADHERE TO INSURANCE PROVISIONS:** In addition to any other remedies City may have under this Agreement or at law or in equity, if Consultant fails to comply with any of the requirements set forth in this Article, City may, but shall not be obligated to: (a) Order Consultant to stop any and all work under this Agreement or withhold any payment, which becomes due to Consultant hereunder, or both stop work and withhold any payment, until Consultant demonstrates compliance with the requirements hereof; or (b) terminate this Agreement. City’s exercise of any of the foregoing remedies shall be in addition to any other remedies City may have and is not the exclusive remedy for Consultant’s failure to comply with the insurance requirements set forth under this Article.
3.9 **SUBCONTRACTORS’ INSURANCE COVERAGE:** Consultant shall include all persons and entities performing work on its behalf as insureds (including all contractors, subcontractors and subconsultants) or, in the alternative, shall furnish separate certificates of insurance and endorsements for each such persons or entities evidencing their independent procurement of insurance. All coverages for such persons or entities shall be identical to the requirements imposed upon Consultant under this Article.

3.10 **LIMITATION ON LIABILITY:** Consultant’s procurement of insurance for the sum of FIVE MILLION DOLLARS ($5,000,000.00) shall be construed as a limitation of Consultant’s liability or as full performance of Consultant’s indemnification duties set forth under Article V of this Agreement.

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**INDEMNIFICATION**

4.1 The Consultant shall indemnify, defend and hold harmless the City its elected and appointed officers, employees, agents and volunteers (“City Indemnities”) from and against any and all liability, including but not limited to demands, claims, actions, fees, costs and expenses (including attorney and expert witness fees), arising from and/or relating to the Consultant’s performance under this contract, except to the extent that such loss or damage arises from the negligence or willful misconduct of the City Indemnitees.

4.2 City shall have the right to offset against the amount of any compensation due Consultant under this Agreement any amount due City from Consultant as a result of Consultant’s failure to pay City promptly any indemnification arising under this Article and related to Consultant’s failure to either (i) pay taxes on amounts received pursuant to this Agreement or (ii) comply with applicable workers’ compensation laws.

4.3 This Article and all provisions contained herein (including but not limited to the duty to indemnify, defend and hold free and harmless) shall survive the termination or normal expiration of this Agreement and is in addition to any other rights or remedies which the City may have at law or in equity.

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**TERMINATION**

5.1 **TERMINATION WITHOUT CAUSE:** City may, by written notice to Consultant, immediately terminate this Agreement at any time for convenience and without cause by giving written notice to Consultant of such termination, which notice shall specify the effective date of such termination. Upon termination, Consultant shall be compensated only for the Work which has been adequately rendered to City, and Consultant shall be entitled to no further compensation. Consultant may not terminate this Agreement except for breach of this Agreement. If this Agreement is terminated as provided herein, City may require Consultant to provide all finished or unfinished Documents and Data, as defined in Section 6.1 below, and other information of any kind prepared by Consultant in connection with the performance of the Work. Consultant shall be required to provide such documents and other information within fifteen (15) calendar days of the request. In the event this Agreement is terminated in whole or in part as provided herein, City
may procure, upon such terms and in such manner as it may determine appropriate, Work similar to that terminated.

5.2 DEFAULT, BREACH AND TERMINATION IN THE EVENT OF BREACH: In the event either Party fails to perform, or adhere to, any applicable duty, obligation or standard of conduct set forth under this Agreement (or fails to perform or adhere to any such duty, obligation or standard of conduct at the time, place or manner set forth in this Agreement), an event of default (hereinafter, “Event of Default”) shall have occurred. Except as otherwise provided in this Agreement, if an Event of Default remains uncured by the defaulting Party for a period in excess of fourteen (14) calendar days from the date upon which the non-defaulting Party issues notice of default (hereinafter, a “Default Notice”) to the defaulting Party, then the default shall constitute a breach of this Agreement. If a Party is in breach of this Agreement, the non-breaching Party may pursue any and all remedies available to it at law or in equity. If Consultant is in breach (whether or not such breach is caused by Consultant or Consultant’s officials, officers, employees, agents, contractors, subcontractors or subconsultants), City may, in its sole and absolute discretion (and without obligation), terminate this Agreement upon the issuance of five (5) calendar days’ prior written notice of termination on the grounds of breach (a “Breach-Termination Notice”). City’s ability to terminate this Agreement as provided in this Section shall be in addition to any other remedies City may have at law or in equity in the event of breach and shall not be in lieu of such other remedies.

5.3 SCOPE OF WAIVER: No waiver of any default or breach under this Agreement shall constitute a waiver of any other default or breach, whether of the same or other covenant, warranty, agreement, term, condition, duty or requirement contained in this Agreement. No waiver, benefit, privilege, or service voluntarily given or performed by a Party shall give the other Party any contractual rights by custom, estoppel, or otherwise.

5.4 SURVIVING ARTICLES, SECTIONS AND PROVISIONS: The termination of this Agreement pursuant to any provision of this Article or by normal expiration of its term or any extension thereto shall not operate to terminate any Article, Section or provision contained herein which provides that it shall survive the termination or normal expiration of this Agreement.

MISCELLANEOUS PROVISIONS

6.1 DOCUMENTS & DATA; LICENSING OF INTELLECTUAL PROPERTY: All Documents and Data shall be and remain the property of City without restriction or limitation upon their use or dissemination by City. For purposes of this Agreement, the term “Documents and Data” means and includes all reports, analyses, correspondence, plans, drawings, designs, renderings, specifications, notes, summaries, strategies, charts, schedules, spreadsheets, calculations, lists, data compilations, documents or other materials developed and/or assembled by or on behalf of Consultant in the performance of this Agreement and fixed in any tangible medium of expression, including but not limited to Documents and Data stored digitally, magnetically and/or electronically. This Agreement creates, at no cost to City, a perpetual license for City to copy, use, reuse,
disseminate and/or retain any and all copyrights, designs, and other intellectual property embodied in all Documents and Data. Consultant shall require all subcontractors and subconsultants working on behalf of Consultant in the performance of this Agreement to agree in writing that City shall be granted the same right to copy, use, reuse, disseminate and retain Documents and Data prepared or assembled by any subcontractor or subconsultant as applies to Documents and Data prepared by Consultant in the performance of this Agreement.

The working papers for this engagement are the property of Consultant. However, City acknowledges and grants its assent that representatives of the cognizant or oversight agency or their designee, other government audit staffs and the U.S. General Accounting Office shall have access to the audit working papers upon their request; and that Consultant shall maintain the working papers for a period of at least seven (7) years after the date of the report, or for a longer period if Consultant is requested to do so by the cognizant or oversight agency. Access to requested work papers will be provided under the supervision of Consultant’s audit personnel and at a location designated by Consultant. Consultant will provide adequate advance notification to the City of any circumstance that require access to these work papers by any third party.

6.2 CONFIDENTIALITY: All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input recorded data, written information, and other like information either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidentially by Consultant. Such materials shall not, without the prior written consent of City, be used by Consultant for any purposes other than the performance of the Work; nor shall such materials be disclosed to any person or entity not connected with the performance of the Work.

Nothing furnished to Consultant which is otherwise known to Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use City’s name or insignia, photographs, or any publicity pertaining to the Work in any magazine, trade paper, newspaper, television or radio production or other similar medium without the prior written consent of City.

6.3 NOTICES: All notices permitted or required under this Agreement shall be given to the respective Parties at the following addresses, or at such other address as the respective Parties may provide in writing for this purpose:

**CONSULTANT:**
Vasquez & Company  
Attn: Roger A. Martinez  
801 S. Grand Ave., Suite 400  
Los Angeles, CA 90017-4646  
Phone: (213) 873-1703  
Fax: (213) 873-1777  
Email:ramartinez@vasquezcpa.com

**CITY:**
City of Cudahy  
Attn: Santor Nishizaki,  
Acting City Manager  
5220 Santa Ana Street  
Cudahy, CA 90201  
Tel: (323) 773-5143  
Fax: (323) 771-2072
Such notices shall be deemed effective when personally delivered or successfully transmitted by facsimile as evidenced by a fax confirmation slip or when mailed, forty-eight (48) hours after deposit with the United States Postal Service, first class postage prepaid and addressed to the Party at its applicable address.

6.4 **COOPERATION; FURTHER ACTS:** The Parties shall fully cooperate with one another, and shall take any additional acts or sign any additional documents as are reasonably necessary, appropriate or convenient to achieve the purposes of this Agreement.

6.5 **SUBCONTRACTING:** Consultant may from time to time, and depending on the circumstances, use third-party service providers (including persons or entities outside the United States) in serving City account. Consultant may share confidential information about City with these service providers, but remain committed to maintaining the confidentiality and security of City information. Accordingly, Consultant shall maintain internal policies, procedures, and safeguards to protect the confidentiality of City personal information. In addition, Consultant shall secure confidentiality agreements with all service providers to maintain the confidentiality of City information and Consultant will take reasonable precautions to determine that they have appropriate procedures in place to prevent the unauthorized release of City confidential information to others. In the event that Consultant is unable to secure an appropriate confidentiality agreement, City will be asked to provide consent prior to the sharing of your confidential information with the third-party service provider. Furthermore, Consultant will remain responsible for the work provided by any such third-party service providers.

6.6 **CITY’S RIGHT TO EMPLOY OTHER CONSULTANTS:** City reserves the right to employ other consultants in connection with the various projects worked upon by Consultant.

6.7 **PROHIBITED INTERESTS:** Consultant warrants, represents and maintains that it has not employed nor retained any company or person, other than a *bona fide* employee working solely for Consultant, to solicit or secure this Agreement. Further, Consultant warrants and represents that it has not paid nor has it agreed to pay any company or person, other than a *bona fide* employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

6.8 **TIME IS OF THE ESSENCE:** Time is of the essence for each and every provision of this Agreement.

6.9 **FORCE MAJEURE:** Any prevention, delay, nonperformance or stoppage due to any of the following causes shall excuse nonperformance for a period equal to such obligations imposed by this Agreement. The causes referred to above are strikes, walkouts, labor disputes, failure of power, irresistible superhuman cause, acts of public enemies of the State or United States, riots, insurrections, civil commotion, inability to obtain labor or
GOVERNING LAW AND VENUE: This Agreement shall be interpreted and governed according to the laws of the State of California. In the event of litigation between the Parties, venue, without exception, shall be in the Los Angeles County Superior Court of the State of California. If, and only if, applicable law requires that all or part of any such litigation be tried exclusively in federal court, venue, without exception, shall be in the Central District of California located in the City of Los Angeles, California.

ATTORNEYS’ FEES: If either Party commences an action against the other Party, whether legal, administrative or otherwise, arising out of or in connection with this Agreement, the prevailing Party in such litigation shall be entitled to have and recover from the losing Party reasonable attorneys’ fees and all other costs of such action.

SUCCESSORS AND ASSIGNS: This Agreement shall be binding on the successors and assigns of the Parties.

NO THIRD PARTY BENEFIT: There are no intended third party beneficiaries of any right or obligation assumed by the Parties. All rights and benefits under this Agreement inure exclusively to the Parties.

CONSTRUCTION OF AGREEMENT: This Agreement shall not be construed in favor of, or against, either Party but shall be construed as if the Parties prepared this Agreement together through a process of negotiation and with the advice of their respective attorneys.

SEVERABILITY: If any portion of this Agreement is declared invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions shall continue in full force and effect.

AMENDMENT; MODIFICATION: No amendment, modification or supplement of this Agreement shall be valid or binding unless executed in writing and signed by both Parties, subject to City approval. The requirement for written amendments, modifications or supplements cannot be waived and any attempted waiver shall be void and invalid.

CAPTIONS: The captions of the various articles, sections and paragraphs are for convenience and ease of reference only, and do not define, limit, augment, or describe the scope, content, or intent of this Agreement.

INCONSISTENCIES OR CONFLICTS: In the event of any conflict or inconsistency between the provisions of this Agreement and any of the exhibits attached hereto, the provisions of this Agreement shall control.

ENTIRE AGREEMENT: This Agreement including all attached exhibits is the entire, complete, final and exclusive expression of the Parties with respect to the matters addressed herein and supersedes all other agreements or understandings, whether oral or
written, or entered into between City and Consultant prior to the execution of this Agreement. No statements, representations or other agreements, whether oral or written, made by any Party which are not embodied herein shall be valid or binding. No amendment, modification or supplement to this Agreement shall be valid and binding unless in writing and duly executed by the Parties pursuant to Section 6.16, above.

6.20 COUNTERPARTS: This Agreement shall be executed in three (3) original counterparts each of which shall be of equal force and effect. One counterpart shall be delivered to Consultant and the two remaining counterparts shall remain with the City for archiving and day-to-day reference by the department responsible for administering the Agreement on the City’s behalf. No handwritten or typewritten amendment, modification or supplement to any one counterpart shall be valid or binding unless made to all three counterparts in conformity with Section 6.16, above.

[SIGNATURE PAGE TO FOLLOW]
IN WITNESS WHEREOF, as of the date first written above, the Parties evidence their agreement to the terms of this Agreement by signing below:

CITY:
CITY OF CUDAHY

By: _________________________________
   Santor Nishizaki, Acting City Manager

CONSULTANT:
VASQUEZ & COMPANY, LLP

By: _________________________________
   Name: ______________________________
   Title: ______________________________

APPROVED AS TO FORM:

______________________________
Victor Ponto
City Attorney
EXHIBIT “A”
[SCOPE OF WORK]
DETAILED PROPOSAL TO
CITY OF CUDAHY
FOR PROFESSIONAL AUDITING SERVICES

Submitted by:
Roger A. Martinez
Vasquez & Company LLP
Partner, Audit Practice Leader
655 N. Central Avenue, Suite 1550
Glendale, CA 91203
Tel: (213) 873-1720
Fax: (213) 873-1777
Email: ram@vasquezcpa.com
Firm CA CPA License no.: 6286
Federal Identification no: 33-0700332
Date: December 3, 2019
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Transmittal Letter
December 3, 2019

Attn: Mr. Steven Dobrenen
Finance Director
City of Cudahy
5220 Santa Ana Street
Cudahy, CA 90201

Re: Detailed Proposal for Professional Auditing Services

Vasquez & Company LLP (Vasquez) is pleased to submit our Technical Proposal to audit of the City of Cudahy (“City”) for the five fiscal years beginning with the fiscal years ending June 30, 2019. Vasquez has been serving the auditing needs of local governments and nonprofit organizations in California for 50 years. Our understanding of the engagement and key aspects of our firm, which distinguishes us from our competitors, are summarized in this letter.

Experienced Leaders:

- Cristy Canieda, Vasquez Partner and former PwC audit manager, will lead our delivery of services to the City. She will direct and supervise the auditors in performing the engagement, review the audit results, and provide technical expertise as appropriate.
- Roger Martinez, Vasquez Audit Practice Leader and former KPMG office of professional practice partner dealing with complex audit, accounting, and risk management issues at a national level, will act as the engagement quality control reviewer.

Information Technology Expertise:

- Our audit approach includes an on-site review of the City’s Information Technology (IT) general controls by IT professionals with more than 20 years experience to assess whether the standards of security, integrity, continuity, and control are conducive to reliable processing, consistent with the City’s technology standards and appropriate to safeguard your information assets.

National Resources:

- As part of the RSM US Alliance, we have access to the resources, tools, and expertise of RSM US LLP (the fifth largest accounting firm in the United States).

Our Internal Control-Based Audit Approach

- Our professionals, with extensive experience in performing financial and compliance audits of local municipalities and other public agencies in California, will bring an unbiased, fresh perspective to the City’s systems, operations, and practices. Our experience will allow us to assess your risk and compare your existing policies and practices to those used by other efficient, reputable agencies. We will focus on the critical areas of your operations.
- Our audit approach is unique in that we evaluate and test key internal accounting controls rather than merely performing substantive tests. This approach provides critically important information to City management about the effectiveness of its internal controls.
Communication with the City:

- We will hold regularly scheduled status meetings to keep you abreast of our progress.
- We will provide you meaningful status reports.
- We will take a proactive approach to develop effective solutions to identified challenges.
- Team members, including the engagement partner and quality control partner, will be available to you on a year-around basis.

Addressing Critical Accounting Matters:

Recognizing that your interests are best served by highly qualified, knowledgeable, and trained accountants and auditors, we offer our staff and our clients:

- Frequent training in current technical matters and subjects of importance to the finance, accounting, and auditing aspects of local governments such as new GASB and SAS requirements.
- Specifics of Federal and State of California regulations as they pertain to local government accounting, reporting, and compliance.

Timeliness:

- We understand and appreciate the importance of adhering to agreed-upon timelines and meeting deadlines.
- We structure our audit approach to recognize issues early, plan for the orderly completion of our work, and avoid end-of-the-audit surprises. As such, we commit to perform the work within the required time period.

New GASB Pronouncement Experience:

- Our team has assisted our clients in the adoption of the applicable Governmental Accounting Standards Board (GASB) statements.
- Our firm assists clients in assessing their readiness to implement the new standards as well as guiding them through the actual implementation.

Providing an Effective and Efficient Audit:

- Our risk-based approach, our high caliber management team, and our experienced staff ensures that critical issues are not overlooked, but instead are promptly identified, communicated to you and resolved to the City’s satisfaction.

Historical Knowledge

- Our team structure, staffing, service approach, communication and coordination are refined to fit the unique needs of the City. With prior years’ audit experience and familiarity as to how the City of Cudahy operates, the team has the institutional knowledge and experience which are crucial to a high quality and efficient audit.
- Vasquez has a policy to rotate engagement partners every 5 years which satisfactorily promotes independence and objectivity, while maintaining institutional knowledge of the organization.
- Audit continuity helps to minimize the potential for disruption in connection with the independent audit.
Vasquez is committed to providing the City with the highest level of customer service and trust that you will find Vasquez well qualified to provide the City with professional auditing services. Should you have any questions or desire further assistance, please call me at the contact information below. I, Roger Martinez, Partner with Vasquez, am authorized to negotiate and bind the firm to contract.

VASQUEZ & COMPANY LLP

Roger A. Martinez | Partner
655 N. Central Avenue, Suite 1550
Glendale, CA 91203
tel.: 213-873-1703
fax: 213-873-1777
email: ram@vasquezcpa.com
Independence

Vasquez meets the independence requirements of the auditing standards generally accepted in the United States of America and the *Government Auditing Standards* (2011 revision), published by the United States General Accounting Office (“Yellow Book”) as it relates to the City and its component units.

Independence Policies and Monitoring Programs

One of the primary objectives of our system of quality control is to provide reasonable assurance that our firm and personnel comply with relevant ethical requirements when discharging professional responsibilities. Relevant ethical requirements include independence, integrity, and objectivity.

Our firm satisfies this objective by establishing and maintaining policies and enforcing specific procedures relative to the following:

- Personnel adherence to relevant ethical requirements such as those in regulations, interpretations, and rules of the AICPA, Securities and Exchange Commission, Department of Labor, Public Company Accounting Oversight Board, U.S. Government Accountability Office, state CPA societies, state boards of accountancy, state statutes and any other applicable regulators.

- Communicating independence requirements to firm personnel and, where applicable, others subject to them.

- Identifying and evaluating possible threats to independence and objectivity, including the familiarity threat that may be created by using the same senior personnel on an audit or attest engagement over a long period, and to take appropriate action to eliminate those threats or reduce them to an acceptable level by applying safeguards.

- Withdrawing from engagements if effective safeguards to reduce threats to independence to an acceptable level cannot be applied.

- Written confirmation, at least annually, of compliance with policies and procedures on independence from all firm personnel required to be independent by relevant requirements.

- Confirming the independence of another firm or firm personnel in associated member firms who perform part of an engagement.

- Rotating personnel for audit or attest engagements where regulatory or other authorities require such rotation after a specified period.

- Advising acquired practice units of our policies related to independence, integrity, and objectivity.
License to Practice in California

Vasquez is properly licensed to conduct public accounting in California. We further assure the City that all “key” engagement team members are properly licensed Certified Public Accountants in California. Vasquez certifies that upon notification, it will inform the City of any suspension, termination, lapse, non-renewals, or restrictions of its licenses, certificates, or other required documents.
Firm Qualifications and Experience

Vasquez was established in 1969 as a Limited Liability Partnership registered with the State of California Department of Consumer Affairs.

Personnel Resources

<table>
<thead>
<tr>
<th>Role</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners/Principals</td>
<td>7</td>
</tr>
<tr>
<td>Managers</td>
<td>8</td>
</tr>
<tr>
<td>Supervisors</td>
<td>6</td>
</tr>
<tr>
<td>Senior Auditors</td>
<td>15</td>
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<tr>
<td>Staff Auditors</td>
<td>20</td>
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<tr>
<td>Professionals</td>
<td>56</td>
</tr>
<tr>
<td>Administrators</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

National Resources

Vasquez is an integral part of the RSM US Alliance, a premier affiliation of independent accounting and consulting firms in the United States, with more than 75 members in over 38 states, the Cayman Islands, and Puerto Rico. This affiliation gives us access to a full range of national and international capabilities. As a member of the RSM US Alliance, Vasquez has access to the resources and services RSM provides its own clients. We accepted an invitation to become a member of the RSM US Alliance because it is a natural fit with our commitment to our clients and our determination to stay at the forefront of developments affecting accounting and consulting firms today.

RSM US Alliance provides its members with access to resources of RSM US LLP (formerly known as RSM US LLP), the leading provider of audit, tax and consulting services focused on the middle market, with more than 8,000 people in 80 offices nationwide. RSM US LLP (RSM) is a licensed CPA firm and the U.S. member of RSM International, a global network of independent audit, tax and consulting firms with more than 37,500 people over 110 countries. RSM US Alliance member firms are separate and independent businesses and legal entities that are responsible for their own acts and omissions, and each is separate and independent from RSM.

Government Practice Group

Vasquez is comprised primarily of personnel who left the prestigious “Big Four” international accounting firms to focus on their chosen industry – primarily government and nonprofit – and work with greater autonomy in a progressive, nimble, and client-centric environment. The Vasquez leadership consists of seven (7) partners, each of whom previously worked with one or more of the Big Four – KPMG, PwC, EY, and Deloitte. This experience ensures a firm emphasis on quality, innovation, performance standards, opportunity, discipline, and professional growth.

Since its inception, Vasquez has been primarily focused on serving governmental entities. The government-industry easily comprises the largest portion of all industries we serve today.
Office Locations
Vasquez will staff the City with two partners, one manager, one senior, and one staff auditor. We will serve the City from our headquarters based in Glendale:

- **Headquarters**
  - 655 N. Central Avenue
  - Suite 1550
  - Glendale, CA 91203
  - t) 213-873-1700
  - f) 213-873-1777

- **Sacramento**
  - 1215 K Street
  - 17th Floor
  - Sacramento, CA 95814
  - t) 916-503-3269
  - f) 916-503-2401

- **San Diego**
  - 333 H Street
  - Suite 5000
  - Chula Vista, CA 91910
  - t) 858-263-2760
  - f) 619-551-7001

- **Manila**
  - 6750 Ayala Avenue
  - Level 17, Office Tower
  - Makati City, 1226
  - Philippines

Range of Services

**AUDIT**
- Financial statement audits & reviews
- Reporting
- Agreed-upon procedures
- Forecasts & projections
- Benefit plans

**TAX**
- IRS Representation
- Return of Organization Exempt from Income Tax
- California Exempt Organization Annual Information Return
- Annual Registration Renewal Fee Report

**RISK**
- Corporate governance
- Enterprise risk management
- Sarbanes-Oxley consulting
- Regulatory compliance
- Trisk
- Security & privacy
- Fraud

**ADVISORY**
- Internal control reviews
- Strategic planning
- Organizational analysis
- Internal audit
- Political accounting & compliance
- Outsourced accounting

**PERFORMANCE**
- Business intelligence / Corporate performance management
- Performance improvement & implementation
- Performance audit
- Expense reduction analysis

List of Municipal Clients
Vasquez performs numerous financial and compliance audits of governmental organizations. These audits include risk assessments performed pursuant to a structured approach based on the standards outlined in the COSO Principles.

Our audits are performed in accordance with auditing standards generally accepted in the United States, Government Auditing Standards, OMB Uniform Guidance, and the Office of the State Controller’s Minimum Audit Requirements and Reporting Guidelines for California Special Districts (when applicable).

Additionally, Vasquez performs the fund financial and compliance audits of the cities and jurisdictions included in the Los Angeles County Metropolitan Transportation Authority Consolidated Audit that receive Proposition A and Proposition C Local Return Funds, Measure R Local Return Funds and Transportation Development Act Article 3 Funds:
<table>
<thead>
<tr>
<th>Clients</th>
<th>Clients</th>
</tr>
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<tbody>
<tr>
<td>City of Agoura Hills</td>
<td>City of South El Monte</td>
</tr>
<tr>
<td>City of Azusa</td>
<td>City of South Gate</td>
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<tr>
<td>City of Baldwin Park</td>
<td>City of Vernon</td>
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<tr>
<td>City of Bell</td>
<td>City of Walnut</td>
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<td>City of Bell Gardens</td>
<td>City of West Hollywood</td>
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<tr>
<td>City of Beverly Hills</td>
<td>City of Westlake Village</td>
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<tr>
<td>City of Calabasas</td>
<td>Alameda Corridor-East Construction Authority</td>
</tr>
<tr>
<td>City of Carson</td>
<td>Alameda Corridor Transportation Authority</td>
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<td>City of Commerce</td>
<td>Big Bear Municipal Water District</td>
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<tr>
<td>City of Compton</td>
<td>Encina Wastewater Authority</td>
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<tr>
<td>City of Cudahy</td>
<td>Hidden Valley Municipal Water District</td>
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<tr>
<td>City of Culver City</td>
<td>Los Angeles County Metropolitan Transportation Authority</td>
</tr>
<tr>
<td>City of El Monte</td>
<td>Metropolitan Water District of Southern California</td>
</tr>
<tr>
<td>City of Gardena</td>
<td>Municipal Water District of Orange County</td>
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<tr>
<td>City of Hawthorne</td>
<td>Needles Public Utility Authority</td>
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<tr>
<td>City of Hidden Hills</td>
<td>Plumas County Transportation Commission</td>
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<tr>
<td>City of Huntington Park</td>
<td>Port of Long Beach</td>
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<tr>
<td>City of Industry</td>
<td>San Gabriel Basin Water Quality Authority</td>
</tr>
<tr>
<td>City of Inglewood</td>
<td>San Gabriel Valley Council of Governments</td>
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<tr>
<td>City of Irwindale</td>
<td>San Joaquin Regional Transit District</td>
</tr>
<tr>
<td>City of La Puente</td>
<td>Southern California Association of Governments</td>
</tr>
<tr>
<td>City of Lawndale</td>
<td>Southern California Regional Rail Authority</td>
</tr>
<tr>
<td>City of Long Beach</td>
<td>SunLine Transit Agency</td>
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<tr>
<td>City of Lynwood</td>
<td>Upper San Gabriel Valley Municipal Water District</td>
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<tr>
<td>City of Malibu</td>
<td>Valley County Water District</td>
</tr>
<tr>
<td>City of Maywood</td>
<td>Walnut Valley Water District</td>
</tr>
<tr>
<td>City of Montebello</td>
<td>Water Replenishment District of Southern California</td>
</tr>
<tr>
<td>City of Monterey Park</td>
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</tbody>
</table>
Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards

A large number of our government clients receive federal funds. Our success in effectively serving these entities is based in part, on our significant knowledge and experience with U.S. Office of Management and Budget new Federal regulations entitled "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200" (the Uniform Guidance).

We are proposing for the City, an engagement team with substantial experience in auditing governmental entities for both financial and compliance audits. Our industry-focused staff has undergone training courses dedicated to governmental accounting, auditing, and financial reporting, as well as specialized training in the compliance requirements of OMB Uniform Guidance regarding changes in Single Audit requirements. Our partners have conducted training for professional organizations on the subject of the new Uniform Guidance. The Uniform Guidance includes several requirements, some of which are:

- Financial management systems must include such items as written procedures for determining the allowability of costs in accordance with cost principles and the terms and conditions of the federal awards, and written procedures to implement the requirements for cash management.
- Time and payroll cost distribution records must be maintained for all employees whose salary is paid in whole or in part with federal funds, and payroll costs allocated to federal programs may not be based on budget estimates alone, but instead must reflect the actual expenditure of effort.
- Accounting records must be supported by a system of internal controls which provides reasonable assurance that amounts are accurate, allowable, and properly allocated.
- Internal controls should be in compliance with the guidance contained in "Internal Control-Integrated Framework" issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).
- Procurement standards covering small purchases, micro-purchases, sealed bids, competitive proposals, and sole source procurements that must be adhered to.
- Subrecipient monitoring includes the requirement that each potential subrecipient must be evaluated for risk of noncompliance with Federal requirements, must be monitored, and must be audited when required, with the audit results considered by the awarding entity.
- The entity must establish and maintain effective internal controls over federal awards, including establishing reasonable budgets that minimize incentives to miscode expenditures and performing risk assessments to identify procedures and controls that should be strengthened in order to prevent or identify unallowable activities.
- Property records must be supported by at least a bi-annual physical inventory and include all the data elements outlined in the regulations.
- Awards of contracts for goods or services on a sole source basis must be supported by a written justification.
- Any interest earned on federal monies must be credited back to the federal government.

Comprehensive Annual Financial Reports
Vasquez professionals are acknowledged experts on GAGAS regulations and GASB reporting requirements. We have substantial experience in the preparation of Comprehensive Annual Financial Reports that have assisted our clients in achieving the Government Finance Officers Association award for Excellence in Financial Reporting.
GFOA Client Awardees

- City of Baldwin Park
- City of Carson
- City of El Monte
- City of Lynwood
- City of Moreno Valley
- City of Simi Valley
- City of Temple City
- Encina Wastewater Authority
- Water Replenishment District of Southern California
- Upper San Gabriel Valley Municipal Water District

Management Letter Comments

Providing value-added management letter comments is a priority for Vasquez. The unique experience that our auditors/consultants possess enables us to provide meaningful assistance beyond what most audit firms can provide. We do this through many different forms, but it comes primarily in the form of early identification of issues before they become major problems for our clients. We meet with our clients throughout the year so that we can get a better understanding of the challenges they are facing. Our clients have realized many benefits, including improved operational efficiencies, security, and proactive prevention of potential future audit issues.

During routine procedures performed by one of our IT auditors over the implementation of a new ERP system at one of our new clients, our IT Manager noted that the client’s IT department and IT consultant had not addressed key issues that were critical to the operations of our client. We immediately brought our concerns to the attention of upper management, who took action right away. Although our comments did cause a delay in the go-live date, the client realized it was in their best interest to delay the launch so that the concerns identified could be addressed, leading to fewer disruptions to operations.

GASB Pronouncements

Our firm encourages early adoption of all applicable Government Accounting Standards Board (GASB) statements. Some of these standards have been monumental in establishing new financial reporting requirements for state and local governments throughout the United States and restructured much of the information that had been presented in the past.

We take a proactive approach in assisting all our government clients in understanding GASB activities from exposure drafts to the implementation of new standards. We accomplish this through our collaborations with GASB, GFOA, ASBO, AICPA Government Audit Quality Center, and by taking the time to sit down with clients to discuss and plan for the impact of new GASB standards.

As a member of the RSM US Alliance, Vasquez personnel are routinely updated through RSM’s formal and informal relationships with the officials of most key federal departments. They have participated as an advisor to the President’s Council on Integrity and Efficiency through the Quality of Audit Roundtable. They also maintain relationships with officials in the Office of Inspector General of many federal departments and agencies, as well as close working relationships with key officials within GAO and OMB.

Pronouncements Issued But Not Yet Adopted

The GASB has issued pronouncements that have effective dates on or subsequent to June 30, 2019, which may impact future financial presentations. We will be pleased to help the City implement the Statements that have been issued, but not yet implemented and to discuss what, if any, impact the implementation of the statements may have on the financial statements of the City.

We take a very proactive approach in helping our clients understand GASB activities from exposure drafts, such as the GASB Statement No. 75 on Other Post-Employment Benefits, to the implementation of new
standards. We accomplish this through our collaborations with GASB, GFOA, and the AICPA Government Audit Quality Center, and more importantly, by taking the time to sit down with clients to discuss and plan for the impact of new GASB standards.

Recognizing that your interests are best served by highly qualified, knowledgeable, and trained accountants and auditors, we offer our staff and clients frequent training in current technical matters and subjects of importance to the finance, accounting, and auditing aspects of local governments. We will provide the City a minimum of eight (8) hours of continuing professional education annually, and will also invite you to our annual Governmental Update Conference. As your accounting and business advisor, we embrace a forward-thinking approach to upcoming accounting pronouncements and will work with the City to facilitate timely implementation. We provide guidance and training to your personnel on the implementation of new GASB requirements and specifics of Federal and State of California regulations as they pertain to local government accounting early so that the City personnel will be able to provide the necessary information that will allow for an efficient and cost-effective audit.

Quality Control

Vasquez has an extensive quality control program designed to monitor compliance with the audit and accounting professional standards and firm policies. Our client service approach requires the active involvement of experienced partners and managers in the consulting and audit engagements to make sure that critical issues are identified and resolved on a timely basis.

Review Process

All audit engagements are required to have a secondary review by either a report review specialist or a concurring reviewer. Before the reports, the financial statements, and any letter communicating reportable conditions and other letters are released, they must be reviewed by a report review specialist not otherwise associated with the engagement. The report review specialist’s role is supportive of the partner and, organizationally, they are responsible for one or more offices.

Before the commencement of fieldwork and as the engagement progresses toward completion, the report review specialist is expected to aid the partner and the audit team in resolving difficult accounting, auditing, and reporting issues. Upon completion of the partner review and before the release of the report, the report review specialist must review the financial statements, our report thereon, and the letter communicating reportable control structure conditions and any other special reports or letters to be issued.

The audit plan should be reviewed and concurred with by a concurring reviewer designated for the industry before the commencement of fieldwork if the industry is designated as “high risk” by firm policy or when engagement risk is otherwise assessed as high, and the engagement is a first-time audit for the firm. If a concurring review is performed during planning, this reviewer will also perform a review of all of the firm’s reports, as well as discussing significant audit findings and issues with the engagement partner.

Performance Monitoring and Assessment

The objective of the engagement performance element of our quality control is to provide reasonable assurance that:

- Engagements are consistently performed in accordance with applicable professional standards and regulatory and legal requirements
- Our firm or engagement partner issues reports that are appropriate in the circumstances

Policies and procedures for engagement performance address all phases of the design and execution of the engagement, including engagement performance, supervision responsibilities, and review responsibilities. Policies and procedures require that consultation takes place when appropriate. Also, our firm has established criteria against which all engagements are to be evaluated to determine whether an engagement quality control review should be performed.

We satisfy the above objectives by establishing and maintaining the following policies and procedures:
City of Cudahy
Proposal for Professional Auditing Services

- Planning for engagements meets professional, regulatory, and firm requirements.
- Qualified engagement team members review work performed by other team members on a timely basis.
- Vasquez establishes procedures addressing the nature, timing, extent, and documentation of the engagement quality control review.
- Vasquez establishes criteria for the eligibility of engagement quality control reviewers.
- Vasquez requires that consultation take place when appropriate; that sufficient and appropriate resources are available to enable appropriate consultation to take place; that all the relevant facts known to the engagement team are provided to those consulted; that the nature, scope, and conclusions of such consultations are documented; and that conclusions resulting from such consultations are implemented.

Management follow-up procedure internally called “Voice of the Client” to set the tone of “how we did” and “where can we improve.”

Federal or State Desk or Field Reviews

Vasquez has not had any Federal or State desk reviews or field reviews in the past three (3) years. Vasquez has not had any complaints filed against it with the California State Board of Accountancy or any other oversight agency for substandard work or any other reason.

Peer Review Report

Vasquez is a member of the American Institute of Certified Public Accountants (AICPA) Division of Firms and received a Peer Review Rating of “Pass” without comment - the highest rating from the AICPA on its peer review dated February 22, 2017. This peer review covered several government engagements similar in size and complexity as the City. A copy of the peer review opinion follows:

![Peer Review Report Image]
Partner, Supervisory and Staff Qualifications and Experience

Our team structure, staffing, service approach, communication, and coordination are refined to fit the unique needs of the City. We staff our engagements with individuals focused on a dedicated industry because of their desire to make a positive impact with their careers, resulting in continuity of the team members you work with year after year.

Our expertise in the government industry allows our team to understand the nuances of your specific business and translate that knowledge into better solutions, faster responses to your questions, and a more comfortable (and valuable) working relationship overall.

We devote significant time to training and research activities to understand the economics, operations, and trends affecting local government. Our perspective is that of a knowledgeable independent auditor who can relate to the unique aspects of the City. This perspective enables us to provide efficient and cost-effective audit services for our clients.

You should note that the audit team we are proposing for the City assignment has experience with other entities similar to yours. The advantage to the City is the confidence you’ll have in knowing you will be served by partners, managers, and staff with direct experience with your operations, systems, and personnel.

Partner Involvement

Our structure ensures that senior engagement team members can spend time on-site, checking the quality of our work, not just verifying we are on target to meet deadlines. Our engagement partners will provide frequent, valuable on-site interaction with City staff and close supervision of the audit team. Ms. Canieda and all senior members will engage in regularly scheduled meetings with you to answer questions, provide guidance, and help ensure issues are identified and resolved promptly. With our partners on-site, informal meetings can more readily occur, and issues get resolved in front of your desk rather than behind ours.

Vasquez has built its reputation on close partner involvement and maintaining strong client relationships. We have structured our engagement team with extensive partner involvement. You will find our average partner-to-staff leverage ratio is higher than most other firms.

Beyond partner leadership and support, an audit is only as good as the people doing the bulk of the work on a day-to-day basis. We are committed to providing a staff resource pool that embodies the attributes that you expect of your auditor, including technical expertise in GASB, knowledge of the government and private industries, and softer skills such as respect, empathy, and timely response to questions. Each team member that we have allocated to serve the City brings relevant experience and receives industry training through our Continuing Professional Education program.
Areas of Expertise

Cristy’s areas of expertise include overseeing all aspects of financial and compliance audits including internal control reviews and Single Audits performed in accordance with Office of Management and Budget Federal regulations entitled “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200” (the Uniform Guidance), program specific audits, financial statement reviews, forecasts and projections to government agencies; preparation of comprehensive annual financial reports, State Controller’s reports.

Prior Experience

- City of Baldwin Park
- City of Carson
- City of Cudahy
- City of El Monte
- City of Hawthorne
- City of Huntington Park
- City of La Puente
- City of Lynwood
- City of Montebello
- City of Moreno Valley
- City of Norwalk
- City of Pico Rivera
- City of Simi Valley
- City of Temple City
- City of Vernon
- SunLine Transit Agency
- Central Basin Municipal Water District
- Water Replenishment District of Southern California
- La Habra Heights Water District
- Rancho California Water District
- La Puente Valley County Water District
- Orange County Water District
- Jurupa Community Special District
- Coachella Valley Association of Governments
- Community Development Commission of Los Angeles County
- Upper San Gabriel Valley Water District
- Los Angeles County Metropolitan Transportation Authority
- Los Angeles Community College District

Professional Background and Affiliations

Cristy’s professional background includes Diehl, Evans & Company and Audit Manager and Manager, Tech. Standards and Continuing Education with PwC. She is a Certified Public Accountant licensed to practice in the State of California.

Educational Background

Cristy received her Bachelor of Science in Accountancy and Associate in Government Auditing from Enverga University and her Master’s in Business Administration from Ateneo Graduate School of Business. She remains current on accounting matters by attending conferences and continuing education courses which are heavily focused on subjects applicable to governmental accounting and financial reporting, as well as federal and state regulatory matters and auditing requirements. She maintains compliance with the continuing education requirements of the AICPA and the California Board of Accountancy.
Areas of Expertise

Roger’s areas of expertise include overseeing all aspects of financial and compliance audits including internal control reviews, Single Audits performed in accordance with Office of Management and Budget “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200” (the Uniform Guidance), program specific audits, financial statement reviews, forecasts and projections to large complex governmental or regulated entities in California. His expertise also includes serving as a quality technical reviewer of governments at a national level and acting as an instructor on accounting, auditing and reporting issues to the public sector throughout the United States.

Representation of Experience

- City of Long Beach
- City of Vernon
- City of Adelanto
- City of Cudahy
- City of El Monte
- City of Huntington Park
- City of Norwalk
- Township of Addison
- Village of Hillside
- Village of Merrionette Park
- Village of Posen
- Village of River Grove
- Alameda Corridor – East Construction Authority
- Alameda Corridor Transportation Authority
- California State University System
- California State Teachers’ Retirement System
- Los Angeles County Employees Retirement Association
- Los Angeles County Metropolitan Transportation Authority
- Los Angeles World Airports
- Los Angeles Community College District
- Metropolitan Water District of Southern California
- Port of Los Angeles
- San Joaquin Transit Agency
- SunLine Transit Agency

Professional Background and Affiliations

Roger is a member of the American Institute of Certified Public Accountants, California Society of Certified Public Accountants, Los Angeles Chamber of Commerce, and the Association of Latino Professionals in Finance and Accounting. He has held many board memberships with private companies and nonprofit organizations. He is currently on the Advisory Board for the Salvation Army, and Los Angeles County Medical Association.

Educational Background

Roger received his Bachelor of Arts, Major in Economics and Minor in Accounting from the University of California, Los Angeles. He remains current on accounting matters by attending conferences and continuing education courses which are heavily focused on subjects applicable to governmental accounting and financial reporting, as well as federal and state regulatory matters and auditing requirements. He maintains compliance with the continuing education requirements of the AICPA and the California Board of Accountancy.
Areas of Expertise

Cid’s practice is in managing all aspects of financial and compliance audits including internal control reviews, Single Audits performed in accordance with Office of Management and Budget Circular a-133 and the new Federal "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200" (the Uniform Guidance), program specific audits, financial statement reviews, forecasts and projections to government agencies; preparation of comprehensive annual financial reports and State Controller’s reports.

Representation of Experience

- City of Baldwin Park
- City of El Monte
- City of Huntington Park
- City of La Puente
- City of Montebello
- City of Norwalk
- City of Temple City
- City of Vernon
- City of Needles Public Utility Authority
- Los Angeles County Metropolitan Transportation Authority
- San Gabriel Valley Council of Governments
- SunLine Transit Agency
- Upper San Gabriel Metro Water District

Professional Background and Affiliations

Cid’s professional background includes S.J. Levy & Co. and SGV & Co, a member practice of Ernst & Young, where his practice was focused on audit engagement planning, budgeting and preparing audit programs, draft financial statements, tax returns and management reports. Cid is a Certified Public Accountant licensed to practice in the State of California.

Educational Background

Cid received his Bachelors of Science in Commerce, major in Accounting, from the University of San Carlos. He remains current on accounting matters by attending conferences and continuing education courses which are heavily focused on subjects applicable to governmental accounting and financial reporting, as well as federal and state regulatory matters and auditing requirements. He maintains compliance with the continuing education requirements of the AICPA and the California Board of Accountancy.
MICHELLE DE GUZMAN, CISA, CISM
IT Audit Manager
Vasquez & Company LLP
655 N Central Avenue, Suite 1550
Glendale, CA 91203
Tel: 213-873-1700 x 319
Email: mdeguzman@vasquezcpa.com

Area of Expertise
Michelle’s practice is focused on planning, design and performance of IT Enabled Business Transformation; Global & Regional Project/Program Management; Business Process and Systems Management/Optimization; Shared Services, Business Process Outsourcing; Strategic Financial Planning, Analysis and Reporting; Activity Based Management; Information Security; IT Governance, Risk and Compliance; Sarbanes – Oxley (SOX) 404; IT Audit and Controls; Operational Excellence; ERP Security and Controls; ERP Materials Management; Enterprise Information Architecture; Master Data Management; Business Intelligence; Resolution and Incident Management; Performance Metrics; Global & Regional Team Development & Management

Representation of Experience
- City of Baldwin Park
- City of El Monte
- City of Montebello
- City of Moreno Valley
- City of Simi Valley
- City of Vernon
- Encina Wastewater Authority
- San Gabriel Valley Water Company
- San Joaquin Regional Transit District
- Southern California Edison
- Sunline Transit Agency

Professional Background and Affiliations
Michelle’s experience includes fifteen years with The Coca-Cola Company (TCCC). During her tenure with TCCC, she led the company’s Global Bottler Business Services group as their Chief Information Officer/Director. She also served as the Regional Information Security Officer for Asia Pacific, Middle East and Africa, who provided direction and assurance over the confidentiality, integrity and availability for Mondelez International’s information.

Michelle’s professional background includes PriceWaterhouseCoopers and Deloitte & Touche International. She is a certified SAP R/3 Materials Management Consultant, ITIL Foundation V3 Certified, Certified Information Systems Auditor (CISA) and a Certified Information Security Manager (CISM).

Educational Background
Michelle received her Bachelor of Science in Accountancy from the University of the City of Manila, Philippines. She remains current on accounting matters by attending conferences and continuing education courses which are heavily focused on subjects applicable to a Finance/IT professional.
### Similar Engagements with Other Governmental Entities

<table>
<thead>
<tr>
<th>Client Contact</th>
<th>Engagement Description</th>
<th>Total Hours</th>
<th>Engagement Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City of Moreno Valley</strong></td>
<td>Annual financial and compliance audit for inclusion in the City's CAFR prepared in conformance with the GASB 34 requirements, Single Audit (Uniform Guidance), State Controller's Report, Child Development Fund audit, management letter. <strong>GFOA Award.</strong> Year: 2017-18</td>
<td>920</td>
<td>C. Canieda Lead Partner R. Martinez QC Partner</td>
</tr>
<tr>
<td>Marshall Eyerman</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(951) 413-3021</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>City of El Monte</strong></td>
<td>Annual financial and compliance audit, single audit, GANN Limit calculation, management letter, State Controller's Report, Report on Allocation of Costs to Enterprise Fund. <strong>GFOA Award.</strong> Year: 2017-18</td>
<td>804</td>
<td>C. Canieda Lead Partner P. McBride QC Partner</td>
</tr>
<tr>
<td>Bruce Foltz</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(626) 580-2001</td>
<td></td>
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<tr>
<td><strong>City of Vernon</strong></td>
<td>Annual financial and compliance audit for inclusion in the City's CAFR prepared and in conformance with the GASB 34 requirements, Single Audit (Uniform Guidance), Vernon Light and Power, calculation of GANN Appropriations Limit, State Controller's Report, and Management letter. Year: 2017-18</td>
<td>745</td>
<td>C. Canieda Lead Partner R. Martinez QC Partner</td>
</tr>
<tr>
<td>William Fox</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(323) 583-8811</td>
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<tr>
<td><strong>City of Simi Valley</strong></td>
<td>Annual financial and compliance audit for inclusion in the City's CAFR prepared in conformance with the GASB 34 requirements, Single Audit (Uniform Guidance), calculation of GANN Appropriation Limit, Simi Valley Library compliance, Public Service Center for Sanitation and Waterworks compliance, Management letter. <strong>GFOA Award.</strong> Year: 2017-18</td>
<td>685</td>
<td>C. Canieda Lead Partner R. Martinez QC Partner</td>
</tr>
<tr>
<td>Irene Peterson</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>(805) 583-6785</td>
<td></td>
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<tr>
<td><strong>City of Baldwin Park</strong></td>
<td>Annual financial, compliance audit for inclusion in the City's CAFR prepared in conformance with the GASB 34 requirements and Single Audit (Uniform Guidance). <strong>GFOA Awards.</strong> Year: 2017-18</td>
<td>600</td>
<td>C. Canieda Lead Partner L. Narciso QC Partner</td>
</tr>
<tr>
<td>Rose Tam</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(626) 960-4011</td>
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</tbody>
</table>
Specific Audit Approach

As part of an audit engagement, we leverage a formal project management methodology to help ensure that all tasks are planned effectively and ultimately completed on time and that any changes in the schedule will be properly documented and authorized. As part of the planning process, we will work with you to agree upon a communications plan that will set forth the protocols for periodic status updates and escalations throughout the project. Throughout the audit, we will provide regular status reporting consistent with the communications plan.

Embedded within your audit team are experienced project managers who have strong project management skills. These Vasquez team leaders will provide highly collaborative project management expertise and consultation to the City to help ensure that there are no surprises during the audit. Additionally, Vasquez will continuously look for ways to improve the management and execution of the audit. We want to ensure that audit planning, scheduling, and budgeting are executed properly and on a timely basis.

Vasquez’s commitment is to be on-site at the City to perform supervision and workpaper reviews, and hold status meetings. Cristy Canieda, as the audit engagement partner, and Cid Conde, as the audit manager, will be on-site to perform their respective duties.

At each phase of our engagement, our client service standards guide us toward providing an exceptional customer experience – one in which we become a trusted adviser and bring innovative ideas and solutions that deliver value to you.

- **We understand.** Our audit and consulting professionals follow our CaseWare process, which provides us with a thorough understanding of your business, current situation, needs, and expectations to help ensure there will be no surprises at each phase of the engagement.

- **We communicate.** Our team is trained to communicate with consistent and open dialogue at the right time to the right people.

- **We collaborate.** We collaborate to bring together the right expertise to meet your needs, resolve emerging issues proactively, and bring innovative ideas and solutions that deliver value to you.

- **We deliver.** We deliver what we promise – on time, on budget, and with the highest quality.

At Vasquez, we want to build strong relationships with our clients and continuously seek to understand ways in which we can ensure the services we are providing are in alignment with their needs. We believe it is important to strive for continuous improvement in the ways we interact with and deliver services to clients. We do this, in part, by adhering to defined client service standards and seeking feedback on our performance from our clients.

Every financial statement audit engagement presents a different set of challenges. No two organizations are the same, and therefore, we must tailor the audit to each organization based on the specific risks identified.

Our audit approach is based on a risk assessment process which is planned and executed by experienced auditors. The results as depicted below form the basis for our audit strategy and procedures, and ultimately yield practical comments for strengthening internal controls and improving practices, as well as our opinion on the financial statements and our auditor’s reports on internal control and compliance with laws and regulations.
Risk Assessment

The design of an effective audit plan depends on the audit team’s ability to identify and assess the risk that the financial statements contain a material misstatement, whether caused by error or fraud. The risk assessment process will include:

- Obtaining an understanding of the City, its component units, and the environment in which they operate. This includes efforts to understand the events, conditions, and organizational activities that might reasonably be expected to have a significant effect on the risks of material misstatement. An understanding of the City and the environment will often involve consideration of such things as the regulatory environment, business objectives and strategies, and selection of an application of accounting principles.

- Considering information gathered during the engagement acceptance and continuance evaluation, including prior reports, audit planning activities, prior audits, and other non-audit engagements performed for the City.

- Inquiring of the audit committee, management, and others within the City about risks of material misstatement.

- Obtaining an understanding of the City’s internal controls over financial reporting.

- Performing analytical procedures, such as a comparison of the City’s current financial statement account balances to prior year financial statements and budgeted amounts and/or comparison of current relevant financial ratios to industry ratios or prior year ratios.
Developing an Audit Strategy

In developing an audit strategy, we may decide to perform tests of the City’s internal control over certain systems and processes. We assess the desirability of adopting such a strategy by considering factors such as cost/benefit considerations, the volume of transactions, and prior year results of control testing. If test results indicate that a City’s internal controls are effective, we may decide to reduce the level of substantive tests that it performs as a basis for its opinion.

Proposed segmentation

<table>
<thead>
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<th>Phase I</th>
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<td>Audit Planning</td>
<td>Internal Control Evaluation</td>
<td>Substantive Testing</td>
<td>Completion</td>
</tr>
</tbody>
</table>

- Familiarize ourselves with operating environment
- Perform risk assessment procedures
- Perform preliminary analytical review
- Identify major programs for Single Audit testing
- Develop Audit Plan
- Discuss and agree on financial statement format
- Reevaluate the progress of the audit and make any changes on audit approach and procedures, if necessary.
- Train City personnel on new accounting and auditing pronouncements, if needed.
- Provide SAS 114 Planning Communication to Audit Committee/City Council

- Assess internal control environment
- Perform IT Controls testing and evaluation
- Perform AU 316 (Fraud evaluation) procedures
- Evaluate design and implementation of key controls
- Test controls over financial reporting and administration of federal funds
- Identify internal control strengths and weaknesses
- Draft internal control management letter comments
- Draft auditor’s internal control report (GAGAS and Uniform Guidance)

- Plan and perform substantive audit procedures, including confirmations, vouching, reconciliations, inspections, observations, inquiring and analytical procedures
- Perform substantive compliance audit tests over federal programs
- Conduct final analytical review
- Consider Audit Evidence Sufficiency
- Conclude on critical accounting matters

- Perform completion procedures
- Perform overall evaluation of the financial statements and disclosures
- Update and finalize management letter
- Perform Single Audit administrative matters (Data Collection Form/Federal Audit Clearinghouse)
- Conduct Exit Conference with management, including discussion of proposed audit adjustments, internal control and compliance findings and management letter
- Issue auditors’ reports and management letter
- Presentation of the audit results to the those charged with Governance.
Phase I – Audit Planning

The planning phase lays the foundation for the direction of our audit efforts. It encompasses the following steps:

- Conducting entrance conferences with the appropriate City management personnel. The agenda would include, but need not be limited to, the following:
  - The application of generally accepted accounting principles
  - Concerns of City management
  - Report requirements, refinements, and deadlines
  - Initial audit approach and timing schedule
  - Assistance by City personnel
  - Establishment of principal contacts
  - Progress reporting process
  - Consideration of Fraud in a Financial Statement Audit
  - The auditors’ responsibility for fraud prevention
  - Scheduling inquiries of management and others (including non-accounting personnel) about the risk of fraud

- We believe it is important for us to assist the City in implementing new accounting, auditing, and compliance requirements. It is for that reason we intend to schedule training with City personnel involved in all phases of the audit for them to have a clear understanding of the latest technical changes for their respective areas as well as have a clear understanding of the audit requirements and timeline.

- Expanding our understanding of the City and its operating environments. We will accomplish this by familiarizing ourselves and updating our knowledge of applicable background information pertinent to the City, its component units, their mission, funding sources, and structure through our review of the following:
  - Applicable state legislation
  - The City’s charter, if applicable, and Municipal Code
  - Organizational charts
  - Minutes of Council and Audit Committee meetings
  - Policies and procedures manuals, administrative codes, rules and regulations
  - Description of the City’s financial and other information systems
  - Recent financial statements and key operating statistics
  - Reports of special audits by regulators or other auditors
  - Contracts and major commitments
  - Grant agreements
  - Significant operating agreements
  - Cost allocation plans
  - Possible effects on the City of the actions of regulatory agencies
  - Fraud risk assessment processes
  - Utility rate ordinances
  - Bond ordinances and offering statements
  - IT Strategic Plan

- Through our background knowledge of the City, and because of our fact-finding process, we will develop an in-depth understanding of the areas of concern. We will be in a position to meet with
the City management to discuss areas that might have a significant impact on the timing and completion of the audits or that may be of special concern to management. We will review such areas in-depth to obtain an early understanding and resolution of any "problem" areas that may impede our progress and to develop our overall approach so that the City will have sufficient time to develop the data necessary for the completion of the audit with a minimum amount of disruption of the day-to-day routine.

Our planning process will include a specific review of computer activities performed by the City personnel in order to:

- Determine the organizational and operational controls over the data being processed, including, but not limited to: system development and maintenance controls, hardware controls and access controls
- Evaluate the degree of "control consciousness" among personnel
- Determine the potential impact of general control strengths and weaknesses
- Consider the possibility of management override of controls.

Our principal sources of information for this review will be interviews with responsible accounting and computer operations personnel, reviews of program documentation for the City’s system, as well as direct observations made by our audit team.

- The audit team will use our analytical review techniques to identify other areas that may require attention. Until the year-end account balances are finalized, our review will focus on budgets compared to actual/projected information. We can thus identify sensitive areas to determine whether they are indeed areas requiring extra attention. We will also focus on unusual fluctuations occurring within individual funds to identify accounts and areas which merit further investigation.

- Based on our understanding of the City’s operating environment, through our analytical review and other planning procedures, we will meet with City personnel to highlight areas to be emphasized during the audit. We will concentrate our efforts on the identified areas of audit concern and areas that we know to be important to City management. Some of our preliminary audit concerns are elaborated as follows:
  - Compliance with applicable laws, regulations and reporting requirements
  - Receipt of all revenue to which the City is entitled
  - Purchase authorizations within budgetary limitations
  - Adequate safeguarding of City cash, investments and inventory assets

- We will work directly with the appropriate City personnel to discuss the financial statements and footnotes in accordance with all authoritative accounting systems and interpretations. Accordingly, we will meet to discuss and agree upon the format for the individual and general-purpose financial statements and any additional requirements that may be relevant because of recent or pending professional pronouncements. (See "Phase IV - Completion" for a more in-depth discussion of our financial reporting capabilities.)

**Interim audit testing**

Our audit approach is flexible and can be tailored to fit the evolving needs of the City. We will work with you to review the current audit schedule to determine the best approach for the various phases of the financial statement audit. We provide you the option of interim audit effort or after year-end. There are several advantages to performing interim testing, such as:

- It shifts the timing of our testing into less busy periods of the year for your staff and for our staff.
- It allows us to focus on the high-risk areas before the year-end close, which provides more time to deal with issues, if any.
It allows us to judge the quality of the interim period, rather than solely year-end, financial statement information, and cut-offs, which allows more opportunity for us to identify and for the City to implement best practices over internal controls and processes.

There are advantages to performing interim audit testing, and, as we stated previously, we will work with you to determine the best approach, and you will control this process.

Phase II – Control Evaluation

The steps included in this phase are as follows:

- See IT Control Evaluation beginning on page 27.
- Our systems evaluation approach enables us to obtain a better understanding of the various transaction cycles and sub-cycles and how they relate to each other. By using narrative and flowcharting techniques for each cycle, we will identify the critical points in the flow of financial information. Our basic technique begins with the information contained in the financial statements and traces such information back to source data. This process is infinitely superior to the traditional tedious method of going from source data to the financial statements.
- We will evaluate the effectiveness of the control design by identifying the strengths and weaknesses in each of the transaction sub-cycles and sub-audit areas that have a bearing on the audit objectives. This identification of internal control strengths and weaknesses will enable the audit team to determine the emphasis to be placed on audit testing. It will also serve as a basis for the development of conclusions and recommendations regarding weaknesses in the systems of internal accounting controls and opportunities for improving efficiency and effectiveness.
- Our engagement service team will prepare a tailored audit program unique to the City based upon the identification of internal control strengths and weaknesses and the result of our risk assessment. Our audit programs are tailored into a unique, efficient, and effective document addressing the audit objectives, issues, and systems of the City.
- We will inquire of management and others (including non-accounting personnel) regarding their perception of fraud risks and their knowledge of systems and techniques in place to manage and mitigate those risks.
- Our engagement team will discuss and consider the susceptibility of financial statements to fraud and emphasize professional skepticism. We will obtain information necessary to identify the risks of material misstatement due to fraud. We will identify risks that may result in material misstatement due to fraud. We will assess the identified risks after considering an evaluation of the antifraud programs and controls. We will respond to the identified risks.
- We will test transaction cycles using statistical and judgmental sampling methodologies to determine whether the necessary control procedures are prescribed and followed satisfactorily. Also, if there are any deviations in our sample selection, we will expand the sample size, and if the additional sample confirms the deviation problem, we will use statistical techniques to extrapolate the dollar value of the deviation where appropriate.
- We will obtain reasonable assurance that controls are functioning properly through observation, inquiry, and inspection of documents and records.
- For the items tested, we will identify any failures to execute control procedures and prepare an initial management letter recommendation or internal control finding. In addition to documenting the condition and criteria, we will develop the cause and effect, and propose a recommendation.
- We will communicate and review the initial management letter comments and findings with the management of the City.
We will provide periodic written progress reports on the planning and test work performed during the planning and interim fieldwork phases and discuss the schedule to complete the audits most economically.

We will evaluate and test selected manual and automated (IT) controls to provide valuable feedback concerning internal controls and to streamline the audit processes.

Phase III – Substantive Testing

Sampling is one of the methods we use to obtain efficiency in the audit process. In designing and implementing a sampling plan, we consider the specific audit objective to be achieved and determine that the audit procedures to be applied will achieve that objective. We will:

- Define the objective of the test.
- Define the population to be sampled, the element of the population to be examined (sampling unit), and what an error is.
- Determine which sampling technique is most appropriate.
- Determine the appropriate sample size and select a sample that is intended to be representative of the population.
- Examine each sample item to determine whether it represents an error or an exception.

Substantive Testing – The purpose of the substantive tests is to provide reasonable assurance of the validity of the information produced by the accounting system. These tests will include various detail tests, such as inspection of underlying source documents, confirmations, and reconciliations. We will also perform analytical procedures, including ratio analysis, comparisons of actual-to-budget information, and other procedures. Specifically, tests that we have found to be effective and efficient for City audits include tests such as confirmation of cash, investments, grants receivable, loan balances and debt, tests of subsequent receipts for selected receivables, and unrecorded liabilities for payables.

Analytical Review Procedures – Analytical review procedures, consisting of statistical, ratio, and trend analyses are performed during every phase of the audit, from planning to reporting. These analytical testing techniques provide feedback on potential areas of audit concern as well as provide comfort concerning the overall reasonableness of the financial statements. Analytical procedures are especially helpful when analyzing utility operations and receivables.

Our practice is to use the City’s existing schedules, account analyses, reports and other documents to avoid unnecessary demands on City personnel.

Consideration of Fraud – The primary responsibility for the prevention and detection of fraud rests with those charged with governance and with management. It is important that management, with the oversight of those charged with governance, places a strong emphasis on fraud prevention, which may reduce opportunities for fraud to take place, and fraud deterrence, which could persuade individuals not to commit fraud because of the likelihood of detection and punishment. This involves a commitment to creating a culture of honesty and ethical behavior, which can be reinforced by active oversight by those charged with governance. Oversight by those charged with governance includes considering the potential for an override of controls or other inappropriate influence over the financial reporting process.

We are responsible for obtaining reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. As part of our audit planning process, we will perform
procedures to obtain information that will be used for identifying the risks of material misstatement due to fraud, such as the following:

- Discussions with management and others within the City. These discussions would focus on obtaining an understanding of management’s: (a) assessment of the risk that the financial statements may be materially misstated due to fraud, including the nature, extent, and frequency of such assessments; (b) process for identifying, responding to, and monitoring the risks of fraud in the City, including any specific risks of fraud that management has identified or that have been brought to its attention, or classes of transactions, account balances, or disclosures for which a risk of fraud is likely to exist; (c) communication, if any, to those charged with governance regarding its processes for identifying and responding to the risks of fraud in the City; and (d) communication, if any, to employees regarding its views on business practices and ethical behavior. We will also make inquiries of management and others within the City as appropriate, to determine whether they have knowledge of any actual, suspected, or alleged fraud affecting the City.

- Discussions with those charged with governance. We will obtain an understanding of how those charged with governance exercise oversight of management’s processes for identifying and responding to the risks of fraud in the City and the internal control that management has established to mitigate these risks.

- Evaluation of unusual or unexpected relationships identified. Unusual or unexpected relationships, variances, or balances that we may identify during our preliminary analytical review procedures will be evaluated for an indication of risks of material misstatement due to fraud.

- Discussions among our audit team members. This discussion will involve an exchange of ideas or brainstorming among our audit team members about how and where the City’s financial statements might be susceptible to material misstatement due to fraud, how management could perpetrate and conceal fraudulent financial reporting, and how assets of the City could be misappropriated.

Adjusting Journal Entries – Adjusting journal entries proposed by our auditors, if any, will be discussed and explained to the Finance Director and others as appropriate. It is our practice to discuss issues and proposed audit entries with the program manager or management personnel immediately responsible for the program to ensure that we have not misunderstood that particular situation. This will ensure that the proposed entry or management comment and recommendation are accepted by the immediate manager in charge, and will ensure that the recommendation is feasible and makes business sense. It is also our policy to address issues and resolve them as they arise, rather than at the end of the audit. In short, there will not be any surprises.

The final element in our work plan is the continual reporting to City management personnel in order to apprise them of our progress. We believe communication is vital. We have stressed the importance of continuous close relationships throughout this proposal and have indicated the various points where we will meet for specific discussions and decisions.

Any and all potential exceptions or findings will be immediately discussed with knowledgeable personnel and summarized in weekly status meetings to ensure accuracy of any findings, time for management to correct noted deficiencies and the avoidance of any surprises.

Phase IV - Reporting

- Review federal, state, and other grant reporting requirements;
- Determine which internal control findings are significant deficiencies or material weaknesses;
- Prepare findings and draft the auditors’ reports;
- Review draft reports with City management; and
- Evaluate management feedback and proposed corrective actions, make revisions as necessary, and finalize the report.
Ample time will be provided for management review of all reports in draft form.

Management letter

At the completion of our audit, separate from any significant internal control deficiencies or items of noncompliance we may have identified and included in the respective auditors’ reports, we will also provide our comments and observations for improvements to operating, accounting, and business practices. The diverse experience of our personnel, the fresh perspectives of our team members, combined with their independent and objective viewpoints, will likely yield valuable information. The findings and other comments will contain, as warranted and appropriate:

- Specific recommendations for improvement of the accounting practices and procedures and the internal accounting and administrative controls.
- Comments on the design, controls, and audit trails of new and redesigned automated systems, along with suggestions to improve processing methods and procedures.
- Suggestions for operational improvements or cost efficiencies noted during the course of our examination.
- Comments relative to ensuring compliance with the applicable laws, rules, and regulations, including Office of Management and Budget (OMB) and U.S. Government Accountability Office (GAO) guidance and regulations.
- Comments regarding the implementation of the new GASB pronouncements.
- Other comments, recommendations, or observations regarding best practices that we believe may be of interest.

Information Systems Controls

Understanding how key systems and processes contribute to your overall processing environment and affect the reliability of financial information is a primary element of our audit approach. Our objective is to assess whether the standards of security, integrity, continuity, and control are conducive to reliable processing, consistent with the City’s technology standards and appropriate to safeguard your information assets.

IT general controls

IT general controls are pervasive controls within the IT environment. The following types of IT general controls are typically addressed in our audit approach:

- **Logical security** (access to programs and data)—includes the components of management governance over Information Technology (policies and procedures, monitoring), application configuration (passwords, service accounts, super users, user identification/authentication), and security of the physical assets.
- **Change control management**—assesses program changes (upgrades, service patches, source code) moved into the production environment, and the processes applied to ensure the appropriate initiation, authorization, segregation, testing, and approval are evident.
- **Data backup and recovery**—reviews that the data backup process and ability to recover data for the financially significant applications, databases, spreadsheets, and operating systems for the given opinion period are complete, tested, and maintained, including the handling of errors.
- **Job processing**—tests for the completeness of data interfacing into the financially significant applications and the change management processes for handling errors, script changes, and interface edits.
- **Security administration**—addresses the user access provisioning (new hire on-boarding, position/role changes, employee separation) for the financially significant applications, databases,
spreadsheets, and operating systems, along with management’s review of access for completeness, segregation of responsibilities and accuracy.

**Significant Accounts or Classes of Transactions**

**Grant Accounting** – the City, receives a significant amount of grants from the State and Federal governments. Accounting for the various types of grants can be complex since the City has multiple programs administered in a decentralized environment. In conjunction with our Single Audit testing, we will select a sample of grant awards for the year, read the grant agreement and determine if the receivables, revenues, and resulting net assets are recorded in accordance with GASB Statements.

**Pension and Other Post-employment Benefits** – Vasquez has access to actuaries who assist the engagement team with reviewing the reputation and qualifications of actuaries used by clients, actuarial assumptions used, and the overall valuations. We review the reports provided by CalPERS and perform census testing required by GASB 68 and GASB 75. Additionally, we will test the information provided to the various actuaries to ensure it reflects current and complete data.

**Personnel Services Expenses** – We will select individual payroll transactions for testing monetary accuracy and compliance with key controls. Control characteristics which will be tested include:

- The accuracy of initial payroll information
- Supervisory approval of payroll transactions
- Payroll department’s audit of payroll change notices
- Proper distribution of checks to employees
- Labor distribution into the payroll files for the classification and accumulation of payroll changes to the various departments
- Hours charged or allocated to federal programs were accurate
- Personnel files are properly documented and employee classified as the department and fund

**Revenues** – Our test of revenues will focus on the key controls to ensure that:

- All revenues received or susceptible to accrual have been recorded in the appropriate amount
- Revenues are recorded in the proper accounts and funds
- Revenues are recorded in the appropriate fiscal period
- Revenue transactions are in compliance with policies and procedures
- Accruals have been properly captured, recorded and revised in the following year

**Expenditures** – We will test transactions to ensure that they were:

- Administered in accordance with the new Uniform Guidance, particularly with respect to subrecipient risk assessment and monitoring, procurement and time reporting
- Properly authorized
- Monetarily accurate
- Properly classified
- In compliance with the City policies and control procedures

Regarding federally funded expenditures, the audit tests will be designed to determine whether charges to federal and state awards:

- Were necessary and reasonable for the proper administration of the program
- Conformed to any limitations or exclusions in the award
- Were given consistent accounting treatment and applied uniformly to both federally assisted and other recipient activities
- Were net of applicable credits
• Did not include costs properly chargeable to other federally-assisted programs
• Were properly recorded (i.e., correct amount, date) and supported by source documentation
• Were approved in advance, if subject to prior approval
• Were incurred in accordance with the competitive purchasing procedures
• Were allocated equitably to benefiting activities, including nonfederal activities

Other Than Personnel Services Expenditures – We will test transactions to ensure that they were:
• Properly authorized
• Monetarily accurate
• Properly classified
• In compliance with department and City control procedures

Cash – Our audit procedures will include:
• Assess security over cash on hand
• Confirmation of balances with financial institutions
• Review of bank reconciliations with detail tests of selected reconciliation items
• Detail tests of selections from subsequent bank statements
• Proper financial statement disclosure, including restrictions on cash accounts
• Proper security (FDIC insurance, collateral) over cash balances

Investments – Our audit procedures will include:
• Review the Investment Policy and oversight process
• Assess asset allocation, the hiring of advisors, authorizations for sales and purchases
• Derivatives – confirm activities, test existence, valuation and disclosures
• Confirmation of investments held by custodians
• Confirmation of alternative investments with fund managers, when applicable
• Examination of agreements with investment managers and investment policies
• Fair value testing
• The detail and analytical tests of investment income and unrealized and realized gains and losses
• Alternative investments – confirm balances, review contracts, partnership/operating agreements, and investment reports; assess the reasonableness of valuations, review external audit reports.
• Fee and investment expense testing
• Proper breakout between cash equivalents and investments
• Review of compliance of overall portfolio with City policies and guidelines and state statutes

Receivables – Our audit procedures will include:
• Examination of reconciliation to the ledger and sub-ledger and tests of reconciling items
• Analytical review of significant fluctuations in account balances
• Confirmation of balances, as practical
• Detail tests of subsequent cash receipts for selections
• Analytical tests of aging analysis and reserve requirements
• Tests of accounts receivable allowances through independent estimates using historical reimbursement and write-off experience
• Detail testing of accrued income receivable
• Review detail for transactions with related parties, credit balances, etc.
• Examine revenue recognition policies
• Ensure proper financial statement disclosure

Capital Assets – Our procedures for the audit of capital assets will be based on how the City manages its capital assets, rather than based on how the City accounts for those transactions and activities. We will also
ensure that adequate procedures are performed related to the activity and balances in each of those opinion units with material capital assets-related transactions. Our audit procedures could include:

- Review of underlying documentation (such as statutes and regulations, governing board minutes, grant contracts, and contracts to lease or sell capital assets) and inquiry of management to determine any legal and contractual provisions relating to capital assets and related accounts that could have a direct and material effect on the determination of financial statement amounts.
- Analytical review of construction work-in-progress to identify projects that have been completed and need to be placed in service and depreciated or projects that may have been abandoned and need to be evaluated for impairment.
- Comparison of budgeted and actual capital outlays for the period and investigate significant variances.
- The determination whether the City has satisfactory title to capital assets or other evidence supporting the reporting of infrastructure assets and certain intangible assets (patents, copyrights, and trademarks), whether any liens exist, or whether any capital assets have been pledged.
- Evaluation of whether depreciation expense is properly charged to the various functions.
- Evaluation of whether capital asset impairments have been properly reported.
- Evaluation of whether transfers of capital assets and related debt between funds, component units, and other entities have been properly reported.
- If eligible infrastructure assets are accounted for using the modified approach, a determination of whether the asset management system and the documentation of the condition of the assets comply with the standards in GASB Statement No. 34, as amended.
- Review of financial statement disclosures for capital assets and related accounts.

Deferred Outflows and Deferred Inflows

- Examine supporting documentation for deferred outflows and deferred inflows to determine proper calculation and reporting
- Evaluate for proper financial statement disclosures

Accounts Payable and Accrued Expenses – Our audit procedures will include:

- Analytical review of significant fluctuations in account balances
- Tests of management’s methodology and assumptions
- Subsequent disbursements testing
- Test of reconciliation between ledger and sub-ledger and test of reconciliation items
- Examination of detail for credit balances, related party transactions, aging, etc.
- Comparison of prior year estimates against actual to assess the adequacy of prior year reserves.

Debt – Our audit procedures will include:

- Confirmation of balances with financial institutions and other debtors
- Comparison of roll forward to ledger and agreements
- Testing for compliance with debt covenants
- Proper accounting for swap agreements
- Recalculation of carrying the amount of loans
- Testing of capital lease agreements
- Analytical and detail tests of interest expense and accrued interest
- Examination of classification and detail testing of the activity
- Proper financial statement disclosure

Net Position – Our audit procedures will include:

- Proper financial statement disclosures including net position and fund balance classifications
## Discussion of Relevant Accounting Issues

<table>
<thead>
<tr>
<th>Critical Audit Area</th>
<th>Background and Audit Considerations</th>
</tr>
</thead>
</table>
| **Financial Reporting**     | **Background.** Governments have unique requirements for financial reporting—that is, how they present information in their entity-wide financial statements, fund financial statements, notes to those financial statements, and other required supplementary information.  
**Audit Considerations.** We will work closely with management to ensure we understand and evaluate the controls in place over the financial reporting process. We will perform a materiality calculation to highlight accounts that are considered material at the financial statement level. We will perform a major fund determination at the planning and final stage of the audit to ensure that all funds are reported in compliance with the reporting standards. We will analyze potential component units to determine the nature of their reporting in the comprehensive annual financial report. We will evaluate and review the government’s control process and entries involved in the conversion from the fund level to the entity-wide level in compliance with GASB 34. We will advise the City of potential areas for consideration as to modifications or new disclosures. |
| **Financial Instruments**   | **Background.** Governments have certain unique requirements that apply to their financial instruments, including cash, investments such as structured notes, and derivative instruments.  
**Audit Considerations.** We will work with management to gain a full understanding of the controls and procedures in place over the cash and investment cycle. We will review the City’s investment policy to gain an understanding of the City’s investment objectives. To ensure all financial instruments are recorded on the books, we will confirm cash and investment balances from outside third parties. We will consider the adequacy of financial statement disclosures and fair value measurements for conformance with GASB pronouncements and transparency to users of the financial statements. |
| **Revenues and Receivables**| **Background.** Governments have a variety of revenue and receivable sources that play a significant role in their operations.  
**Audit Considerations.** We will work with management to gain a full understanding of the controls and procedures in place over the revenues and receivable cycles. We will revise our procedures to ensure that reported revenues represent amounts relating to the period and pertain to the government and revenue transactions and events have been recorded in the correct accounting period and proper accounts. Our tests will include consideration that the reported receivables represent amounts uncollected as of the end of the period, that for grants, the related events have occurred that entitle the City to the related revenue, and receivables are reported at the proper amounts. We will analytically review revenues from the budget as well as prior period to identify plausible trends. We will confirm certain receivables (property and certain other taxes, grants, shared revenues) and perform a search of unrecorded revenues by analyzing receipts subsequent to year-end. |
## Critical Audit Area | Background and Audit Considerations
---|---
### Capital Assets
**Background.** Governments usually acquire general capital assets with the resources of the general, special revenue, capital projects, and enterprise funds. A government’s budgeting policies usually affect how the government finances and accounts for general capital asset acquisitions of different sizes and types.

**Audit Considerations.** We will gain an understanding of the controls and procedures in place regarding capital assets. We will review the entity’s capital asset policy to ensure the controls in place are in compliance with the prescribed policy. We will consider our tests of construction activity and capital assets inventory controls to support our evaluation of capital asset balances. We will devise our procedures to ensure reported capital expenditures and depreciation, and amortization expense represents amounts relating to the period and pertain to the government, have been recorded in the proper accounts, and the correct accounting period. We will evaluate the calculations of any capitalized interest/allowance for funds used during construction.

### Expenditures and Liabilities
**Background.** Expenditures and liabilities represent outflows of resources from the government. Many resource outflows are reported based primarily on events or transactions that require cash disbursements during the current period or shortly thereafter; examples are payroll, rent, utilities, etc. Other resource outflows are reported based primarily on known or estimated future-period cash disbursements; examples are compensated absences, and claims and judgments, etc.

**Audit Considerations.** We will gain an understanding of the controls and procedures in place relating to the purchasing and cash disbursements cycle. We will devise our procedures to ensure reported expenditures represent amounts relating to the period and pertain to the government, expenditures have been recorded in the proper accounts and correct accounting period. We will devise our procedures to ensure reported liabilities represent amounts unpaid as of the end of the period; the financial statements report all liabilities as of the end of the period, and liabilities are reported at the appropriate amounts. We will agree selected liabilities to detail ledgers, such as lists of outstanding debt and subsequent payments, and we will review subsequent payments to help identify unrecorded liabilities.
Identification of Anticipated Potential Audit Problems

Issues are commonly encountered as well in the implementation of new accounting standards. Vasquez provides training and coordinate the requirements to the client in advance to facilitate implementation.

**GASB Statement No. 83, Certain Asset Retirement Obligations** – establishes criteria for determining the timing and pattern of recognition of a liability and a corresponding deferred outflow of resources for asset retirement obligations (ARO). This Statement requires that recognition occur when the liability is both incurred and reasonably estimable. Effective for reporting periods beginning after June 15, 2018.

**GASB Statement No. 84, Fiduciary Activities** – establishes criteria for identifying fiduciary activities of all state and local governments. The focus of the criteria generally is on whether a government is controlling the assets of the fiduciary activity and the beneficiaries with whom a fiduciary relationship exists. Effective for reporting periods beginning after December 15, 2018.

**GASB Statement No. 87, Leases** – The objective of this Statement is to better meet the information needs of financial statement users by improving accounting and financial reporting for leases by governments. This Statement increases the usefulness of governments’ financial statements by requiring recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this Statement, a lease is required to recognize a lease liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources, thereby enhancing the relevance and consistency of information about governments’ leasing activities. The requirements of this Statement are effective for reporting periods beginning after December 15, 2019.

**GASB Statement No. 88, Certain Disclosures Related to Debt, including Debt Borrowing and Direct Placements** – This Statement defines debt for purposes of disclosure in notes to financial statements and establishes additional financial statement note disclosure requirements related to debt obligations of governments, including direct borrowings and direct placements, and to provide financial statement users additional essential information about debt.

This Statement amends Statement No. 34, Basic Financial Statements – and Management’s Discussion and Analysis for State and Local Governments, paragraph 119; Statement No. 38, Certain Financial Statement Note Disclosures, paragraphs 10 and 12; Interpretation No. 1, Demand Bonds Issued by State and Local Governmental Entities, paragraphs 4 and 5; and implementation Guide No. 2015-1, Question 7.85.7.

**GASB Statement No. 89, Accounting for Interest Cost Incurred before the End of a Construction Period** – This Statement establishes accounting requirements for interest cost incurred before the end of a construction period. This Statement supersedes Statement No. 37, Basic Financial Statements – and Management’s Discussion and Analysis for State and Local Governments: Omnibus, paragraph 6; Statement No. 62, Codification of Accounting and Financial Reporting Guidance Contained in November 30, 1989 FASB and AICPA Pronouncements, paragraphs 5-22 and footnotes 1-7 and 226; and Implementation Guide No. 2015-1, Questions ;7, 10.3-7, 10.7 and Z.51.11. This Statement amends Statement No. 34, Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments, paragraph 18, and Statement 62, paragraphs 3 and 485. The requirements of this Statement are effective for periods beginning after December 15, 2019. Earlier application is encouraged.

**GASB Statement No. 90, Majority Equity Interests** – The requirements of this Statement will improve financial reporting by providing users of financial statements with essential information related to a presentation of majority equity interests in legally separate organizations that previously were reported inconsistently. In addition, requiring reporting of information about component units if the government acquires a 100 percent equity interest provides information about the cost of services to be provided by the component unit in relation to the consideration provided to acquire the component unit.
Price Proposal

Our fees for the services outlined in this proposal are based on our estimates of the time needed to complete the project at our standard hourly rates. The fees assume that unexpected circumstances will not be encountered during the audit, along with the following:

**Engagement Assumptions:** The proposed fees assume the following:

1. Businesses and City staff available to answer questions within the agreed timeframe.
2. No instances of fraud that will require additional procedures.
3. Businesses staff to prepare all financial statements/schedules.
4. All information requested provided within the agreed timeframe.
5. The information provided is complete and correct for the year being audited.
6. Other unforeseen events such as:
   a. Accounting problems.
   b. Fraud.
   c. Changes in companies business or business environment.
   d. Contractual difficulties with suppliers, third-party service providers, or clients.

The cost proposal contains all pricing information relative to performing the audit engagement, as described in this Request for Proposal. The total all-inclusive maximum price contains all direct and indirect costs including all out-of-pocket expenses.

<table>
<thead>
<tr>
<th>Scope Item</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2021-22</th>
<th>2022-23</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Audit (including financial statement preparation)</td>
<td>$46,017</td>
<td>47,398</td>
<td>48,820</td>
<td>50,284</td>
<td>51,793</td>
<td>244,312</td>
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<tr>
<td>Single Audit*</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>GANN Limit AUP Report</td>
<td>750</td>
<td>773</td>
<td>796</td>
<td>820</td>
<td>844</td>
<td>3,983</td>
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<tr>
<td>State Controller's Report</td>
<td>3,294</td>
<td>3,393</td>
<td>3,495</td>
<td>3,600</td>
<td>3,708</td>
<td>17,490</td>
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<td>Housing Fund Report</td>
<td>2,706</td>
<td>2,787</td>
<td>2,871</td>
<td>2,957</td>
<td>3,046</td>
<td>14,367</td>
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<tr>
<td>Subtotal</td>
<td>52,767</td>
<td>54,351</td>
<td>55,982</td>
<td>57,661</td>
<td>59,391</td>
<td>280,152</td>
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<tr>
<td>NTD Report**</td>
<td>3,500</td>
<td>3,500</td>
<td></td>
<td></td>
<td>3,500</td>
<td>3,500</td>
</tr>
<tr>
<td>Total Proposed Fee</td>
<td>$56,267</td>
<td>54,351</td>
<td>55,982</td>
<td>57,661</td>
<td>59,391</td>
<td>283,652</td>
</tr>
</tbody>
</table>

Note: * Single audit cost estimated at $5,000 to $10,000 depending on the number and complexity of major federal programs.
** The NTD audit report is required only for the fiscal year ended June 30, 2019.
STAFF REPORT

Date: December 17, 2019
To: Honorable Mayor/Chair and City Council/Agency Members
From: Santor Nishizaki, Acting City Manager/Executive Director
By: Andres Rangel, Junior Deputy City Clerk
Subject: Consideration to Approve a Professional Services Agreement with Global Urban Strategies, Inc. for Public Relations and Community Outreach Services

RECOMMENDATION

The City Council is requested to award a Professional Services Agreement (PSA) to Global Urban Strategies, Inc. for Public Relations and Community Outreach Services for a three year term at a not-to-exceed amount of $249,000.

BACKGROUND

1. On May 4, 2019, City Council attended a special meeting finalizing its strategic planning sessions. One of the directions resulting from that session was prioritizing public relations and community outreach in the City.

2. On June 18, 2019, City staff approved a summary report for the draft two-year strategic plan. At the same meeting, Council approved the FY 19-20 Budget that allocated funding for Public Relations and Community Outreach. Additionally, City Council identified that this item be a priority one task, directing city staff to issue an RFP for Public Relations and Community Outreach as a year one objective.

3. On September 16, 2019, City staff published an RFP for Public Relations and Community Outreach. The City gave prospective bidders one month to submit a proposal, closing October 17, 2019.

4. On October 31, 2019, City staff evaluated a total of four submitted proposals. The top two
proposals were invited to the oral interview phase.

5. On November 13, 2019, a panel of three staff members interviewed the top two ranked consultants.

6. On November 21, 2019, staff internally evaluated both bidders on the initial proposal evaluation and oral interview evaluation. Global Urban Strategies, Inc. was the highest evaluated bidder.

7. On December 17, 2019, City Council will vote to award the top bidder, Global Urban Strategies Inc., a three year contract for public relations and communications outreach, for a not to exceed contract amount of $249,000 over a three year term. The agreement would have a not to exceed annual limit of $83,000 for a three year term.

ANALYSIS

Following the approval of the strategic plan report this June, the City Council outlined specific objectives it would like to see met in the next two years. A high emphasis was placed on increasing resident awareness to the various events and resources the City provides, building and solidifying partnerships with various groups and organizations, identifying partners to offset costs for special events, conducting a community communications analysis, developing an outreach strategy that is uniquely curtailed to the City. Those objectives were grouped on both the Outreach and Community Services component of the two-year strategic plan.

Upon further analysis and direction from City Council, it was concluded that a substantial number of the objectives outlined in the Outreach and Community Services component of the strategic plan would be met by partnering with a public relations and community outreach consultant. The objectives that would be met with the hiring of a consultant would be as follows:

<table>
<thead>
<tr>
<th>Outreach Objectives</th>
<th>Community Services Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1O – Social Media Advertisements</td>
<td>3CS – Support Students</td>
</tr>
<tr>
<td>3O – Text Message Promotions</td>
<td>4CS – Tech Academy</td>
</tr>
<tr>
<td>4O – Email List</td>
<td>5CS – STEAM</td>
</tr>
<tr>
<td>5O – Promotion</td>
<td>7CS – Education Support</td>
</tr>
<tr>
<td>7O – TV Updates</td>
<td>9CS – Cudahy Residents</td>
</tr>
<tr>
<td>8O – Communication Strategy</td>
<td>10CS – Youth Programs</td>
</tr>
<tr>
<td>9O – Hire Consultant</td>
<td>11CS – Engagement</td>
</tr>
<tr>
<td>-</td>
<td>12CS – Survey Residents</td>
</tr>
</tbody>
</table>
Partnering with a consultant would complete a sizeable number of objectives in the strategic plan while simultaneously alleviating said duties for city staff.

Global Urban Strategies would work in assessing the City residents’ needs by conducting a communications analysis, developing a public relations and community outreach plan, and contributing in successfully implementing the plan through its resources that includes but is not limited to the following: content creation, video production and editing, canvassing, identifying grant opportunities, etc. A recurring concern from city residents is the lack of knowledge of city educational resources. Therefore, Global Urban Strategies would be a pivotal contributor in engaging with residents, and serving as a liaison between the City and the community.

Moreover, another priority from City Council is to develop a succession plan to eventually have an in-house community outreach team. Part of the three year plan proposed by Global Urban Strategies includes creating a transition plan, where designated city staff would receive the professional and leadership training required to continue with community engagement and public relations projects at the conclusion of the three years, ensuring a seamless transition when the agreement expires.

The City received a total of four proposals in our RFP process.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Bid Amount (per year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDM Film Studios</td>
<td>$60,000</td>
</tr>
<tr>
<td>Global Urban Strategies Inc.</td>
<td>$83,000</td>
</tr>
<tr>
<td>MIG</td>
<td>$172,640</td>
</tr>
<tr>
<td>BBPR, Inc.</td>
<td>$339,840</td>
</tr>
</tbody>
</table>

Although not the lowest bidder, the City’s internal evaluation panel concluded that Global Urban Strategies provided a broader range in scope of services that made the firm the most cost-effective bidder. Moreover, the services the company provides directly addresses all the aforementioned objectives in the outreach and community outreach services component of the strategic plan. The bid review evaluation sheet can be seen in attachment C of this staff report. If approved, the annual not to exceed limit for the agreement would be $83,000.

Global Urban Strategies is a firm founded in 2015, with a team that totals a combined 60 years of experience. The firm has worked with numerous organizations in both the public and private sector including LAUSD, Los Angeles County, Kaiser Permanente, and cities such as Bell
Gardens, Hawaiian Gardens, Baldwin Park, and La Puente in various public relations, marketing, and funding capacities. A more detailed account of experiences and past work can be seen in their proposal found on Attachment B.

CONCLUSION

In order to meet the objectives outlined in the two year strategic plan summary report that was approved by Council in June, The City Council is requested to award a Professional Services Agreement (PSA) to Global Urban Strategies, Inc. for Public Relations and Community Outreach Services for a three year term and a not-to-exceed three year amount of $249,000.

FINANCIAL IMPACT

The cost for awarding this contract would be an annual not to exceed cost of $83,000, with a total not to exceed contract amount of $249,000 over three years. The annual rate is all inclusive to all services and resources the firm provides.

ATTACHMENTS

A. Public Relations and Community Outreach RFP
B. Bid Proposals
C. Public Relations and Community Outreach Evaluation Sheet
D. Public Service Agreement with Exhibits
REQUEST FOR PROPOSALS

TO PROVIDE

Public Relations and Community Outreach Services

TO THE

CITY OF CUDAHY
IMPORTANT DATES

RFP ISSUED: September 16, 2019

DEADLINE TO SUBMIT QUESTIONS: October 2, 2019

PROPOSAL DUE DATE: October 17, 2019 at 5:00 PM

PROPOSALS ARE EVALUATED: October 31, 2019

NOTIFICATION OF TOP RANKED CONSULTANTS FOR ORAL INTERVIEW (If applicable): November 6, 2019

EVALUATION COMMITTEE INTERVIEWS OF TOP RANKED CONSULTANTS (If applicable): November 13, 2019

NOTIFICATION TO PREFERRED CONSULTANT: November 20, 2019
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City of Cudahy
5220 Santa Ana, Cudahy, California 90201
(323) 773-5143 Fax (323) 771-2072

September 17, 2019
Public Relations and Community Outreach Services

I. INTRODUCTION

The City of Cudahy (“City”) is requesting proposals for Public Relations and Community Outreach Services managed by the City Manager’s Office and various departments as directed by the City Manager’s Office. The selected firm will provide routine management of the City’s website, social media accounts, print publications, public relations, message development and dissemination, and event communication as well as long term project management relating to community outreach, brand / identity development, and coordinating multi phased communication campaigns. The scope of work, proposal format, submittal guidelines, and evaluation and selection process are described in this Request for Proposal (“RFP”)

II. BACKGROUND

Cudahy is located in Southeast Los Angeles County, next to the L.A. River. The City was incorporated on November 10, 1960 and named after its founder, meat-packing baron Michael Cudahy, who purchased the land known as Rancho San Antonio in 1908 for development. Cudahy is a predominantly Hispanic community, approximately 1.1 square miles with a current population of 23,805. The City is a General Law City and operates under the Council-Manager form of government.

It is anticipated that the consultant will enter into a professional services agreement with the City of Cudahy. The length of the agreement will be for a three-year term with an option to extend for two one-year terms.

The City has the following active social media accounts:

<table>
<thead>
<tr>
<th>Account</th>
<th>Manager(s)</th>
<th>Number of Likes/Followers</th>
<th>Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook – @CityofCudahy</td>
<td>Various Departments</td>
<td>1095 Likes 1147 Follows</td>
<td><a href="https://www.facebook.com/CityofCudahy/">https://www.facebook.com/CityofCudahy/</a></td>
</tr>
<tr>
<td>Twitter - @CityOfCudahyCA</td>
<td>Various Departments</td>
<td>161 Followers</td>
<td><a href="https://twitter.com/cityofcudahyca?lang=en">https://twitter.com/cityofcudahyca?lang=en</a></td>
</tr>
<tr>
<td>Instagram - @CityofCudahy</td>
<td>Various Departments</td>
<td>223 Followers</td>
<td><a href="https://www.instagram.com/cityofcudahyca/">https://www.instagram.com/cityofcudahyca/</a></td>
</tr>
</tbody>
</table>
III. SCOPE OF WORK

The following shall act only as a preliminary Scope of Services to generally communicate the City’s expectations. Firms should identify any additional services required to meet City’s expectations, price them, and explain them in their response.

Account Management

- Execute a weekly strategy discussion with designated City contact(s) by phone or any other reasonable means of communication.
- Monitor local and national publications and online alerts for stories about Cudahy.
- Monitor and report on communications metrics on a monthly basis. Metrics may include, but are not limited to the following: hits per page; most visited page, total views; total time spent on website; bait clicking; and other performance measures as determined.
- Develop and manage a 12-month calendar for City-wide communications and outreach plan.
- Provide leadership and direction for the implementation and maintenance of a citywide strategic communication plan that keeps the public and the workforce highly informed, engages the public in local government, and manages media relations.
- Manage and monitor the use of all forms of communication including social media platforms, the city's media channels, print materials, and other communication methods that are available or might become available in the future.
- Provide recommendations and/or strategies as deemed appropriate to enhance the City's image, messaging and brand identity.
- Concept development, including quality graphic design.
- Develop original copy (text), copywriting and editing in both English and Spanish.
- Manage a monthly digital news platform to educate and advise subscribers on City issues, meetings, events, programs, services and/or projects on a monthly basis.
- Work with city partners and influencers to gather news about Cudahy for distribution via social media, e-news platform and/or City website.
- Manage the City emergency communications platform, Nixle/Everbridge to inform residents about road closures and other public safety issues.

Public Relations

- Enhance the City’s public media outlets; to include, providing strategic support for communications projects, initiatives, and campaigns designed to advance the City's vision, mission, image and branding.
- Create messaging to drive interaction and build excitement through sharing relevant content and providing opportunities to interact with the programs/services in English and Spanish. Draft and edit news releases, media
advisories, informational material and distribute to designated media outlets upon direction and approval by the City Manager or designee.

- Develop public relations strategies to raise public and community awareness of City matters upon direction and approval by the City Manager or designee.
- Tracking and responding to stories, events, crisis, in the media that may benefit the City from a response on behalf of the City, upon direction and approval by the City Manager or designee.
- Develop, draft, and disseminate press releases on behalf of the City as approved by the City Manager or designee.

Social Media

- Develop a concrete social media strategy using the following social media platforms: Facebook, Twitter, LinkedIn and Instagram.
- Provide day-to-day management of social media channels, including monitoring, content creation, community engagement and advising on additional initiatives for effective communications.
- Provide City staff with guidance on email marketing best practices and emails as a key source for social media content. Identify appropriate imagery to use, where possible to aid the work impact and reach of social media posts.
- Build messaging that can be used in various channels including social media and paid traditional media to geo-target key audiences through timely/relevant channels to drive awareness, create an emotional connection and educate on key actions, and drive traffic to the website.

Multi-Media

- Produce one to three monthly videos in English and Spanish, ranging between 30-60 seconds, that addresses a community issue, public information explanation, or event promotion. Assist City Staff in adding videos to its social media channels and other relevant media platforms.

Additionally, in 2019, the City will celebrate its 60th year anniversary. The consultant who is awarded this contract will develop, implement, and manage an outreach and communications campaign that will include but not be limited to the following:

- Create or coordinate in creating a commemorative 60th anniversary City logo;
- Develop a public relations strategy to raise public and community awareness on the City's 60th year anniversary, and coordinate with City staff to successfully implement the strategy;
- Coordinate with City staff to schedule special events and promotions that stirs public excitement for the 60th year anniversary.
IV. PROPOSAL SCHEDULE

RFP ISSUED September 17, 2019
DEADLINE TO SUBMIT QUESTIONS October 2, 2019

PROPOSAL DUE DATE October 17, 2019 at 5:00 PM

PROPOSALS ARE EVALUATED October 31, 2019

NOTIFICATION OF TOP RANKED CONSULTANTS FOR ORAL INTERVIEW (If applicable) November 6, 2019

EVALUATION COMMITTEE INTERVIEWS OF TOP RANKED CONSULTANTS (If applicable) November 13, 2019

NOTIFICATION TO PREFERRED CONSULTANT November 20, 2019

V. GENERAL INFORMATION

The City seeks proposals from outside firms to provide project management and design services for CIP and CDBG projects (“Project’). The City will select one qualifying firm to provide the services as defined in the Scope of Services section of this RFP.

A. Period of Performance – The City desires to award a contract with a term of three (3) years and with the ability to extend the term of the agreement for a maximum of two (2) one-year extensions in the sole and absolute discretion of the City based on a multiplicity of factors, including but not limited to performance. City also requires that any agreement be structured in a manner so as to permit City to terminate the agreement prior to the expiration of the three-year initial term or any extension term to respond to changing economic conditions, changes in the law and/or judicial interpretations of the law which may impact the City’s ability to contract-out such services.

B. Proposal Validity – The Proposer’s pricing shall be valid for a minimum of 90 days.

C. Request for Information – Questions regarding this RFP are for clarification purposes only and are to be directed by e-mail to: Jose Pulido, City Manager, at jpulido@cityofcudahyca.gov. The deadline to submit questions will be October 2, 2019.

D. Submission Deadline – Proposals must be received, in a sealed envelope with the words “Request for Proposal – Community Outreach Services” clearly labeled along with the name and address of the firm, by the Office of
the City Clerk by 5:00 pm on October 17, 2019. The submitted packet shall include three (3) copies of the proposal.

E. **Late Submittals** – It is strongly recommended that proposals be delivered in-person or via personal courier by or before the submission deadline. Proposals received after the specified submission deadline will be disqualified and not considered. Proposals postmarked prior to the applicable deadline date but received after the deadline will also be disqualified and not considered. Proposers are responsible to ensure the timely submission of their proposal. Proposals may not be submitted by via facsimile or electronic mail.

F. **Withdrawal or Modifications** – A proposal may be withdrawn or changed by a written and signed request by the firm prior to the final deadline. If firms do not make this request before the final deadline, the firm shall be obligated to fulfill the terms of their proposal as submitted. In the event a proposer seeks to withdraw and modify a proposal, the modified proposal must be submitted before the applicable submission deadline.

G. **Addenda** – In the event that any portion of this RFP is changed, the City will provide addenda via fax or e-mail to all firms who have received an RFP. The signed addenda must be included with the RFP submittal. Submittals received without the applicable addenda may be rejected as incomplete.

H. **Responsiveness** – All submittals will be reviewed by the City to determine compliance with all requirements and instructions as specified in the RFP. Firms are notified that failure to comply with any part of the RFP may result in the rejection of the submittal as non-responsive.

The City also reserves the right, at its sole and absolute discretion to waive minor administrative irregularities or errors.

I. **Costs** – The City will not be liable for any costs incurred by the Proposer in preparing and responding to this RFP. The Proposer shall not include any pre-contractual expenses as part of the proposed cost.

J. **Legal Authorization** – All forms and documentation included in this RFP must be signed and dated by a person authorized to legally bind the Proposer to a contractual relationship with the City.

K. **Conflict of Interest** – Proposer is required to issue a brief statement disclosing potentially conflicting interests including:

   a. Any litigation involving the Proposer or the Proposer’s personnel which is adverse to the City; and
b. Consulting services currently being provided or provided within the last four years to any person, corporation, partnership, or other entity that made application to the City for a discretionary land use entitlement or City project.

L. **Rejection of Submittals** – The City reserves the right at its sole discretion to reject any and all submittals received without penalty as result of this RFP.

   a. A proposal may be immediately rejected if:

      i. It contains misrepresentative or misleading information;

      ii. It is received at any time after the exact date and time set for receipt of proposals;

      iii. It does not meet the required specifications or terms and conditions as prescribed;

      iv. It is not prepared in the format outlined in this RFP;

      v. It is signed by an individual not authorized to represent the Proposer;

      vi. Proposer is involved in outstanding litigation that could impinge on its ability to complete the responsibilities and obligations of the proposal;

      vii. Any other reason in the City’s sole and absolute discretion.

M. **No Guarantee of Contract** – No guarantee is made that any contract will be awarded in response to this RFP.

N. **Insurance Coverage** – If a Proposer is selected, all insurance documentation will be provided to the City prior to the execution of a contract at the expense of the Proposer. All insurance requirements are included as a provision of the contract.

O. **Sub-consultants** – Proposer shall identify any sub-consultants and describe the responsibilities that will be assigned to them. The same level of references and background information required for Proposers shall be required of sub-consultants.

P. **Acceptance of Conditions** – Proposer shall include a statement offering the acceptance of all conditions listed in the RFP document (including, but not limited to, all the conditions reflected in the sample Professional Services Agreement) which shall be submitted with the proposal.
Q. **Public Record** – All proposals submitted in response to this RFP will become the property of the City upon submission and a matter of public record pursuant to applicable law. City reserves the right to make copies of all proposals available for inspection and copying by interested members of the public as records of the City and City shall be under no obligation to the Proposer to withhold such records. In so far as a proposal contains information that the Proposer regards as proprietary and confidential, it shall be the responsibility of the Proposer (and not the City) to specifically identify which items of information are proprietary and clearly identify in writing which specific pieces of information are proprietary. It shall be insufficient for the Proposer to merely identify the entire proposal or an entire page or set of pages of proprietary. With respect to information deemed proprietary, the procedures set forth under subsection (T) below shall be observed. Not-to-exceed sums, hourly rates and the like that may be set forth in a proposal shall not constitute proprietary information nor shall any information readily available to the general public or any other information not regarded as proprietary and confidential under federal or state law.

R. **Right to Request Additional Information** – During the evaluation process the City reserves the right, where it may serve the City’s best interest, to request additional information or clarifications from Proposers, or to allow corrections of errors or omissions. At the discretion of the City, firms submitting proposals may be requested to make oral presentations as part of the evaluation process.

S. **Additional Services** – The Scope of Work describes the minimum baseline level of services required for the services contemplated under this RFP, however, cost-effective proposals that exceed the minimum levels of service are welcome. Upon final selection of the firm, the Scope of Work may be modified and refined during negotiations with the City to account for the performance of services that exceed the baseline level called for under this RFP.

T. **Confidential Information** - City reserves the right to make copies of a Proposer’s proposal available for inspection and copying by members of the public, (including proposals which may contain information the Proposer regards as proprietary in nature), unless the City’s legal counsel determines that the information which the Proposer regards as proprietary may be withheld pursuant to applicable provisions of the California Public Records Act (Govt. Code Section 6250 et seq.) or other applicable state or federal law. In the event City proposes to disclose records containing information the Proposer has specifically identified as being proprietary and confidential, City shall notify the Proposer in writing of its intent to release such information and the Proposer shall have five (5) working
days after City’s issuance of its notice to give City written notice of Proposer’s objection to the City’s release of proprietary information. City will not release the proprietary information after receipt of the objection notice from the Proposer unless: (i) the objection notice is not received by the City until after the close of business on the 5th day following City’s issuance of the notice of intent to disclose; (iii) ordered to release the information by a court of competent jurisdiction; or (iii) the Proposer’s objection notice fails to include a fully executed indemnification agreement wherein the Proposer agrees indemnify, defend and hold harmless the City, and its elected and appointed officials, officers, directors, employees and agents from and against all liability, loss, cost or expense (including attorneys’ fees) arising out of any legal action brought to compel the release of records containing the proprietary information which the Proposer wishes to withhold. Again, the Proposer must specifically identify the information it deems proprietary.

VI. TERMS AND CONDITIONS

A. Certification
   
   By submitting a proposal, Proposer certifies that it has fully read and understands this RFP and has full knowledge of the nature, scope and scale of services and tasks that are to be performed under this RFP. Proposer also certifies that its proposal was prepared without prior understanding, agreement or connection with any other Proposer submitting a proposal from this RFP, and is in all respects fair and without collusion or fraud, so that all proposals will result from free, open and competitive proposing among all Proposers.

B. Reserving Rights
   
   The City reserves the right to reject any and all proposals received as a result of this RFP. City’s potential award of a contract will not be based on any single factor nor will it be based solely or exclusively on the lowest cost proposal. If a contract is awarded, it will be awarded to the proposer who in the judgment of the City has presented an optimal balance of relevant experience, technical expertise, technological innovation, price, quality of service, work history and other factors which the City may consider relevant and important in determining which proposal is best for the City.

C. Assignment and Guarantee
   
   No assignment by the Proposer of the contract or any part thereof, or of funds to be received hereunder, is binding unless the City has given written consent before such assignment. There is also no guarantee of a minimal amount of work or compensation for any Proposer selected for contract negotiations.

D. Financial Responsibility for Proposal Costs

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The City accepts no financial responsibility for any costs incurred by the Proposer in responding to this RFP. Proposals will become the property of the City and may be used by the City in any way deemed appropriate. Received proposals will not be returned to the Proposer.

E. Clarification
Should discrepancies or omissions be found in this RFP or should there be a need to clarify this RFP, questions or comments should be emailed to Richard Iglesias, City Clerk, at cityclerk@cityofcudahyca.gov. The City shall not be responsible for, nor be bound by, any oral instructions, interpretations or explanations issued by the City.

F. Discrimination
The Proposer and all subcontractors must not discriminate, nor permit discrimination against any person on the grounds of race, national origin, sex, handicap, sexual orientation, or veteran status in their employment practices, in any of their contractual arrangements, in all services and accommodations they offer the public or in their business operations.

G. Indemnification
Proposer, at its own expense and without exception, shall indemnify, defend and pay all damages, costs, expenses, including attorney fees, and otherwise hold harmless the City, its employees and agents from any liability of any nature or kind in regard to the preparation or presentation of a proposal in response to this RFP.

H. Gratuity Prohibition
Proposer shall not offer any gratuities, favors or anything of monetary value to any official, employee or agent of the City for the purpose of influencing consideration of this proposal.

VII. PROPOSAL CONTENT

The RFP must provide information in the same order as presented in this document.

A. General Overview/Cover Letter – Introduction of the firm including a general description of the firm’s qualifications and experience, with emphasis on previous projects similar to the one proposed here. Along with introductory remarks, the proposal shall include the following information:

a. Name, address, principal place of business, telephone number, and fax number/e-mail address of legal entity with which contract would be written.
b. Name, title, address, e-mail address, and telephone number of each principal officer.

c. Legal status of the firm (partnership, corporation, etc.) and the year the entity was organized to do business as the entity now substantially exists.

d. Documentation on the financial status of the firm to ensure the firm will continue in business through the contract period and finance the costs of adequate personnel and other support requirements.

B. Organizational Information – Proposer will include an organizational chart, resumes, and certifications for the firm that clearly demonstrates their abilities, skill level, and experience to accomplish the required tasks.

C. Previous Experience – Proposer will provide a minimum of five (5) examples of comparable work in the last five years which best demonstrates the qualifications and ability of the proposed team to accomplish the work as outlined in the Scope of Services section of this RFP. A minimum of three (3) references and maximum of five (5) references shall be provided. Information submitted shall include the name of the client with current address, telephone number, e-mail address, and contact person for each reference. The City reserves the right to contact any of the listed references at any time and make any other reasonable investigation into the consultant’s background and experience.

D. Procedures and Methodology – The Proposer should demonstrate their understanding of the needs of the City and the objectives of the work proposed. Proposal shall provide a detailed description of the firm’s proposed approach demonstrating how the objectives will be accomplished as outlined in the Scope of Work.

E. Proposed Staffing and Project Team - This section should establish qualifications and experience of staff that will be assigned to this City. Also, identify key personnel to be assigned and their qualifications and experience (detailed).

F. Other Information to Include
   • Education, experience, applicable professional credentials of project staff that will be assigned to City
   • Provide the identity of key personnel proposed: person’s name, current location, proposed position, current assignment, level of commitment, and how long each person has been with the firm
   • A statement that key personnel will be available for the duration of the scope of services and acknowledgement that no person designated as key personnel shall be removed or replaced without the prior written notification to the City.
• It is important that key personnel proposed have the background, experience and qualifications to properly perform the work detailed in the scope of services.

G. Insurance - Provide a copy of the firm’s current insurance certificates.

H. Fee - Proposal Sheet with hourly rates of all staff levels anticipated to match the scope of services. Scope of Services broken into task and work to be completed as part of each task including a timeline.

I. Compensation Plan – Consultant shall perform the various services and tasks set forth in the Scope of Work in accordance with the work schedule which will be mutually determined for each project between the Consultant and City staff. Compensation will be paid to the consultant in monthly increments as the Work is completed.

J. Quality Control – The Proposer shall describe the firm’s policies and procedures for assuring high quality work, including monitoring of any proposed sub-contracts.

VIII. EVALUATION PROCEDURES

A. Selection Committee
Proposals submitted will be evaluated by City staff, which shall be selected by the City Manager.

B. Review of Proposals
City staff will use a point formula during the review process to individually score Proposals, as outlined in Section C below, “Proposal Evaluation Criteria.” City staff will then be convened to review and discuss the evaluations and combine the individual scores to arrive at an average composite score for each firm. Firms that do not meet the “Mandatory Elements” listed in Section C1 below will be eliminated from further consideration.

After the composite Project Proposal score for each firm has been established based upon the “Qualitative Evaluation” criteria listed in C2, the firms with the three (3) highest score may be recommended by the Acting Community Development Director to participate in an oral presentation/interview with the Selection Committee as outlined below.

C. Project Proposal Evaluation Criteria
Proposals will be evaluated using two (2) sets of criteria. Firms meeting the mandatory elements will have their proposals evaluated and scored. The following represent the principal selection criteria which will be considered during the evaluation process. City reserves the right to select any firm that
submits a complete and timely proposal notwithstanding the firms overall score in relation to other firms.

1. **Mandatory Elements**

   a. The firm is an independent contractor properly licensed to practice in California.

   b. The firm has no conflict of interest with regard to any other work performed by the firm for the City.

   c. The firm adheres to the instructions in this RFP on preparing and submitting the proposal.

2. **Qualitative Evaluation (Maximum Point = 100)**

   a. Experience and Performance (50 Points):

      i. The firm’s past experience and performance on specific government engagements (i.e. references).

      ii. Distinguishing features, skill and/or services (These may include demonstrated experience of the assigned staff to the project).

      iii. Firm’s statement on why it believes itself to be best qualified (cover letter).

   b. Ability to complete work in a timely manner and references (25 points)

   c. Cost/Value to City (and/or applicants) (25 points)

      i. Reasonable rate for Project services

      ii. Ability to stay within budget.

3. **Oral presentation/interview (At the option of the City)**

   The Proposers with the three highest combined scores should expect to be interviewed by the City staff on the date listed in the RFP. Upon completion of the interviews and negotiation of compensation, and/or terms and conditions a contract shall be prepared and submitted to the City Council for approval.

IX. **PROPOSAL SUBMITTAL**

Three (3) hard copies of the proposal shall be presented in an envelope or package. Hard copies should be bound and include the name of the Proposer and the title “City of
The envelope of package shall bear the name, address, and telephone number of the individual or entity submitting the proposal and shall be addressed as follows:

Office of the City Clerk  
City of Cudahy  
5220 Santa Ana Street  
Cudahy, CA 90201

Proposals can be hand delivered or mailed to the address listed above. Proposals will not be accepted by fax or e-mail.

The proposal shall be delivered to the above address on or before 5:00 P.M. on October 17, 2019.

X. STAFF CONTACT

For inquiries, please contact Jose Pulido at (323) 773-5143 x226 or email at jpulido@cityofcudahyca.gov

Issued by:
CITY OF CUDAHY  
CITY MANAGER’S OFFICE

Jose E. Pulido  
City Manager
APPENDIX A

SAMPLE CONTRACT
PROFESSIONAL SERVICES AGREEMENT

THIS PROFESSIONAL SERVICES AGREEMENT ("Agreement") is made and entered into this ___________day of _________________ 20______ (hereinafter, the “Effective Date”), by and between the CITY OF CUDAHY, a municipal corporation ("CITY") and ________________________________ (“CONSULTANT”), a__________________ (hereinafter, “CONSULTANT”). For the purposes of this Agreement CITY and CONSULTANT may be referred to collectively by the capitalized term “Parties.” The capitalized term “Party” may refer to CITY or CONSULTANT interchangeably.

WHEREAS, CITY wishes to engage CONSULTANT to provide the following specialized services:__________________________; and

WHEREAS, CITY’s in-house personnel is presently unable to perform the specialized services and tasks contemplated under this Agreement; and

WHEREAS, CONSULTANT possesses the specialized training, skill, expertise and experience required to perform the services contemplated under this Agreement; and

WHEREAS, CONSULTANT agrees to perform the various services and tasks set forth under this Agreement subject to the terms and conditions set forth herein; and

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions herein contained, CITY and CONSULTANT agree as follows:

I. ENGAGEMENT TERMS

1.1 SCOPE OF SERVICES: Subject to the terms and conditions set forth in this Agreement and all exhibits attached and incorporated hereto, CONSULTANT agrees to perform the services and tasks set forth in Exhibit “A” (hereinafter referred to as the “Scope of Services”). CONSULTANT further agrees to furnish to CITY all labor, materials, tools, supplies, equipment, services, tasks and incidental and customary work necessary to competently perform and timely complete the services and tasks set forth in the Scope of Services. For the purposes of this Agreement the aforementioned services and tasks set forth in the Scope of Services shall hereinafter be referred to generally by the capitalized term “Work.”
1.2 **TERM:** This Agreement shall have a term of one (1) year with the commencing from __________ (“EFFECTIVE DATE”). Upon the conclusion of the Term, this Agreement shall renew automatically for a maximum of one (1) year. Nothing in this Section shall operate to prohibit or otherwise restrict the CITY’s ability to terminate this Agreement at any time for convenience or for cause.

1.3 **COMPENSATION:**

A. CONSULTANT shall perform the various services and tasks set forth in the Scope of Services in accordance with the compensation schedule which is [____ THIS LANGUAGE MAY VARY DEPENDING ON THE LOCATION OF ANY APPLICABLE COMPENSATION SCHEDULE – SOME SCHEDULES ARE EMBEDDED IN THE SCOPE OF SERVICES WHILE OTHERS CAN BE FOUND IN A SEPARATE STAND-ALONE SCHEDULE WHICH SHOULD BE ATTACHED AS AN EXHIBIT TO THE AGREEMENT______] (hereinafter, the “Approved Rate Schedule”).

B. Section 1.3(A) notwithstanding, CONSULTANT’s total compensation during the Term of this Agreement or any extension term shall not exceed the budgeted aggregate sum of (hereinafter, the “Not-to-Exceed Sum”), unless such added expenditure is first approved by the CITY acting in consultation with the Superintendent and the Director of Fiscal Services. In the event CONSULTANT’s charges are projected to exceed the Not-to-Exceed Sum prior to the expiration of the Term or any single extension term, CITY may suspend CONSULTANT’s performance pending CITY approval of any anticipated expenditures in excess of the Not-to-Exceed Sum or any other CITY-approved amendment to the compensation terms of this Agreement.

1.4 **PAYMENT OF COMPENSATION:** Reserved; No text.

1.5 **ACCOUNTING RECORDS:** CONSULTANT shall maintain complete and accurate records with respect to all matters covered under this Agreement for a period of five (5) years after the expiration or termination of this Agreement. CITY shall have the right to access and examine such records, without charge, during normal business hours. CITY shall further have the right to audit such records, to make transcripts therefrom and to inspect all program data, documents, proceedings, and activities.

1.6 **ABANDONMENT BY CONSULTANT:** In the event CONSULTANT ceases to perform the Work agreed to under this Agreement or otherwise abandons the undertaking contemplated herein prior to the expiration of this Agreement or prior to completion of any or all tasks set forth in the Scope of Services, CONSULTANT shall deliver to CITY immediately and without delay, all materials, records and other work product prepared or obtained by CONSULTANT in the performance of this Agreement. Furthermore, CONSULTANT shall only be compensated for the reasonable value of the services, tasks and other work performed up to the time of cessation or abandonment, less a deduction for any
damages, costs or additional expenses which CITY may incur as a result of CONSULTANT’s cessation or abandonment.

II. PERFORMANCE OF AGREEMENT

2.1 CITY’S REPRESENTATIVES: The CITY hereby designates the Superintendent and Project Manager (hereinafter, the “CITY Representatives”) to act as its representatives for the performance of this Agreement. The Superintendent shall be the chief CITY Representative. The CITY Representatives or their designee shall act on behalf of the CITY for all purposes under this Agreement. CONSULTANT shall not accept directions or orders from any person other than the CITY Representatives or their designee.

2.2 CONSULTANT REPRESENTATIVE: CONSULTANT hereby designates ________________ (“Contractor”) to act as its representative for the performance of this Agreement (hereinafter, “CONSULTANT Representative”). CONSULTANT Representative shall have full authority to represent and act on behalf of the CONSULTANT for all purposes under this Agreement. CONSULTANT Representative or his designee shall supervise and direct the performance of the Work, using his best skill and attention, and shall be responsible for all means, methods, techniques, sequences and procedures and for the satisfactory coordination of all portions of the Work under this Agreement. Notice to the CONSULTANT Representative shall constitute notice to CONSULTANT.

2.3 COORDINATION OF SERVICE; CONFORMANCE WITH REQUIREMENTS: CONSULTANT agrees to work closely with CITY staff in the performance of the Work and this Agreement and shall be available to CITY staff and the CITY Representatives at all reasonable times. All work prepared by CONSULTANT shall be subject to inspection and approval by CITY Representatives or their designees.

2.4 STANDARD OF CARE; PERFORMANCE OF EMPLOYEES: CONSULTANT represents, acknowledges and agrees to the following:

A. CONSULTANT shall perform all Work skillfully, competently and to the highest standards of CONSULTANT’s profession;

B. CONSULTANT shall perform all Work in a manner reasonably satisfactory to the CITY;

C. CONSULTANT shall comply with all applicable federal, state and local laws and regulations, including the conflict of interest provisions of Government Code Section 1090 and the Political Reform Act (Government Code Section 81000 et seq.).
D. CONSULTANT understands the nature and scope of the Work to be performed under this Agreement as well as any and all schedules of performance;

E. All of CONSULTANT’s employees and agents possess sufficient skill, knowledge, training and experience to perform those services and tasks assigned to them by CONSULTANT; and

F. All of CONSULTANT’s employees and agents (including but not limited subcontractors and subconsultants) possess all licenses, permits, certificates, qualifications and approvals of whatever nature that are legally required to perform the tasks and services contemplated under this Agreement and all such licenses, permits, certificates, qualifications and approvals shall be maintained throughout the term of this Agreement and made available to CITY for copying and inspection.

The Parties acknowledge and agree that CONSULTANT shall perform, at CONSULTANT’s own cost and expense and without any reimbursement from CITY, any services necessary to correct any errors or omissions caused by CONSULTANT’s failure to comply with the standard of care set forth under this Section or by any like failure on the part of CONSULTANT’s employees, agents, contractors, subcontractors and subconsultants. Such effort by CONSULTANT to correct any errors or omissions shall be commenced immediately upon their discovery by either Party and shall be completed within seven (7) calendars days from the date of discovery or such other extended period of time authorized by the CITY Representatives in writing and in their sole and absolute discretion. The Parties acknowledge and agree that CITY’s acceptance of any work performed by CONSULTANT or on CONSULTANT’s behalf shall not constitute a release of any deficiency or delay in performance. The Parties further acknowledge, understand and agree that CITY has relied upon the foregoing representations of CONSULTANT, including but not limited to the representation that CONSULTANT possesses the skills, training, knowledge and experience necessary to perform the Work skillfully, competently and to the highest standards of CONSULTANT’s profession.

2.5 ASSIGNMENT: The skills, training, knowledge and experience of CONSULTANT are material to CITY’s willingness to enter into this Agreement. Accordingly, CITY has an interest in the qualifications and capabilities of the person(s) who will perform the services and tasks to be undertaken by CONSULTANT or on behalf of CONSULTANT in the performance of this Agreement. In recognition of this interest, CONSULTANT agrees that it shall not assign or transfer, either directly or indirectly or by operation of law, this Agreement or the performance of any of CONSULTANT’s duties or obligations under this Agreement without the prior written consent of the CITY. In the absence of CITY’s prior written consent, any attempted assignment or transfer shall be ineffective, null and void and shall constitute a material breach of this Agreement.
2.6 CONTROL AND PAYMENT OF SUBORDINATES; INDEPENDENT CONTRACTOR: The Work shall be performed by CONSULTANT or under CONSULTANT’s strict supervision. CONSULTANT will determine the means, methods and details of performing the Work subject to the requirements of this Agreement. CITY retains CONSULTANT on an independent contractor basis and not as an employee. CONSULTANT reserves the right to perform similar or different services for other principals during the term of this Agreement, provided such work does not unduly interfere with CONSULTANT’s competent and timely performance of the Work contemplated under this Agreement and provided the performance of such services does not result in the unauthorized disclosure of CITY’s confidential or proprietary information. Any additional personnel performing the Work under this Agreement on behalf of CONSULTANT are not employees of CITY and shall at all times be under CONSULTANT’s exclusive direction and control. CONSULTANT shall pay all wages, salaries and other amounts due such personnel and shall assume responsibility for all benefits, payroll taxes, Social Security and Medicare payments and the like. CONSULTANT shall be responsible for all reports and obligations respecting such additional personnel, including, but not limited to: Social Security taxes, income tax withholding, unemployment insurance, disability insurance, workers’ compensation insurance and the like.

2.7 REMOVAL OF EMPLOYEES OR AGENTS: If any of CONSULTANT’s officers, employees, agents, contractors, subcontractors or subconsultants is determined by the CITY Representatives to be uncooperative, incompetent, a threat to the adequate or timely performance of the tasks assigned to CONSULTANT, a threat to persons or property, or if any of CONSULTANT’s officers, employees, agents, contractors, subcontractors or subconsultants fail or refuse to perform the Work in a manner acceptable to the CITY, such officer, employee, agent, contractor, subcontractor or subconsultant shall be promptly removed by CONSULTANT and shall not be re-assigned to perform any of the Work.

2.8 COMPLIANCE WITH LAWS: CONSULTANT shall keep itself informed of and in compliance with all applicable federal, State or local laws to the extent such laws control or otherwise govern the performance of the Work. CONSULTANT’s compliance with applicable laws shall include without limitation compliance with all applicable Cal/OSHA requirements.

2.9 NON-DISCRIMINATION: In the performance of this Agreement, CONSULTANT shall not discriminate against any employee, subcontractor, subconsultant, or applicant for employment because of race, color, creed, religion, sex, marital status, sexual orientation, national origin, ancestry, age, physical or mental disability or medical condition.

2.10 INDEPENDENT CONTRACTOR STATUS: The Parties acknowledge, understand and agree that CONSULTANT and all persons retained or employed by CONSULTANT are, and shall at all times remain, wholly independent
contractors and are not officials, officers, employees, departments or subdivisions of CITY. CONSULTANT shall be solely responsible for the negligent acts and/or omissions of its employees, agents, contractors, subcontractors and subconsultants. CONSULTANT and all persons retained or employed by CONSULTANT shall have no authority, express or implied, to bind CITY in any manner, nor to incur any obligation, debt or liability of any kind on behalf of, or against, CITY, whether by contract or otherwise, unless such authority is expressly conferred to CONSULTANT under this Agreement or is otherwise expressly expressly conferred by CITY in writing.

III. INSURANCE

3.1 DUTY TO PROCURE AND MAINTAIN INSURANCE: Prior to the beginning of and throughout the duration of the Work, CONSULTANT will procure and maintain policies of insurance that meet the requirements and specifications set forth under this Article. CONSULTANT shall procure and maintain the following insurance coverage, at its own expense:

A. Commercial General Liability Insurance: CONSULTANT shall procure and maintain Commercial General Liability Insurance ("CGL Coverage") as broad as Insurance Services Office Commercial General Liability coverage (occurrence Form CG 0001) or its equivalent. Such CGL Coverage shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per occurrence and Two Million Dollars ($2,000,000.00) in the general aggregate for bodily injury, personal injury, property damage, operations, products and completed operations, and contractual liability.

B. Automobile Liability Insurance: CONSULTANT shall procure and maintain Automobile Liability Insurance as broad as Insurance Services Office Form Number CA 0001 covering Automobile Liability, Code 1 (any auto). Such Automobile Liability Insurance shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per accident for bodily injury and property damage.

C. Workers’ Compensation Insurance/ Employer’s Liability Insurance: A policy of workers’ compensation insurance in such amount as will fully comply with the laws of the State of California and which shall indemnify, insure and provide legal defense for both CONSULTANT and CITY against any loss, claim or damage arising from any injuries or occupational diseases occurring to any worker employed by or any persons retained by CONSULTANT in the course of carrying out the Work contemplated in this Agreement.

D. Errors & Omissions Insurance: For the full term of this Agreement and for a period of three (3) years thereafter, CONSULTANT shall procure and maintain Errors and Omissions Liability Insurance appropriate to
CONSULTANT’s profession. Such coverage shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per occurrence and shall be endorsed to include contractual liability.

3.2 ADDITIONAL INSURED REQUIREMENTS: The CGL Coverage and the Automobile Liability Insurance shall contain an endorsement naming the CITY and CITY’s elected and appointed officials, officers, employees, agents and volunteers as additional insureds.

3.3 REQUIRED CARRIER RATING: All varieties of insurance required under this Agreement shall be procured from insurers admitted in the State of California and authorized to issue policies directly to California insureds. Except as otherwise provided elsewhere under this Article, all required insurance shall be procured from insurers who, according to the latest edition of the Best’s Insurance Guide, have an A.M. Best’s rating of no less than A:VII. CITY may also accept policies procured by insurance carriers with a Standard & Poor’s rating of no less than BBB according to the latest published edition the Standard & Poor’s rating guide. As to Workers’ Compensation Insurance/ Employer’s Liability Insurance, the CITY Representatives are authorized to authorize lower ratings than those set forth in this Section.

3.4 PRIMACY OF CONSULTANT’S INSURANCE: All polices of insurance provided by CONSULTANT shall be primary to any coverage available to CITY or CITY’s elected or appointed officials, officers, employees, agents or volunteers. Any insurance or self-insurance maintained by CITY or CITY’s elected or appointed officials, officers, employees, agents or volunteers shall be in excess of CONSULTANT’s insurance and shall not contribute with it.

3.5 WAIVER OF SUBROGATION: All insurance coverage provided pursuant to this Agreement shall not prohibit CONSULTANT or CONSULTANT’s officers, employees, agents, subcontractors or subconsultants from waiving the right of subrogation prior to a loss. CONSULTANT hereby waives all rights of subrogation against CITY.

3.6 VERIFICATION OF COVERAGE: CONSULTANT acknowledges, understands and agrees, that CITY’s ability to verify the procurement and maintenance of the insurance required under this Article is critical to safeguarding CITY’s financial well-being and, indirectly, the collective well-being of the residents of the CITY. Accordingly, CONSULTANT warrants, represents and agrees that its shall furnish CITY with original certificates of insurance and endorsements evidencing the coverage required under this Article on forms satisfactory to CITY in its sole and absolute discretion. The certificates of insurance and endorsements for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf, and shall be on forms provided by the CITY if requested. All certificates of insurance and endorsements shall be received and approved by CITY as a condition precedent to CONSULTANT’s commencement of any work or any of the Work. Upon CITY’s written request,
CONSULTANT shall also provide CITY with certified copies of all required insurance policies and endorsements.

IV. INDEMNIFICATION

4.1 The Parties agree that CITY and CITY’s elected and appointed officials, officers, employees, agents and volunteers (hereinafter, the “CITY Indemnitees”) should, to the fullest extent permitted by law, be protected from any and all loss, injury, damage, claim, lawsuit, cost, expense, attorneys’ fees, litigation costs, or any other cost arising out of or in any way related to the performance of this Agreement. Accordingly, the provisions of this indemnity provision are intended by the Parties to be interpreted and construed to provide the CITY Indemnitees with the fullest protection possible under the law. CONSULTANT acknowledges that CITY would not enter into this Agreement in the absence of CONSULTANT’s commitment to indemnify, defend and protect CITY as set forth herein.

4.2 To the fullest extent permitted by law, CONSULTANT shall indemnify, hold harmless and defend the CITY Indemnitees from and against all liability, loss, damage, expense, cost (including without limitation reasonable attorneys’ fees, expert fees and all other costs and fees of litigation) of every nature arising out of or in connection with CONSULTANT’s performance of work hereunder or its failure to comply with any of its obligations contained in this Agreement, except such loss or damage which is caused by the sole negligence or willful misconduct of the CITY.

4.3 CITY shall have the right to offset against the amount of any compensation due CONSULTANT under this Agreement any amount due CITY from CONSULTANT as a result of CONSULTANT’s failure to pay CITY promptly any indemnification arising under this Article and related to CONSULTANT’s failure to either (i) pay taxes on amounts received pursuant to this Agreement or (ii) comply with applicable workers’ compensation laws.

4.4 The obligations of CONSULTANT under this Article will not be limited by the provisions of any workers’ compensation act or similar act. CONSULTANT expressly waives its statutory immunity under such statutes or laws as to CITY and CITY’s elected and appointed officials, officers, employees, agents and volunteers.

4.5 CONSULTANT agrees to obtain executed indemnity agreements with provisions identical to those set forth here in this Article from each and every subcontractor or any other person or entity involved by, for, with or on behalf of CONSULTANT in the performance of this Agreement. In the event CONSULTANT fails to obtain such indemnity obligations from others as required herein, CONSULTANT agrees to be fully responsible and indemnify, hold harmless and defend CITY and CITY’s elected and appointed officials, officers, employees, agents and
volunteers from and against any and all claims and losses, costs or expenses for any damage due to death or injury to any person and injury to any property resulting from any alleged intentional, reckless, negligent, or otherwise wrongful acts, errors or omissions of CONSULTANT’s subcontractors or any other person or entity involved by, for, with or on behalf of CONSULTANT in the performance of this Agreement. Such costs and expenses shall include reasonable attorneys’ fees incurred by counsel of CITY’s choice.

4.6 CITY does not, and shall not, waive any rights that it may possess against CONSULTANT because of the acceptance by CITY, or the deposit with CITY, of any insurance policy or certificate required pursuant to this Agreement. This hold harmless and indemnification provision shall apply regardless of whether or not any insurance policies are determined to be applicable to the claim, demand, damage, liability, loss, cost or expense.

4.7 This Article and all provisions contained herein (including but not limited to the duty to indemnify, defend and hold free and harmless) shall survive the termination or normal expiration of this Agreement and is in addition to any other rights or remedies which the CITY may have at law or in equity.

V. TERMINATION

5.1 TERMINATION WITHOUT CAUSE: CITY may terminate this Agreement at any time for convenience and without cause by giving CONSULTANT a minimum of five (5) calendar days prior written notice of CITY’s intent to terminate this Agreement. Upon such termination for convenience, CONSULTANT shall be compensated only for those services and tasks which have been performed by CONSULTANT up to the effective date of the termination. CONSULTANT may not terminate this Agreement except for cause as provided under Section 5.2, below. If this Agreement is terminated as provided herein, CITY may require CONSULTANT to provide all finished or unfinished Documents and Data, as defined in Section 7.1 below, and other information of any kind prepared by CONSULTANT in connection with the performance of the Work. CONSULTANT shall be required to provide such Documents and Data within fifteen (15) calendar days of CITY’s written request. No actual or asserted breach of this Agreement on the part of CITY pursuant to Section 5.2, below, shall operate to prohibit or otherwise restrict CITY’s ability to terminate this Agreement for convenience as provided under this Section.

5.2 EVENTS OF DEFAULT; BREACH OF AGREEMENT:

A. In the event either Party fails to perform any duty, obligation, service or task set forth under this Agreement (or fails to timely perform or properly perform any such duty, obligation, service or task set forth under this Agreement), an event of default (hereinafter, “Event of Default”) shall occur. For all Events of Default, the Party alleging an Event of Default
shall give written notice to the defaulting Party (hereinafter referred to as a “Default Notice”) which shall specify: (i) the nature of the Event of Default; (ii) the action required to cure the Event of Default; (iii) a date by which the Event of Default shall be cured, which shall not be less than the applicable cure period set forth under Sections 5.2.B and 5.2.C below or if a cure is not reasonably possible within the applicable cure period, to begin such cure and diligently prosecute such cure to completion. The Event of Default shall constitute a breach of this Agreement if the defaulting Party fails to cure the Event of Default within the applicable cure period or any extended cure period allowed under this Agreement.

B. CONSULTANT shall cure the following Events of Defaults within the following time periods:

i. Within three (3) business days of CITY’s issuance of a Default Notice for any failure of CONSULTANT to timely provide CITY or CITY’s employees or agents with any information and/or written reports, documentation or work product which CONSULTANT is obligated to provide to CITY or CITY’s employees or agents under this Agreement. Prior to the expiration of the 3-day cure period, CONSULTANT may submit a written request for additional time to cure the Event of Default upon a showing that CONSULTANT has commenced efforts to cure the Event of Default and that the Event of Default cannot be reasonably cured within the 3-day cure period. The foregoing notwithstanding, CITY shall be under no obligation to grant additional time for the cure of an Event of Default under this Section 5.2.B.i. that exceeds seven (7) calendar days from the end of the initial 3-day cure period; or

ii. Within fourteen (14) calendar days of CITY’s issuance of a Default Notice for any other Event of Default under this Agreement. Prior to the expiration of the 14-day cure period, CONSULTANT may submit a written request for additional time to cure the Event of Default upon a showing that CONSULTANT has commenced efforts to cure the Event of Default and that the Event of Default cannot be reasonably cured within the 14-day cure period. The foregoing notwithstanding, CITY shall be under no obligation to grant additional time for the cure of an Event of Default under this Section 5.2.B.ii that exceeds thirty (30) calendar days from the end of the initial 14-day cure period.

In addition to any other failure on the part of CONSULTANT to perform any duty, obligation, service or task set forth under this Agreement (or the failure to timely perform or properly perform any such duty, obligation, service or task), an Event of Default on the part of CONSULTANT shall include, but shall not be limited to the following: (i) CONSULTANT’s refusal or failure to perform any of the services or tasks called for under
the Scope of Services; (ii) CONSULTANT’s failure to fulfill or perform its obligations under this Agreement within the specified time or if no time is specified, within a reasonable time; (iii) CONSULTANT’s and/or its employees’ disregard or violation of any federal, state, local law, rule, procedure or regulation; (iv) the initiation of proceedings under any bankruptcy, insolvency, receivership, reorganization, or similar legislation as relates to CONSULTANT, whether voluntary or involuntary; (v) CONSULTANT’s refusal or failure to perform or observe any covenant, condition, obligation or provision of this Agreement; and/or (vii) CITY’s discovery that a statement representation or warranty by CONSULTANT relating to this Agreement is false, misleading or erroneous in any material respect.

C. CITY shall cure any Event of Default asserted by CONSULTANT within forty-five (45) calendar days of CONSULTANT’s issuance of a Default Notice, unless the Event of Default cannot reasonably be cured within the 45-day cure period. Prior to the expiration of the 45-day cure period, CITY may submit a written request for additional time to cure the Event of Default upon a showing that CITY has commenced its efforts to cure the Event of Default and that the Event of Default cannot be reasonably cured within the 45-day cure period. The foregoing notwithstanding, an Event of Default dealing with CITY's failure to timely pay any undisputed sums to CONSULTANT as provided under Section 1.4, above, shall be cured by CITY within five (5) calendar days from the date of CONSULTANT's Default Notice to CITY.

D. CITY, in its sole and absolute discretion, may also immediately suspend CONSULTANT's performance under this Agreement pending CONSULTANT's cure of any Event of Default by giving CONSULTANT written notice of CITY's intent to suspend CONSULTANT's performance (hereinafter, a “Suspension Notice”). CITY may issue the Suspension Notice at any time upon the occurrence of an Event of Default. Upon such suspension, CONSULTANT shall be compensated only for those services and tasks which have been rendered by CONSULTANT to the reasonable satisfaction of CITY up to the effective date of the suspension. No actual or asserted breach of this Agreement on the part of CITY shall operate to prohibit or otherwise restrict CITY’s ability to suspend this Agreement as provided herein.

E. No waiver of any Event of Default or breach under this Agreement shall constitute a waiver of any other or subsequent Event of Default or breach. No waiver, benefit, privilege, or service voluntarily given or performed by a Party shall give the other Party any contractual rights by custom, estoppel, or otherwise.

F. The duties and obligations imposed under this Agreement and the rights and remedies available hereunder shall be in addition to and not a
limitation of any duties, obligations, rights and remedies otherwise imposed or available by law. In addition to any other remedies available to CITY at law or under this Agreement in the event of any breach of this Agreement, CITY, in its sole and absolute discretion, may also pursue any one or more of the following remedies:

i. Upon written notice to CONSULTANT, the CITY may immediately terminate this Agreement in whole or in part;

ii. Upon written notice to CONSULTANT, the CITY may extend the time of performance;

iii. The CITY may proceed by appropriate court action to enforce the terms of the Agreement to recover damages for CONSULTANT’s breach of the Agreement or to terminate the Agreement; or

iv. The CITY may exercise any other available and lawful right or remedy.

CONSULTANT shall be liable for all legal fees plus other costs and expenses that CITY incurs upon a breach of this Agreement or in the CITY’s exercise of its remedies under this Agreement.

G. In the event CITY is in breach of this Agreement, CONSULTANT’s sole remedy shall be the suspension or termination of this Agreement and/or the recovery of any unpaid sums lawfully owed to CONSULTANT under this Agreement for completed services and tasks.

5.3 SCOPE OF WAIVER: No waiver of any default or breach under this Agreement shall constitute a waiver of any other default or breach, whether of the same or other covenant, warranty, agreement, term, condition, duty or requirement contained in this Agreement. No waiver, benefit, privilege, or service voluntarily given or performed by a Party shall give the other Party any contractual rights by custom, estoppel, or otherwise.

5.4 SURVIVING ARTICLES, SECTIONS AND PROVISIONS: The termination of this Agreement pursuant to any provision of this Article or by normal expiration of its term or any extension thereto shall not operate to terminate any Article, Section or provision contained herein which provides that it shall survive the termination or normal expiration of this Agreement.

VI. MISCELLANEOUS PROVISIONS

6.1 AUDIT OR EXAMINATION: All records and files related to the Programs shall be kept and maintained at the City Hall premises at all times. City shall keep and maintain all program files for the City and make them accessible for audit or
examination for a period of five (5) years after final payments are issued and other pending matters are closed. (24 CFR Part 85, Sec. 42)

6.2 **CONFLICT OF INTEREST:** Contractor agrees that any conflict or potential conflict of interest shall be fully disclosed prior to execution of the Agreement or upon actual knowledge of a conflict of interest or potential conflict of interest during the term of this Agreement and Contractor shall comply with all applicable federal, state and county laws and regulations governing conflict of interest, in accordance with 24 CFR Part 85, Sec. 84.36.

6.3 **COMPLIANCE WITH FEDERAL REGULATIONS**

This Agreement is subject to an incorporates the terms of Subpart K of the CDBG Regulations and all other applicable Federal Standards Provisions, inclusive of the following:

Executive Order 11246 requires that during the performance of this agreement, CONSULTANT agrees not to discriminate against any employee or applicant for employment because of race, religion, sex color, or national origin. CONSULTANT will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, religion, sex color or national origin. Such action shall include, but not be limited to, the following: employment upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The consultant agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the CONSULTANT setting forth the provisions of this nondiscrimination clause.

Section 3 of Housing and Community Development Act of 1968, as amended, 12 U.S.C. 1701 et seq., requires that, to the greatest extent feasible, opportunities for training and employment be given to lower income residents of the project area and contracts for work in connection with the project be awarded to business concerns which are located in or owner in substantial part by persons residing in the area of the project.

Title VI of the civil Rights Act of 1964 provides that no person shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

Section 109, Title I of the Housing and Community Development Act of 1974 provides that no person shall, on the grounds of race, color, national origin, or sex be excluded from participation in, be denied the benefits of, or be subjected
to discrimination under any program of activity funded in whole or in part with funds made available under this title.

Any prohibition against discrimination on the basis of age under the Age Discrimination Act of 1975, or with respect to an otherwise qualified individual, as provided in Section 504 or Rehabilitation Act of 1973, shall also apply to any such program or activity.

6.4 DOCUMENTS & DATA; LICENSING OF INTELLECTUAL PROPERTY: All Documents and Data shall be and remain the property of CITY without restriction or limitation upon their use or dissemination by CITY. For purposes of this Agreement, the term “Documents and Data” means and includes all reports, analyses, correspondence, plans, drawings, designs, renderings, specifications, notes, summaries, strategies, charts, schedules, spreadsheets, calculations, lists, data compilations, documents or other materials developed and/or assembled by or on behalf of CONSULTANT in the performance of this Agreement and fixed in any tangible medium of expression, including but not limited to Documents and Data stored digitally, magnetically and/or electronically. This Agreement creates, at no cost to CITY, a perpetual license for CITY to copy, use, reuse, disseminate and/or retain any and all copyrights, designs, and other intellectual property embodied in all Documents and Data. CONSULTANT shall require all subcontractors and subconsultants working on behalf of CONSULTANT in the performance of this Agreement to agree in writing that CITY shall be granted the same right to copy, use, reuse, disseminate and retain Documents and Data prepared or assembled by any subcontractor or subconsultant as applies to Documents and Data prepared by CONSULTANT in the performance of this Agreement.

6.5 CONFIDENTIALITY: All data, documents, discussion, or other information developed or received by CONSULTANT or provided for performance of this Agreement are deemed confidential and shall not be disclosed by CONSULTANT without prior written consent by CITY. CITY shall grant such consent if disclosure is legally required. Upon request, all CITY data shall be returned to CITY upon the termination or expiration of this Agreement. CONSULTANT shall not use CITY’s name or insignia, photographs, or any publicity pertaining to the Work in any magazine, trade paper, newspaper, television or radio production or other similar medium without the prior written consent of CITY.

6.6 FALSE CLAIMS ACT: CONSULTANT warrants and represents that neither CONSULTANT nor any person who is an officer of, in a managing position with, or has an ownership interest in CONSULTANT has been determined by a court or tribunal of competent jurisdiction to have violated the False Claims Act, 31 U.S.C., Section 3789 et seq. and the California False Claims Act, Government Code Section 12650 et seq.
6.7 **NOTICES**: All notices permitted or required under this Agreement shall be given to the respective Parties at the following addresses, or at such other address as the respective Parties may provide in writing for this purpose:

**CONSULTANT:**
Name
Attn: Position
Phone: (Consultant’s Phone No.)
Fax: (Consultant’s Fax No. or email)

**CITY:**
City of Cudahy
Community Development Department
5220 Santa Ana Street
Cudahy, CA 90201
Attn: Michael Allen, Acting
Community Development Director
Phone: (323) 773-5143
Fax: (323) 771-2072

Such notices shall be deemed effective when personally delivered or successfully transmitted by facsimile as evidenced by a fax confirmation slip or when mailed, forty-eight (48) hours after deposit with the United States Postal Service, first class postage prepaid and addressed to the Party at its applicable address.

6.8 **LOYBING CERTIFICATION**

A. **Federal Requirements:**

The CONSULTANT CERTIFIES THAT:

i. No Federal appropriate funds have been paid or will be paid, by or on behalf of the CONSULTANT, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, in the making of any cooperative agreement, or in the extension, continuation renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement.

ii. If any funds other than Federal appropriate funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee or any agency, Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the CONSULTANT shall complete and submit Standard Form-LLL, “Disclosures form to Report Lobbying”, in accordance with its instructions.

iii. The CONSULTANT shall require that the language of this certificate be included in all subcontracts and that all subcontractors shall certify and disclose accordingly.
B. County of Los Angeles Requirement

The CONSULTANT certifies that:

i. It is understood that each person/entity/firm who applies for a Community Development Commission contract, and as part of that process, shall certify that they are familiar with the requirements of Los Angeles County Chapter 2.160, (Los Angeles County Ordinance 93-0031) and;

ii. That all persons/entities/firms acting on behalf of the above named firm have and will comply with the County Code, and;

iii. That any person/entity/firm who seeks a contract with Community Development Commission shall be disqualified therefrom and denied the contract and, shall be liable in civil action, if any lobbyist, lobbying firm, lobbyist employer or any other person or entity acting on behalf of the above named firm fails to comply with the provisions of the county code.

6.9 COOPERATION; FURTHER ACTS: The Parties shall fully cooperate with one another, and shall take any additional acts or sign any additional documents as is reasonably necessary, appropriate or convenient to achieve the purposes of this Agreement.

6.10 SUBCONTRACTING: CONSULTANT shall not subcontract any portion of the Work required by this Agreement, except as expressly stated herein, without the prior written approval of CITY. Subcontracts (including without limitation subcontracts with subconsultants), if any, shall contain a provision making them subject to all provisions stipulated in this Agreement, including provisions relating to insurance requirements and indemnification.

6.11 CITY’S RIGHT TO EMPLOY OTHER CONSULTANTS: CITY reserves the right to employ other contractors in connection with the various projects worked upon by CONSULTANT.

6.12 PROHIBITED INTERESTS: CONSULTANT warrants, represents and maintains that it has not employed nor retained any company or person, other than a bona fide employee working solely for CONSULTANT, to solicit or secure this Agreement. Further, CONSULTANT warrants and represents that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for CONSULTANT, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, CITY shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of CITY, during the term of
his or her service with CITY, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

6.13 **TIME IS OF THE ESSENCE:** Time is of the essence for each and every provision of this Agreement.

6.14 **GOVERNING LAW AND VENUE:** This Agreement shall be interpreted and governed according to the laws of the State of California. In the event of litigation between the Parties, venue, without exception, shall be in the Los Angeles County Superior Court of the State of California. If, and only if, applicable law requires that all or part of any such litigation be tried exclusively in federal court, venue, without exception, shall be in the Central District of California located in the City of Los Angeles, California.

6.15 **ATTORNEYS’ FEES:** If either Party commences an action against the other Party, either legal, administrative or otherwise, arising out of or in connection with this Agreement, the prevailing Party in such litigation shall be entitled to have and recover from the losing Party reasonable attorneys’ fees and all other costs of such action.

6.16 **SUCCESSORS AND ASSIGNS:** This Agreement shall be binding on the successors and assigns of the Parties.

6.17 **NO THIRD PARTY BENEFIT:** There are no intended third party beneficiaries of any right or obligation assumed by the Parties. All rights and benefits under this Agreement inure exclusively to the Parties.

6.18 **CONSTRUCTION OF AGREEMENT:** This Agreement shall not be construed in favor of, or against, either Party but shall be construed as if the Parties prepared this Agreement together through a process of negotiation and with the advice of their respective attorneys.

6.19 **SEVERABILITY:** If any portion of this Agreement is declared invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions shall continue in full force and effect.

6.20 **AMENDMENT; MODIFICATION:** No amendment, modification or supplement of this Agreement shall be valid or binding unless executed in writing and signed by both Parties, subject to CITY approval. The requirement for written amendments, modifications or supplements cannot be waived and any attempted waiver shall be void and invalid.

6.21 **CAPTIONS:** The captions of the various articles, sections and paragraphs are for convenience and ease of reference only, and do not define, limits, augment, or describe the scope, content, or intent of this Agreement.
6.22 INCONSISTENCIES OR CONFLICTS: In the event of any conflict or inconsistency between the provisions of this Agreement and any of the exhibits attached hereto, the provisions of this Agreement shall control.

6.23 ENTIRE AGREEMENT: This Agreement including all attached exhibits is the entire, complete, final and exclusive expression of the Parties with respect to the matters addressed herein and supersedes all other agreements or understandings, whether oral or written, or entered into between CITY and CONSULTANT prior to the execution of this Agreement. No statements, representations or other agreements, whether oral or written, made by any Party which are not embodied herein shall be valid or binding. No amendment, modification or supplement to this Agreement shall be valid and binding unless in writing and duly executed by the Parties pursuant to Section 6.15, above.

6.24 COUNTERPARTS: This Agreement shall be executed in three (3) original counterparts each of which shall be of equal force and effect. No handwritten or typewritten amendment, modification or supplement to any one counterparts shall be valid or binding unless made to all three counterparts in conformity with Section 6.16, above. One fully executed original counterpart shall be delivered to CONSULTANT and the remaining two original counterparts shall be retained by CITY.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed the day and year first appearing in this Agreement, above.

CITY OF CUDAHY:

By: ______________________________
Jose E. Pullido, City Manager

Date: ______________________________

CONTRACTOR:

By: ______________________________

Name: ______________________________

Title: ______________________________

Date: ______________________________

APPROVED AS TO FORM:

By: ______________________________

Date: ______________________________

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APPENDIX B

PROJECT MANAGEMENT SERVICES RFP

SUMMARY SHEET

Firm Name: ________________________________________________________________

Firm Parent or Ownership: __________________________________________________

Firm Address: ______________________________________________________________
                                         ______________________________________________________________

Firm Telephone Number: ___________________ Fax Number: ___________________

Firm Email Address: ________________________________________________________

Firm Website: _____________________________________________________________

Number of years in existence: ___________________

Management Contact (person authorized to sign an agreement for the firm; and ultimately responsible for services required for this Request for Proposal):

Name: __________________________________ Title: ____________________________

Telephone Number: __________________ Fax: _________________________________

Email: __________________________________________________________________

Types of series provided by your firm: _______________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
APPENDIX C

PROJECT MANAGEMENT SERVICES RFP

CERTIFICATION OF FIRM’S ACCEPTANCE OF CITY OF CUDAHY’S PROFESSIONAL SERVICES AGREEMENT AND PROPOSAL FOR MODIFICATION OF TERMS (if any)

By signing this form below, the firm certifies that the attached Agreement in Appendix B is acceptable to the firm and will be signed upon selection of the firm to perform consulting services for the City of Cudahy, except for request for modification of the agreement (if any), as specifically described below (or listing modifications by number that refer to attached sheets if necessary).

Name and Signature of Firm’s Management Representative authorized to sign an agreement:

Name: ___________________________ Title: ___________________________

Signature: _______________________ Date: _________________________

Firm Name: ___________________________
APPENDIX D

PROJECT MANAGEMENT SERVICES RFP

FALSE CLAIMS FORM
CITY OF CUDAHY  
CITY HALL  
5220 SANTA ANA STREET  
CUDAHY, CALIFORNIA 90201  
FALSE CLAIMS/  
FALSE CLAIMS ACT CERTIFICATION  
(PROJECT MANAGEMENT SERVICES RFP)

Proposer shall provide either the certification requested below or the information requested on the next page. **Failure to certify or provide the requested information may result in a determination that the Proposer is non-responsive and City may reject the proposal on this basis. Failure to fully and accurately provide the requested certification or information may result in a determination that the Proposer is not responsible and City may reject the proposal on this basis as well.** “False Claims Act”, as used herein, is defined as either or both the Federal False Claims Act, 31 U.S.C. Sections 3729 et seq., and the California False Claims Act, Government Code Sections 12650 et seq.

**FALSE CLAIMS ACT CERTIFICATION**

If the Proposer has no False Claims Act violations as described above, complete the following:

I, ____________________________, am the ____________________________________________

(Print name of person responsible for submitting proposal)  
(Title with proposing entity)

of____________________________________________(hereinafter, “Proposer”).

(Print Name of Proposing Entity)

In submitting a proposal to the City of Cudahy, I, hereby certify that neither Proposer nor any person who is an officer of, in a managing position with, or has an ownership interest in Proposer has been determined by a court or tribunal of competent jurisdiction to have violated the False Claims Act as defined above.

**I declare under penalty of perjury that the foregoing is true and correct.**

Executed this _____ day of ______________ at ______________________________________

(month and year)  
(city and state)

By ______________________________________

(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
FALSE CLAIMS ACT VIOLATIONS INFORMATION

(1) Date of Determination of Violation: ________________________________

(2) Identity of tribunal or court and case name or number, if any: ________________________________

(3) Government Contract or project involved: ________________________________

(4) Government agency involved: ________________________________

(5) Amount of fine imposed: ________________________________

(6) Exculpatory Information: ________________________________

DECLARATION

I, ___________________________________________, the ________________________________
(Print name of person responsible for submitting proposal) (Title with proposing entity)

of ___________________________________________(hereinafter, “Proposer”)
(Print Name of Proposing Entity)

I declare under penalty of perjury that the above information is true and correct.

Executed this _____ day of ______________ at ________________________________
(month and year) (city and state)

by ____________________________________________
(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)

END OF DOCUMENT
APPENDIX E

PROJECT MANAGEMENT SERVICES RFP

CIVIL LITIGATION HISTORY
CITY OF CUDAHY
CITY HALL
5220 SANTA ANA STREET
CUDAHY, CALIFORNIA 90201

CIVIL LITIGATION HISTORY/
CIVIL LITIGATION CERTIFICATION
(PROJECT MANAGEMENT SERVICES RFP)

Proposer shall provide either the certification requested below or information requested on the next page. **Failure to provide such certification or information may result in a determination that the Proposer is nonresponsive. Failure to fully and accurately provide the requested certification or information may result in a determination that the Proposer is not responsible.** For the five (5) years preceding the date of submittal of this Proposal, identify any civil litigation arising out of the performance of a procurement contract within the State of California in which any of the following was a named plaintiff or defendant in a lawsuit brought by or against the entity soliciting Proposals: the Proposer submitting the instant Proposal, including any person who is an officer of, or in a managing position with, or has an ownership interest in the entity submitting the Proposal. Do not include litigation which is limited solely to enforcement of mechanics' liens or stop notices. Provide on the following page labeled “Civil Litigation History Information:” (i) the name and court case identification number of each case, (ii) the jurisdiction in which it was filed, and (iii) the outcome of the litigation, e.g., whether the case is pending, a judgment was entered, a settlement was reached, or the case was dismissed.

**CIVIL LITIGATION CERTIFICATION**

If the Proposer has no civil litigation history to report as described above, complete the following:

I, ____________________________________________, am the ____________________________________________
(Print name of person responsible for submitting Proposal) (Title with Proposing Entity)

of ___________________________ (hereinafter, “Proposer”).
(Print Name of Proposing Entity)

In submitting a Proposal to the City of Cudahy for Project Management Services, I, hereby certify that neither Proposer nor any person who is an officer of, in a managing position with, or has an ownership interest in Proposer has been involved in civil litigation as described, above.

**I declare under penalty of perjury that the foregoing is true and correct.**

Executed this _____ day of __________ at __________________________
(month and year) (city and state)

by ____________________________________________
(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
CIVIL LITIGATION HISTORY INFORMATION

(1) Name of Case: ____________________________________________________________

(2) Court case identification number: _________________________________________

(3) Jurisdiction in which case was filed: _______________________________________

(4) Outcome of the case: ________________________________________________

(5) Name of Case: _________________________________________________________

(6) Court case identification number: _________________________________________

(7) Jurisdiction in which case was filed: _______________________________________

(8) Outcome of the case: ________________________________________________

DECLARATION

I, ____________________________, the ________________, the ____________________________, (Print name of person responsible for submitting Proposal) (Title with Proposing Entity)

of ________________________________, (hereinafter, “Proposer”) (Print Name of Proposing Entity)

I declare under penalty of perjury that the above information is true and correct.

Executed this _____ day of ___________ at ____________________________, (month and year) (city and state)

by ____________________________________________________________

(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)

END OF DOCUMENT
CITY OF CUDAHY

REQUEST FOR PROPOSALS
PUBLIC RELATIONS AND
COMMUNITY OUTREACH SERVICES

Submitted by
Global Urban Strategies
Incorporated
530 South Lake Avenue, #478
Pasadena, CA 91101
www.global-urban.com

Authorized Representative:
Omar E. Hernández
President

Contact Phone Number:
(626) 383-6565
October 17, 2019

Mr. Jose Pulido  
City Manager  
City of Cudahy  
5220 Santa Ana Street  
Cudahy, CA 90201

Dear Mr. Pulido:

Global Urban Strategies, Inc. is pleased to submit our proposal for Public Relations and Community Outreach Services for the City of Cudahy in response to the Request for Proposals issued by the City. Our firm is fully capable and has the experience to execute all services requested by your City.

The principals and directors, who have over 60 years of combined experience, came together in 2016 to form Global Urban Strategies, Inc. as a California Corporation to better serve the needs of communities of color. Since then, we have been Certified by the State as a Disabled Veteran Business Enterprise, Minority Business Enterprise and Micro Small Business Enterprise. We have a proven history of successfully developing, implementing, organizing and evaluating many marketing, Public Relation and community outreach efforts throughout the state. Global Urban Strategies understands that a full marketing strategy integrates all components of Marketing (advertising, promotion, social media, stakeholder engagement and public relations). Each component is interdependent on each other and combined generates a complete message to the end user that crafts the desired call to action or response.

Global Urban Strategies, Inc.'s information is as follows:

Global Urban Strategies, Inc.  
1605 South Date Avenue  
Alhambra, CA 91803  
(626) 383-6565  
(626) 389-5636 Fax  
www.Global-Urban.com  
Omar E. Hernandez  
President  
(626) 383-6565  
Omar@global-urban.com

Jennifer Pilapil  
Principal  
(626) 233-7624  
Jennifer@global-urban.com  
Araceli S. Gonzalez  
Principal  
Public Affairs Director  
(310) 365-8273  
Araceli@global-urban.com

Our proposal is built on a proven success-based methodology that is combined with the expertise to eloquently convey the needs of your City. We look forward to the prospect of serving the residents of the City of Cudahy as we develop a comprehensive marketing strategy.

Global Urban Strategies, Inc has secured multi-year contracts with the State of California, several private firms and multiple cities within Los Angeles County that will allow it to remain fiscally solvent for many years to come. We are confident that we will continue to be in business beyond the contract period and can finance the costs to adequately staff the positions of the personnel and other support requirements as prescribed in the contract.

We are confident that our response exceeds the requirements. If you or any member of the City have any questions or require additional information, please do not hesitate to contact me, Omar E. Hernandez, at (626) 383-6565 or at omar@global-urban.com.

Thank you once again for the opportunity to submit our proposal and we look forward to working with you and your staff to obtain funding that will address the needs of the City of Cudahy.

Best Regards,

Omar E. Hernandez  
President  
Global Urban Strategies, Inc.
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I. Executive Summary

The Global Urban Strategies, Inc. (GUS) team has over 60 years combined experience and came together in 2015 to form a partnership of professionals who understand both the public and private sectors. Our success is determined not by the number of clients but the number of successful projects that we are able to implement on their behalf. Our approach is more consistent with that of a boutique firm that provides excellent customer service, understands what the client is looking for and works hand in hand with each individual department to meet their unique goals and objectives. GUS is committed to advocating, creating content and disseminating public information to meet our client’s needs.

Our role at Global Urban Strategies, Inc. (GUS) is to convert your City’s ideas and concepts into workable and concrete messaging and results. GUS will serve as the bridge between the stakeholder, community, and media in order to publish information timely and accurately. GUS’ role is to put into writing and various formats your municipality’s concepts and messages and transform them into public information that will improve the City’s public image and increase transparency. GUS has experience assisting Cities with projects that include stakeholder engagement and Public Relations in the areas of civic arts, economic development, environmental sustainability, housing and community development, parks and recreation, public safety, transportation, and social services/homelessness messaging.

More than just providing a well-written, designed and advertised campaigns, GUS’ team possess a combined array of talents. Individually each member of the team can provide services that will exceed the City’s expectation, but combined, our team will allow the City to supersede all goals or objectives.

In addition, Global Urban Strategies, Inc. has been working with various organizations including the California Contract Cities Association, State of California, Los Angeles County, Pacific Gas and Electric, LAUSD, Walmart, Kaiser Permanente, Sobrato Foundation, and the Cities of Bell Gardens, Baldwin Park, Duarte, El Monte, Davis, La Puente, Hawaiian Gardens, Montebello, and Rosemead, in various marketing, public relations and funding capacities. As an added value, Global Urban Strategies has obtained funding for various cities totaling over 100 million dollars.
Organizational Chart and Resumes
II. Organizational Chart

City of Signal Hill
Point of Contact

Omar E. Hernández
President
omar@global-urban.com

Jennifer Pilapil
Principal / Partner
jennifer@global-urban.com

Araceli S. González
Principal / Partner
Public Affairs Director
araceli@global-urban.com

Jackeline Landa
Art Director
jackie@global-urban.com

Steven Ly
Director of API Affairs
steven@global-urban.com

Gabriela Arellanes
Community Outreach
Manager
gabriela@global-urban.com

Nora Gaitan
Administration
nora@global-urban.com

Katherine Fuentes
Graphic Artist
kat@global-urban.com

Karla Morales
Web Developer
karla@global-urban.com

Marisol Arenas
Media Relations Coordinator
marisol@global-urban.com
Professional Experience

Global Urban Strategies, Inc.  August 2004-Present
President/Chief Executive Officer

- Oversees various projects within California for a diverse group of clients. Have worked on over three hundred million dollars’ worth of development projects providing outreach and education to the community; obtained entitlements and ensured that the stakeholders on each project were kept informed of all aspects of projects within their districts.

- Assists various municipalities, private businesses and non-profits within California to advocate for their causes to various state and federal agencies.

- Provided clients with innovative solutions through the use of technology by improving their data collection methods while increasing project awareness. Conducted public scoping, and charrettes to decipher the community’s wants and develop a thorough needs assessment.

- Strategic consulting to clients that needed design and implementation services which focused on a defined set of expectations, deliverables and timelines.

- Facilitated community engagement on various contentious projects whose Environmental Impact Reports necessitated the need for a more comprehensive multilingual communications and educational strategy.

- Developed coalition of cities within the San Gabriel Valley to advocate on behalf of the Eastside Gold line Extension Phase 2. Successfully assisted in the development of the MOU’s between 5 cities and created a collaborative spending plan to split costs equally. Was able to bring the community, stakeholders and CBOs to advocate on behalf of the project.

President/Chief Executive Officer

- Developed and incorporated a full-service political, marketing, advertising and public relations firm with 23 full-time staff members.

- Completed various contracts for clients, including but not limited to, the U.S. Department of Agriculture, Kaiser Permanente, Lincoln Hospital, Regency Outdoor, Clinica Medica Familiar, Margarita Jones, LLC, Laugh Out Loud, LLC, Padres Contra el Cancer, Prosperity Records, Baca/Sigala and Associates, PriMed Medical Group and the Los Angeles Unified School District, La Terra Development, Valley Vista Services, and The Charles Company.

Omar E. Hernández
President

A result oriented bilingual business professional with extensive experience multi-tasking in the fields of governmental advocacy, project management, business administration, strategic planning, marketing, community engagement and education. Excellent interpersonal, analytical and organizational skills.
Education

University of Southern California, Los Angeles, CA
Political Science, Minor Business

East Los Angeles College, Monterey Park, CA
General Education Requirements

Media Buying Academy

Dale Carnegie Professional Development Course

Language Skills

Fluency in Spanish
(written, read and verbal)

Computer Skills

Platforms: Windows, Macintosh

Tools: Adobe (Photoshop, Illustrator, Premier), Pro-Tools, Microsoft (Word, Excel, PowerPoint, FrontPage, Outlook, Access, OneNote, Publisher, Project), SmartComment, QuarkXPress, FileMaker Pro, Act.

Area Coordinator

- Was responsible for the implementation and training of Certified Enrollment Agents within the Counties of Los Angeles, San Bernardino, and Riverside for the Healthy Families Program.
- Held over 300 training sessions and trained over 7500 Certified Enrollment Agents on how to assist residents to enroll into the Healthy Families Program (Federal Children’s Health Insurance Program).

United States Marine Corp May 1989 - Feb 1995
Sergeant, Forward Observer

- Coordinated and directed strategic weaponry upon military targets.
- Was responsible for the leadership, development, logistical and operational well-being of 300 marines.
- As a non-commissioned officer was responsible for the assigned duties, instruction and discipline of Marines.
- Disabled Veteran - Deployed to Operations Desert Shield/Storm and Operation Restore Hope in Somalia.

Recognitions and Awards

- (4) Dean’s Award (3.5 or higher) · Presidents Award (3.5 or higher, 3 consecutive semesters)
- United Nations Medal Kuwait Liberation Medal · (2) Good Conduct Medal
- Meritorious Unit Citation · National Defense Medal · (2) Meritorious Masts
- Certificate of Appreciation (USC MAAA) · Honorable Discharge · Award of Merit (LA County)
- (3) Commendations (LA County) · (2) Certificates of Appreciation (City of Los Angeles)
- Certificate of Recognition (50th Assembly District)
- Certificate of Recognition (57th Assembly District) Certificate of Recognition (30th Senate District)
Jennifer Pilapil
Principal/Partner

Experienced, multi-disciplinary trained professional, specialized in county, state, federal, and private foundations grants and acquiring corporate sponsorships; Over 20 years of experience managing operations, logistics, and program/project management.

Education

Bachelor of Arts Social Sciences, University of California, Irvine (includes coursework in Urban Planning, Environmental Sciences)
Dean’s List Recognition
Rio Hondo College, Certificate in Geographic Information Systems
Citrus College, Certificate in Forestry and Wildland Resources
Employee of the Month Recognition
Member, California Native Plant Society (CNPS)
Board of Director, Southern California Botanists
Board of Director, Urban and Regional Information Systems Association.

Professional Experience

Global Urban Strategies, Incorporated
Principal
10/16 – Current

- Conducted grant writing/administration, project management, outreach education and advocacy for multiple government agencies for public works, transportation, and public health
- Identified target populations by utilizing Geographic Information Systems (GIS) technology, spatial analysis, and community assessments
- Assisted in coordinating mass media event for the 710 freeway Coalition in the San Gabriel Valley
- Conducted community assessment, surveys, and interviews for the State of Hawaii Department of Health
- Assisted in creating an environmental scan of the State’s health resources to assess the internal/external systems of their oral health program and delivery of services
- Assisted in social marketing and social media campaign for city council and board of education candidates
- Identified target populations, interviewed, recorded and created print/video material to outreach to hard-to-reach population
- Conducted demographic study of project areas using statistical and spatial data
- Prepared GIS marketing strategy for energy efficient retrofits in residential households
- Researched demographic housing trends to show patterns and areas of need/priority for the project
- Created maps, statistical models, and habitat suitability models using Arc applications, Microsoft Excel, and R-statistics.

Center for Oral Health (COH)
Operations Manager
1/13 – 3/16

- Managed organization’s daily operations, human resources, and program management in partnership with the Executive Director
- Research, prepared, and implemented proposals, grant budgets, scope of work, quality improvement plans, community assessment plans, and evaluation reports for regional, county, and state-wide projects.
- Prepared and presented poster presentation reports and publications with collaborators from academia and professional agencies
Computer Skills

System Experience
- PC and Mac
- Windows
- Mac OS
- DOS

Graphic Software
- Adobe Suite
- Corel Draw
- Pagemaker
- Claris Works

Application Software
- Word Perfect
- Microsoft Excel
- Microsoft Word
- Microsoft Powerpoint
- Microsoft Project
- Microsoft Scheduler
- Microsoft Publisher
- Type 80 wpm

Network Experience
- HTML
- World Wide Web
- Microsoft Outlook
- Web browsers: Chrome, Internet Explorer, Safari, Firefox

GIS
- ESRI
- QGIS, MaxEnt
- GPS UNITS
- Magellan, Garmin, Trimble

Database Software
- Filemaker Pro
- Access
- Act
- SQL

Programming Languages
- Pascal
- Python

Served as the administrative liaison for county, state-wide collaboratives, and advisory groups.

Supervised sub-contractor grantees by creating grant performance measures, conducting audits, and site-visits.

Managed school based dental clinics in collaboration with community partners.

Created GIS reports utilizing statistical and spatial analysis databases for various school districts, cities and counties, including LAUSD, Pomona Unified School District, County of San Bernardino, and City of Pomona.

Prepared policy/testimony report data for the State of California Little Hoover Commission on access to dental services in the Denti-cal program and health disparity access issues in oral health staffing across California in Denti-Cal and other health insurance providers.

Rancho Santa Ana Botanic Garden
Claremont Graduate University
Research Associate 12/09-current

- Trained/mentored interns, graduate students, post-docs, staff, and faculty on GIS applications.
- Created GIS collection protocols for field survey data.
- Prepared and presented reports for various public and non-profit agencies.
- Created maps, statistical models, and habitat suitability models using Arc applications, Microsoft Excel, and R-statistics.
- Performed hardware maintenance, software updates, and installations for field study computers and GPS units.
Professional Experience

Global Urban Strategies, Incorporated  
Public Affairs Director  
09/16 – Current

- Lead and prepare strategic planning, facilitation, landscape analysis, policy briefs, evaluation, surveys and coalition management;
- Spearhead local, state, federal policy and advocacy strategies to advance legislation, budget, and regulations;
- Develop strategic communications and manage public and media relations;
- Expert facilitator and organizer of policy forums, community meetings, regional summits;
- Political and policy adviser.

Early Edge California  
Statewide Field Director  
3/08 – 9/16

- Identify and develop strategic planning to support local, state and federal advocacy strategies across the state to build awareness of policy priorities to expand access to quality early education programs;
- Lobby targeted legislators annually to support agency sponsored legislative bills and state budget process;
- Foster productive partnerships with key organizations and individuals from education, business, labor, media and other constituencies to strengthen organization’s statewide advocacy campaign;
- Support communications team to prepare and execute media and outreach efforts to advance organizational priorities, respond to media request and identify spokespeople, including leading as the early education advisor to Univision Spanish news station for development of education campaign, Spanish media spokesperson;
- Present critical issues at in-person presentations, webinars, and public testimony in the legislature;
- Organize and execute policy forums, stakeholder and legislative engagement, regional summits and annual conference;
- Directed statewide outreach efforts to local educational agencies and corporate partnerships to advance policy priorities;
- Extensive experience engaging agencies to develop policy and implementing programs;
- Staff management, executive team member, politically savvy.

Araceli S. Gonzalez  
Principal/Partner  
Public Affairs Director

Ms. Sandoval is responsible for planning, directing and implementing legislative, community and communications activities for Global Urban Strategies, Inc and our expanding list of clients. Monitors and analyzes issues, actions, and proposals of state and local governments, which affect the company, cities, and clients. Develops and implements coordinated and collaborative programs to identify and engage key stakeholders in the communities in which we operate. Manages a team that responds to press inquiries according to company and client protocols. Ms. Sandoval provides support to issues of interest to the company and our clients. Ms. Sandoval is a Principal and Partner in the firm.
Education

University of California at Los Angeles. Bachelor of Arts in International Development, Chicano Studies and Political Science Minor

September 2003

California State University Northridge. Master of Public Administration
Specification: Public Sector Management and Leadership

June 2013

Professional And Volunteer Associations

2006 – present
East LA Community Corporation, Board Chairwoman.

2017 – present
Los Angeles Unified Bond Oversight Committee, Executive Member.

2018 – present
Latinas Lead California, Communications Director Board Member.

2013 – 2017
LAUSD Early Education and Parent Engagement Ad-Hoc, Member

2010 – 2012
Univision Education Campaign, Early Education Lead

2008 – 2013
Time Warner Cable Hispanic Advisory Committee, Chair

California Association for Bilingual Education (CABE) 2011 – 2014
Senior Program Specialist

- Responsible for the development of publications and tools to support parent leadership empowerment.
- Developed parent and family engagement curricula;
- Directed professional development trainings and strategies to promote family engagement and involvement in low-performing public schools across the state;
- Successfully implemented state and federal accountability advocacy program on No Child Left Behind;
- Provided professional development trainings and presentations to over 3000 families annually;
- Review, analyze and track federal policy changes;
- Responsible for representing agency at local, state, and international events;
- Manage Adult Literacy Education project in partnership with the Mexican Consulate.

Los Angeles Unified Board of Education 2010 – 2011
Public Affairs and Policy Director

- Advised and assisted the board president on urban education issues and policies;
- Developed communications plan, community relations, event planning, fundraising projects;
- Managed and developed broad policy priorities;
- Managed the bond fund allocations for school enrichment programs and capital improvements;
- Developed advocacy strategies for working with district staff, city, state, and congressional elected officials on K-12 priorities;
- Provided leadership and supervision of staff.

East LA Community Corporation 2003 – 2005
Community Organizer

- Coordinated and established a community-based group with 1000 members;
- Developed, facilitated, and executed strategic outreach campaigns;
- Interfaced with community stakeholders, governmental agencies, and non-profit organizations on a series of issues;
- Developed and successfully executed two political campaigns: 1) new schools construction, 2) and the adoption of a college prep curriculum at LAUSD.
Global Urban Strategies, Inc  
Director of API Affairs  

As the Director of API (Asian, Pacific Islanders) Affairs, Mr. Ly is critical to the communications efforts for our team as we communicate our clients' needs and services to the number one growing demographic in the United States.

- Manages a team that is responsible for business development, client management and representation, advocacy on behalf of represented organizations.
- Represent two statewide organizations on advocacy needs with stakeholders and boardmembers.

US Army Reserve

The United States Army Reserve provides augmented military support to the country’s defense. Soldiers generally train one weekend a month and two weeks a year in preparation to serve the country as needed.

Company Commander  

- Leads a 160 man section, directly supervising 6 section (department) leaders to ensure readiness, training, and Soldier development standards.

Company Commander  

- Leads a 40 man section and directly supervising 4 supervisors (Squad Leaders) to ensure Soldier readiness and training standards are met.
- Planned and executed over 5 weapons and demolitions qualification ranges — safely training approximately 100 Soldiers at each iteration with live ammunition and explosives with no harm or injury.
- Oversees and responsible for $5.4 million of assigned equipment and vehicles with no loss or significant damage.
- Was rated the best platoon within the company at Annual Training (Fort Hunter Liggett WAREX 2017-91-003)
San Gabriel Valley Regional Chamber of Commerce

The Regional Chamber is the business voice for the San Gabriel Valley region. The Chamber provides membership resources, events and a robust government advocacy program.

Chief Executive Officer 2011 – 2014

- Implemented strategies that were developed with a 15-member board which led to the elimination of chamber debt, an increase in profitability from events, and increase in membership.
- Established the region's first-ever and profitable Green Business Conference, bringing together business and community stakeholders to showcase regulatory updates and program incentives.

Government Affairs Manager 2010 – 2011

- Developed and managed the chamber's government affairs program, including drafting white papers, advocacy articles, and press releases on over 100 legislative and regulatory proposals.
- Created and published the region's first-ever annual legislative scorecard, which provided grading of local elected officials' positions.

Long Beach Area Chamber of Commerce 2008 – 2009
Vice President of Public Policy

This Chamber is the premier business resource and advocacy organization for Long Beach area.

- Served as the chief lobbyist on behalf of the Chamber’s membership: analyzing, coordinating positions and advocating on over 100 legislative and regulatory proposals at the federal, state and local levels.
- Worked with Board Chairman and boardmembers to preserve the Enterprise-Zones Tax Credit program in the state budget through meetings with legislators and Governor’s finance department.

Marketing and Outreach Coordinator

A local government relations and political consulting firm whose clients include Walmart, Construction Industry on Air and Water Quality, and local elected officials.

- Lobbied, consulted, attended and spoke at public meetings, and developed working relations with various community groups and leaders in Rosemead to for a Fortune 500 retail company.
- Designed, drafted, and edited memos, campaign literature, press releases, brochures, and other statements to correspond to our stances and candidates.
Gabriela Arellanes
Community Outreach Manager

Ms. Arellanes is a dedicated and seasoned Community Outreach Specialist with a superior record of successful community service and engagement. She is experienced in working with a variety of community demographics to formulate beneficial programs and issue resolutions. Able to maintain positive and a respectful attitude toward all. Ms. Arellanes has worked for several nonprofits in a variety of public services and community programs. She has excellent knowledge of local community needs and appropriate public resources. Her experience in outreach and recruitment program management includes designing boards to assist for-profit and nonprofit organizations, facilitate city partnerships with their stakeholders, directed and participated in various organizations and citizens outreach programs. Ms. Arellanes has a strong ability to strategize plans using best-practice methods for various types of projects.

Global Urban Strategies, Inc.
Community Outreach Manager

- Maintains a calendar of outreach activities, including community events, workshops, appearances and other communication opportunities.
- Prepares an annual budget for community outreach activities for clients.
- Nurture new and old relationships with collaborative partners in various municipalities.
- Schedules regular outreach exhibitions in the community and educates employees on community responsibilities and efforts.
- Prepare accurate records and reports contacts with stakeholder communications.
- Organizes the logistics for all Community and Stakeholder events

Azusa Unified School District

11/18 – 11/22

- Elected Representative leading an organization with over $40 million and responsible for more than 6000 k-12 students within the City of Azusa. Initiate and contribute to the education policy creation, fiscal and strategic planning, as well as Human Resources issues, confidential student matters, and district-wide protocol and initiatives.
- Constituent Services in a socially diverse community, including outreach to engage stakeholders and create support, garner community resources, build partnerships and communicate policies and issues clearly.

Micro and Mezzo Social Work Intern,
APU Community Counseling Center (CCC)
Azusa, California

2011 - 2014

- Provided counseling for students encountering mental, emotional, behavioral, social, or familial barriers to academic performance
- Enhanced listening skills while creating a safe space for clients to express their concerns and needs actively
- Worked in community engagement and increased outreach for the APU CCC events and photography
Education

Master of Behavioral Science, Social Work Concentration in Community Leadership and Program Development Azusa Pacific University (APU), Azusa, CA.

Bachelor of Arts, Liberal Studies Cal State Los Angeles, Los Angeles, CA.

Professional Association:

ARC – American Red Cross Instructor
CSBA – California School Board Association for Azusa School Unified School District
NASW – National Association of Social Workers
NALEO – National Association of Latino Elected Officials
NSBA – National School Board Association
NWPC – National Women Political Caucus

Volunteer, APU Department of Military and Veterans
Azusa, California

- Served as a liaison and point of contact between Military and Veteran's office with three communities, school districts, organizations, and government officials
- Assisted with emails, flyers, phone calls, and posting to social media for events
- Supported coordination and planned project details for the HEROES Halftime event

Volunteer, Azusa Leaders for Learning Education Foundation
Azusa, California

- Served as Board Member Director in the Azusa Education Foundation
- Chaired the Allocation Committee
- Implemented three scholarships for seniors in each of the high schools at the Azusa School District
- Collaborated in the Fundraising Committee in multiple events
Marisol Arenas
Media Relations Coordinator

Accomplished media and public relations coordinator with proven experience in media placement, media buying, press conference development, promotions, events, community outreach, sponsorship and print, radio and television network development. Ms. Arenas has shown a strong attention to detail with the knowledge and understanding of trends within the Hispanic & General market. Ms. Arenas functions well as a team member and works effectively in a heavily cross-functional, fast paced environment. She is very passionate individual who is always looking to step outside the box and deliver successful projects from beginning to end.

Global Urban Strategies
Media Relations Coordinator
10/18 – Present

- Develops and nurture relationships with print and online editors, writers, TV/radio producers, bookers, etc., specifically in the greater Los Angeles region.
- Pitches stories, secure media coverage and drafts and places op-eds, letters to the editor and other pieces for our clients.
- Writes and distributes press releases, talking points, media statements, Q&A docs, policy summaries and other materials as needed.
- Maintains and grows our database of media contacts at the local, state and national levels.
- Helps to prepare clients for media interviews/interactions, including media training.
- Stays on top of critical related news and developments.
- Responds quickly to media inquiries.
- Assists in the creation of letter to the editor and op-ed content.
- Proactively searches out opportunities for media interviews and engagement for our clients.

AGI Business Group
Marketing Director
04/18 – 10/18

- Prepped and planned out new and up-coming marketing projects.
- Managed, organized, set up & attended events.
- Handled media relations & buys for Adriana’s Insurance, Rise & AGNC.
- Managed outside promotion team of 4 individuals.
- Maintained branding for Adriana’s Insurance, Rise & AGNC.
- Assisted in developing, design, building, and testing of marketing program with team.
- Conduct performance reports, track daily, weekly and monthly.
- Assist in Marketing-related projects, as needed.
- Assist with administrative requests throughout the Division.
- Managed social media platforms for Adriana’s Insurance.
- Managed the advertising buy & budget for Adriana’s Insurance.

Sysco Riverside
Marketing Associate
2014 – 2017

- Promoting company’s products & services.
- Building relationships with existing & new clients.
- Provide market trends, consult & training to clients staff.
- Help client’s w/menu analysis, design & marketing material for seasonal or new promotions.
Education

Psychology
California State University, Fresno
1998-2001

Skills

Public Affairs
Media Relations
Project Management
Brand Management
Grassroot Program Development
Digital Marketing
Sales Development
Network Development
Event Planner
P&L management
Legal implications knowledge
Excellent written and verbal communicator
Fluent in Spanish
Some Graphic Design

La Opinion Newspaper
Marketing Manager 2008 - 2014

- Identify, develop and evaluate marketing strategies based on knowledge of company objectives and market trends.
- Analyze performance of all marketing programs to identify the best opportunities for optimization.
- Promote brand awareness through print, digital, radio & TV.
- Manage all company consumer engagement campaigns and promotions.
- In charge of non-profit sponsorships & relationships.
- Handle media relationships and partnerships.
- Develop sales marketing strategies that involve barter agreements.
- Work with internal departments to increase audience engagement & retention.
- Increased revenue by 15% through product improvements.
- Spearhead all planning activities from concept to execution for signature events.
- Work closely with sales in development of custom sales proposals.
- Manage marketing budget of $300k.

La Opinion Newspaper
Marketing Coordinator 2006 - 2008

- Coordinated sponsorship requests and implement signature events for the company.
- Prepared event client presentations for specific clients interested in the company.
- Responsible for all legal documents, implementing promotions and partnerships.
- Responsible for organizing all consumer event planning and implementation.
- Provided department support for the Marketing team that included HR managers (Promotions Manager, Community Affairs Manager, B2B Manager & Circulation Manager).
Jackeline Landa
Art Director

Highly creative and multitalented Graphic Designer with extensive experience in communication, multimedia, marketing and print design. Exceptional collaborative and interpersonal skills; dynamic team player with well-developed written and verbal communication abilities. Passionate and inventive creator of innovative marketing strategies and campaigns; accustomed to performing in deadline-driven environments with an emphasis on working within strategic objectives.

Education
Master of Arts in Communication Studies, California State University
Bachelor’s Degree in Graphic Design, Don Bosco University (Includes a specialization course in Marketing)
Diplomat in Strategic Management, Central American University José Simeón Cañas

Language Skills
Fluency in Spanish (written, read and verbal)

Computer Skills
Platform: Mac OSX & Windows

Professional Experience

Global Urban Strategies, Inc. 2018 – Present
Art Director
- Created the campaign graphic layout for the California Contract Cities Annual Municipal Seminar, digital and printed event pieces.
- Developed lay-out and design for presentations, proposals, website and info-graphics.
- Improved several City’s graphic communication. Engaging its community through the creation of posters, flyers, banners, logos and other materials to promote their respective City’s events.
- Created material for marketing packages, community engagement, meetings and trainings.
- Experienced in editorial design, branding, animation, and digital printing.
- Developed concepts, themes and color schemes into aesthetically enhanced designs

Independent Contractor 2015 – 2017
- Created various graphic design material: branding, editorial design, packaging, web design and animation projects
- Developed trainings in color profiling, digital printing, sublimation and color matching between fabrics and prints
- Taught typography courses to graphic design students

TexOps (International Textile Company) 2011 - 2014
Graphic Designer / Digital Printing Technician
- Developed the Digital Printing Area inside the Company
- Head of the Design Team for brand seasons releases
- Technical support for color profiling, printing and sublimation

Aeroman (An MRO Holdings Company) 2007 – 2010
Graphic Designer
- Created the graphic designer position, due to the company needs for graphic communication improvement
- Developed an internal graphic guideline and a communication plan to enhance the personnel and clients outlook
- Created material for an internal magazine: interviews, articles, events and photography
III. Experience

1. **Energy Advisor Program**
   *Pacific Gas and Electric*

   Design and produce multi-modal media campaign to promote PG&E’s energy conservation programs. Project manage multi-language print, radio, and television advertising production, ad buy, and implementation. Coordinate and manage a $3 million campaign targeting 15 million California residents.

2. **California Healthy Families/ Medical for Children**
   *State of California*

   Conducted outreach, enrollment and retention for Medi-Cal, 1931B, Healthy Families and private medical, dental and vision insurance. Developed and implemented community outreach efforts for various projects for school districts, churches, non-profit agencies and other government agencies. Trained over 5500 Enrollment Specialist to assist in the enrollment of community members into various programs.

3. **Los Angeles Health Care Access Partnership**
   *Los Angeles Unified School District (LAUSD)*

   Contracted to coordinate school-based health clinic events, obtain incentive items to distribute to event participants and create a LAUSD private-public community outreach guide. LAUSD is the largest school district in California; second in the nation, next to New York City Department of Education. We developed a cooperative advertising marketing program with various local community businesses and political leaders to outreach to crowd sizes spanning from 20 to 20,000 people. Incentive items and gift cards were donated by multiple health corporations and local businesses to attract people to the health clinic events. We designed the LAUSD outreach guide to include a systematic, automated, outreach campaign in coordination with the District’s Free Reduced Lunch Program (FRLP) to their District-wide population of 735,000 students.
4  **Walmart Superstore**  
*City of Rosemead*

Coordinate ground and outreach efforts to support Walmart project in the city. Plan and develop regular outreach meetings and rallies with supporters and advocates prior to city council meetings, bringing over 200 supporters each time. Drafted media letters, press releases, talking points for campaign efforts. Project was approved and constructed due to efforts.

5  **San Francisco Association of REALTORS**

Coordinate API outreach campaign opposing "Transfer fee" tax. Host multi-language rallies and meetings and coordinate press conference with ethnic news outlets. Plan campaign volunteer poll-walking and phone banking operations leading to successful electoral outcome for client.

6  **Residential Recycling Public Education Program**  
*Los Angeles County*

Created technical assistance plan to implement a recycling program in 2,000 multi-family complexes. Developed an efficient marketing strategy using geographic information systems (GIS) technology. Supervised and provided outreach worker activities at community events and during field work.
7 Alliance for A Better Community
Los Angeles Unified School District (LAUSD)

Conduct a series of townhalls with broad stakeholders to garner support for a district wide unified student enrollment database system within the Los Angeles Unified School District to include Charter school enrollment information and targeted metrics for measuring usage and student enrollment take-up. Student enrollment inclusive of target charter schools and school district has the capacity to identify new student enrollment based on program enrollment (gifted, magnet, Dual Language).

8 SR-60 Coalition

Contracted by six cities in the San Gabriel Valley

Contracted to provide outreach, obtain public participation and lobby Metro to have the 60 Freeway alignment of the Eastside Goldline Extension Phase II Project be selected as the superior alternative. From the 49 alternatives, the 60 Freeway alternative became one of two alignments in contention to be approved for construction by Metro. The decision will be made on the EIR in the Spring of 2020.

9 California Community Foundation

Lead, prepare strategic planning, facilitation, conduct field landscape analysis, evaluation, conduct surveys and coalition management to build consensus for policies to increase access to resources for Los Angeles County. Manage consultants to ensure timelines were met and key coalition members were adequately engaged. Through our efforts, consensus was reached for rebranding and renaming the coalition. We identified areas of greatest need and supported members to advocate at the local and state levels. Assisted in obtaining millions of dollars for Los Angeles County through state budget allocations and school district investments.
10 **CalEITC4Me**  
*State of California*

Targeted self-employed tax payers to increase update in the California Earned Income Tax Credit via social media and partnership building. Identified statewide partners to secure their support to distribute collateral materials and participate in social media awareness campaigns. Develop ethnic and profession-based target materials to increase tax filings. Conduct focus group series with 1059 individuals to test messaging and inform engagement strategy. Campaigned resulted in more than 1.4 million people who claimed the tax credit in 2018, totaling nearly $350 million, which included self-employed workers.

11 **Sobrato Early Academic Language Model**  
*Sobrato Foundation*

Conduct national landscape analysis, interview top researchers and organizational leaders in the field to identify program gaps, best-practices, bright spots to consider investing in. Prepare findings to facilitate discussions with local, state, and national foundations to garner increase investments to non-profit and education agencies. The prepared landscape continues to be tool to facilitate ongoing discussions with multiple philanthropic organizations (California Community Foundation, Heising Simons Foundation, Hewlett Foundation and others).

12 **Graphic Design and Branding Campaign**  
*California Contract Cities Association*

Global Urban Strategies, Inc was hired to recreate and rebrand the corporate image of California Contract Cities Association. Contract Cities as it is widely known, needed to refresh and update its services, marketplace and identity to more closely match the expanded services and statewide endeavors. Global Urban Strategies, Inc. tweaked parts of the brand to reflect a new focal point, and give the organization a more contemporary look and realign it to envisions the organization’s future progress and direction. We developed new logos, Fall Educational seminar material, Annual Conference materials, collateral and informational pieces for all of their events. This is a 3-year project and we are on the tail end of the first year.
List of References

Alma Martinez
City Manager
City of El Monte
11333 Valley Blvd.
(818) 400-4995
AMartinez@elmonteca.gov

Emie Hernandez
City Manager
City of Hawaiian Gardens
21815 Pioneer Blvd.
Hawaiian Gardens, CA 90716
(562) 715-3204
FHerandez@hgcity.org

Giselle Sorial
District Director
Senate District 22
100 S. Vincent Avenue, Suite 401
West Covina, CA 91790
(626) 430-2499
Gisselle.Sorial@sen.ca.gov
Procedures and Methodology
IV. Procedures and Methodology

Global Urban Strategies, Inc. is an experienced firm with a track record of successfully supporting clients to enhance internal and external communications strategies. The firm has developed a multiple approach to support municipalities to seeking to enhance public relations and community outreach services.

Below is a brief description of the stages to support the City of Cudahy as they pertain to fulfilling its public relations and community outreach goals and objectives:

Research and Discovery

Global Urban Strategies, Inc. will work with city identified staff to assess and evaluate the municipalities public relations needs.

- Request information from City staff to prepare a list of communications tools, initiatives, publications, social media platform and media engagement to assess and inventory.
- Review and evaluate the identified communications materials, social media messaging, website content, community engagement strategies to determine efficiency.
- Request information and interview City staff to inform public relations and community engagement strategy.
- Prepare online communications survey to solicit community resident’s feedback to support with the creation of messaging and ongoing communications strategies.
- Prepare a list of the findings to include recommendations that outline identified issues, gaps, and best-practices to address with the City.
- Assist in the scheduling of meetings with City staff to present research findings.

Communications Goals

- Leverage the City’s 60th Anniversary and development of a new Strategic Plan to elevate the city’s image to community residents, existing and new business, media outlets, philanthropy.
- Build internal capacity by implementing a comprehensive set of communications policies and procedures for city staff to use beyond the scope of the consulting contract.
- Increase media coverage and constituent engagement.

Account Management Stage

- Assist in the scheduling of weekly strategy discussion conference calls with designated staff.
- Manage and monitor the City’s ongoing communications website and social media platforms.
- Work in consultation with City staff to develop a 12-months calendar for City-wide communications to include community engagement and outreach plan.
IV. Procedures and Methodology

- **Identify and train City** to be the spokespersons for the monthly digital news platform and/or City website.
- Prepare a communications media strategy and timeline to disseminate the City's Strategic plan to garner media attention.
- Prepare all communications graphics for publications, social media and website.
- Develop a story-deck with city partners and influencers about the City to distribute via social media, e-news, and/or the website.
- Manage the City emergency communications platform to keep residents informed about all public safety issues.

Public Relations

- Develop a media calendar in consultation with City staff to identify opportunities to promote strategic communications to enhance campaigns, initiatives, and increase media engagement and interest and frame issues in a way to build recognition.
- Align public relations with the strategic plan to bring it to life for constituents and the media.
- Develop public relations strategies that are community friendly and targeted to specific audiences (e.g. business, families, students and etc.) and identify key City spokesperson to be continuously engage and serve as the face for target issues.
- Manage, track, respond, prepare all media communications.
- In consultation with City staff, will develop a communication and engagement strategic plan to increase the publics’ awareness and participation in the City's 60th Year Celebration.

Multi-Media

- Work in consultation with City staff to identify ongoing content, audience and messaging opportunities to inform the production of monthly videos series.
Proposed Staffing and Project Team
V. Proposed Staffing and Project Team

Omar E. Hernandez
President

Point of Contact

A result oriented bilingual business professional with extensive experience multi-tasking in the fields of governmental advocacy, project management, business administration, strategic planning, marketing, community engagement and education. Excellent interpersonal, analytical and organizational skills.

Araceli S. Gonzalez
Public Affairs Director

Ms. Sandoval is responsible for planning, directing and implementing legislative, community and communications activities for Global Urban Strategies, Inc and our expanding list of clients. Monitors and analyzes issues, actions, and proposals of state and local governments, which affect the company, cities, and clients. Develops and implements coordinated and collaborative programs to identify and engage key stakeholders in the communities in which we operate. Manages a team that responds to press inquiries according to company and client protocols. Ms. Sandoval provides support to issues of interest to the company and our clients. Ms. Sandoval is a Principal and Partner in the firm.

Gabriella Arellanes
Community Outreach Manager

Ms. Arellanes is a dedicated and seasoned Community Outreach Specialist with a superior record of successful community service and engagement. She is experienced in working with a variety of community demographics to formulate beneficial programs and issue resolutions. Able to maintain positive and a respectful attitude toward all. Ms. Arellanes has worked for several nonprofits in a variety of public services and community programs. She has excellent knowledge of local community needs and appropriate public resources. Her experience in outreach and recruitment program management includes designing boards to assist for-profit and nonprofit organizations, facilitate city partnerships with their stakeholders, directed and participated in various organizations and citizens outreach programs. Ms. Arellanes has a strong ability to strategize plans using best-practice methods for various types of projects.

Marisol Arenas
Media Relations Coordinator

Accomplished media and public relations coordinator with proven experience in media placement, media buying, press conference development, promotions, events, community outreach, sponsorship and print, radio and television network development. Ms. Arena has proven a strong attention to detail with the knowledge and understanding of trends within the Hispanic & General market. Ms. Arena functions well as a team member and works effectively in a heavily cross-functional, fast paced environment. She is very passionate individual who is always looking to step outside the box and deliver successful projects from beginning to end.

Jackeline Landa
Art Director

Highly creative and multitalented Graphic Designer with extensive experience in communication, multimedia, marketing and print design. Exceptional collaborative and interpersonal skills; dynamic team player with well-developed written and verbal communication abilities. Passionate and inventive creator of innovative marketing strategies and campaigns; accustomed to performing in deadline-driven environments with an emphasis on working within strategic objectives.
VI. Miscellaneous Information

Key Personnel assigned and designated for this project will be available for the duration of the Scope of Services and shall not be removed or replaced without the prior written notification to the City.
Insurance
Certificates
**CERTIFICATE OF LIABILITY INSURANCE**

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERs NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder. Issuance of such endorsement(s).

**PRODUCER**

No Hassle Insurance Agency
1400 E. Cooley Dr. Ste. 203-A
Coitont, CA 92326
License #: 0E5424

**INSURED**

Global Urban Strategies, Inc.
550 South Lake Ave., #478
Pasedena, CA 91101

**CERTIFICATE NUMBER:** 0000060C-9313

**REVISION NUMBER:** 10

**THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.**

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**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached, if more space is required)**

Scheduled Auto: 2007 MERCEDES-BENZ E350 VIN: WDBUF86XZB056972

**CANCELLATION**

**SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.**

**AUTHORIZED REPRESENTATIVE**

**EVIDENCE OF INSURANCE**

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ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD Printed by JMC on October 16, 2019 at 11:25AM

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**CERTIFICATE OF LIABILITY INSURANCE**

**PRODUCER**
biBERK
P.O. Box 113247
Stamford, CT 06911

**INSURED**
Global Urban Strategies, Inc.
1605 South Date Avenue
Alhambra, CA 91803

**CONTACT NAME**
844-472-0967
Fax (203-654-3613
E-Mail: SalesSupport@biBERK.com

**INSURER(S) AFFORDING COVERAGE**
Commercial Casualty Insurance Company
NAIC # 32280

**COVERAGES**

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**EXCLUSIONS:**
Omar E. Hernandez; Nora C. Hernandez;

**CERTIFICATE HOLDER**
STANTEC AND THE STATE OF CALIFORNIA
3301 C. STREET SUITE 1900
Sacramento, CA 95816

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

**AUTHORIZED REPRESENTATIVE**

© 1988-2015 ACORD CORPORATION. All rights reserved.
VIII. Fee Schedule

*Global Urban Strategies, Incorporated* will be compensated at an all inclusive hourly rate listed below:

- **A. Senior Staff**  
  - President / Point of Contact  
  - Director of Public Affairs  
  - $105/HR

- **B. Community Outreach Manager**  
  - $85/HR

- **C. Graphic Design**  
  - Art Director  
  - Public and Media Relations  
  - Web Design  
  - Social Media  
  - $85/HR  
  - $65/HR  
  - $50/HR

- **C. Clerical**  
  - $45/HR

The hourly fees above are all inclusive.
Quality Control
X. Quality Control

Responsibility

The Public Affairs Director working in conjunction with the Community Outreach Manager will be responsible for the routine management of the City’s accounts, promoting and advertising policies of the City, including any review, improvements, implementations, modifications, and monitoring to the policies and procedures. All marketing materials released for distribution or publication must be reviewed and have final approval by the Public Affairs Director and the City’s designee.

The Public Affairs Director is responsible for sustaining and retaining all marketing materials, including the following:

- Created marketing material
- Support of documents for any claims, information, or facts presented
- Recipients list
- Additional requirements

City correspondence approval and review is the accountability of the Public Affairs Director. When delivering correspondence to City’s designee, City must ensure that commentaries do not controvert the strictures of the policy.

Personnel not designated as City representatives are not authorized to provide any advice or commendations, on the overall operation and implementation, provide any commentary on a City’s account, including any other language that may be interpreted by the City or potential City or regulators as presenting marketing advice.

Company’s personnel must warrant all correspondence received from or sent to a City or prospective City is conserved as part of the firm’s records and books. The Public Affairs Director is responsible for administrating training all company’s personnel understand, are aware of and follow the firm’s policies and procedures. S/he is responsible for monitoring, implementing, and continually testing the policies and procedures.

Social Media Platforms

The following social media websites are used to contact City’s or for further business purposes. No other social media stages or platforms are permitted:

- Facebook
- Twitter
- Instagram
- LinkedIn

Monitoring

All advertisements and communications on social media websites are monitored. Publicized and posted content is monitored and, if contentious, will be identified for review and responded in the event of an issue. In addition, Global Urban Strategies, Inc. utilizes a paid services for all of clients that specializes in tracking and monitoring any instances where the City’s name would appear on social media, print, radio or television.

Content Approval

No content shall be published or posted without proper
approval. Content approval and review workflow procedures apply to all users. A pre-approved content material or library shall be available to all approved users.

**Platform Standards and Procedures**

No private or confidential information shall be shared. Handling social media for unsuitable purposes, in violation of copyright infringement laws, to slander or defame others, or for communicating offensive material is prohibited. Social media postings shall not convey any fallacious statements or any statements that are misleading or false. Posting or publication of any City testimonials is prohibited unless specifically requested by the client. Company management will be able to access any social media account that is used for business purposes, including all employees’ accounts, if they are used for any business purposes.

**Personal Platforms**

The company uses specific technology to administer and monitor social networking sites and to authenticate all City communication. Employees operating personal social media accounts for business use shall only use company authorized technology to warrant regulatory requirements are met.

**Employee Training**

Employee Training Program shall be established for employees’ use (both business and personal connection) of social media websites. This service can be provided to the City at the City’s request.

**Practice Audits**

At least monthly, the Public Affairs Director will be evaluating the marketing communications and advertisements published during the previous month. Real situations and uses will be confirmed to verify the evaluation process was applied, and only pre-approved language was applied. The Public Affairs Director will conclude an annual assessment and review of the evaluation and approval.

**Communications**

Our company operates the following communication methods to promote and market our clients’ needs and services:

- Social networking websites
- Website development
- Article reprints
- Case studies
- Brochures and collateral materials design
- Copy writing
- Paid advertisements on radio and television
- Press Releases
- Public Information Officer services
- Media Training and support
- Outreach and Stakeholder engagement
- Meeting facilitation and design charrettes
- Production of audio and video files
- Illustration/Graphic/Web Design
- Information Tracking and monitoring
Required Documents
APPENDIX B

PROJECT MANAGEMENT SERVICES RFP

SUMMARY SHEET

Firm Name: Global Urban Strategies, Inc.
Firm Parent or Ownership: Omar E. Hernandez
Firm Address: 530 South Lake Avenue, #478, Pasadena, CA 91101
Firm Telephone Number: (626) 383-6565 Fax Number: (626) 389-5636
Firm Email Address: omar@global-urban.com
Firm Website: www.global-urban.com
Number of years in existence: 4

Management Contact (person authorized to sign an agreement for the firm; and ultimately responsible for services required for this Request for Proposal):
Name: Omar E. Hernandez Title: President
Telephone Number: (626) 383-6565 Fax: (626) 389-5636
Email: omar@global-urban.com

Types of services provided by your firm:
Public Relations, Graphic/Web Design, video and animation design, Stakeholder engagement, Social media campaigns and tracking, Grant Writing, Coalition building, legislation analysis and government affairs.
APPENDIX C

PROJECT MANAGEMENT SERVICES RFP

CERTIFICATION OF FIRM'S ACCEPTANCE OF CITY OF
CUDAHY'S PROFESSIONAL SERVICES AGREEMENT AND
PROPOSAL FOR MODIFICATION OF TERMS (if any)

By signing this form below, the firm certifies that the attached Agreement in Appendix B is acceptable to the firm and will be signed upon selection of the firm to perform consulting services for the City of Cudahy, except for request for modification of the agreement (if any), as specifically described below (or listing modifications by number that refer to attached sheets if necessary).

Name and Signature of Firm's Management Representative authorized to sign an agreement:

Omar E. Hernandez
Name

Signature

President
Title

10/15/19
Date

Firm Name: Global Urban Strategies, Inc.
Proposer shall provide either the certification requested below or the information requested on the next page. **Failure to certify or provide the requested information may result in a determination that the Proposer is non-responsive and City may reject the proposal on this basis. Failure to fully and accurately provide the requested certification or information may result in a determination that the Proposer is not responsible and City may reject the proposal on this basis as well.** "False Claims Act", as used herein, is defined as either or both the Federal False Claims Act, 31 U.S.C. Sections 3729 et seq., and the California Faise Claims Act, Government Code Sections 12650 et seq.

**FALSE CLAIMS ACT CERTIFICATION**

If the Proposer has no False Claims Act violations as described above, complete the following:

I, [Name], am the [Position]

(Print name of person responsible for submitting proposal) (Title with proposing entity)

of [Company Name]. (hereinafter, "Proposer").

(Print Name of Proposing Entity)

In submitting a proposal to the City of Cudahy, I, hereby certify that neither Proposer nor any person who is an officer of, in a managing position with, or has an ownership interest in Proposer has been determined by a court or tribunal of competent jurisdiction to have violated the False Claims Act as defined above.

**I declare under penalty of perjury that the foregoing is true and correct.**

Executed this [Date] day of [Month] at [City and State]

(month and year) (city and state)

By

(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
CITY OF CUDAHY
CITY HALL
5220 SANTA ANA STREET
CUDAHY, CALIFORNIA 90201
CIVIL LITIGATION HISTORY/
CIVIL LITIGATION CERTIFICATION
(PROJECT MANAGEMENT SERVICES RFP)

Proposer shall provide either the certification requested below or information requested on the next page. **Failure to provide such certification or information may result in a determination that the Proposer is nonresponsive.** Failure to fully and accurately provide the requested certification or information may result in a determination that the Proposer is not responsible. For the five (5) years preceding the date of submittal of this Proposal, identify any civil litigation arising out of the performance of a procurement contract within the State of California in which any of the following was a named plaintiff or defendant in a lawsuit brought by or against the entity soliciting Proposals: the Proposer submitting the instant Proposal, including any person who is an officer of, or in a managing position with, or has an ownership interest in the entity submitting the Proposal. Do not include litigation which is limited solely to enforcement of mechanics' liens or stop notices. Provide on the following page labeled “Civil Litigation History Information:” (i) the name and court case identification number of each case, (ii) the jurisdiction in which it was filed, and (iii) the outcome of the litigation, e.g., whether the case is pending, a judgment was entered, a settlement was reached, or the case was dismissed.

**CIVIL LITIGATION CERTIFICATION**

If the Proposer has no civil litigation history to report as described above, complete the following:

I, Omar E. Hernandez ________________________, am the ________________________
(Print name of person responsible for submitting Proposal) (Title with Proposing Entity)

or Global Urban Strategies, Inc. ________________________ (hereinafter, “Proposer”).
(Print Name of Proposing Entity)

In submitting a Proposal to the City of Cudahy for Project Management Services, I, hereby certify that neither Proposer nor any person who is an officer of, in a managing position with, or has an ownership interest in Proposer has been involved in civil litigation as described, above.

I declare under penalty of perjury that the foregoing is true and correct.

Executed this 17th day of October at Alhambra, CA
(month and year) (city and state)

by ________________________
(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
Submitted by
Global Urban Strategies, Incorporated
530 South Lake Avenue, #478
Pasadena, CA 91101

Authorized Representative:
Omar E. Hernández
President

Contact Phone Number:
(626) 383 6565

www.global-urban.com
Proud Digital Media
A California Corporation

REQUEST FOR PROPOSALS TO PROVIDE

Public Relations and Community Outreach Services

TO THE CITY OF CUDAHY
REQUEST FOR PROPOSALS TO PROVIDE

Public Relations and Community Outreach Services

TO THE CITY OF CUDAHY
IMPORTANT NOTE...After reviewing all services listed in the RFP, the Proud Digital Media (PDM) retail price would be a minimum of $12,300 per month. To assist the City of Cudahy with meeting their budget requirements, PDM is discounting our retail price by 60%. PDM's bid price for the proposal contained in the RFP is a flat fee of $4,920 per month.
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</table>
Proud Digital Media
A California Corporation
1933 W. 11th Street, Suite B
Upland, CA 91786
(844) 907-7683

Office of the City Clerk
City of Cudahy
5220 Santa Ana Street
Cudahy, CA 90201

Re: City of Cudahy RFP
Public Relations and Community Outreach Program

October 11, 2019

Dear Mr. Jose E. Pulido:

In the past, the City of Cudahy has experienced negative issues and problems including but not limited to three Cudahy City officials, two of which were City Council members, convicted of bribery charges and sent to prison. In recent years, the City has made significant improvements, and it is now time to re-brand, re-focus, re-educate and create consistently positive city-wide communication.

To effectively change the historically negative image, the City of Cudahy will need to contract with a proven public relations agency that can create a plan, develop content and effectively disseminate the information in both English and Spanish. Proud Digital Media is, by far, the best choice to successfully complete this challenge at a flat-fee price that is set within the City budgetary requirements.

Proud Digital Media (PDM) is uniquely qualified to successfully, professionally and cost-effectively complete the City of Cudahy requirements as listed in this RFP. In 2014, this company started as Lawson Social Media Marketing which taught businesses and organizations how to use social media for communication, engagement, information and sales. In 2015, the company shifted to Pomona Proud Community News which re-branded to create a city-centered social media network to promote the positive within a single city. In 2017, we had a devastating fire, and we moved to Upland where we built a state-of-the-art film/photography studio, increased our services to multiple cities and changed our name to Proud Digital Media.

In our five years of development, PDM has become a leading municipal expert on using social media to inform, engage and educate local residents. Our proven social media statistical results, within a given community, are nothing short of amazing. PDM uses multiple levels of
communication to promote positive information, increase city-wide pride and promote shopping locally to increase city revenues and citizen engagement.

PDM offers extensive video and film production; photography; studio rentals; social media consulting and management; classes and affordable, and cost-effective social media public relations/marketing content creation and dissemination.

PDM has no debt nor any existing or impending litigation. PDM has excellent references and a highly educated, quality, professional staff with years of experience and proven results. PDM is financially stable, and the majority of the staff are bilingual.

After reviewing the many positive City of Cudahy changes in recent years, PDM would be honored to be given the opportunity to help the City of Cudahy rebrand and successfully complete the extensive requirements as listed in the RFP.

Proud Digital Media, as a company, was specifically created to help cities use social media to maximize positive communication making the community a better place for residents, businesses and visitors. Please do not hesitate to call us directly if you have any questions, concerns and/or comments.

Sincerely,

Yvonne Rodriguez Lawson, M.D.
CEO, Proud Digital Media

Gary W. Lawson, DPA
VP, Proud Digital Media
A. Name, address, principal place of business, telephone number, fax number/ email address of legal entity with which contract would be written.

Proud Digital Media,
A California Corporation
1933 W. 11th St., Suite B
Upland, California 91786
Telephone Number (844) 907-7683
Cell Phone Number (909) 573-7565
Fax Number (909) 621-1336
Email Address Gary@ProudDigitalMedia.com

B. Name, title, address, email address, and telephone number of each principal officer.

Yvonne Rodriguez Lawson, MD
CEO
Proud Digital Media
1933 W. 11th St., Suite B
Upland, California 91786
Yvonne@ProudDigitalMedia.com
Cell Phone (909) 636-3817

Gary Wayne Lawson, DPA
Vice President
Proud Digital Media
1933 W. 11th St., Suite B
Upland, California 91786
Gary@ProudDigitalMedia.com
Cell Phone (909) 573-7565
C. Legal status of the firm (partnership, corporation, etc.) and the year the entity was organized to do business as the entity now substantially exists.

S Corporation

https://businessfilings.sos.ca.gov/  Last statement filed on: 6/28/2019

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<td><strong>Number:</strong> C4047594</td>
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<td><strong>Jurisdiction:</strong> CA</td>
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<tbody>
<tr>
<td>4289 FRANCIS AVE, CHINO, CA 91710</td>
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<tr>
<th>Agent For Service Of Process</th>
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</thead>
<tbody>
<tr>
<td>GARY W LAWSON</td>
</tr>
<tr>
<td>1933 W 11TH ST SUITE B, UPLAND, CA 91786</td>
</tr>
</tbody>
</table>

D. Documentation on the financial status of the firm to ensure the firm will continue in business through the contract period and finance the costs of adequate personnel and other support requirements.

a. Please see Appendix A for PDM Financial Revenues & Expenses

**IMPORTANT FINANCIAL NOTE...** Proud Digital Media is financed by the two principal owners. If necessary, they can provide proof of assets to cover three years of business expenses. The current business has no debt. The owners both have excellent credit scores. Dr. Gary Lawson - Equifax (10/09/2019) 815 “A”.. Dr. Yvonne Rodriguez Lawson (10/09/2019) Transunion 812 “A” The owners have no debt and own their primary residence with no mortgage.
Organizational Information

Organizational Chart

PROUD DIGITAL MEDIA
A California Corporation

Yvonne Rodriguez Lawson
CEO & President

Gary Lawson
Vice President

Marco Jacome
Production Manager

Michelle Jacome
Office Manager

Carmen Arreola
Editor/Camera Operator

Stephanie Joseph
On Camera Personality

Diana Gonzalez
Marketing/Social Media

Vanessa Martinez
Contracting/Marketing
Name: Yvonne Rodríguez Lawson, MD

Languages: English, fluent Spanish

Company email: Yvonne@ProudDigitalMedia.com

Title: CEO

Responsibilities: Human resources; Financial including but not limited to accounts payable, accounts receivable, billing, budgeting, profit and loss, taxes, payroll; insurance; inventory; IT; computers; technology; purchasing; physical plant; overseeing production; quality control; monitoring statistical results; in addition to internal management Dr. Lawson monitors bids, RFPS, contracting results and all contracting services.

How long have you worked at PDM: 2 years since 2017-present

Education

- Degree title: Bachelors in Arts, Biology
- Date of completion: July 1977
- School attended: Cornell University

Education

- Degree title: Medical Doctor
- Date of completion: July 1980
- School attended: Dartmouth Medical School

Credentials

- Degree title: Board Certified Family Physician, Assistant Clinical Professor
- Date of completion: June 1983
- School attended: University California, Irvine Medical Group
Skills: Detail oriented, competent, professional, extremely intelligent, computer excellence, problem solver, technologically astute.

Experience:
- CEO of Proud Digital Media (2017-present)
- Board Member at Magan Medical Group from (1993-2017)
- Owner of Lawson Medical Group from (1987-1993)
- Assistant Clinical Professor at University California, Irvine from (1983-1987)
- Board Certified Physician for over 35 years
- Sold business in 2017 and retired as a physician in 2018.

Awards: Fellow American Academy, Family Physicians.

Community activities/ involvement: Board Member/Owner Magan Medical Group; Board Member Red Cross; Former Girl Scout Leader; Staff member of multiple hospitals.

Additional Information: Married 36 years; mother to 3 daughters, 3 son-in-laws, 6 grandchildren, financially solvent; no debt, no pending court cases, no traffic tickets,
Name: Gary W Lawson, DPA
Languages: English; Basic Spanish

Company email: Gary@ProudDigitalMedia.com

Title: V.P. Marketing/Social Media

Responsibilities: Marketing, contracting; social media; branding, consulting; monitor local and national publications and trends; monitor and report on statistical communication metrics; creation and monitoring of short and long term communications outreach; develop and monitor strategic communication plan; manage media relations; manage and monitor the use of all forms of communication (including social media platforms); attend customer strategic meeting, provide strategic support for communication projects for campaigns; develop vision and mission statements; write news releases, media advisories, and informational material; write scripts; maintain client relations; develop a concrete social media strategies with social media including but not limited to: facebook, instagram, twitter, linked in, and youtube; maintain email marketing systems; geo-target key audiences and messaging; evaluate video, films; and other forms of communication and other duties as needed.

How long have you worked at PDM: Founded PDM 2017

Education

- Degree title: Doctor of Public Administration
- Date of completion: July 2005
- School attended: University of La Verne
Education

- **Degree title:** Masters of Organizational Management
- **Date of completion:** July 1995
- **School attended:** University of Phoenix

Education

- **Degree title:** Bachelors of Arts in Communication (emphasis Public Relations)
- **Date of completion:** July 1983
- **School attended:** California State University, Fullerton

Skills: Adjunct University Professor; Multiple Universities

Experience:

- **PDM Film Studios,** Vice President (August 2017-present)
- **Lawson Social Media,** CEO (August 2014-August 2017)
- **College of the Canyons** 13 years (2005-2018); taught marketing, business, entrepreneurship
- **Cal Poly University, Pomona** 5 years; taught marketing for MBA candidates and undergraduate students
- **Cal State University, San Bernardino** 7 years; taught business communication or MBA candidates and undergraduate students
- **University of Redlands** 3 years; taught marketing certification program
- **Southern States University** 5 years; taught marketing and business management to MBA candidates
  - Board of Directors 2 years
- **California State University, Long Beach** 3 years; taught marketing to undergraduate students
- California State University, Los Angeles 2 years; taught social media marketing to undergraduate students

Author: 2 Marketing textbooks; published 13 Cabells listed academic journal articles

Community activities/involvement: Board of Directors Chino American Legion; U.S. Navy Veteran; California National Guard Veteran

Additional Information: Married 36 years; father to 3 daughters, 3 son-in-laws, 6 grandchildren, financially solvent; no debt, no pending court cases, no traffic tickets.
Name: Marco Jacome  
Languages: English, Fluent Spanish  

Company email: marcojacome.pdm@gmail.com

Title: Production Manager  Responsibilities: Director, Camera Operator, Photographer, Graphic Designer, Drone Operator

How long have you worked at PDM: 2017-present

Education

- Degree title: Film and Production Certification
- Date of completion: 2001
- School attended: New York Film Academy

Skills: Adobe CC, Premiere Pro, Illustrator, Photoshop, After Effects

Experience:

- PDM Film Studios, Director of Production (August 2017-present)
- Lawson Social Media, Director of Production (August 2014-August 2017)
- Pacific Western Sales, Graphic Designer/photographer (August 2009-2014)
- Old Time Portraits, Photographer (April 2008-August 2009)
- JCPenney Life Touch Portraits (2004-2007)

Community activities/ involvement: Adult Softball; Photography classes and training.

Examples of work: Hundreds of multi-media examples including but not limited to the following; in-studio photography, portraits, on location photography, aerial photography, product photography, graphics, branding, logos, videography, in-studio films, on location films, state of the city video, government videos, public relation videos, public service announcement films, and more.
Additional information: Married 16 years, 15 year old teenage daughter, no pending court cases.
Name: Michelle Jacome
Languages: English

Company email: michellejacome.pdm@gmail.com

Title: Office Manager

Responsibilities: Management of 200 nationwide social media platforms; billing; contract management; social media development; social media scheduling; create social media content; organize office operations and procedures; provide general support to visitors; management of executives’ schedules; calendars and appointments; perform, review, and analysis of special projects; management of marketing staff; management of internal staff relations.

How long have you worked at PDM: 2017-present

Education

- Degree title: High School degree
- Date of completion: June 2002
- School attended: Montclair High School

Skills: Planning and Organization, Delegation, Inventory Control Analysis and Assessment, social media management, computer skills.

Examples of work: 200 active nationwide social media platforms

Additional information: Married 16 years, 15 year old teenage daughter, no pending court cases.
Name: Diana Gonzalez

Languages: English, Fluent Spanish

Company email: dianag.pdm@gmail.com

Title: Marketing Specialist/ social media, website development

Responsibilities: Regulate Google Ads and Analytics, Google My Business, Yelp for Business Owners, and Microsoft Advertising for the business. Manage and edit business' website pages. Communicate and build strong relationships with customers and businesses. Management of business' multiple Social Media sites, creating content, monitoring statistical results; and other jobs as required. On camera personality.

How long have you worked at PDM: July 2019-present

Education:

- Degree title: Bachelors of Arts in Marketing Management
- Date of completion: Expected May 2020
- School attended: California State Polytechnic University, Pomona

Skills: Creative Thinker, Problem Solver, Collaborative Team Player, Website Management Skills, Critical Thinker, Organizational Skills.

Experience:

- PDM Film Studios- Marketing Specialist
- The Old Spaghetti Factory- Marketing Assistant/ Secretary/ Server

Awards: Completion of the Interdisciplinary General Education (IGE) Program

Community activities/ involvement: Heal the Bay Beach Clean-up, Donations to the Inland Valley Humane Society, Superhero 5K Run/Walk Health Safety Expo Volunteer

Additional information: Collegiate Member of Delta Sigma Pi
Name: Vanessa Martinez - Primary Contact for City of Cudahy Contract

Languages: English, Fluent Spanish

Company email: vanessam.pdm@gmail.com

Title: Marketing/ Contracting

Responsibilities: Social media, contracting, networking, marketing.

How long have you worked at PDM: August 2019- Present

Education

- Degree title: Bachelors of Arts in Communications, Public Relations and Advertising
- Date of completion: May 2018
- School attended: California State University, Los Angeles

Skills: content creation, social media strategy, networking, contract management.

Experience:

- Marketing Contracting Manager at Proud Digital Media (August 2019-Present)
- Marketing Coordinator at Cogua Aquatics (July 2014-August 2019)
- Marketing Intern at WEXL Non Profit Organization (January 2018-May 2018)
Name: Carmen Arreola (Patty)
Languages: English, Spanish

Company email: carmena.pdm@gmail.com

Title: Editor, Camera Operator

Responsibilities: editing, camera operator, photography, films.

How long have you worked at PDM: October 2019- present

Education:

- Degree title: Bachelors in Theatre, Film, and Digital Production
- Date of completion: June 2018
- School attended: University of California, Riverside

Skills: Adobe premiere pro certified, photoshop, apple computer proficiency, sony camera proficiency.

Experience: Freelance cinematographer and Editor, Head Editor for Student film.
Name: Stephanie Joseph

Languages: English

Company email: stephaniej.pdm@gmail.com

Title: On Camera Personality

Responsibilities: On camera personality, editing, camera operator.

How long have you worked at PDM: October 2019-Present

Education

- **Degree title:** Bachelors in Communication, Broadcast Journalism
- **Date of completion:** May 2020
- **School attended:** University of La Verne

Skills: editing, adobe premiere, on camera experience, team player, outgoing, strong ability to multitask, hard worker.

Experience:

- University of La Verne, Foothill Community News (August 2019-present)
- University of La Verne, Campus Times (February 2019- May 2019)
- University of La Verne, Promotions Coordinator (September 2017-May 2018)

Awards: Recipient of Barack Obama Honors Award

Community activities/ involvement: Events Chair for the University of La Verne HerCampus
Certifications
Award winning video and social media advertising

Best in Show - Western Municipal Water District by PRSA Inland Empire 2018

Award of Excellence for Communication Lab presented by OCPRSA in September 27, 2018
Previous Experience
Partial List- Hundreds of Additional Examples Available

Comparable Work

Distracted Walking City of Montclair Public Service Announcement regarding a new law - posted July 14, 2018 on Montclair Proud via Facebook
https://www.facebook.com/montclairproud/videos/1028410727326674/
La Verne Liberty Bell with La Verne Mayor Don Kendrick - posted July 3, 2018 on La Verne Proud via Facebook

https://www.facebook.com/laverneproud/videos/625851937748548/
Let's stay healthy Fontana with Fontana Mayor Aquanetta Warren- posted November 3, 2017 on Fontana Proud via Facebook

https://www.facebook.com/FontanaProud/videos/1957224571202038/
Most beautiful home in Montclair with Montclair Mayor John Dutrey- posted August 18, 2018 on Montclair Proud via Facebook

https://www.facebook.com/montclairproud/videos/2064817530205588/
Performance for Your Post

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Chino Hills Holiday Boat Parade with Chino Hills Mayor Peter Rogers- posted on December 10, 2018 Chino Hills Proud via Facebook

https://www.facebook.com/chinohillsproud/videos/582581528832355/
Exclusive Monte Vista Traffic Advisory with Montclair Mayor John Dutrey - posted June 5, 2018 on Montclair Proud via Facebook (award winning video)

https://www.facebook.com/montclairproud/videos/991914077643006/
The La Verne NBA REFEREE STORY with Mayor Don Kendrick ‘J.T. Orr’ second generation La Verne resident and Bonita High School graduate talks with the Mayor about his connections and history with the City LaVerneProud

The J.T. Orr NBA Referee Story in La Verne!
06:59

Watch this video with your friends

Start Watch Party

Performance for Your Post

6,314 People Reached
3,207 3-Second Video Views
486 Reactions, Comments & Shares

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<td>59</td>
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<td>Shares</td>
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</tbody>
</table>

865 Post Clicks

111 Clicks to Play
0 Link Clicks
754 Other Clicks

J.T. Basketball video with Mayor Don Kendrick- posted September 24, 2019 on La Verne Proud via Facebook

https://www.facebook.com/laverneproud/videos/vb.216285395371873/614240738980308/?type=2&theater
La Verne State of City 2019- posted April 10, 2019 on La Verne Proud via Facebook
https://www.facebook.com/lavernepr oud/videos/1758622077573147/
Ontario Proud

ONTARIO INTERNATIONAL AIRPORT continues upgrades and improvements. Today's video tour guide is County Supervisor Curt Hagman. Which Los Angeles area airport is your favorite? (POST social media video promotion)

Ontario_Airport_Final

Ontario Airport Information and Tour with San Bernardino County Supervisor Curt Hagman- posted December 17, 2018 on Ontario Proud via Facebook
Pomona History Mini Series- posted May 12, 2015 on Proud Digital Media via Youtube
https://youtu.be/hZaqRPu3DyM
References

Aquanette Warren
Mayor of Fontana
awarren@fontana.org
(909) 350-7601

Don Kendrick
Mayor of La Verne
don@donkendrick.com
(909) 992-8499

John Dutrey
Mayor of Montclair
dutrey@verizon.net
(909) 228-4473

Zeb Welborn
Chino Valley Chamber of Commerce
zwelborn@chinovalleychamber.com
(909) 973-9089
Procedures and Methodology

CITY OF CUDAHY (survey draft)
Public Relations and Community Outreach Survey

This survey is anonymous. The information will be used for informational purposes only. Please, be honest and open in answering the questions. If you would like to speak to someone directly and confidentiality, please contact Dr. Gary Lawson on his personal cellphone at (909) 573-7565.

1. On a scale of 1-10 (1 representing bad and 10 representing great) what is the reputation of the City of Cudahy within city limits (businesses, residents, and visitors)
   a. Please list your reasons for giving this number

2. On a scale of 1-10 (1 representing bad and 10 representing great) what is the reputation of the City of Cudahy within the region
   a. Please list your reasons for giving this number

3. List negative issues related to the City of Cudahy

4. Write down any comments, ideas, and/or suggestions to reduce the negative issues listed above.

5. Write down any additional comments, ideas, or suggestions that would help promote the positive in the City of Cudahy to make the city a better place to work, live, visit, and maximize community pride.

6. Write down any comments, ideas, and/or suggestions to promote local businesses; increase city taxes; promote shopping local; promote city engagement; maximize city communications and transparency.

7. Write down any events or information that need to be added to a 12 month city-wide calendar; include dates; times; location; fees; who should attend; and general information about the event(s).

8. Any additional comments?
Procedures and Methodologies

Without a comprehensive micro and macro City of Cudahy research audit, it would be impossible to write a successful public relations campaign plan. Thus, the first month will be primarily focused on completing the following tasks including extensive research. Within 60 days, PDM will give the City of Cudahy the results of the research, and a written 12-month communication plan with measurable goals and quality control standards to measure the success of the campaign.

Within 30 Days

1. (Social Media Digital Audit) City of Cudahy will give PDM administrative access to all existing social media platforms including Nixle/Everbridge. PDM will do a comprehensive audit on all existing digital platforms including facebook, Instagram, Twitter and City website. PDM will review current email techniques.
2. (Macro Analysis) PDM will do research on what has been reported in the past regarding the City of Cudahy on existing local and national digital and print media. To ensure accurate information, respond to negative public comments and monitor new information on a real-time basis, PDM will purchase and monitor Yext. In addition, PDM will do a monthly Google search.
3. Dr. Gary Lawson will meet with city elected leaders and key city management staff.
4. PDM will create a list of city partners, influencers and key publics. Dr. Gary Lawson, Dr Yvoone Lawson and key staff will interact with key publics throughout the duration of the contract.
5. The City of Cudahy will give all elected leaders, commissioners, city management and city staff an anonymous survey to be given back to PDM for analysis within 15 days (draft included) This survey will be available on-line.
6. PDM will create Cudahy Proud facebook, Instagram, Twitter platforms to augment the City’s social media. These new social media channels will be used to assist in educating and advising subscribers on City issues, meetings, events, programs, services and/or projects on a monthly basis. Additionally, PDM will create a City of Cudahy YouTube.
7. Marco Jacome will provide graphic, photography, communication and film production services as needed throughout the length of the contract.
8. Dr. Gary Lawson will complete weekly strategy discussions with designated City contact(s). This will continue throughout the length of the contract.
9. Vanessa Martinez and Diana Gonzalez will develop original copy (text) copywriting and editing both English and Spanish throughout the duration of the contract.

31-60 Days

1. PDM will deliver a report regarding the results of the surveys, meetings and research.
2. PDM will develop a 12-month calendar and public campaign strategy for a city-wide communication and outreach plan with measurable goals.
3. Michelle Jacome will monitor and report on communication metrics on a monthly basis throughout the duration of the contract.
61+ Days

1. Continue all Account Management responsibilities as listed in the RFP
2. Continue Public Relations / Social Media responsibilities as listed in the RFP.
Proposed Staffing & Project Team

Dr. Yvonne Rodriguez Lawson will primarily responsible for quality control and planning.

Dr. Gary W. Lawson with a Public Administration Doctorate, Masters in Organizational Management, Public Relations B.A., 13 years of academic experience and 30 years of marketing experience will be the point person and main contact for the duration of the contract.

With 20 years of experience Marco Jacome will be responsible for graphics, photography and filmmaking.

Monitoring and reporting on results and metrics will be completed by Michelle Jacome.

Social media content creation and monitoring in English and Spanish will be completed by staff members Diana Gonzalez (final year of Marketing Degree) and Vanessa Martinez (B.A. Degree in Marketing from CSULA)
Scope of work

Account Management
Proud Digital Media will execute a weekly strategy discussion with designated City contact(s) by phone or any other reasonable means of communication. Proud Digital Media will monitor local and national publications and online alerts for stories about Cudahy. Proud Digital Media will monitor and report on communications metrics on a monthly basis. Metrics may include, but are not limited to the following: hits per page; most visited page; total views; total time spent on website; bait clicking; and other performance measures as determined.

Proud Digital Media will develop and manage a 12-month calendar for City-wide communications and outreach plan. Proud Digital Media will provide leadership and direction for the implementation and maintenance of a citywide strategic communication plan that keeps the public and the workforce highly informed, engages the public in local government, and manages media relations. Proud Digital Media will manage and monitor the use of all forms of communication including social media platforms, the city’s media channels, print materials, and other communication methods that are available or might become available in the future.

Proud Digital Media will provide recommendations and strategies as deemed appropriate to enhance the City’s image, messaging and brand identity. Proud Digital Media will be in charge of content development, including quality graphic design. Proud Digital Media will develop an original copy (text), copywriting and editing in both English and Spanish. Proud Digital Media will manage a monthly digital news platform to educate and advise subscribers on City issues, meetings, events, programs, services and/or projects on a monthly basis.

Proud Digital Media will work with city partners and influencers to gather news about Cudahy for distribution via social media, e-news platform and/or City website. Proud Digital media will manage the City emergency communications platform, Nixle/Everbridge to inform residents about road closures and other public safety issues.

Public Relations
Proud Digital Media will enhance the City’s public media outlets by, providing strategic support for communications projects, initiatives, and campaigns designed to advance the City’s vision, mission, image and branding. Proud Digital Media will create
messages to drive interaction and build excitement through sharing relevant content and providing opportunities to interact with the programs/services in English and Spanish.

Proud Digital Media will draft and edit news releases, and media advisories, informational material, then distribute to designated media outlets upon direction and approval by the City Manager or designee. Proud Digital Media will develop public relations strategies to raise public and community awareness of City matters upon direction and approval by the City Manager or designee.

Proud Digital Media will be track and respond to stories, events, crisis, in the media that may benefit the City from a response on behalf of the City, upon direction and approval by the City Manager or designee. Proud Digital Media will develop, draft, and disseminate press releases on behalf of the City as approved by the City Manager or designee.

**Social Media**

Proud Digital Media will develop a concrete social media strategy using the following social media platforms: Facebook, Twitter, LinkedIn and Instagram. Proud Digital Media will provide day-to-day management of social media channels, including monitoring, content creation, community engagement and advising on additional initiatives for effective communications.

Proud Digital Media will provide city staff with guidance on email marketing best practices and emails as a key source for social media content. Proud Digital Media identify appropriate imagery to use, where possible, to aid the work impact and reach of social media posts. Proud Digital Media will build messaging that can be used in various channels including social media and paid traditional media to geo-target key audiences through timely/relevant channels to drive awareness, create an emotional connection, educate on key actions, and drive traffic to the website.

**Multimedia**

Proud Digital Media will produce one to three monthly videos in English and Spanish, ranging between 30-60 seconds, that addresses a community issue, public information explanation, or event promotion. Proud Digital Media will assist City Staff in adding videos to its social media channels and other relevant media platforms.
Additionally, in 2019, the City will celebrate its 60th year anniversary. If Proud Digital Media is awarded this contract we will develop, implement, and manage an outreach and communications campaign. Proud Digital Media will create or coordinate in creating a commemorative 60th anniversary City logo, develop a public relations strategy to raise public and community awareness on the City’s 60th year anniversary. Proud Digital Media coordinate with City staff to successfully implement the strategy, and coordinate with City staff to schedule special events and promotions that stirs public excitement for the 60th year anniversary.
Insurance
For the following Insurance forms, please see Appendix B:
1. Commercial General liability insurance
2. Automobile insurance
3. Workers compensation insurance
4. Errors and omissions insurance
## Fee

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</tr>
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<tr>
<td>After 6 hours</td>
<td>$70 per hour</td>
</tr>
<tr>
<td>*Includes usage of white and green infinity wall</td>
<td></td>
</tr>
<tr>
<td>*Includes usage of brick wall</td>
<td></td>
</tr>
<tr>
<td>*Fixed lights included</td>
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<td>$2400</td>
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<td>Half day shoot (6 hours)</td>
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<td><strong>Production Crew</strong></td>
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<td>Camera Operator On-Location*</td>
<td>1080 quality</td>
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<tr>
<td></td>
<td>$150 per hour + Travel</td>
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<tr>
<td></td>
<td>4K quality</td>
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<td>$200 per hour + travel</td>
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<tr>
<td>* Includes audio equipment &amp; viewing monitor</td>
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<td>Photography In-Studio</td>
<td>$75 per half hour</td>
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<td>Photography On-Location</td>
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<td>Technical Assistant</td>
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<td>Photoshop* (price may vary on request)</td>
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<td>$125 per hour</td>
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<td></td>
<td>On-Location</td>
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<td>Cost</td>
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<td>---------------</td>
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<td>Make-up artist with on-site 2-hour touchup</td>
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<td>DVDs</td>
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<td><strong>Social Media Distribution</strong></td>
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<td>Consultation</td>
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<td>Facebook, Instagram, &amp; Twitter</td>
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Compensation Plan

CITY OF CUDAHY PROPOSED BUDGET “FLAT FEE” $4,920 MONTHLY

Retail Price $12,300 SAVINGS 60%

WEEKLY STRATEGY

Description:

- Phone meeting 1-2 hours a week (individual or conference calls)
- PDM will execute a weekly strategy discussion with designated city contacts by phone
- PDM will provide recommendations and strategies as deemed appropriate to enhance Cudahy’s image, messaging and brand identity.

Total Retail Price: $480 per month

MONITOR LOCAL & NATIONAL PUBLICATION

Description:

- Using “Yext” PDM will monitor local and national publications and online alerts for stories about Cudahy.

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<th>Yext Plans</th>
<th>Yext Pricing</th>
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<td>Emerging</td>
<td>$199/yr</td>
<td>The ‘Emerging’ Yext plan includes listings on MerchantCircle, ELocal and 30 other non-premium websites.</td>
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<tr>
<td>Essential</td>
<td>$449/yr</td>
<td>The ‘Essential’ Yext plan includes listings on key sites, including Facebook, Google, Yelp, and more.</td>
</tr>
<tr>
<td>Complete</td>
<td>$499/yr</td>
<td>The ‘Complete’ plan includes the full ‘Emerging’ and ‘Essential’ packages alongside PowerListings+ and Analytics.</td>
</tr>
<tr>
<td>Premium</td>
<td>$999/yr</td>
<td>The ‘Premium’ Yext plan contains everything from the other three packages, plus Review Monitoring and Yext Pages.</td>
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</table>

Total Retail Price: $100 monthly (plus Yext $499 yearly)
MONITOR & REPORT ALL METRICS

- PDM will monitor all communications methods 2 hours per week
- PDM will report on call communication metrics on a monthly basis.

Total Retail Price: $720 monthly

12 MONTH CITYWIDE CALENDAR

- PDM will develop and manage a 12-month citywide calendar for communications and outreach plan.
- PDM will manage calendar weekly and will contact each Cudahy city department to ensure calendar is accurate and up to date.
- Metrics may include but not limited to the following: Website, Facebook, Instagram, Twitter and YouTube.
- PDM will report month to month trend analysis

Total Retail Price: $200 monthly

COMMUNICATION PLAN AND CUDAHY PROUD SOCIAL MEDIA NETWORK

- PDM will create Cudahy Proud Facebook, Instagram and Twitter.
- PDM will use 12-month citywide calendar to create communication plan that keeps the public and workforce informed, engaged with the public and manages relations.
- PDM will report month to month trend analysis and page followers
- City Manager will CC PDM on all internal communications that is appropriate to the project, including City Manager newsletter (non-confidential information)

Total Retail Price: $1,000 monthly

MONITOR ALL FORMS OF COMMUNICATION

- PDM will create flyers, brochures, and graphics.
RFP City of Cudahy
Public Relations and Community Outreach Services

- PDM will manage and monitor all forms of Cudahy’s media channels, print materials and other communication methods.
- PDM will be in charge of content development including quality graphic design, will develop an original copy (text), copywriting, and branding in both English and Spanish. (Does not include Quarterly Magazine)

Total Retail Price: $1,000 monthly

NIXEL/EVERBRIDGE TO KEEP RESIDENTS INFORMED

- PDM will have someone on call 24 hours a day, 7 days a week in order to manage city emergency communication platform to inform residents about road closures and other public safety issues.

Total Retail Price: $1,000 monthly

PUBLIC RELATIONS

- PDM will enhance the city’s public media outlets; to include, providing strategic support for communications projects, initiatives, and campaigns designed to advance the city’s vision, mission, image and branding.

Total: $1,000 monthly

CONSULTING WITH DR. GARY LAWSON Total: $120 per hour

SOCIAL MEDIA

- PDM will develop a concrete social media strategy using the following social media platforms: Facebook, Instagram, Twitter and YouTube. PDM will provide day to day management of social media channels, including monitoring, content creation, community engagement and advising on additional initiatives for effective communications.
- PDM will build messaging that can be used in various channels including social media and paid traditional media to geo-target key audiences through timely/relevant channels to drive awareness, create an emotional connection and
educate on key actions and drive traffic to the website. The City of Cudahy will be responsible for the cost of any print or cost of any social media advertising.

**Total Retail Price: $500 per platform $2,000 monthly**

**MULTIMEDIA**

- PDM will produce three monthly videos in English and Spanish, ranging between 30-60 seconds, that addresses a community issue, public information explanation, or event promotion. PDM will assist city staff in adding videos to its social media channels including YouTube SEO and other relevant media platforms.

**Location:** In-Studio

**Description:** 3 In-Studio videos English & Spanish

**Location:** Upland Studio

**Video Production:**

- 2-hour studio time
- 1 camera operator
- 1-hour concept development
- Teleprompter
- 4K quality film
- 5 hours of editing
- Up to 3 hours of re-edits
- 2 hours graphic design
- Unique Intro/Outro
- Royalty Free music & photography
- Social Media Distribution (includes boosting for Facebook)

**Total Retail Price: $4,800 monthly**
Quality Control

Within 60 days, PDM will develop a 12-month calendar and public campaign strategy for City-wide communication and outreach with measurable goals. Then, on an on-going basis monitor the progress toward the listed goals, and make changes as needed.

Dr. Yvonne Rodriguez Lawson and/or Dr. Gary Lawson will review, edit and make changes to all communication created for the City of Cudahy.

Information from Yext, Google Analytics, Facebook Insights and other measurement tools for objective data will be used to increase quality control.

Feedback from social media followers, City management, City staff, City elected officials and key publics will be used to ensure quality control standards are met.
Appendix A PDM Customer Revenue
PDM Customer Revenue

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<th>2018</th>
<th>2019</th>
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<tr>
<td>Jan - Mar 18</td>
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<tr>
<td>Apr - Jun 18</td>
<td>Apr - Jun 19</td>
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<tr>
<td>$15,056</td>
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<td>Jul - Sep 18</td>
<td>Jul - Sep 19</td>
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Appendix B Insurance

1. Commercial General Liability Insurance
2. Automobile Insurance
3. Workers Compensation Insurance

Errors and Omissions Insurance: Currently in the process of receiving a quote for this insurance. Proud Digital Media will purchase after being awarded this contract.
Cty of Cudahy
5220 Santa Ana
Cudahy CA 90201

Account Information:

| Policy Holder Details | PROUD DIGITAL MEDIA INC |

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,
Your Hartford Service Team

Contact Us

Business Service Center
Business Hours: Monday - Friday
(7AM - 7PM Central Standard Time)
Phone: (866) 467-8730
Fax: (888) 443-6112
Email: agency.services@thehartford.com
Website: https://business.thehartford.com

WLTR005
CERTIFICATE OF LIABILITY INSURANCE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
PRA SELECT INSURANCE SOLUTIONS LLC
57128328
2816 CROW CANYON ROAD 115
SAN RAMON CA 94583

CONTACT NAME:

PHONE (909) 753-0200 x 103
FAX (888) 443-8112

E-MAIL ADDRESS: INSURER(S) AFFORDING COVERAGE NAIC

INSURED
PROUD DIGITAL MEDIA INC
1933 W 11TH ST STE B
UPLAND CA 91786-3661

INSURER A: Sentinel Insurance Company Ltd.

INSURER B:
INSURER C:
INSURER D:
INSURER E:
INSURER F:

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

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<th>SUBR WDV</th>
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<th>POLICY EFF (MM/DD/YYYY)</th>
<th>POLICY EXP (MM/DD/YYYY)</th>
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<td>57 SBA Bl7892</td>
<td>09/01/2019</td>
<td>09/01/2020</td>
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<td>A</td>
<td>UMBRELLA LIABILITY</td>
<td>(EXCEPT FOR PERSONAL &amp; ADJUR)</td>
<td>EACH OCCURRENCE</td>
<td>$1,000,000</td>
<td></td>
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<td>A</td>
<td>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY*</td>
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<td>E.L. EACH ACCIDENT</td>
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<td>E.L. DISEASE - EA EMPLOYEE</td>
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<td>E.L. DISEASE - POLICY LIMIT</td>
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DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

CERTIFICATE HOLDER
City of Cudahy
5220 Santa Ana
Cudahy CA 90201

CANCELLATION
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD
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<tr>
<th>AGENCY</th>
<th>PIA SELECT INSURANCE SOLUTIONS LLC</th>
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<td>CARRIER</td>
<td>SEE ACORD 25</td>
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<td>EFFECTIVE DATE</td>
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### ADDITIONAL REMARKS

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM**

**FORM NUMBER: ACORD 25**

**FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE**

Certificate holder is an additional insured per the Business Liability Coverage Form SS0008 attached to this policy. Waiver of Subrogation applies in favor of the Certificate Holder per the Business Liability Coverage Form SS0008, attached to this policy. Coverage is primary and noncontributory per the Business Liability Coverage Form SS0008, attached to this policy.
## ADDITIONAL REMARKS SCHEDULE

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<th>NAME/NUMBER</th>
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Appendix C Photos of the Studio

Current photos of Proud Digital Media's Studio
## Appendix D List of Available Equipment

Full list of Proud Digital Media's available equipment.

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Quantity</th>
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<tbody>
<tr>
<td>Asus Monitors</td>
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<tr>
<td>Acer Monitors</td>
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<tr>
<td>LG Monitor</td>
<td>1</td>
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<tr>
<td>HP Monitors</td>
<td>2</td>
</tr>
<tr>
<td>Ipads</td>
<td>1</td>
</tr>
<tr>
<td>Samsung Phone</td>
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<tr>
<td>IKAN 7' HDMI MONITOR</td>
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</tr>
<tr>
<td>Samsung Tablets</td>
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</tr>
<tr>
<td>Drone Phantom 3 Pro</td>
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<tr>
<td>Batteries for Phantom Pro</td>
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<tr>
<td>Lumix GH85</td>
<td>1</td>
</tr>
<tr>
<td>Canon Rebel TSI</td>
<td>1</td>
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<tr>
<td>Lumix Battery</td>
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<tr>
<td>Cannon Battery</td>
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<td>Go Pro Hero 5</td>
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<tr>
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<tr>
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<td>Rokinon 50mm DS T1.5 Cine Lens</td>
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<tr>
<td>Panasonic DMC GH4 upgrade</td>
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<td>Rokinon 12mm DS T1.5 Cine Lens for Micro</td>
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<td>Panasonic DC-GH5 Camera Body</td>
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<td>Sony Cybershot G</td>
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<td>H1 Zoom</td>
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<tr>
<td>Rode Mic GO</td>
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<tr>
<td>Rode Mic NTG-1</td>
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<td>Item Description</td>
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<tr>
<td>Rodelink Wireless</td>
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<tr>
<td>Saramonic PAX 2</td>
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<td>Saramonic Wireless Mic</td>
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<tr>
<td>Light Stands</td>
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<tr>
<td>Dracast Light Stands</td>
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<tr>
<td>Dracast Salk Ray LED Round</td>
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<tr>
<td>Light GVM Lights</td>
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<tr>
<td>RAVPower Charger (2 batteries each)</td>
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<tr>
<td>Emart Lights</td>
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<tr>
<td>Pro Photo Studio Light Kit</td>
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<td>EVO Gimbal RAGE</td>
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<td>Teleprompter</td>
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<tr>
<td>Shoulder Mount</td>
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<td>Davis &amp; Sanford 75mm ProVista Tripod</td>
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<td>Ravelli Tripod</td>
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<tr>
<td>Drobo N5</td>
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<td>APC Backup Pro 1500</td>
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<td>Seagate Hard Drive</td>
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<tr>
<td>Brother Scanner</td>
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<tr>
<td>Canon Fax Machine</td>
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<td>Dymo Label Maker</td>
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<td>Canon Printer</td>
<td>1</td>
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<tr>
<td>Steamer XL</td>
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</table>
PROPOSAL TO PROVIDE
PUBLIC RELATIONS AND COMMUNITY
OUTREACH SERVICES

PRESENTED TO:
THE CITY OF CUDAHY
OFFICE OF THE CITY CLERK
5220 SANTA ANA STREET
CUDAHY, CA 90201

PRESENTED BY:
BBPR, INC. (DBA BBR)
OCTOBER 17, 2019
October 17, 2019

City of Cudahy
Office of the City Clerk
5220 Santa Ana Street
Cudahy, CA 90201

Hello! Meet BBPR, Inc. (DBA BBR). We are thrilled to present our credentials to you to provide public relations and community outreach services for the City of Cudahy.

We are a small, but mighty, award-winning group of independent contractors, with more than 20 years of experience in the following:

- Account Management
- Web Site Creation
- Brand Identity
- Strategic Planning
- Issues Management
- Crisis Communications
- Multi-language Communications
- Software Development
- Video Production
- Public Relations
- Social Media
- Multi Media
- Special Events
- Strategic Partnerships
- Advertising – design and buying
- App Development

The firm has represented a significant number of government entities, including:

- The Los Angeles County Sanitation District E-Waste and Household Hazardous Waste Round Ups
  - The City of Cudahy was a partner participant; we worked with you to promote your City’s HHW Roundups for more than 12 years.

- The Los Angeles County Department of Pubic Works (partner with the Sanitation Districts)

- The Los Angeles County Sanitation District Self Regenerating Water Softener Pilot Project
  - Took place in Santa Clarita

- The Los Angeles County Sanitation District Lindane Use Reduction Pilot Project
  - Took place in Long Beach
  - Received major attention and resulted in a local ban on Lindane
- The Los Angeles County Department of Health - Office of HIV/AIDS Programs and Policy
  - AIDS/HIV media relations and advertising
- The Los Angeles County Office of Health – Office of Emergency Preparedness
  - Multi-language, multi-media campaign

Examples of other similar accounts making use of our categorical expertise:

- Saint John’s Health Center – Santa Monica
- San Fernando Valley Mental Health Services
- Philippe the Original 85th, 90th, 100th Anniversary Celebrations

Agency Information:

- BBPR, Inc.
  1296-1/2 Devon Avenue
  Los Angeles, CA 90024
  Telephone: 310-656-4668
  www.bbprinc.com

- Principal:
  Barbara Bishop, President
  Address/Phone/E-mail same as above

- Firm legal status: Corporation
- Year founded: 1996

- Financial status stable (back-up documents available upon request)
  - BBPR, Inc. ensures the firm will continue business through the contract period
    and finance the costs of adequate personnel and other support documents as
    required/requested by City of Cudahy.

Sincerely,

[Signature]

Barbara Bishop
President
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A. General Overview/Cover Letter

The cover letter is submitted separately from this response and included with the submission documents.

a. Business Information

Legal Name: BBPR, Inc./DBA BBR
Address/Place of Business: 1296-1/2 Devon Avenue, Los Angeles CA. 90024
Telephone: 310-656-4668
Type of Entity: S. Corp
Contact Person: Barbara Bishop (barbara@bbprinc.com)

b. Principal Officer

Name: Barbara Bishop
Title: CEO
Email address: barbarab@bbprinc.com
Telephone number: 310-991-9141

c. Legal Status and Start Date

Legal status of the firm: Corporation (S CORP)
Year the entity was organized: 1996

d. Documentation of financial status

Documentation on the financial status of the firm to ensure the firm will continue in business through the contract period and finance the costs of adequate personnel and other support requirements.
B. Organizational Information

Organization Chart

Leadership Team Bios: Skills, Experiences and Certifications

**Barbara Bishop Founder and President – BBPR, Inc.**
Barbara is an award-winning marketing/communications strategist, specializing in city, county and state public education, medical and issues involving children, homeless, women, mental health, as well HIV/AIDS education and consumer emergency preparedness.

She was a consultant for 15 years for the Household Hazardous Waste and E-Waste Roundup campaign, a project of the Los Angeles Sanitation Districts and the Los Angeles County Department of Public Works.

She has also been working in the emergency preparedness and community resilience area for more than 10 years, most recently with The Los Angeles County Health Department of Health, Emergency Preparedness and Resilience Department.

She and her colleagues developed the BeReadyLA multi-lingual web site, as well as developed and populated the campaign’s Facebook and Twitter accounts.
In addition, she worked with the County Office of AIDS Programs and Policy for nine years, media training their staff for a variety of print, electronic and online media opportunities, as well as providing media relations services for their programs.

Barbara was recently honored by receiving the Santa Monica Chamber of Commerce Chairman’s award as an outstanding member of the business community, receiving commendations from LA County, The California State Assembly, The California State Congress, The California State Senate and the City of Santa Monica.

Barbara is also an Emmy-nominated television producer, television host and journalist. She is currently co-producer of a national medical TV show, airing soon on FOX. She is a popular, well-read columnist for The Mirror Media Group in Santa Monica (running for 7 years) with “Hot Flash Universe.”

Barbara is on the Board of the Public Relations Society Los Angeles. She is a member of the Santa Monica Rotary and the Santa Monica Chamber of Commerce. She is also on the board of the Crossroads School Foundation.

**Jory Rosen – Creative Director and Project Management**

Jory Rosen has developed a reputation as one of the best creative marketing and advertising minds in the industry over the last 30 years. With over 100 successful campaign/brand launches and management, he has repeatedly shown that he knows what works and what the public wants.

Jory graduated from NYU with degrees in Political Science, Journalism and Comparative Literature. Within 48 hours of graduation, Jory went to work on a new national campaign for the Medic Alert Foundation. The goal for this non-profit was to raise awareness and help save lives in an emergency. While traditional marketing methods were utilized, it was the non-traditional that Jory developed that turned the campaign into a hit. Pharmacists across the country began to give presentations in the community on saving lives, with all the materials and presentation being provided free of charge by Medic Alert. Pharmacists were able to receive their needed continuing education credits and Medic Alert had thousands of people across the country promoting Medic Alert at no cost. Medic Alert soared and thirty years later this program is still in use.

Jory went on to create campaigns and launches for non-profit and government agencies such as ARMDI (The Israeli Ambulance service), the New Mexico Tourism Board and National Breast Cancer Awareness Month.

In 1999/2000, Jory combined his love for television with his skill for marketing to create the “Targeted Sports Training Series”. What began, as a series of three videos designed to help people get in shape for specific sports became a nationwide infomercial and then a weekly television series for Fox-Sports. Over the next two-years, Jory produced and directed all 44 of its
episodes. Each episode of the TV series showcased the videos and training products and became a successful infotainment hybrid (a real TV program which also sold products).

In 2001, with his television series in full production, Jory moved to LA and continued to thrive. He took on The Learning Annex as a client and helped steer them in a successful new direction until they were sold.

Working off a business philosophy that marketing programs can entertain, inform and sell products simultaneously, he produced over 30 direct response campaigns in two and a half years. This includes projects such as the “Club Med Dance Party” Video, “Shape Fitness” video series, “Muscle and Fitness Training System” state of the art DVD training series and “Belly dance for Fitness” which sold over 1 million units. Each of these campaigns utilized Jory’s management talents to market and sell the products successfully.

In 2005, Jory began to work with DIRECTV to revamp their direct marketing division. He oversaw over 200 creative releases a month including direct mail, alternative media, and retention & loyalty campaigns. It was during this time that Jory earned a strong reputation as a marketing campaign doctor. Jory is called in when campaigns need to be refreshed, revised or started from scratch. His full hands-on approach looks at the campaign as a whole, which allows for proper overall management and success.

During this time Jory continued to produce and direct programs for clients such as Cesar Milan, TVLand, Nickelodeon, Animal Planet, Hallmark Card Studio, Parallels software and more.

In 2009 Jory was contracted by Welcom Relief, Inc. to manage the direct marketing campaign for Spinal Stretch (a portable back care product). Jory oversaw every aspect of the campaign including the production, media buying, telemarketing and fulfillment management and web marketing/management.

In 2010 Jory contracted with Teeter Hang Ups to completely revise their direct marketing campaign. Teeter has been in the direct marketing business for close to three decades and was a well-known brand. However, they were losing market share and revenue. Jory revised their media plan, produced new programming, revised and nurtured every aspect of the campaign. In 2012 the new programming was launched, and Teeter once again became a household name, surpassing all sales projections and eliminated the competition from the marketplace. In just an 18-month period, Teeter went from 11 million in annual sales to over 60 million in annual sales.

In 2015 Jory teamed up with Anson Williams and launched Alert Drops, a new product inspired by Dr. Henry Heimlich which helped combat the deadly epidemic of drowsy driving. A 100% all-natural and effective product, Alert Drops received recognition and awards from the U.S. Congress, the Governor of California, the California State Senate and the LA City Council.

Jory’s passion for business is to nurture all aspects of a project. His unique ethics allows his clients to get into the marketplace for a low cost of entry and work with them on every level to create a successful campaign. It is then that everyone involved is a winner. It is this philosophy
that has allowed Jory to remain in the industry for over 30 years and developed a sought-after reputation of success.

Kera Blades-Snell – Digital Marketing and Outreach Manager

Kera BBR, founder of BBR & Associates, is 100% minority-owned business owner, SBA certified small business and 100% woman-owned California State Certified Small Business (SB). Kera founded her company Blades and Associates in 2017, where she is focusing on digital marketing, including SEO and social media marketing, website development, as well as technical online solutions including software, app building and website designing and programming. She also provides brand development and management consulting.

A digital marketing and programming expert, Kera is the developer of her company’s owned automated social media network publishing platform, Search Engine Optimization Platform and CRM housed in a single area, customized per user.

Kera entered the field as an entrepreneur at the age of 25 in her home country Belize. In 2009, she moved to the U.S. to serve as National Sales Director for Miami-based hotel management/event management company, Delmay and Partners.

In 2013 she was hired by Ulrich Communications as Marketing Director, where she travelled to several islands in the Bahamas and Jamaica and consulted with hotel owners on creating public and customer-based surveys and assessments in order to address customer needs, wants and behavior. She was also contracted to created destination brand awareness and worked closely with their tourism boards and the Bahamas Out Island Promotion Board.

Because of her background in tourism, in 2015 Kera was approached by IVision TV to be the face and co-producer/writer of her own TV Show, “IVision on the Road.” Her show was a success and ran for 3 seasons. After the 3rd season, Kera wrote and co-produced 2 additional TV shows under the IVision Brand (“Girl Talk,” a live call in show and “Carib Talk” news series)

While living in Tampa, Kera was very involved in her community and sat on several boards, including Muscular Dystrophy Association and Florida Hospital. She was also a member of the Rotary Club of Wesley Chapel and served as secretary, treasurer and chair of several committees with the club.

In 2017 Kera relocated to Santa Monica after meeting the love of her life. Now married, she and her husband Barry live in Santa Monica. She successfully continues to own and operate BBR Communications in Santa Monica.

Kera holds a Bachelor and Master of Science in Hospitality Management from the University of South Florida. She is an active member of the Santa Monica community, and is a member of the Santa Monica Rotary Club.
C. Previous Experience

➢ A minimum of five (5) examples of comparable work

We have chosen to give examples from elements of the scope of work categories, including Account Management, Public Relations, Social Media, Multimedia and Special Events. Please see below.

1. Account Management

Below, we illustrate how we work with clients in a reporting structure, as well as give an example of elements that go into the development of a strategic plan.

Client Reporting

One of the ways we keep track of checks and balances on our accounts is to have an ongoing update meeting with our clients. We insist that this happen before anything is undertaken. The meetings are used to report work completed, talk about what activities are coming up, timeline and plan review and present new ideas to our clients.

If there are issues or problems, we will also discuss with clients to quickly clarify, change course, justify budgets, or increase/decrease activities that are working well, or not working at all. After a meeting is complete, we follow up with a conference report, detailing outcome of the meeting.

Later, we combine all reports at the end of a client contract into a final report. Clients who have particularly benefitted from this protocol included The Los Angeles County Sanitation District Household Hazardous Waste Collection Events to keep track of 45 events annually, as well as a multi-faceted, multi-language emergency preparedness campaign with the LA County Department of Health Office of Emergency Preparedness, with a $1.5 million budget that needed to be executed from start to finish within six months.

Strategic Plan Creation

The strategic plan is perhaps the most important vehicle of an ongoing communications and outreach plan. For all clients, we include these elements in our strategic plans:

- Proactively work with clients to gather “intel” to include in the plan. Meet with those who have an active role in the account activity; analyze what we’ve gathered, and take the lead by incorporating specific, pertinent concepts, activities and ideas into the plan. If certain information gathered should not be included, we manage clients’ expectations, as well as explain why
something wasn’t included, and recommend other alternatives to reach client goals.

- Develop and manage detailed activities plan and corresponding week-by-week or month-by-month timeline and include who is responsible for each activity. It serves as our blueprint for success.

- Make the plan a living, breathing document by updating activities and timeline as new ideas, activities and concepts come to the forefront.

- We’ve successfully accomplished creating intricate, multi-faceted plans for clients such as Saint John’s Hospital, The Los Angeles County Sanitation District and The County of Los Angeles Health Department’s Emergency Services Division, among many others.

2. Public Relations

We excel at public relations and have won several industry awards for our work. For public relations accounts, we form an internal client committee who works with us to help to provide and prioritize news, activities and potential issues. These opportunities and challenges are then added to the master plan. Media relations is a large part of public relations; we serve as a client’s News Bureau, acting as a “clearing house” for all proactive and reactive media communications.

We media train key internal spokesperson(s), develop strategic messaging, write press releases and pitch letters, organize press conferences and events. We have access to a very sophisticated media and distribution data base, updated on a real-time basis. Real-time service allows us to easily track our news coverage, our competitor’s news coverage, as well topical news that could create new story possibilities.

We have access to a top-notch translating service, and use to translate media material into Spanish, as well as a bevy of other languages, quickly, when needed.

With clients such as Saint John’s Health Center and The LA County Health Department Emergency Services Division in particular, in one year we placed many stories that translated to $1.5 million in advertising value for each client.

3. Social Media

Social media has become as important, if not more important, as traditional media in many circles. We make use of Facebook, Twitter, LinkedIn, Instagram, YouTube, and others as appropriate. We develop content timeline and topic grids for each social media entity we post on, and make content interesting with tight copywriting,
photos, videos and animation to keep the viewer’s attention. We also make use of a very focused keyword platform for each entity to capture the right audience.

For the Los Angeles County Emergency Services Division, we developed a social media plan in English and Spanish to coordinate with our traditional media buys, as well as built a web site in several different languages, including Spanish, Korean, Mandarin, Armenian, and Tagalog.

4. Multi-Media

We also excel in video production. We take time to develop the correct messaging and script, retain talent and extras, scout locations, obtain location permission/licenses, gather props, purchase photos/video footage with permission, develop shot list and acquire needed equipment. With the right preparation, the shoot is tightly time-managed and organized. We have won many awards for our work.

One in particular was for our work with Saint John’s Health Center. We were nominated for a local Emmy Award for a video we created featuring the voices of Tom Hanks and Rita Wilson. Patients of Saint John’s, they donated their time and expertise to make the end-product a spectacular 4-minute montage of all that Saint John’s had to offer patients for health and healing.

5. Special Events (Anniversaries)

We approach special events with an eye on ROI, as well as strategic positioning. Many years ago, we were contacted from our business card that the owners of Philippe the Original retrieved from a “fishbowl” full of other business cards to be drawn for a free lunch!

We began a 20-year relationship with the Binder family, owners of the 100-plus year-old restaurant. We developed a strategic plan and executed their 85th, 90th, and 100th anniversaries. Each time the event occurred, sales went up 20% and stayed there.

For the 100th Anniversary, we made use of a “new tool,” social media. Word of the 10-cent Philippe French Dip sandwich in honor of their 100th anniversary spread wide and fast; more than 5,000 people were in line to get a lamb, turkey, beef or pork sandwich dipped in luscious pan drippings turned into a savory broth. Sales and new customers soared.

Reference #1

Name of Firm: Los Angeles County Sanitation Districts

Address of Firm 1955 Workman Mill Road; Whittier, CA
Contact Person: Basil Hewitt
Telephone #: 562-908-4288 x2303
Email: BHewitt@lacsd.org
Name or Contract No.: Household Hazardous and E-Waste Recycling Advertising
# of Years: 10 years
Type of Service: Advertising, community outreach, government outreach, media relations, design, printing

Reference #2
Name of Firm: Los Angeles County Health Department; Office of Emergency Preparedness and Response
Contact: Stella Fogleman
Phone: 213-637-3600
E-mail: sfogleman@ph.la.gov
Name or Contract No.: Emergency Preparedness and Response Public Education Campaign
Type of Service: Advertising, community outreach, media relations, social media, special events, market research, partnerships, collateral material development

Reference #3
Name of Firm: Providence Saint John’s Health Center
Address of Firm: 2121 Santa Monica Blvd. Santa Monica, CA 90403
Contact Person: Paula Golden (former SVP Foundation)
Telephone #: 949.302.6950
Email: paulagolden@yahoo.com (best place to reach her)
Name or Contract No.: Saint John’s In-House Marketing Consultant
# of Years 13 years

Type of Service Advertising, community outreach, media relations, social media, special events, market research, partnerships, collateral material development, crisis communications, video production

➢ A minimum of three (3) and maximum of five (5) references

D. Procedures and Methodology

➢ Scope of Work

Following is a detailed description of our firm’s proposed approach, demonstrating how the objectives will be accomplished as outlined in the Scope of Work.

Once on board, team members will be assigned one or more categories outlined in the Scope of Work. For example, Barbara Bishop will be assigned Account Management and Public Relations. Kera Snell will be charged with the Social Media category. Jory Rosen is responsible for Multi-Media and the 60th year anniversary celebration of Cudahy.

All team members will fully understand the list of assignments in their categories, then meet with the consultant team to clarify and fully understand the responsibility of other’s list of assignments, so there will be expert coordination and no duplication of efforts. Then we will meet with client to further understand details, timeline, of each section and activities within each section. Once that occurs, we will need the names and contact information of internal employees that handle or have general knowledge of each of the tasks. We will contact them, discuss and clarify projects.

Once those meeting have been complete, we will analyze the information, making sure there is no crossover or repetitive work. We will develop a first draft strategic plan/topline timeline with all category’s elements included in the plan. We will meet will all staff involved in all projects and present preliminary plan and timeline. From there, we will make changes to the plan based upon client feedback.

Once approved, the real work begins. Chances are some of the elements of each category have to be executed before the entire plan is approved. Our team will be prepared for this, and get the work done quickly.
From there, each plan category will be separated and time-lined for the consultant in charge of that area. We will schedule weekly client conference calls or in person meetings to discuss activities update, according to the main plan and combined timeline. If there are items that need to be adjusted, we will quickly adjust them and continue to execute the plan. The plan also has room for opportunistic activities. If a new project materializes, we can easily add to the specific category.

E. Proposed Staffing and Project Team

The project team assigned to work on this campaign includes the following individuals and a summary of specific key roles:

Barbara Bishop – Project manager; principal contact, strategy, copywriter, digital media tool kit, paid staffing plan

Kera Blades-Snell – Social media execution and analysis, web site updates, integrated text messaging

Jory Rosen – Media buyer, strategic partnerships, events, video production, kiosks

F. Other Information to Include

- Credentials of Project Staff

Education, experience, applicable professional credentials of project staff that will be assigned to City – please see B Organizational Information

- Proposed Key Personnel

Person’s Name: Barbara Bishop

Current Location: Playa Vista, CA

Proposed Position: Project Manager, Public Relations Director

Current Assignment: All complete
G. Insurance

Appropriate insurance certificates will be provided when project is awarded to BBPR, Inc.

H. Fee

See attached proposal sheet

I. Compensation Plan

We shall perform the various services and tasks set forth in the Scope of Work in accordance with the work schedule which will be mutually determined for each project between BBPR, Inc. and City staff. Compensation will be paid to BBPR, Inc. in monthly increments as the Work is completed.

J. Quality Control

In addition to weekly client meetings, we will have weekly or daily internal update meetings to discuss account activities. In addition, client must approve all work in writing via e-mail. All material is reviewed and initialed by at least 2 consultants before giving to client for review. BBPR, Inc. will also carry E&O insurance.
Proposal Sheet

Hourly rates: We have a blended rate of $160.00 an hour for all key team members. If we retain additional support staff, rates will be presented to you and negotiated so we arrive at a fair price. The following is an example of how we would break down each task by hours.

We’ve also included a top-line timeline for each category.

**Account Management**

- Execute a weekly strategy discussion with designated City contact(s) by phone or any other reasonable means of communication.
  
  Weekly meeting preparation: 3 hours a week
  Weekly meeting: 2 hours x 3 staff members = 6 hours a week
  Weekly conference report: 1 hour a week

- Monitor local and national publications and online alerts for stories about Cudahy.
  
  Contracted monitoring company sends daily updates to us. n/a
  Review stories daily. 1 hour a day
  Send weekly media relations report with stories about Cudahy. 1.5 hours a week.

- Monitor and report on communications metrics on a monthly basis. Metrics may include, but are not limited to the following: hits per page; most visited page, total views; total time spent on website; bait clicking; and other performance measures as determined. 5 hours a month.

- Develop and manage a 12-month calendar for City-wide communications and outreach plan.
  
  5 hours to begin; 2 hours a month for maintenance.

- Provide leadership and direction for the implementation and maintenance of a citywide strategic communication plan that keeps the public and the workforce highly informed, engages the public in local government, and manages media relations. 5 hours a month.

- Manage and monitor the use of all forms of communication including social media platforms, the city’s media channels, print materials, and other communication methods that are available or might become available in the future. Provide recommendations and/or strategies as deemed appropriate to enhance the City’s image, messaging and brand identity.

- Concept development, including quality graphic design. 5-10 hours per concept.

- Develop original copy (text), copywriting and editing in both English and Spanish.
  
  5-10 hours per writing/editing assignment.
• Manage a monthly digital news platform to educate and advise subscribers on City issues, meetings, events, programs, services and/or projects on a monthly basis. 7-10 hours a month.

• Work with city partners and influencers to gather news about Cudahy for distribution via social media, e-news platform and/or City website. 8-10 hours a month.

• Manage the City emergency communications platform, Nixle/Everbridge to inform residents about road closures and other public safety issues. 6 hours a month.

**Public Relations**

• Enhance the City’s public media outlets; to include, providing strategic support for communications projects, initiatives, and campaigns designed to advance the City's vision, mission, image and branding. 10 hours to start; 3 hours monthly maintenance.

• Create messaging to drive interaction and build excitement through sharing relevant content and providing opportunities to interact with the programs/services in English and Spanish. Draft and edit news releases, media advisories, informational material and distribute to designated media outlets upon direction and approval by the City Manager or designee. 8-20 hours a month.

• Develop public relations strategies to raise public and community awareness of City matters upon direction and approval by the City Manager or designee. 12 hours a month.

• Tracking and responding to stories, events, crisis, in the media that may benefit the City from a response on behalf of the City, upon direction and approval by the City Manager or designee. 8 hours a month.

• Develop, draft, and disseminate press releases on behalf of the City as approved by the City Manager or designee. 8 hours a month.
Social Media

• Develop a concrete social media strategy using the following social media platforms: Facebook, Twitter, LinkedIn and Instagram. Develop initial plan – 15 hours. Monthly updates to plan: 4 hours.

• Provide day-to-day management of social media channels, including monitoring, content creation, community engagement and advising on additional initiatives for effective communications. 25-30 hours a month.

• Provide City staff with guidance on email marketing best practices and emails as a key source for social media content. Identify appropriate imagery to use, where possible to aid the work impact and reach of social media posts. 10 hours as initial project; 3 hours a month for updates.

• Build messaging that can be used in various channels including social media and paid traditional media to geo-target key audiences through timely/relevant channels to drive awareness, create an emotional connection and educate on key actions, and drive traffic to the website. Initial messaging project 20 hours; updates and edits 4 hours a month.

Multi-Media

• Produce one to three monthly videos in English and Spanish, ranging between 30-60 seconds, that addresses a community issue, public information explanation, or event promotion. Assist City Staff in adding videos to its social media channels and other relevant media platforms. One video, as described in Project Approach - 30 hours. Adding videos to social media channels; 2 hours a month.

Additionally, in 2019, the City will celebrate its 60th year anniversary. The consultant who is awarded this contract will develop, implement, and manage an outreach and communications campaign that will include but not be limited to the following:

• Create or coordinate in creating a commemorative 60th anniversary City logo

• Develop a public relations strategy to raise public and community awareness on the City 60th year anniversary, and coordinate with City staff to successfully implement the strategy.

• Coordinate with City staff to schedule special events and promotions that stirs public excitement for the 60th year anniversary.
Top-line Timeline

We have developed a list of priorities that should happen first, as it relates to the scope of work. Since we won't know exact dates until later, we are prioritizing them by month, using 6 months as a sample time period.

Month 1

- Schedule weekly standing meetings with client.
  - Begin to monitor local and national media through Meltwater
    - Develop monthly report.
  - Develop a 12-month calendar for City-wide communications plan.
  - Develop design concepts as requested.
  - Develop copy as requested.
  - Set up monitoring protocol for all communications platforms.
  - Begin management of monthly digital platforms.
  - Work with City partners and influencers to gather news about Cudahy.
  - Begin managing City emergency platform.
  - Enhance the City’s public media outlets; to include, providing strategic support for communications projects, initiatives, and campaigns designed to advance the City’s vision, mission, image and branding.
  - Develop public relations strategies to raise public and community awareness of City matters upon direction and approval by the City Manager or designee.
  - Begin tracking and responding to stories, events, crisis, in the media that may benefit
the City from a response on behalf of the City, upon direction and approval by the City Manager or designee.

- Develop a concrete social media strategy using the following social media platforms: Facebook, Twitter, LinkedIn and Instagram.

- Begin Anniversary planning.

Month 2

- Schedule weekly standing meetings with client.

- Continue to monitor local and national media through Meltwater Monitoring.
  - Develop monthly report.

- Execute a 12-month calendar for City-wide communications plan.

- Develop design concepts as requested.

- Develop copy as requested.

- Continue monitoring protocol for all communications platforms.

- Develop design concepts as requested.

- Develop copy as requested.

- Continue monitoring protocol for all communications platforms.

- Continue management of monthly digital platforms.

- Work with City partners and influencers to gather news about Cudahy.

- Continue managing City emergency platform.

- Continue to enhance the City’s public media outlets to include: providing strategic support for communications projects, initiatives, and campaigns designed to advance the City's vision, mission, image and branding.

- Continue to develop public relations strategies to raise public and community awareness of City matters upon direction and approval by the City Manager or designee.
- Continue tracking and responding to stories, events, crisis, in the media that may benefit the City from a response on behalf of the City, upon direction and approval by the City Manager or designee.

- Execute concrete social media strategy using the following social media platforms: Facebook, Twitter, LinkedIn and Instagram.

- Provide day-to-day management of social media channels, including monitoring, content creation, community engagement and advising on additional initiatives for effective communications.

- Provide City staff with guidance on email marketing best practices and emails as a key source for social media content. Identify appropriate imagery to use, where possible to aid the work impact and reach of social media posts.

- Build messaging that can be used in various channels including social media and paid traditional media to geo-target key audiences through timely/relevant channels to drive awareness, create an emotional connection and educate on key actions, and drive traffic to the website.

- Produce one to three monthly videos in English and Spanish, ranging between 30-60 seconds, that addresses a community issue, public information explanation, or event promotion. Assist City Staff in adding videos to its social media channels and other relevant media platforms.

- Continue Anniversary planning.

Month 3

- Schedule weekly standing meetings with client.

- Continue to monitor local and national media through Meltwater Monitoring.
  - Develop monthly report.

- Execute a 12-month calendar for City-wide communications plan.

- Develop design concepts as requested.

- Develop copy as requested.
- Continue monitoring protocol for all communications platforms.

- Develop design concepts as requested.

- Develop copy as requested.

- Continue monitoring protocol for all communications platforms.

- Continue management of monthly digital platforms.

- Work with City partners and influencers to gather news about Cudahy.

- Continue managing City emergency platform.

- Continue to enhance the City’s public media outlets to include providing strategic support for communications projects, initiatives, and campaigns designed to advance the City’s vision, mission, image and branding.

- Continue to develop public relations strategies to raise public and community awareness of City matters upon direction and approval by the City Manager or designee.

- Continue tracking and responding to stories, events, crisis, in the media that may benefit the City from a response on behalf of the City, upon direction and approval by the City Manager or designee.

- Execute concrete social media strategy using the following social media platforms: Facebook, Twitter, LinkedIn and Instagram.

- Produce one to three monthly videos in English and Spanish, ranging between 30-60 seconds, that addresses a community issue, public information explanation, or event promotion. Assist City Staff in adding videos to its social media channels and other relevant media platforms.

- Continue Anniversary planning.
APPENDIX B

PROJECT MANAGEMENT SERVICES RFP

SUMMARY SHEET

Firm Name: BBPR Inc. Dba BBPR

Firm Parent or Ownership: Barbara Bishop

Firm Address: 129 L 1/2 Devon Avenue,
Los Angeles, CA 90024

Firm Telephone Number: 310-656-4668 Fax Number: 

Firm Email Address: barbarabishop@bbprinc.com

Firm Website: www.bbprinc.com

Number of years in existence: 23 yrs

Management Contact (person authorized to sign an agreement for the firm; and ultimately responsible for services required for this Request for Proposal):

Name: Barbara Bishop Title: CEO/President

Telephone Number: 310-656-4668 Fax: N/A

Email: barbarabishop@bbprinc.com

Types of series provided by your firm: Public Relations, Marketing, Advertising, Digital Marketing, Website Design, Special Events, Account Management and Communications.
APPENDIX C
PROJECT MANAGEMENT SERVICES RFP

CERTIFICATION OF FIRM'S ACCEPTANCE OF CITY OF CUDAHY'S PROFESSIONAL SERVICES AGREEMENT AND PROPOSAL FOR MODIFICATION OF TERMS (if any)

By signing this form below, the firm certifies that the attached Agreement in Appendix B is acceptable to the firm and will be signed upon selection of the firm to perform consulting services for the City of Cudahy, except for request for modification of the agreement (if any), as specifically described below (or listing modifications by number that refer to attached sheets if necessary).

Name and Signature of Firm's Management Representative authorized to sign an agreement:

Name: **Barbara Bishop**
Signature: [Signature]

Title: **President**
Date: **10/17/2019**

Firm Name: **BBPR Inc. DBA BBP**
APPENDIX D

PROJECT MANAGEMENT SERVICES RFP

FALSE CLAIMS FORM
CITY OF CUDAHY
CITY HALL
5220 SANTA ANA STREET
CUDAHY, CALIFORNIA 90201
FALSE CLAIMS/
FALSE CLAIMS ACT CERTIFICATION
(PROJECT MANAGEMENT SERVICES RFP)

Proposer shall provide either the certification requested below or the information requested on the next page. Failure to certify or provide the requested information may result in a determination that the Proposer is non-responsive and City may reject the proposal on this basis. Failure to fully and accurately provide the requested certification or information may result in a determination that the Proposer is not responsible and City may reject the proposal on this basis as well. "False Claims Act", as used herein, is defined as either or both the Federal False Claims Act, 31 U.S.C. Sections 3729 et seq., and the California False Claims Act, Government Code Sections 12650 et seq.

FALSE CLAIMS ACT CERTIFICATION

If the Proposer has no False Claims Act violations as described above, complete the following:

I, [Signature], am the [Title with proposing entity]
(Print name of person responsible for submitting proposal)

of [Print Name of Proposing Entity] (hereinafter, "Proposer").

In submitting a proposal to the City of Cudahy, I, hereby certify that neither Proposer nor any person who is an officer of, in a managing position with, or has an ownership interest in Proposer has been determined by a court or tribunal of competent jurisdiction to have violated the False Claims Act as defined above.

I declare under penalty of perjury that the foregoing is true and correct.

Executed this [19] day of [October, 2019] at [Los Angeles, CA]
(month and year) (city and state)

By [Signature of Person Responsible for Submitting Proposal on behalf of Proposer]
APPENDIX E

PROJECT MANAGEMENT SERVICES RFP

CIVIL LITIGATION HISTORY
CITY OF CUDAHY
CITY HALL
5220 SANTA ANA STREET
CUDAHY, CALIFORNIA 90201
CIVIL LITIGATION HISTORY/
CIVIL LITIGATION CERTIFICATION
(PROJECT MANAGEMENT SERVICES RFP)

Proposer shall provide either the certification requested below or information requested on the next page. Failure to provide such certification or information may result in a determination that the Proposer is nonresponsive. Failure to fully and accurately provide the requested certification or information may result in a determination that the Proposer is not responsible. For the five (5) years preceding the date of submittal of this Proposal, identify any civil litigation arising out of the performance of a procurement contract within the State of California in which any of the following was a named plaintiff or defendant in a lawsuit brought by or against the entity soliciting Proposals: the Proposer submitting the instant Proposal, including any person who is an officer of, or in a managing position with, or has an ownership interest in the entity submitting the Proposal. Do not include litigation which is limited solely to enforcement of mechanics' liens or stop notices. Provide on the following page labeled “Civil Litigation History Information:” (i) the name and court case identification number of each case, (ii) the jurisdiction in which it was filed, and (iii) the outcome of the litigation, e.g., whether the case is pending, a judgment was entered, a settlement was reached, or the case was dismissed.

CIVIL LITIGATION CERTIFICATION

If the Proposer has no civil litigation history to report as described above, complete the following:

I, [Name of Proposer], am the [Title with Proposing Entity]

(Print name of person responsible for submitting Proposal)

of [Name of Proposing Entity] (hereinafter, “Proposer”).

(Print Name of Proposing Entity)

In submitting a Proposal to the City of Cudahy for Project Management Services, I, hereby certify that neither Proposer nor any person who is an officer of, in a managing position with, or has an ownership interest in Proposer has been involved in civil litigation as described, above.

I declare under penalty of perjury that the foregoing is true and correct.

Executed this [Date] day of [Month] [Year], at [City], [State]

(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
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October 16, 2019

Office of the City Clerk
City of Cudahy
5220 Santa Ana Street
Cudahy, CA 90201

Subject: Proposal for City of Cudahy Public Relations and Community Outreach Services

Dear Selection Committee Members:

One of the smallest cities in Los Angeles County, Cudahy is also one of the densest—with close to 24,000 residents living on 1.2 square miles, it is one of the densest cities in the nation. Such a large population living in a relatively small area provides many opportunities from a communications standpoint—it makes it easy to reach a majority of Cudahy residents with traditional "analog" channels (posters, street banners, etc.) as well as through new media technologies such as geo-fenced mobile advertising and targeted social media. Cudahy’s size and population, along with its unique demographic characteristics, make the City an excellent candidate for customized and innovative public relations and outreach strategies designed to reach a wide audience of Cudahy residents where they live, work, and play.

On behalf of MIG, I am pleased to submit this proposal to provide Public Relations and Community Outreach Services to the City of Cudahy.

MIG is an award-winning, full-service creative agency that provides community outreach and engagement, strategic communications and marketing, graphic and website design, video production, and social media strategies, in addition to the urban planning, community design, and engineering services for which the City knows us. Our effective campaigns help build broad support for public programs and cities throughout California. Our in-house team brings all of the necessary components to design, implement, and monitor a tailored communication and outreach approach that will enhance citywide efforts to reach diverse audiences.

Our local knowledge and experience in Cudahy and the Gateway Cities, as well as our national experience planning, designing, and implementing social marketing campaigns nationwide, will provide Cudahy with a comprehensive team of professionals to help the City achieve its communication goals. Our recent experience updating Cudahy’s General Plan and Zoning Code and preparing your Long-Range Water Conservation and Parks Plan provided us many opportunities to engage community members in a dialogue about the future of Cudahy. We bring this knowledge and intimate understanding of the community’s values, priorities, challenges, and opportunities in communicating, informing, and messaging to residents.

MIG brings more than three decades of experience in designing, launching and maintaining communications and outreach programs — and no two programs are the same. We will work with Cudahy to develop communications that are customized to your issues and your audiences to share information, engage the public and promote the Cudahy brand.
Please contact me directly at (619) 682-3841 ext. 326 or mehrenfeld@migcom.com with any questions. We appreciate the opportunity to continue our work with Cudahy on issues that will help shape the City for years to come.

Sincerely,

[Signature]

Marlee J Ehrenfeld
Principal and Chief Creative Officer
About MIG

MIG, Inc. is a multidisciplinary firm specializing in marketing and strategic communications, public relations, community outreach and engagement, technology and graphic design, in addition to city planning, community design, and infrastructure engineering services. Our work is characterized by a dedication to quality, a flexible approach, creativity in planning and design, and a commitment to completing projects on time and within budget. Since 1982, we have worked extensively with public agencies and municipalities nationally and internationally on design and planning for future change.

MIG is an award-winning firm capable of undertaking the City of Cudahy’s public relations and communications needs with creativity, energy and professionalism. The MIG team of professionals brings a depth of knowledge and expertise that can provide Cudahy with superior strategic marketing communications counsel, planning and implementation support. We have a diverse background in the areas of strategic analysis-based marketing, creative development, key message development, public involvement, and stakeholder engagement.

Our team brings more than three decades of experience in crafting multifaceted marketing plans that deliver significant returns on our clients’ investments.

We have nationally recognized experience in innovative message creation and dissemination, working with clients strategically and collaboratively to utilize all forms of media that will deliver maximum results. MIG is especially skilled in the art of persuasion and creating communications tools to which people can identify and connect.

**MIG HAS A TRACK RECORD OF SUCCESS**

Our work has been recognized locally and nationally, with more than 100 industry and trade awards during the past two years alone for video, communications, marketing, graphic design, web development, social marketing, content writing and public relations.
Specialized Skills

IN-HOUSE CREATIVE EXPERTISE

The MIG Team has a diverse set of special certifications and qualifications that help ensure we bring the right skillset and fresh thinking to every client project.

CREATIVE DEVELOPMENT

» Illustrators
» Animators
» Photographers
» 3-D modeling
» Fine artists
» Brand + Design experts

TV + PRODUCTION SERVICES

» PPT animation and interactivity design and development
» Complete video editing suite using state-of-the-art programs and software
» Working in the Premiere Platform
» Videographer and editor
» Visual simulation expertise and design industry leader
» Expertise in video motion graphics, premiere and after-effects
» Expertise in Adobe design suite

ENVIRONMENTAL DESIGN

» Large-scale museum exhibit experience and awards
» Environmental artists and out-of-home expertise
» Wayfinding

MEDIA BUYING

» Media Research, Placement & Monitoring

DIGITAL MARKETING

» Digital programmers: websites, touch screens
» App development
» Facebook, Twitter, Instagram, YouTube expertise
» Media buying
» Search engine marketing

CONTENT WRITING + STORYTELLING

» Copywriting, script writing, articles, narrative
» Social media content specialists
» Bilingual, Spanish

EVENT ACTIVATIONS

» Certified event planning and management

BRAND STRATEGY

» Trained in brand strategic planning and implementation with Jack Trout and Al Reis “Positioning: The Battle for Your Mind” and “Marketing Warfare”
» Instructor for UC San Diego Extension and undergraduate programs on Branding and Positioning
» Developed interactive workshops for Brand and Re-Brand Strategies
» Knowledgeable in different branding methodologies: Green and Sustainable Branding, Emotional Branding, Umbrella Branding, Co-Branding, Product Branding, Archetype Brands
» Experience in branding public agencies and municipalities
MIG has a robust in-house creative department that includes a chief creative officer, creative director, designers, production artists, videographers, copyeditors and web programmers. The creative shop is augmented by in-house marketing, public affairs, advertising, social media specialists, media buyers, and consumer behavior specialists who can participate on a strategic level to ensure key messages are effectively utilized in all creative endeavors.

Team Organization

How We Work

The chart below identifies our team organization, the services listed in the RFP’s Scope of Work each team member provides, and how we will work together and with City staff to deliver these services. We have included an overview of our key personnel’s qualifications, demonstrated abilities, and experience on the following page. Please see Section E Proposed Staffing and Project Team for full detailed resumes.
### KEY STAFF QUALIFICATIONS – OVERVIEW

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<th>MIG Staff/Role</th>
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| Marlee Ehrenfeld, Principal-in-Charge/Chief Creative Officer | » 30 years of experience in public relations, strategic communications, and community outreach  
  » Certified Facilitator and Meeting/Event Planner | » City of La Mesa Strategic Marketing and Community Engagement  
  » City of Pasadena Our Pasadena Outreach and Communications  
  » San Diego 250th Anniversary Marketing and Communications Services  
  » San Diego International Airport 90th Anniversary  
  » Recipient of 16 regional Emmy Awards; 63 International Telly Awards; Public Relations Society of America Silver Anvil Award of Excellence; and San Diego East County Chamber of Commerce’s 14th annual Women In Leadership Award |
| Corinne Martin, Project Manager/Director of Communications | » 10 years of experience working with public relations agencies, nonprofits and city agencies throughout the U.S. | » FasTrak Back Office System Consolidation Communications Plan  
  » SANDAG Rapid Transit Service Chula Vista event  
  » San Diego International Airport Marketing and Communications  
  » Former Chief of Staff, Bureau of Public Affairs and Communications at the Department of Environmental Protection (DEP), New York City |
| Baylee Akins, Deputy Project Manager        | » Nearly 5 years of experience in public relations, persuasive communication and strategic social marketing | » City of La Mesa Communications and Marketing  
  » City, County, and Port of San Diego Communications and Marketing  
  » SANDAG Mid-Coast Corridor Communications and Marketing  
  » H2OC Stormwater Public Education, Media, Brand Development, and Outreach |
| Esmeralda García, Strategic Advisor/Community Engagement Specialist | » Over 20 years of experience managing complex community engagement projects addressing a wide range of issues, from land use and transportation to social equity, health and environmental justice | » Cudahy 2040 General Plan Update Community Engagement Strategy  
  » City of Los Angeles OurLA2040 Communications Strategy  
  » City of Pasadena Our Pasadena Outreach and Communications  
  » Extensive public engagement experience with the Gateway Cities on projects including Metro I-710 Major Corridor Study and Locally Preferred Strategy, Metro I-710 Livability Initiative, Lower LA River Revitalization Plan, Gateway Cities COG SR-91/I-605/I-405 Initial Feasibility Study, and Commerce Green Zones Planning and General Plan Update Program |
| Ann Bertchold, Director of Marketing and Community Engagement | » 20+ years of experience at the intersection of brand development, communications, programming, and community outreach | » County of San Diego Aging and Independence Initiative  
  » County of San Diego Government Training Agency AIS Roadmap  
  » HHSA Strategic HIV Prevention Social Marketing  
  » Worked as lead marketing and communications strategist for diverse public and private sector organizations, such as City of San Diego, Downtown San Diego Partnership, Balboa Park Cultural Partnership |
| Joseph Nielsen, Social Media Marketing Assistant | » 3 years of experience in marketing research, elite brand management and marketing campaigns | » City of San Diego Community Planning Areas Major Planning Initiatives Engagement/Communications  
  » County of San Diego Aging and Independence Initiative  
  » San Diego County Regional Airport Communications Services |
| Aaron Ishaeik, Creative Director            | » 20 years of design experience in multiple media, corporate identity design, video design and production, web design, illustration, and wayfinding | » City of Pasadena Our Pasadena Outreach and Communications  
  » City of La Mesa Communications and Marketing  
  » San Diego 250th Anniversary Marketing and Communications Services  
  » San Diego International Airport 90th Anniversary  
  » City, County, and Port of San Diego Communications and Marketing  
  » H2OC Stormwater Public Education, Media, Branding, and Outreach |
| Danyel Cisneros, Graphic Designer           | » 3 years of experience developing brand identities, creative templates, original illustrations and logos | » City of Pasadena Our Pasadena Outreach and Communications  
  » City of La Mesa Communications and Marketing  
  » Burbank Airport Replacement Terminal Charrettes  
  » OCTA State Route 55 North Project Strategic Communications |
| Quinn Henry, Production and Traffic Coordinator | » Over 12 years of experience in workflow and production processes and schedules | » City of Pasadena Our Pasadena Outreach and Communications  
  » City of La Mesa Communications and Marketing  
  » San Diego 250th Anniversary Marketing and Communications Services  
  » San Diego International Airport 90th Anniversary |
## Previous Experience

### Relevant Experience

**PUBLIC RELATIONS + COMMUNITY OUTREACH**

The relevant project experience listed below and on the following pages demonstrates our expertise successfully providing public relations and community outreach services.

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<th>Project Description</th>
<th>Strategic Communications</th>
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<th>Video Production &amp; Development</th>
<th>Website Design &amp; Management</th>
<th>Campaign Development &amp; Media Planning</th>
<th>Brochures/Newsletters/ Flyers/ Program Guides &amp; Development</th>
<th>Signage &amp; Pole Banners</th>
<th>Multilingual Materials</th>
<th>Photography</th>
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<td>Cudahy General Plan and Focused Zoning Code Update and Long-Range Water</td>
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City of Cudahy | Public Relations and Community Outreach Services 7

Page 534 of 604
Cudahy Community Outreach and Engagement: General Plan and Focused Zoning Code Update and Long-Range Water Conservation and Parks Plan

CUDAHY, CA

MIG designed and implemented a community engagement program to gather input from the Cudahy business and residential community for the General Plan Update, Cudahy 2040. Cudahy 2040 looks to establish a distinctive town center providing governmental and civic uses, public space, office, and residential uses all in a mixed-use concept. The General Plan also focuses on environmental justice issues and improving the community’s health and sustainability. MIG met with community members during events to engage in dialogue about the future of Cudahy. These conversations were conducted in both English and Spanish. The effort lead to the adoption of the General Plan and updated Zoning Code.

As an implementation of the General Plan, MIG also prepared a Water Conservation and Parks Plan based on the General Plan’s goals and policies. The Water Conservation and Parks Plan develops a series of action plans/programs that rethink and maximize existing parks’ design and use, plans for new parks and recreation spaces, and embraces a bicycle and pedestrian network. This also included a community engagement program that included education regarding the benefits of green infrastructure and how this is integrated into park and open space amenities.
OUR PASADENA
PUTTING THE PLAN IN MOTION

Video work on attached flash drive

Our Pasadena
PASADENA, CA

The City of Pasadena is currently updating the City’s eight Specific Plans to ensure alignment with the recently updated General Plan. MIG is working with the City’s Planning Department to develop and implement a community engagement strategy to solicit input into the Specific Plans. The engagement program includes messaging and public involvement tools for the entire program with specific strategies geared at tailoring the approach for each plan update. The effort to update all eight plans was launched in early 2018 and included a series of open houses and website dedicated to the eight plan updates. The public involvement will continue as each plan is developed. The program also includes pop-up workshops, visual and graphic digital surveys, and youth involvement.

LEARN MORE AT:
ourpasadena.org
OurLA2040 General Plan Strategic Communications

LOS ANGELES, CA

MIG has worked closely with the Los Angeles Department of City Planning to develop comprehensive communications and outreach strategies in support of the City’s General Plan Update, OurLA2040. MIG analyzed the City’s existing communications channels (including the plan website, social media networks and collateral materials) and developed strategies and tactics to enhance communications efforts in order to reach a broader and more diverse audience.

LEARN MORE AT:
oula2040.org
City of La Mesa Marketing, Branding and Identity Services

LA MESA, CA

As part of its economic development plan, the City of La Mesa desired to enhance its perception as an ideal location for businesses to thrive. MIG staff was engaged to elevate the City; implement its new identity and brand extension of the current “Jewel of the Hills” logo and identity; create a communications and engagement plan for new businesses; attract residents through events; create sales collateral, public relations initiatives, web design and social media campaigns; as well as track and measure results to adjust tactics as needed to ensure a successful campaign.

LEARN MORE AT:
cityoflamesa.us
Urban Orchard Chula Vista Branding and Creative Campaign

CHULA VISTA, CA

The City of Chula Vista had been greatly impacted by the recession, particularly due to reduced sales tax revenues. Through several surveys and focus groups, the City discovered that the decrease in sales tax funding was attributed to a high percentage of Chula Vista residents purchasing goods and services outside of the community. The City approached MIG to initiate and activate a comprehensive marketing campaign to encourage Chula Vista residents and visitors to purchase goods and services within the City in order to increase sales tax revenues. MIG developed a marketing plan and campaign designed to motivate residents and visitors to “Shop Chula Vista Now.”

The Shop Chula Vista Now campaign was developed to increase awareness and excitement about Chula Vista’s diverse restaurants, shops and attractions to drive traffic to Chula Vista businesses. The campaign was directed toward key markets: residents, merchants and the visitor drive market. The campaign positions Chula Vista as an “Urban Orchard” and showcases the City as a giant marketplace. MIG initiated the creation of a series of branded sales tools and materials and implementation of public relations activities needed to roll out the campaign.

This included developing a brand identity, collateral items, an interactive website, merchant materials and community outreach and media buying. The plan also included outreach to City Councilmembers and key staff members to gain support.
@Home in Encinitas
ENCINITAS, CA

We know Encinitas as a quintessential beach town and for its irresistible tri-tip from Cardiff Seaside Market. But there was nothing laid back about the City’s need for an innovative public engagement strategy to collect input on its Housing Element Update. MIG guided the City as it gained valuable community input to create housing options that meet the City’s growing needs.

MIG created a brand and graphic identity to make this initiative easily recognizable to Encinitas residents. “@Home in Encinitas” was incorporated into a far reaching public information campaign to communicate the importance of the Housing Element Update and encourage public participation. Residents visited the City’s e-Town Hall online engagement tool to learn about the plan and share their vision for how Encinitas should meet the growing and changing housing needs of its residents.

SUCCESSFUL OUTCOMES

» 1,300 responses were collected through an innovative online forum. (The equivalent of 24 hours of public testimony.)
» The City’s online engagement forum received a satisfaction rating of 82 percent.
» The City Council adopted the recommended housing strategy with unanimous approval.
» American Planning Association Award for Public Outreach (San Diego Chapter)
San Diego 250
SAN DIEGO, CA

2019 marks the 250th anniversary of San Diego and California. To celebrate and honor how far we have come, MIG worked with the City of San Diego, San Diego History Center, San Diego Tourism Authority and many other county and city establishments to plan events throughout the year.

» March 12, 2019 – Launch of the initiative with a press conference that included the Mayor of San Diego, where MIG received media coverage on nearly every local TV station in addition to multiple online and print articles.

» April 11, 2019 – MIG assisted the Port of San Diego with an event to mark the day the first seaborne contingent of Spanish settlement arrived in San Diego aboard the San Antonio. This included pre-event media, a press release and media advisory. Speakers included the Mayor of San Diego and Port of San Diego commissioner Garry Bonelli and garnered front-page coverage in the San Diego Union Tribune as well as local news station coverage.

LEARN MORE AT: sandiego250.com

Video work on attached flash drive
July 1, 2019 – MIG assisted with a press conference with San Diego Supervisor Greg Cox to unveil a new San Diego 250 banner on the County Administration building.

July 16, 2019 – The general public and elected officials gathered atop Presidio Park to honor our past and envision our future during a civic ceremony to commemorate our shared history. MIG helped plan this event that garnered over 307 million impressions with articles on Yahoo.com, San Diego Union Tribune and many local news stations.

The event featured a speaking portion, dedication of a new Kumeyaay flag, VIP tour of new exhibits, entertainment and refreshments. Over 600 members of the public attended and speakers included:

- California Senate President pro Tempore Toni G. Atkins
- California State Assemblymember Todd Gloria
- Mayor Kevin Faulconer

Vice Consul General of Spain Javier Manuel Gil
- San Diego History Center Board Chair John Morrell
- City Councilmember Chris Ward
- Port Commissioner Rafael Castellanos
- Chairman Cody Martinez, Sycuan Band of the Kumeyaay Nation

September 14 & 15, 2019 – MIG participated in a pre-event press conference for the weekend-long Founders’ Day Festival which featured entertainment, vendors and activities for the whole family.

To date, MIG has garnered 700,000,000 impressions. Media impression highlights include; USA Today Travel Go Escape magazine, AAA San Diego Westways, Alaska Airlines, Forbes Travel, San Diego Union Tribune, in addition to local television, radio and print. This does not include the impressions from the banners we helped arrange along Harbor Drive or the impressions from the San Diego Bay Fireworks and Sandcastle Festival.
San Diego 250

HISTORY  EVENTS  EXPLORE  EDUCATION  GALLERY  PRESS  DONATE

Preceding Experience

San Diego 250

RSVP
SAN DIEGO250.COM

City of Cudahy | Public Relations and Community Outreach Services
San Diego International Airport 90th Anniversary
SAN DIEGO, CA

2018 marks the 90th anniversary of the opening of the San Diego International Airport. MIG worked with San Diego International Airport (SAN) to prepare a documentary video, public relations, event planning, advertising and social media marketing to celebrate the 90th anniversary and campaign for 90 days of giveaways.

LEARN MORE AT: events.san.org/90-years-of-go
SAN 90TH ANNIVERSARY

Tickets to Holiday Bowl

Tickets to Lego Land

$25 Gift Card to Dave & Busters

Balboa Park Explorer Pass
In addition to the work products highlighted in our relevant experience in this section, MIG has provided selected videos and work samples on a USB flash drive accompanying our proposal.

Work Samples
ADDITIONAL WORK PRODUCTS

VIDEOS
» City of La Mesa Jewel of the Hills Video
» San Diego County Parks and Recreation Department Branding Video
» San Diego Forward Regional Plan Video
» San Diego County Regional Airport Authority (SAN) Marketing and Communications Video
» Our Pasadena General Plan Implementation - Specific Plan and Zoning Updates Video
» San Diego County Water Authority Educational Videos

COLLATERAL
» Our Pasadena General Plan Implementation - Specific Plan and Zoning Updates Fact Sheets (English and Spanish)
» OurLA2040 Participation Packet
» Los Angeles Countywide Comprehensive Parks and Recreation Needs Assessment Fact Sheets
» City of La Mesa Jewel of the Hills Community Profile
» Sonoma County Department of Health Services SNAP-ED Marketing and Communications Plan

Port of San Diego Street Banners
References
FOR COMPARABLE SERVICES

We invite you to contact the clients identified below regarding our ability to think creatively and provide quality marketing and communications services and products.

CITY OF LA MESA COMMUNICATIONS AND ENGAGEMENT CAMPAIGN
Yvonne Garrett, City Manager
City of La Mesa
8130 Allison Avenue
La Mesa, CA 91942
ygarrett@ci.la-mesa.ca.us | (619) 667-1311

SAN DIEGO 250
Joe Terzi, CEO
San Diego Tourism Authority
750 B Street, Suite 1500
San Diego, CA 92101
jterzi@sandiego.org | (619) 232-3101

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY (SAN) MARKETING AND COMMUNICATIONS SERVICES AND 90TH ANNIVERSARY
Jon Graves
Senior Manager, Marketing
San Diego County Regional Airport Authority
Third Floor, SDCRAA Administration Building
3225 North Harbor Drive
San Diego, CA 92101
jgraves@san.org | (619) 400-2874

OUR PASADENA GENERAL PLAN IMPLEMENTATION, SPECIFIC PLAN UPDATES COMMUNITY ENGAGEMENT AND COMMUNICATIONS CAMPAIGN
Anita Cerna, Senior Planner
City of Pasadena
175 Garfield Avenue
Pasadena, CA 91101
acerna@cityofpasadena.net | (626) 744-6767

OURLA2040 GENERAL PLAN STRATEGIC COMMUNICATIONS
Conni Pallini-Tipton, Senior Planner
City of Los Angeles
200 N. Spring Street, Suite 525
Los Angeles, CA 90012
conni.pallini-tipton@lacity.org | (213) 473-3231
Procedures and Methodology

Scope of Work
UNDERSTANDING AND APPROACH

I. ACCOUNT MANAGEMENT

The MIG Project Manager will have weekly check-in meetings with the City Project Manager(s) and other staff as necessary. Check-in meetings may be combined with or tied to creative review meetings. The MIG Project Manager will also maintain regular email and phone correspondence with City Project Manager. More detailed project management logistics will be determined at a Project Kickoff Meeting.

Deliverables will be initially presented at project coordination meetings or via emails/phone calls. When materials are submitted in draft form, MIG will provide two rounds of revisions, including one round of draft text and design revisions, and one round of final revisions. City staff and managers will provide consolidated feedback within one week of receipt of a draft. Memos will be revised one time, if necessary. This review process may be adjusted in collaboration with City staff.

MIG will invoice monthly, providing monthly project updates and breakdown of costs.

Task 1.1 Communications and Outreach Plan

Based on the research, MIG will develop a Communications and Outreach Plan. MIG will recommend effective external communications to reach the City’s diverse constituency and promote City programs and services. The Plan will address strategies related to residential, business, school-based and organizational communications, and will cover a variety of channels and tactics, including print collateral, event outreach and paid advertising, among others. Recommended channels and tactics will include associated costs and level of effort (e.g., media buys, printing, etc.) and MIG will work with City staff to establish key priorities for implementation.

The plan will include:

» Target audiences and stakeholder groups
» Communications objectives by audience
» Barriers, concerns, and motivators by audience
» Key messages by audience
» Stakeholder outreach approach for each element
» Detailed timelines and workflows for construction updates
Task 1.3 Printed Communication Materials
MIG will develop a comprehensive set of printed communications materials, which will be tied to the Digital Outreach Tools and Stakeholder Outreach materials described below. Printed materials may include the following:

- Self-mailing fact sheets/newsletters
- Handout fact sheets
- Flyers
- Posters

Task 1.4 Social Media
Social media is a cost-effective way to publicize information that is relevant to select groups of users. MIG will populate Facebook and Twitter feeds that provide information on the two construction projects as well as the water conservation program. Posts will coincide with project milestones, neighborhood updates and media alerts. These feeds will link to the City website for more information. The feeds will be publicized through media relations and other outreach materials.

Task 1.5 Email and Text Message Alerts and Updates
MIG will prepare email blasts that publicize project milestones, construction updates, news alerts, and public meetings/workshops. People may also elect to receive short, timely alerts as text messages. They can sign up for these alerts at stakeholder or community meetings, or on the City website. For efficiency, text alerts may mirror Twitter or Facebook posts.

II. PUBLIC RELATIONS
Maintaining strong working relationships with media representatives of all types is essential to Cudahy’s successful media relations program. This is done by supplying relevant and timely information to the outlets and being extremely responsive to their information needs and deadlines. Traditional media, however, now reaches only a narrow stratum of the population who tend to be older and less diverse. The majority of Cudahy residents get news and information digitally, thus a robust use of e-newsletters, blogs, Facebook, Instagram, Twitter and other digital media should be established and cultivated. This approach should be coupled with outreach to non-English speaking residents, as well as diverse ethnic communities.

The MIG Team will bring a fresh new approach to Cudahy’s public relations program. In addition to more routine media relations tasks (such as formal public notices and communications about City actions), the MIG Team will inject a greater level of creativity and fun into its external communications and will generate news and information geared toward engaging a broader swath of Cudahy citizens. The MIG team will look for partnerships with non-profits and local governments that can amplify City activities and
accomplishments. The MIG team can also prepare content (with pictures whenever possible) that City staff can include in their own social media broadcasts.

The MIG Team believes in developing several compelling angles to communicate about a single topic, and then leveraging and re-purposing those angles into a multitude of communications pieces. This way, the core topic is disseminated to many audiences in many different ways, thus increasing the potential for messages to effectively reach their audiences.

**Task 2.1: Media Contact List**
The MIG Team will expand the City current contact list to ensure that it includes appropriate print, radio, television, and online media, including transportation-related blogs, as well as specific ethnic media outlets in order to reach the agency’s target audiences. The MIG Team will maintain and update the media contact list throughout the year.

**Task 2.2: Public Relations Strategy**
MIG’s public relations strategy will be informed by interviews with all of the functional teams to ensure completeness. The MIG Team will develop key message statements to present to the public and media contacts; provide educational materials for the media such as speaking notes, backgrounders and fact sheets; and offer counsel on when both proactive and reactive media outreach is needed.

The MIG Team will develop a comprehensive media publications strategy for the fiscal year, incorporating anticipated placements of legal notices, contracting opportunities and meeting announcements.

**Task 2.3: Press Releases/Media Communications**
The MIG Team will prepare a series of press releases throughout the year related to newsworthy activities (such as project milestones), funding and policy decisions (such as grant announcements and awards) and events (such as ground-breaking, ribbon cuttings, etc.). An initial outlook on such items will be incorporated into the comprehensive calendar developed at the beginning of the contract. Specific press releases will be identified in consultation with Cudahy City staff.

The MIG Team will also explore partnerships with groups that may have more visibility and reach into target communities to team up on promoting agency projects or initiatives.

Op-Eds or Letters to the Editor (LTE) will be employed when appropriate to enable project spokespeople to speak through the media proactively about projects, or respond to current events or negative articles. Large and small newspapers accept Op-Eds and LTEs to allow a community forum to unfold that discusses timely and/or controversial issues impacting readers. An Op-Ed or LTE can correct misinformation in the media and inform or educate citizens regarding City projects and programs.
III. SOCIAL MEDIA

MIG will devise a strategy to increase public engagement on Cudahy’s social media networks and build awareness of City programs and services. The social media strategy will leverage the “organic” reach of existing networks, and will also recommend strategic paid promotions through Facebook and other channels. We will also explore potential partnerships with other social media networks in the area, including non-profit organizations and other community-based outlets that can help broaden the reach of the City’s social media postings.

The social media plan will identify key themes (or “beats”) to promote through social media channels; MIG will confirm those themes with the City and will develop content for each. MIG recommends integrating these themes throughout the regular posting schedule. For example, a typical week on Cudahy’s Facebook page could include posts related to programs and events, new and noteworthy items, profiles of local businesses and community members, and fun facts/trivia, among others. Offering diverse themes will ensure that the City’s content stays fresh, dynamic and compelling.

MIG may recommend additional paid promotions to build an initial user base and promote specific content. Possible tactics may include:

- **Contests/Incentives:** MIG will develop a campaign whereby new users who “like” the Cudahy Facebook page are entered into a weekly drawing to win a prize (e.g., a new iPhone, etc.). The City could partner with local businesses and restaurants to provide additional prizes.

- **Paid Promotions:** MIG will promote selected content (posts) through Facebook and Instagram paid promotions. These promotions will ensure that specific content is viewed by an exponentially larger audience than the current followers on Cudahy’s social media channels. Paid promotions are also an effective means of engaging targeted audiences.

MIG will work with the City to create a schedule of content, including a list of postings for each month. The monthly schedule will identify specific content recommended for additional paid promotions. MIG will manage paid promotional content and track performance.

MIG will also develop campaign collateral (website content, email blasts, e-newsletters, etc.) to promote the City’s social media accounts to a diverse audience. The social media campaign strategy will include evaluating Cudahy’s website to identify areas where social media can follow best practices for promoting social media channels (for example, placing individual social media icons directly on the footer of the City’s web portal).

**Deliverables:**

- Social Media Strategic Plan
- Facebook Incentive Campaign to Build Followers
- Paid Promotions for Specific Posts (8-12 total)
- Monthly Content List and Posting Schedule (one year)
- Monthly Analytics for Incentive Campaign and Paid Promotions
IV. MULTI-MEDIA

MIG will work closely with Cudahy City staff to produce a series of short videos to promote a variety of public programs and services. The videos will utilize both animation and live action footage as appropriate, while sharing a visual theme that ties each video to Cudahy’s overarching brand and establishes continuity. The final videos will be formatted for display on the City’s website as well as through dedicated social media channels (Facebook, YouTube, etc.). The process for development and production of the videos is outlined below:

Phase 1: Content Development
MIG will consult with City staff to identify the themes and topics for the informational videos. Based on the needs articulated in the RFP, we assume an average of 24 short videos each year. MIG will work with the City to prioritize the videos and set up a timeline and schedule for production. MIG will develop a visual look and feel to apply across all of the videos to establish consistency and cohesion. The design concept will adhere to Cudahy’s existing brand guidelines.

Deliverables:
» List of video themes; production timeline
» Concepts for overarching design (3 drafts, 1 final; 2 rounds of review)

Phase 2: Script Development
Once the video themes, production timeline and final design concept have been approved, the MIG Team will work with the City to develop scripts for each video (starting with high priority topics). MIG will provide initial outlines to organize content flow and block out key messages. Upon City approval of the outline, MIG will begin developing the full-length script with subject matter support and review from City staff. MIG will edit any existing content provided to ensure subject relevance, accuracy and effectiveness. MIG will provide a draft script to the City for review and feedback, addressing comments and edits to produce a final script.

Deliverables:
» Content Outline (24 total)
» Full-Length Draft and Final Script (24 total)
Phase 3: Storyboard Development
Having established the video scripts, MIG will develop corresponding storyboards—pairing key visual frames with script content. The storyboards will propose placement of motion graphics, static graphics, original video, and/or still images. In this phase, each of these visual elements will be described or presented through rough sketches (to be fleshed out and fully developed in Phase 4). MIG will provide draft storyboards to existing Cudahy City staff for review and feedback, addressing comments and edits to produce final storyboards to be used for the development of the rough cut for each video.

**Deliverables:**
- Draft and Final Storyboards (24 total)

Phase 4: Informational Graphics and Video Production
Based upon the graphics outlined in the storyboard, MIG’s design team will begin fully developing the motion graphics, static graphics, infographics, graphics on screen over video, original video, and/or still images placed in the approved storyboards. Using a combination of original illustrations, photography (as outlined in Section 5 below) and video, MIG will produce original graphics to be used in all videos. All graphics and video will be reviewed by City staff for feedback. MIG will address comments to create final versions for City approval.

**Deliverables:**
- Still Graphics (such as infographics and diagrams)
- Motion Graphics
- Video Scenes
- Original Photographs

**Deliverables:**
- Rough and Final Cuts (24 total)

60th Anniversary Strategic Event Action Plan
MIG will work with the City of Cudahy to create an overarching strategic event action plan to facilitate the celebration its 60th year anniversary.

With more than 30 years of experience, MIG is highly qualified to orchestrate the City’s 60th Anniversary Celebration with a creative identity, public relations and outreach strategy and community event planning. We have created events with branded marketing and coordinated public relations for many of Southern California’s largest civic and private entities, including:

- County of Los Angeles Department of Public Works
- LACMTA Metro
- SCAG
- City of Los Angeles, Departments of City Planning and Transportation
- City of Pasadena
- OCTA
- Caltrans
- County of San Diego
- San Diego Maritime Museum
- San Diego International Airport
- Port of San Diego
- San Diego Association of Governments

Most recently, we were hired by San Diego 250, an organization made up of the City of San Diego, San Diego History Center, San Diego Tourism Authority and many other county and city establishments, to create an identity, develop a comprehensive public relations strategy and plan celebratory events throughout the year to commemorate the 250th anniversary of the City’s founding. The scope of work for San Diego 250 is similar to the work required to make the City of Cudahy’s 60th anniversary a success.
For decades the San Diego County Administration Center Building, centrally located on the beautiful Bay of San Diego, was surrounded by asphalt parking lots and small office buildings, lacking recreational opportunities for the community. Since the creation of the San Diego County Administration Center Building, the desire for a permanent waterfront park to serve as the welcoming entryway to our community has never faltered. Nearly 100 years in the making, the County of San Diego officially opened a twelve-acre waterfront park on May 10, 2014, bestowing a lasting gift to the San Diego region and providing the most significant free attraction for San Diego residents and visitors in modern-day history.

The San Diego County Department of Recreation organized a robust team, including MIG, to develop event planning and public relations strategies to promote monumental historic event.

MIG created a public relations plan describing the objectives, target audiences, marketing communications goals and strategies for the outreach. The target audiences for this event included the San Diego business community, families, residents, visitors, outdoor recreation enthusiasts, sponsors and vendors, and the local media. To appeal to the target audience, the grand opening would feature attractions for families and children of all ages including: live music and entertainment, sports, arts, cultural events, food and other family-friend activities.

MIG also developed a new identity to coincide with public outreach efforts and to increase event awareness. In collaborations with County staff, MIG created a commemorative poster, print and digital ads, social media posts and radio spots to publicize the event.

MIG and County Parks and Recreation collaborated in producing the grand opening for the Waterfront Park event. Attendance reached 20,000 people, more than double the original goal. MIG negotiated $15,000 in added value for the media buy, and overall the County Parks received ten million impressions and two hours of earned news coverage, valued at $100,000. The event resulted in a 72% increase in inquires to reserve County Parks for corporate events, weddings, concerts and large-scale, high end events that will continue their efforts of cost recovery.
MIG created brand identity and style guide for all partners to use in official San Diego 250 communications as well as a public relations plan supported a series of events held throughout the County at historically relevant locations.

To date, MIG has garnered 700,000,000 impressions. Media impression highlights include; USA Today Travel Go Escape magazine, AAA San Diego Westways, Alaska Airlines, Forbes Travel, San Diego Union Tribune, in addition to local television, radio and print. This does not include the impressions from the banners we helped arrange along Harbor Drive or the impressions from the San Diego Bay Fireworks and Sandcastle Festival.

**City of Cudahy 60th Anniversary Celebration**

MIG’s creative work has been recognized nationally. We have a complete creative production suite with the in-house capabilities that allow our team to craft creative solutions for any project. Our team works to understand and anticipate audience interests and needs before developing materials. It is this skill and creative talent that is applied when MIG creates fresh, strategic, creative solutions for our client’s needs.

MIG’s successful communications are driven by a belief in authentic storytelling—crafting compelling messages, enhanced by vibrant images, that resonate with diverse audiences. Through innovative communications tactics and customized community engagement, MIG can help the City of Cudahy enhance its outreach to all.

**Logo Brand Identity**

MIG will approach the 60th anniversary logo design project by first, assessing the needs, auditing existing collateral, and then determining the approach to best engage, inform and educate the target audience. Following the research phase, which includes interviewing key City staff, we will create a creative brief to capture the influences that inspire our design direction. Creative comps of the logo will be presented for review and recommendations for edits. The selected version will be refined and prepared for future application by City staff—website, social media, merchandizing, letterhead, banners, posters, flyers, newsletters, etc. The logo design project includes two rounds of revisions and delivery of the final files in formats designated by the City. MIG will give the City of Cudahy ALL RIGHTS transfer of ownership of final selected artwork.
Proposed Staffing and Project Team

Key Personnel

INNOVATIVE | STRATEGIC | COLLABORATIVE

The MIG Team has nationally recognized experience in innovative message creation and dissemination, working with clients in a strategic and collaborative fashion to utilize all forms of media that will deliver maximum results. Our team members are specifically skilled in the art of persuasion and creating communications tools to which people can identify and connect. With more than 260 employees throughout the United States, MIG offers a bench depth of talent unmatched in the industry. The following staff will be dedicated to Cudahy’s public relations and communications projects.

PROJECT MANAGEMENT

With over 25 years of experience in award-winning brand development and engagement, Principal Marlee J Ehrenfeld has led the agency’s team of creative professionals in the development and implementation of results-producing campaigns for a diverse clientele, from public agencies such as the Cities of Pasadena, Los Angeles, and San Diego, the Counties of Orange and San Diego, San Diego Unified Port District, San Diego International Airport, and SANDAG to private sector companies including XEROX, UPS, Qualcomm and Novell City. An acclaimed chief creative officer, Marlee was awarded the 2014 Agency Professional of the Year by the San Diego Ad Club and has won 16 regional Emmy Awards and 63 national Telly Awards for her documentary and commercial work. As Principal-in-Charge, Marlee will ensure adequate resources are allocated to this project and that contractual requirements are met. She will provide overall project direction, oversight, and quality control.

Project Manager and Director of Public Affairs and Community Engagement Corinne Martin has more than 10 years of experience working with public relations agencies, nonprofits and local city government throughout the U.S. Her background includes creating and executing communications plans and driving campaigns with specific measurable outcomes, working with elected officials and executive staff to implement major initiatives, help with constituent needs, and manage social marketing efforts for a variety of clients. Corinne will be responsible for managing and directing completion of tasks for all work assignments, serving as the day-to-day contact for Cudahy staff.

TECHNICAL SPECIALISTS

Our Project Management will be supported by well qualified marketing, public relations, communications, creative, and graphic design specialists and include:

» Principal and Community Engagement Specialist Esmeralda García as Strategic Advisor
» Aaron Ishaeik as Creative Director
» Ann Berchtold as Marketing and Communications Director
» Baylee Akins as Deputy Project Manager
» Joseph Nielsen as Social Media Marketing Assistant
» Danyel Cisneros as Graphic Designer
» Quinn Henry as Production Coordinator

Our staff is a collaboration of unique individuals who share a common vision and professional commitment about our work. MIG is proud to present an experienced and highly qualified team who offers the City of Cudahy the full range of expertise that any project might require under this account. Our team members have been selected for their strong expertise in their fields of work, as well as for their passion.
RESUMES
Detailed resumes for our proposed key personnel are provided on the following pages.

F Other Information

Staff Qualifications and Commitment
FOR PROPOSED KEY PERSONNEL

CREDENTIALS AND EXPERIENCE
Per the RFP, we have included education, experience, applicable professional credentials, current location, proposed position, current assignments, level of commitment, and years with the firm in the detailed resumes on the following pages for all key personnel proposed to work with the City.

STAFF COMMITMENT AND AVAILABILITY
All key personnel will be available for the duration of the scope of services and no person designated as key personnel shall be removed or replaced without the prior written notification to the City.
Marlee Ehrenfeld is an acclaimed chief creative officer specializing in brand development and engagement strategies. Marlee paid her dues as a rock music journalist and critic. With her writing and communications skills sharpened, she moved into the world of banking and finance where she mastered public relations, sales, and marketing. Her work now weaves together all the facets of her expertise to create integrated marketing programs for public and private entities that need a brand boost. Marlee brings composure and clear-headed counsel to high-profile media campaigns and crises communications. Her diverse clientele includes corporations like XEROX and UPS, and public agencies like the City of San Diego, Port of San Diego, San Diego International Airport, and San Diego Association of Governments. She works collaboratively with clients offering a fresh set of eyes and ideas to bring life to their visions and strategies. She has helped craft marketing and communications programs addressing a variety of issues, including transportation, social services, parks and recreation, and tourism. Marlee has been recognized as a leader and role model in her community for her dedication to making a tangible difference in the lives of residents. Having joined forces with MIG in 2018, she will continue to “do good” and work on projects that inspire positive change.

SELECTION PROJECT EXPERIENCE

» Pasadena General Plan Implementation Outreach and Communications, Pasadena, CA
» San Diego 250th Anniversary Marketing and Communications Services, San Diego, CA
» La Mesa Strategic Marketing and Community Engagement Services, La Mesa, CA
» San Diego International Airport 90th Anniversary and Communications Services On-Call, San Diego County, CA
» H2OC Stormwater Public Education, Media, Brand Development, and Outreach, Orange County, CA
» San Diego County Office of Education Career Pathways Initiative Marketing, San Diego County, CA
» San Diego County Office of Education Workshop and Brand Development, San Diego County, CA
» San Diego Tourism Marketing District Destination Master Plan, San Diego, CA
» SANDAG Mid-Coast Corridor Marketing, San Diego County, CA
» Mental Health Systems On-Call Communications, Southern CA

AREAS OF EXPERTISE
» Community Outreach
» Strategic Communications
» Graphic Design

EDUCATION
» BS, Photojournalism and Film, San Diego State University
» Graduate, Leadership Training for Managers, Dale Carnegie School of Management

REGISTRATIONS / CERTIFICATIONS
» Certified Facilitator, International Association of Facilitators (IAF)
» Professional Certificate in Meeting & Event Planning (course completion)

AWARDS
» 16 regional Emmy Awards
» 63 International Telly Awards
» Public Relations Society of America Silver Anvil Award of Excellence, First 5 San Diego
» San Diego East County Chamber of Commerce’s 14th annual Women In Leadership

OFFICE LOCATION: San Diego

YEARS WITH THE FIRM: 30
LEVEL OF COMMITMENT: 20%
Corinne Martin is an experienced public affairs and communications professional. She has more than 10 years of experience working with public relations agencies, nonprofits and local city government throughout the U.S. Her background includes creating and executing communications plans and driving campaigns with specific measurable outcomes, working with elected officials and executive staff to implement major initiatives, help with constituent needs, and manage social marketing efforts for a variety of clients. Corinne’s current project work includes managing marketing and communications efforts for SDCRAA. She is also managing or supporting a number of high-profile civic initiatives and major infrastructure projects in Southern California, including the San Diego 250 celebration.

While working as Chief of Staff for the Bureau of Public Affairs and Communications at the Department of Environmental Protection (DEP) in New York City, she provided support for a staff of 40 people and helped prepare presentations for meetings with elected officials, community boards and press briefings. She also worked closely with the Director of Communications to help shape messaging for the agency and translate complicated scientific research into more manageable, easy to understand messaging for the general public. Corinne was also the co-chair of a city-wide multi-agency water fountain task force, set up to determine how DEP monies will be used to ensure the initiative of installing or repairing 500 water fountains across the five boroughs is accomplished.

**SELECTED PROJECT EXPERIENCE**

- San Diego 250th Anniversary Marketing and Communications Services, San Diego, CA
- La Mesa Strategic Marketing and Community Engagement Services, La Mesa, CA
- H2OC Stormwater Public Education, Media, Brand Development, and Outreach, Orange County, CA
- First 5 San Diego Community Education and Marketing, San Diego, CA
- City, County, and Port of San Diego Communications and Marketing, San Diego, CA
- County of San Diego Aging and Independence Initiative Marketing and Communications, San Diego County, CA
Esmeralda García is a community planning and public outreach expert whose projects often tackle complex social and economic issues associated with public services and infrastructure, transportation, housing, and urban planning and design. Through her early volunteer work, she was exposed to community organizing and governance, which sparked her passion for collaborative engagement and inclusive decision-making. Esmeralda is widely recognized for her ability to reach and connect with communities of diverse backgrounds and cultures — many of whom are under-served and often go unheard. She combines her extensive experience in facilitation and strategic planning with her broad knowledge of planning and communications to bring people together to identify and resolve problems. With her fluency in Spanish and English, Esmeralda is uniquely positioned to articulate challenges, opportunities, and goals for both clients and constituents. Whether it’s a freeway corridor impacting tens of thousands of residents and businesses or a neighborhood park serving a hundred families, she is dedicated to forging understanding and cooperation to find implementable solutions that improve the lives of everyone.

**SELECTED PROJECT EXPERIENCE**

- Cudahy 2040 General Plan Community Engagement Strategy, Cudahy, CA
- OurLA2040 Communications Strategy, Los Angeles, CA
- Pasadena General Plan Implementation Outreach and Communications, Pasadena, CA
- Vision Zero Action Plan, Los Angeles, CA
- South Gate Parks and Recreation Master Plan Engagement, South Gate, CA
- Los Angeles Great Streets Challenge and Vision Zero Evaluation, Los Angeles, CA
- Los Angeles Great Streets Corridors Urban Design and Outreach Service, Los Angeles, CA
- Metro I-710 Major Corridor Study and Corridor Project EIR/EIS, Los Angeles County, CA
- Metro I-710 Livability Initiative Complete Streets and Active Transportation Plan, Los Angeles County, CA
- Commerce Green Zones Vision and Action Plans, Comprehensive Update to the General Plan and Zoning Ordinance, and Corridors Specific Plan, Commerce, CA
- Lower LA River Revitalization Plan, Los Angeles County, CA
- SR-91/I-605/I-405 Initial Feasibility Study, Gateway Cities COG, Los Angeles County, CA
- Port of Los Angeles Transportation Masterplan, Los Angeles, CA

**AREAS OF EXPERTISE**

- Community Outreach
- Diverse Communities
- Multicultural Outreach and Communications
- Facilitation

**EDUCATION**

- BA, Art History, California State University, Los Angeles

**PROFESSIONAL AFFILIATIONS**

- APA
- Transportation Research Board - Environmental Justice Committee Member

**AWARDS**

- 2018 CA APA Large Jurisdiction Implementation Award: Los Angeles Vision Zero Action Plan
- 2016 South Coast Air Quality Management District Promotion of Good Environmental Stewardship Award: Commerce Green Zones Action Plan

**OFFICE LOCATION:** Pasadena

**YEARS WITH THE FIRM:** 20

**LEVEL OF COMMITMENT:** 15%
Aaron Ishaeik is an award-winning creative director with 20 years of design experience in multiple media. He is an accomplished illustrator, printmaker, and fine artist. His work has been featured in galleries in Chicago, Washington, D.C., Los Angeles, and San Diego. He teaches printmaking and regularly hosts demonstrations and workshops at the American Institute of Graphic Arts’ Annual Design Conference and The Southern Graphics Council International Conference. He is a member of Bay Park Press, a premier printmaking studio in San Diego. His Illustrations and design work have been featured in international publications, including Graphics and Creativity. He has won two regional Emmy® Awards for his commercial work for the Port of San Diego and the City of Chula Vista. He created 40+ hand-illustrated icons for every park and recreation center in San Diego County as part of a strategic branding initiative for the Department of Parks & Recreation, winning a Platinum Marcom award and Emerging Brand of the Year from the San Diego Ad Club.

Aaron’s award-winning designs on behalf of MIG’s clients range from large out-of-home formats, such as wrapped buses and trolleys, to LED dioramas for airports and stadiums to wayfinding signage for the Port Pavilion’s trade shows/museum exhibits (including interactive displays) to detailed graphic design for corporate identity packages, annual reports, and packaging.
Ann Berchtold has 20+ years of experience at the intersection of brand development, communications, programming, and community outreach. She is an entrepreneurial, growth-focused executive with expertise in all facets of marketing, brand strategy, public relations, social media, and place activation. Ann is exceptionally adept in crafting tailored brand activation plans that elevate, connect, and resonate with audiences.

Before joining MIG, Ann led the marketing department for her agency and several other well-known agencies in San Diego. She has worked as the lead marketing and communications strategist for diverse clients including public and private sector organizations, such as City of San Diego, Downtown San Diego Partnership, Balboa Park Cultural Partnership, Brixton Capital, Carleton Management, Navarra Properties, Liberty Station, IDEA1, One Paseo, and Parq Vancouver.

**SELECTED PROJECT EXPERIENCE**

» County of San Diego Aging and Independence Initiative Marketing and Communications, San Diego County, CA
» County of San Diego Government Training Agency AIS Roadmap, San Diego County, CA
» HHSA Strategic HIV Prevention Social Marketing, San Diego, CA
» Del Mar Plaza, Programming and Placemaking, Solana Beach, CA*
» IDEA1, Programming, Social Media and Media Relations, Irvine, CA*
» SuperBlock, Brand Identity and Media Relations, San Diego, CA*
» One Paseo, Communications and Media Relations, San Diego, CA*
» Little Italy Association, Strategic Communications, San Diego, CA*
» Balboa Park Cultural Partnership, Sponsorship, San Diego, CA*
» Liberty Station, Strategic Communications, San Diego, CA*
» Parq Vancouver, Project Manager, Lead Strategic Communications Director and Media Buyer, Vancouver, Canada*
» P1440, Brand Identity and Media Buyer, Huntington Beach, CA*

*Projects completed prior to joining MIG
Baylee Akins
DEPUTY PROJECT MANAGER

Baylee Akins contributes her experience in public relations, persuasive communication, and strategic social marketing to the MIG’s marketing and communications department. Some of her current clients include the San Diego Tourism and Marketing District, SCORE San Diego, the City of La Mesa, Global Winter Wonderland, and the County Eligibility Office. Baylee has a passion for strategic marketing and public relations campaigns that can be seen in her work as team leader for publicity and messaging at SDSU’s first PRSSA Regional Conference in April 2017, which ultimately won the award for Outstanding Regional Conference.

SELECTED PROJECT EXPERIENCE
» San Diego Tourism and Marketing District, San Diego, CA
» SCORE San Diego, San Diego, CA
» Downtown Village Marketing, City of La Mesa, CA
» Global Winter Wonderland Marketing, San Diego, CA
» First 5 San Diego Community Education and Marketing, San Diego, CA
» San Diego County Office of Education Branding and Marketing, San Diego, CA

AREAS OF EXPERTISE
» Public Relations
» Strategic Communications
» Social Marketing

EDUCATION
» BA in Journalism, San Diego State University

OFFICE LOCATION: San Diego
YEARS WITH THE FIRM: 4
LEVEL OF COMMITMENT: 25%

Joseph Nielsen
MARKETING AND SOCIAL MEDIA ASSOCIATE

Joey Nielsen is a Marketing and Social Media Associate with MIG and has experience conducting in-depth marketing research, providing elite brand management services and creating marketing campaigns for clients and public officials. He began cultivating his social media skills through managing the social channels for the United States Embassy in Lusaka, Zambia, and is social media certified through HubSpot. Joey is an experienced public communicator and served as the lead speaker for the EducationUSA program in Zambia, an education campaign designed to assist local high school students with career and scholarship opportunities.

SELECTED PROJECT EXPERIENCE
» City of San Diego Community Planning Areas Major Planning Initiatives Engagement/ Communications, San Diego, CA
» County of San Diego Aging and Independence Initiative Marketing and Communications, San Diego County, CA
» San Diego County Regional Airport Communications Services, San Diego County, CA

AREAS OF EXPERTISE
» Marketing Research and Campaigns
» Strategic Communications
» Media Planning

EDUCATION
» BS, Political Science, Georgia College and State University

OFFICE LOCATION: San Diego
YEARS WITH THE FIRM: 1
LEVEL OF COMMITMENT: 25%
Danyel Cisneros  
**GRAPHIC DESIGNER**

Danyel Cisneros is part of MIG’s Creative Team, where he develops brand identities, creative templates, original illustrations and logos. He has been active in conceptualizing, planning and executing creative campaigns in collaboration with many colleagues throughout MIG. Prior to joining MIG, Danyel was a graphic designer and marketing specialist for the San Diego International Airport. He created collateral material for internal and external purposes, helped rebrand the airport and designed advertising and other necessary deliverables for various marketing campaigns.

**SELECTED PROJECT EXPERIENCE**

» Pasadena General Plan Implementation Outreach and Communications, Pasadena, CA  
» La Mesa Strategic Marketing and Community Engagement Services, La Mesa, CA  
» Burbank Airport Replacement Terminal Charrettes, Burbank, CA  
» H2OC Stormwater Public Education, Media, Brand Development, and Outreach, Orange County, CA  
» OCTA State Route 55 North Project Strategic Communications, Orange County, CA

**AREAS OF EXPERTISE**

» Graphic Design  
» Brand Identity  
» Collateral Development

**EDUCATION**

» BA, Fine Arts, California State University, San Diego

**OFFICE LOCATION:** San Diego  
**YEARS WITH THE FIRM:** 3  
**LEVEL OF COMMITMENT:** 25%

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Quinn Henry  
**PRODUCTION COORDINATOR**

As production and traffic coordinator, Quinn Henry is involved with every aspect of the company’s workflow and production processes and schedules, keeping projects on deadline and on budget. Daily, she directs the workflow to and from internal marketing communications teams for multi-platform strategic branding campaigns. She understands how all the pieces come together and the short- and long-range planning necessary to make sure everything is accomplished to task.

**SELECTED PROJECT EXPERIENCE**

» Pasadena General Plan Implementation Outreach and Communications, Pasadena, CA  
» San Diego 250th Anniversary Marketing and Communications Services, San Diego, CA  
» La Mesa Strategic Marketing and Community Engagement Services, La Mesa, CA  
» H2OC Stormwater Public Education, Media, Brand Development, and Outreach, Orange County, CA  
» San Diego County Regional Airport Communications Services, San Diego County, CA  
» SANDAG Mid-Coast Corridor Marketing, San Diego County, CA

**AREAS OF EXPERTISE**

» Workflow  
» Traffic  
» Production

**EDUCATION**

» BS, Business, University of Phoenix

**OFFICE LOCATION:** San Diego  
**YEARS WITH THE FIRM:** 12  
**LEVEL OF COMMITMENT:** 15%
Statement of Insurance Coverage
SUMMARY AND PROOF OF INSURANCE

MIG currently maintains the levels of insurance coverage with the companies listed below. We have provided a copy of our current insurance certificate on the following page.

GENERAL LIABILITY
Travelers Property Casualty Company of America
$1,000,000 per occurrence, $2,000,000 aggregate and $10,000,000 umbrella

PROFESSIONAL LIABILITY
Berkley Insurance Company
$3,000,000 per claim and $5,000,000 aggregate

AUTOMOBILE LIABILITY
The Charter Oak Fire Insurance Company
$1,000,000 per accident

WORKER’S COMPENSATION
Travelers Property Casualty Company of America
$1,000,000 per accident
CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 9/6/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOTAFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. IF SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Dealey, Renton & Associates
P. O. Box 12675
Oakland CA 94604-2675

E-MAIL ADDRESS: certificates@dealeyrenton.com

INSURER(S) AFFORDING COVERAGE

INSURER A: Berkley Insurance Company
INSURER B: Travelers Property Casualty Company of America
INSURER C: The Charter Oak Fire Insurance Company
INSURER D:
INSURER E:
INSURER F:
NAIC #
32603
25674
25615

COVERAGES

INSTD INSURANCE CO. CERTIFICATE NUMBER: 1238474227 REVISION NUMBER:

COVERAGE NUMBER: 1238474227

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSTD LIT.

TYPE OF INSURANCE

ADDITIONAL INSURER

POLICY NUMBER

POLICY EFF

POLICY EXP

LIMITS

B
COMMERCIAL GENERAL LIABILITY
CLAIMS-MADE
OCCUR
Y
Y
6801H89998
8/31/2019
8/31/2020
EACH OCCURRENCE
$1,000,000
PROPERTY DAMAGE TO RENTED PREMISES (EA occurrence)
$1,000,000
PERSONAL & ADV INJURY (Any person)
$5,000

C
AUTOMOBILE LIABILITY

ANY AUTO
OWNED AUTOS ONLY
HIRED AUTOS ONLY
SCHEDULED AUTOS NON-OWNED AUTOS ONLY
Y
8/31/2019
8/31/2020
COMBINED SINGLE LIMIT (EA occurrence)
$1,000,000

B
UMBRELLA LIABILITY

EXCESS LIABILITY

CLAIMS-MADE
Y
Y
CUP0H758762
8/31/2019
8/31/2020
EACH OCCURRENCE
$10,000,000
AGGREGATE
$10,000,000

A
WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY
ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?
Mandatory in NH
Y/N
N/A

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

FOR PROPOSALS. An Actual Certificate will be issued upon the request of the Named Insured.

CERTIFICATE HOLDER

CANCELLATION 30 Day Notice of Cancellation

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

Page 566 of 604
### MIG Hourly Rates

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Cost Estimate

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9,100.00

II. Public Relations

• Media Contact List
• Public Relations Strategy
• Press Releases/Media Communications

Timeline: Media Contact List and Public Relations Strategy development - 6 weeks. Includes 2 rounds of revisions. Cost breakout below.

Monthly public relations services will be billed at a set $4,000 per month retainer.

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PR Plan $7,340.00

Monthly Retainer Annual Fee $48,000.00

III. Social Media*

• Social Media Strategic Plan
• Facebook Incentive Campaign to Build Followers
• Paid Promotions for Specific Posts (8-12 total)
• Monthly Content List and Posting Schedule (one year)
• Monthly Analytics for Incentive Campaign and Paid Promotions

*The price quoted is based on is a monthly fee of $1,810.00, which is based on the City of Cudahy managing the posting of the communications. MIG will charge $3,000 per month to

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12 Months: $21,720.00
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### IV. Multi-Media

**Phase 1: Content Development**
- List of video themes (24 total themes)
- Design concepts (3 drafts, 1 final; 2 rounds of review)

**Phase 2: Script Development**
- Content Outline (24 total)
- Full-Length Draft and Final Script (24 total)

**Phase 3: Storyboard Development**
- Draft and Final Storyboards (24 total)

**Phase 4: Informational Graphics and Video Production**
- Still Graphics (such as infographics and diagrams)
- Rough Cuts (12 total)
- Two (2) voiceover options (City to select one)
- Voiceover recording of video scripts (as needed)
- Video Final Cut (24 total)

Timeline: 2 weeks production per :15 - :20 short video

### V. 60th Anniversary Strategic Event Action Plan

**• 12-month Strategic Anniversary Event Plan**

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**60th Logo Brand Identity Design and Production**

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**$5,610.00**
Compensation Plan

Compensation Acknowledgement

Per the RFP, MIG will perform the various services and tasks set forth in the Scope of Work in accordance with the work schedule which will be mutually determined for each project between MIG and City staff. We acknowledge compensation will be paid in monthly increments as the work is completed.

Quality Control

Quality Assurance/Quality Control (QA/QC)

We place a strong emphasis on QA/QC for all our work. Quality deliverables that are backed up by clear and accurate data are critical to the success of a project. Your credibility with stakeholders and the public depends upon timely, high-quality products.

Prior to commencing work, MIG creates a detailed work plan and schedule that illustrates the project on a task-by-task basis, making clear the project’s critical path, key deadlines and checkpoints, and the responsibilities of each team member. We will develop a Quality Management Plan (QMP). The QMP will be applied to each deliverable, addressing known and anticipated project issues and potential concerns, as well as the overall goals for the project. We will distribute the QMP to our subconsultants and brief them on these procedures during initial project meetings so everyone on the team is following the same policies for review, documentation, and edits.

Regularly scheduled project team meetings are conducted to ensure work quality and the appropriate allocation of staff time and project resources. The project manager has an identified back-up staff member to handle urgent project issues or emergencies. Biweekly, the MIG managerial team will compare project progress to the proposed schedule. When there is a significant variation, the MIG Team will take immediate steps to remediate the delay and/or provide a revised task plan to the client, if necessary. This internal program monitoring is used in addition to direct lines of communication with Cudahy City staff. The Principal-in-Charge and Project Manager will provide status updates to City staff on a monthly basis (or more frequently as requested) and will inform City staff of any problems encountered that will result in a delay in schedule. Prior to delivery to the client, all work is reviewed by the project manager and principal using a comprehensive checklist. This review time is built into the schedule and cost estimate for this project, including time for internal MIG revisions prior to client delivery.
**Conflict of Interest**

MIG, Inc. has no potential conflicts of interest related to this contract to provide public relations and community outreach services.

MIG and our personnel have never been involved in any litigation which is adverse to the City.

MIG is not currently nor has provided consulting services within the last four years to any person, corporation, partnership, or other entity that made application to the City for a discretionary land use entitlement or City project. As stated in our proposal, MIG was hired by the City to prepare the Cudahy General Plan 2040 Update, Focused Zoning Code Update, and Long-Range Water Conservation and Parks Plan in 2018.

**Required Forms**

Per the RFP, we have provided on the following pages the required forms listed below.

» Summary Sheet
» Certification of Firm’s Acceptance of City of Cudahy’s Professional Services Agreement
» False Claims Form
» Civil Litigation History/Civil Litigation Certification
APPENDIX B

PROJECT MANAGEMENT SERVICES RFP

SUMMARY SHEET

Firm Name: Moore Iacofano Goltsman, Inc. (MIG)

Firm Parent or Ownership: N/A

Firm Address: 800 Hearst Avenue, Berkeley, CA 94710

Firm Telephone Number: (510) 845-7549 Fax Number: (510) 845-8750

Firm Email Address: info@migcom.com

Firm Website: www.migcom.com

Number of years in existence: 37

Management Contact (person authorized to sign an agreement for the firm; and ultimately responsible for services required for this Request for Proposal):

Name: Marlee J Ehrenfeld Title: Principal

Telephone Number: (619) 682-3841 Fax: (619) 682-3844

Email: mehrenfeld@migcom.com

Types of series provided by your firm: Public relations, marketing, community outreach and engagement, strategic communications, graphic and website design, video production, social media strategies, urban planning, urban design, landscape architecture, civil and infrastructure engineering, and environmental planning services.
APPENDIX C

PROJECT MANAGEMENT SERVICES RFP

CERTIFICATION OF FIRM’S ACCEPTANCE OF CITY OF CUDAHY’S PROFESSIONAL SERVICES AGREEMENT AND PROPOSAL FOR MODIFICATION OF TERMS (if any)

By signing this form below, the firm certifies that the attached Agreement in Appendix B is acceptable to the firm and will be signed upon selection of the firm to perform consulting services for the City of Cudahy, except for request for modification of the agreement (if any), as specifically described below (or listing modifications by number that refer to attached sheets if necessary).

Name and Signature of Firm’s Management Representative authorized to sign an agreement:

Marlee J Ehrenfeld
Name

Principal
Title

Signature

October 16, 2019
Date

Firm Name: MIG, Inc.
FALSE CLAIMS ACT CERTIFICATION

If the Proposer has no False Claims Act violations as described above, complete the following:

I, ________________, am the ______________________________ (Print name of person responsible for submitting proposal) (Title with proposing entity)

of ______________________________ (hereinafter, “Proposer”).

(Print Name of Proposing Entity)

In submitting a proposal to the City of Cudahy, I, hereby certify that neither Proposer nor any person who is an officer of, in a managing position with, or has an ownership interest in Proposer has been determined by a court or tribunal of competent jurisdiction to have violated the False Claims Act as defined above.

I declare under penalty of perjury that the foregoing is true and correct.

Executed this __________ day of __________________________ at __________________________

(month and year) (city and state)

By ______________________________

(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
FALSE CLAIMS ACT VIOLATIONS INFORMATION

(1) Date of Determination of Violation: ________________________________

(2) Identity of tribunal or court and case name or number, if any: ________________________________

(3) Government Contract or project involved: ________________________________

(4) Government agency involved: _________________________________________

(5) Amount of fine imposed: ______________________________________________

(6) Exculpatory Information: _______________________________________________

DECLARATION

I, ________________________________________________, the ________________________________
(Print name of person responsible for submitting proposal) (Title with proposing entity)

of ________________________________________________ (hereinafter, “Proposer”)
(Print Name of Proposing Entity)

I declare under penalty of perjury that the above information is true and correct.

Executed this _____ day of ______________ at ______________________________
(month and year) (city and state)

by ________________________________________________
(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
CITY OF CUDAHY
CITY HALL
5220 SANTA ANA STREET
CUDAHY, CALIFORNIA 90201

CIVIL LITIGATION HISTORY/
CIVIL LITIGATION CERTIFICATION
(PROJECT MANAGEMENT SERVICES RFP)

Proposer shall provide either the certification requested below or information requested on the next page. **Failure to provide such certification or information may result in a determination that the Proposer is nonresponsive.** Failure to fully and accurately provide the requested certification or information may result in a determination that the Proposer is not responsible. For the five (5) years preceding the date of submittal of this Proposal, identify any civil litigation arising out of the performance of a procurement contract within the State of California in which any of the following was a named plaintiff or defendant in a lawsuit brought by or against the entity soliciting Proposals: the Proposer submitting the instant Proposal, including any person who is an officer of, or in a managing position with, or has an ownership interest in the entity submitting the Proposal. Do not include litigation which is limited solely to enforcement of mechanics’ liens or stop notices. Provide on the following page labeled “Civil Litigation History Information:” (i) the name and court case identification number of each case, (ii) the jurisdiction in which it was filed, and (iii) the outcome of the litigation, e.g., whether the case is pending, a judgment was entered, a settlement was reached, or the case was dismissed.

CIVIL LITIGATION CERTIFICATION

If the Proposer has no civil litigation history to report as described above, complete the following:

I, ____________, am the ______________________________
(Print name of person responsible for submitting Proposal)  (Title with Proposing Entity)

of ______________________________________________
(Print Name of Proposing Entity)

In submitting a Proposal to the City of Cudahy for Project Management Services, I, hereby certify that neither Proposer nor any person who is an officer of, in a managing position with, or has an ownership interest in Proposer has been involved in civil litigation as described, above.

I declare under penalty of perjury that the foregoing is true and correct.

Executed this ______ day of ______, 20____ at ______
(month and year) (city and state)

by ________________
(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
CIVIL LITIGATION HISTORY INFORMATION

(1) Name of Case: _____________________________________________________
______________________________________________________________________
______________________________________________________________________

(2) Court case identification number: _________________________________

(3) Jurisdiction in which case was filed: _______________________________

(4) Outcome of the case: ____________________________________________
______________________________________________________________________
______________________________________________________________________

(5) Name of Case: ___________________________________________________
______________________________________________________________________

(6) Court case identification number: _________________________________

(7) Jurisdiction in which case was filed: _______________________________

(8) Outcome of the case: ____________________________________________
______________________________________________________________________
______________________________________________________________________

DECLARATION

I, __________________________, the __________________________
(Print name of person responsible for submitting Proposal) (Title with Proposing Entity)

of ________________________________ (hereinafter, “Proposer”)
(Print Name of Proposing Entity)

I declare under penalty of perjury that the above information is true and correct.

Executed this _____ day of ______________ at ____________________________
(month and year) (city and state)

by ______________________________
(Signature of Person Responsible for Submitting Proposal on behalf of Proposer)
## Phase I Reviewers

- Victor Santiago - VS
- Ruben Vasquez - RV
- Brenda Rodriguez - BR
- Richard Iglesias - RI

### Phase I Review Breakdown

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<td></td>
<td>The firm's past experience on specific government engagements (i.e. references)</td>
<td>20 15 14 18 NA</td>
<td>8</td>
<td>13</td>
<td>18</td>
<td>NA</td>
<td>13</td>
<td>12</td>
<td>17</td>
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<td>13</td>
<td>15</td>
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<td>Distinguishing features, skills and/or services</td>
<td>20 15 16 18 NA</td>
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<td>19</td>
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<td>Firm's statement on why it believes itself to be best qualified (cover letter)</td>
<td>10 8 9 9 NA</td>
<td>3</td>
<td>7</td>
<td>8</td>
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<td>3</td>
<td>Cost/Value to City (and/or applicants) (25 points)</td>
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<td>Reasonable Rate for Project Services</td>
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<td>Ability to stay within budget</td>
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**TOTAL POINTS Evaluation: 100**

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<td>MIG</td>
<td>72.67</td>
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<td>BBPR, INC.</td>
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<th>Phase II Oral Interview (Top 2 Candidates Average)</th>
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<tbody>
<tr>
<td>PDM Film Studios</td>
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<td>Global Urban Strategies</td>
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PROFESSIONAL SERVICES AGREEMENT
(Engagement: Public Relations and Outreach Services)
(Parties: City of Cudahy and Global Urban Strategies, Inc.)

THIS PROFESSIONAL SERVICES AGREEMENT ("Agreement") is made and entered into this 17th day of December 2019 (hereinafter, the "Effective Date"), by and between the CITY OF CUDAHY, a municipal corporation ("CITY") and Global Urban Strategies, Inc. ("CONSULTANT"), a public relations and outreach firm (hereinafter, "CONSULTANT"). For the purposes of this Agreement CITY and CONSULTANT may be referred to collectively by the capitalized term "Parties." The capitalized term "Party" may refer to CITY or CONSULTANT interchangeably.

WHEREAS, CITY wishes to engage CONSULTANT to provide the following specialized services: Public Relations and Outreach; and

WHEREAS, CITY’s in-house personnel is presently unable to perform the specialized services and tasks contemplated under this Agreement; and

WHEREAS, CONSULTANT possesses the specialized training, skill, expertise and experience required to perform the services contemplated under this Agreement; and

WHEREAS, CONSULTANT agrees to perform the various services and tasks set forth under this Agreement subject to the terms and conditions set forth herein; and

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions herein contained, CITY and CONSULTANT agree as follows:

I. ENGAGEMENT TERMS

1.1 SCOPE OF SERVICES: Subject to the terms and conditions set forth in this Agreement and all exhibits attached and incorporated hereto, CONSULTANT agrees to perform the services and tasks set forth in Exhibit "A" (hereinafter referred to as the “Scope of Services”). CONSULTANT further agrees to furnish to CITY all labor, materials, tools, supplies, equipment, services, tasks and incidental and customary work necessary to competently perform and timely complete the services and tasks set forth in the Scope of Services. For the purposes of this Agreement the aforementioned services and tasks set forth in
the Scope of Services shall hereinafter be referred to generally by the capitalized term “Work.”

1.2 TERM: This Agreement shall have a term of three (3) years, commencing from December 17, 2019 (“EFFECTIVE DATE”). Nothing in this Section shall operate to prohibit or otherwise restrict the CITY’s ability to terminate this Agreement at any time for convenience, cause, or budgetary constraints.

1.3 COMPENSATION:

A. CONSULTANT shall perform the various services and tasks set forth in the Scope of Services found on Exhibit A in accordance with the compensation schedule found on Exhibit B. (hereinafter, the “Approved Rate Schedule”).

B. Section 1.3(A) notwithstanding, CONSULTANT’s total compensation during the Term of this Agreement or any extension term shall not exceed the budgeted aggregate sum of TWO HUNDRED FORTY NINE THOUSAND ($249,000) over three years (hereinafter, the “Not-to-Exceed Sum”), unless such added expenditure is first approved by the CITY acting in consultation with the City Manager and Director of Finance. In the event CONSULTANT’s charges are projected to exceed the Not-to-Exceed Sum prior to the expiration of the Term or any single extension term, CITY may suspend CONSULTANT’s performance pending CITY approval of any anticipated expenditures in excess of the Not-to-Exceed Sum or any other CITY-approved amendment to the compensation terms of this Agreement.

1.4 PAYMENT OF COMPENSATION:

A. The CITY shall pay the CONSULTANT for its professional services rendered and costs incurred pursuant to this Agreement in accordance with the CONSULTANT’s fee and cost schedule attached and incorporated hereto as Exhibit “B”. The cost for services shall not exceed TWO HUNDRED FORTY NINE THOUSAND ($249,000) over three years. The monthly rate shall not exceed SIX THOUSAND NINE HUNDRED SIXTEEN DOLLARS ($6,916). No additional compensation shall be paid for any other expenses incurred unless first approved by the CITY acting in consultation with the City Manager.

B. The CONSULTANT shall submit to the CITY a bill for services according to the project schedule attached and incorporated hereto as EXHIBIT “B”. The CITY shall pay the CONSULTANT upon thirty (30) days of receipt of the invoice.

C. No payment made hereunder by CITY to CONSULTANT 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.

1.5 ACCOUNTING RECORDS: CONSULTANT shall maintain complete and accurate records with respect to all matters covered under this Agreement for a
period of five (5) years after the expiration or termination of this Agreement. CITY shall have the right to access and examine such records, without charge, during normal business hours. CITY shall further have the right to audit such records, to make transcripts therefrom and to inspect all program data, documents, proceedings, and activities.

1.6 ABANDONMENT BY CONSULTANT: In the event CONSULTANT ceases to perform the Work agreed to under this Agreement or otherwise abandons the undertaking contemplated herein prior to the expiration of this Agreement or prior to completion of any or all tasks set forth in the Scope of Services, CONSULTANT shall deliver to CITY immediately and without delay, all materials, records and other work product prepared or obtained by CONSULTANT in the performance of this Agreement. Furthermore, CONSULTANT shall only be compensated for the reasonable value of the services, tasks and other work performed up to the time of cessation or abandonment, less a deduction for any damages, costs or additional expenses which CITY may incur as a result of CONSULTANT’s cessation or abandonment.

II. PERFORMANCE OF AGREEMENT

2.1 CITY’S REPRESENTATIVES: The CITY hereby designates the City Manager (hereinafter, the “CITY Representatives”) to act as its representatives for the performance of this Agreement. The City Manager shall be the chief CITY Representative. The CITY Representatives or their designee shall act on behalf of the CITY for all purposes under this Agreement. CONSULTANT shall not accept directions or orders from any person other than the CITY Representatives or their designee.

2.2 CONSULTANT REPRESENTATIVE: CONSULTANT hereby designates Omar E. Hernandez (“CONSULTANT”) to act as its representative for the performance of this Agreement (hereinafter, “CONSULTANT Representative”). CONSULTANT Representative shall have full authority to represent and act on behalf of the CONSULTANT for all purposes under this Agreement. CONSULTANT Representative or his designee shall supervise and direct the performance of the Work, using his best skill and attention, and shall be responsible for all means, methods, techniques, sequences and procedures and for the satisfactory coordination of all portions of the Work under this Agreement. Notice to the CONSULTANT Representative shall constitute notice to CONSULTANT.

2.3 COORDINATION OF SERVICE; CONFORMANCE WITH REQUIREMENTS: CONSULTANT agrees to work closely with CITY staff in the performance of the Work and this Agreement and shall be available to CITY staff and the CITY Representatives at all reasonable times. All work prepared by CONSULTANT shall be subject to inspection and approval by CITY Representatives or their designees.
2.4 STANDARD OF CARE; PERFORMANCE OF EMPLOYEES: CONSULTANT represents, acknowledges and agrees to the following:

A. CONSULTANT shall perform all Work skillfully, competently and to the highest standards of CONSULTANT’s profession;

B. CONSULTANT shall perform all Work in a manner reasonably satisfactory to the CITY;

C. CONSULTANT shall comply with all applicable federal, state and local laws and regulations, including the conflict of interest provisions of Government Code Section 1090 and the Political Reform Act (Government Code Section 81000 et seq.);

D. CONSULTANT understands the nature and scope of the Work to be performed under this Agreement as well as any and all schedules of performance;

E. All of CONSULTANT’s employees and agents possess sufficient skill, knowledge, training and experience to perform those services and tasks assigned to them by CONSULTANT; and

F. All of CONSULTANT’s employees and agents (including but not limited subcontractors and subconsultants) possess all licenses, permits, certificates, qualifications and approvals of whatever nature that are legally required to perform the tasks and services contemplated under this Agreement and all such licenses, permits, certificates, qualifications and approvals shall be maintained throughout the term of this Agreement and made available to CITY for copying and inspection.

The Parties acknowledge and agree that CONSULTANT shall perform, at CONSULTANT’s own cost and expense and without any reimbursement from CITY, any services necessary to correct any errors or omissions caused by CONSULTANT’s failure to comply with the standard of care set forth under this Section or by any like failure on the part of CONSULTANT’s employees, agents, contractors, subcontractors and subconsultants. Such effort by CONSULTANT to correct any errors or omissions shall be commenced immediately upon their discovery by either Party and shall be completed within seven (7) calendars days from the date of discovery or such other extended period of time authorized by the CITY Representatives in writing and in their sole and absolute discretion. The Parties acknowledge and agree that CITY’s acceptance of any work performed by CONSULTANT or on CONSULTANT’s behalf shall not constitute a release of any deficiency or delay in performance. The Parties further acknowledge, understand and agree that CITY has relied upon the foregoing representations of CONSULTANT, including but not limited to the representation that CONSULTANT possesses the skills, training,
knowledge and experience necessary to perform the Work skillfully, competently and to the highest standards of CONSULTANT’s profession.

2.5 ASSIGNMENT: The skills, training, knowledge and experience of CONSULTANT are material to CITY’s willingness to enter into this Agreement. Accordingly, CITY has an interest in the qualifications and capabilities of the person(s) who will perform the services and tasks to be undertaken by CONSULTANT or on behalf of CONSULTANT in the performance of this Agreement. In recognition of this interest, CONSULTANT agrees that it shall not assign or transfer, either directly or indirectly or by operation of law, this Agreement or the performance of any of CONSULTANT’s duties or obligations under this Agreement without the prior written consent of the CITY. In the absence of CITY’s prior written consent, any attempted assignment or transfer shall be ineffective, null and void and shall constitute a material breach of this Agreement.

2.6 CONTROL AND PAYMENT OF SUBORDINATES; INDEPENDENT CONTRACTOR: The Work shall be performed by CONSULTANT or under CONSULTANT’s strict supervision. CONSULTANT will determine the means, methods and details of performing the Work subject to the requirements of this Agreement. CITY retains CONSULTANT on an independent contractor basis and not as an employee. CONSULTANT reserves the right to perform similar or different services for other principals during the term of this Agreement, provided such work does not unduly interfere with CONSULTANT’s competent and timely performance of the Work contemplated under this Agreement and provided the performance of such services does not result in the unauthorized disclosure of CITY’s confidential or proprietary information. Any additional personnel performing the Work under this Agreement on behalf of CONSULTANT are not employees of CITY and shall at all times be under CONSULTANT’s exclusive direction and control. CONSULTANT shall pay all wages, salaries and other amounts due such personnel and shall assume responsibility for all benefits, payroll taxes, Social Security and Medicare payments and the like. CONSULTANT shall be responsible for all reports and obligations respecting such additional personnel, including, but not limited to: Social Security taxes, income tax withholding, unemployment insurance, disability insurance, workers’ compensation insurance and the like.

2.7 REMOVAL OF EMPLOYEES OR AGENTS: If any of CONSULTANT’s officers, employees, agents, contractors, subcontractors or subconsultants is determined by the CITY Representatives to be uncooperative, incompetent, a threat to the adequate or timely performance of the tasks assigned to CONSULTANT, a threat to persons or property, or if any of CONSULTANT’s officers, employees, agents, contractors, subcontractors or subconsultants fail or refuse to perform the Work in a manner acceptable to the CITY, such officer, employee, agent, contractor, subcontractor or subconsultant shall be promptly removed by CONSULTANT and shall not be re-assigned to perform any of the Work.
2.8 **COMPLIANCE WITH LAWS:** CONSULTANT shall keep itself informed of and in compliance with all applicable federal, State or local laws to the extent such laws control or otherwise govern the performance of the Work. CONSULTANT’s compliance with applicable laws shall include without limitation compliance with all applicable Cal/OSHA requirements.

2.9 **NON-DISCRIMINATION:** In the performance of this Agreement, CONSULTANT shall not discriminate against any employee, subcontractor, subconsultant, or applicant for employment because of race, color, creed, religion, sex, marital status, sexual orientation, national origin, ancestry, age, physical or mental disability or medical condition.

2.10 **INDEPENDENT CONTRACTOR STATUS:** The Parties acknowledge, understand and agree that CONSULTANT and all persons retained or employed by CONSULTANT are, and shall at all times remain, wholly independent contractors and are not officials, officers, employees, departments or subdivisions of CITY. CONSULTANT shall be solely responsible for the negligent acts and/or omissions of its employees, agents, contractors, subcontractors and subconsultants. CONSULTANT and all persons retained or employed by CONSULTANT shall have no authority, express or implied, to bind CITY in any manner, nor to incur any obligation, debt or liability of any kind on behalf of, or against, CITY, whether by contract or otherwise, unless such authority is expressly conferred to CONSULTANT under this Agreement or is otherwise expressly conferred by CITY in writing.

## III. INSURANCE

3.1 **DUTY TO PROCURE AND MAINTAIN INSURANCE:** Prior to the beginning of and throughout the duration of the Work, CONSULTANT will procure and maintain policies of insurance that meet the requirements and specifications set forth under this Article. CONSULTANT shall procure and maintain the following insurance coverage, at its own expense:

A. **Commercial General Liability Insurance:** CONSULTANT shall procure and maintain Commercial General Liability Insurance ("CGL Coverage") as broad as Insurance Services Office Commercial General Liability coverage (occurrence Form CG 0001) or its equivalent. Such CGL Coverage shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per occurrence and Two Million Dollars ($2,000,000.00) in the general aggregate for bodily injury, personal injury, property damage, operations, products and completed operations, and contractual liability.

B. **Automobile Liability Insurance:** CONSULTANT shall procure and maintain Automobile Liability Insurance as broad as Insurance Services Office Form Number CA 0001 covering Automobile Liability, Code 1 (any auto). Such
Automobile Liability Insurance shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per accident for bodily injury and property damage.

C. Workers' Compensation Insurance/ Employer's Liability Insurance: A policy of workers’ compensation insurance in such amount as will fully comply with the laws of the State of California and which shall indemnify, insure and provide legal defense for both CONSULTANT and CITY against any loss, claim or damage arising from any injuries or occupational diseases occurring to any worker employed by or any persons retained by CONSULTANT in the course of carrying out the Work contemplated in this Agreement.

D. Errors & Omissions Insurance: For the full term of this Agreement and for a period of three (3) years thereafter, CONSULTANT shall procure and maintain Errors and Omissions Liability Insurance appropriate to CONSULTANT’s profession. Such coverage shall have minimum limits of no less than One Million Dollars ($1,000,000.00) per occurrence and shall be endorsed to include contractual liability.

3.2 ADDITIONAL INSURED REQUIREMENTS: The CGL Coverage and the Automobile Liability Insurance shall contain an endorsement naming the CITY and CITY’s elected and appointed officials, officers, employees, agents and volunteers as additional insureds.

3.3 REQUIRED CARRIER RATING: All varieties of insurance required under this Agreement shall be procured from insurers admitted in the State of California and authorized to issue policies directly to California insureds. Except as otherwise provided elsewhere under this Article, all required insurance shall be procured from insurers who, according to the latest edition of the Best’s Insurance Guide, have an A.M. Best’s rating of no less than A:VII. CITY may also accept policies procured by insurance carriers with a Standard & Poor’s rating of no less than BBB according to the latest published edition the Standard & Poor’s rating guide. As to Workers’ Compensation Insurance/ Employer’s Liability Insurance, the CITY Representatives are authorized to authorize lower ratings than those set forth in this Section.

3.4 PRIMACY OF CONSULTANT’S INSURANCE: All polices of insurance provided by CONSULTANT shall be primary to any coverage available to CITY or CITY’s elected or appointed officials, officers, employees, agents or volunteers. Any insurance or self-insurance maintained by CITY or CITY’s elected or appointed officials, officers, employees, agents or volunteers shall be in excess of CONSULTANT’s insurance and shall not contribute with it.

3.5 WAIVER OF SUBROGATION: All insurance coverage provided pursuant to this Agreement shall not prohibit CONSULTANT or CONSULTANT's officers, employees, agents, subcontractors or subconsultants from waiving the right of
subrogation prior to a loss. CONSULTANT hereby waives all rights of subrogation against CITY.

3.6 VERIFICATION OF COVERAGE: CONSULTANT acknowledges, understands and agrees, that CITY’s ability to verify the procurement and maintenance of the insurance required under this Article is critical to safeguarding CITY’s financial well-being and, indirectly, the collective well-being of the residents of the CITY. Accordingly, CONSULTANT warrants, represents and agrees that its shall furnish CITY with original certificates of insurance and endorsements evidencing the coverage required under this Article on forms satisfactory to CITY in its sole and absolute discretion. The certificates of insurance and endorsements for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf, and shall be on forms provided by the CITY if requested. All certificates of insurance and endorsements shall be received and approved by CITY as a condition precedent to CONSULTANT's commencement of any work or any of the Work. Upon CITY’s written request, CONSULTANT shall also provide CITY with certified copies of all required insurance policies and endorsements.

IV. INDEMNIFICATION

4.1 The Parties agree that CITY and CITY’s elected and appointed officials, officers, employees, agents and volunteers (hereinafter, the “CITY Indemnitees”) should, to the fullest extent permitted by law, be protected from any and all loss, injury, damage, claim, lawsuit, cost, expense, attorneys’ fees, litigation costs, or any other cost arising out of or in any way related to the performance of this Agreement. Accordingly, the provisions of this indemnity provision are intended by the Parties to be interpreted and construed to provide the CITY Indemnitees with the fullest protection possible under the law. CONSULTANT acknowledges that CITY would not enter into this Agreement in the absence of CONSULTANT’s commitment to indemnify, defend and protect CITY as set forth herein.

4.2 To the fullest extent permitted by law, CONSULTANT shall indemnify, hold harmless and defend the CITY Indemnitees from and against all liability, loss, damage, expense, cost (including without limitation reasonable attorneys’ fees, expert fees and all other costs and fees of litigation) of every nature arising out of or in connection with CONSULTANT’s performance of work hereunder or its failure to comply with any of its obligations contained in this Agreement, except such loss or damage which is caused by the sole negligence or willful misconduct of the CITY.

4.3 CITY shall have the right to offset against the amount of any compensation due CONSULTANT under this Agreement any amount due CITY from CONSULTANT as a result of CONSULTANT’s failure to pay CITY promptly any indemnification arising under this Article and related to CONSULTANT’s failure to either (i) pay
taxes on amounts received pursuant to this Agreement or (ii) comply with applicable workers’ compensation laws.

4.4 The obligations of CONSULTANT under this Article will not be limited by the provisions of any workers’ compensation act or similar act. CONSULTANT expressly waives its statutory immunity under such statutes or laws as to CITY and CITY’s elected and appointed officials, officers, employees, agents and volunteers.

4.5 CONSULTANT agrees to obtain executed indemnity agreements with provisions identical to those set forth here in this Article from each and every subcontractor or any other person or entity involved by, for, with or on behalf of CONSULTANT in the performance of this Agreement. In the event CONSULTANT fails to obtain such indemnity obligations from others as required herein, CONSULTANT agrees to be fully responsible and indemnify, hold harmless and defend CITY and CITY’s elected and appointed officials, officers, employees, agents and volunteers from and against any and all claims and losses, costs or expenses for any damage due to death or injury to any person and injury to any property resulting from any alleged intentional, reckless, negligent, or otherwise wrongful acts, errors or omissions of CONSULTANT’s subcontractors or any other person or entity involved by, for, with or on behalf of CONSULTANT in the performance of this Agreement. Such costs and expenses shall include reasonable attorneys’ fees incurred by counsel of CITY’s choice.

4.6 CITY does not, and shall not, waive any rights that it may possess against CONSULTANT because of the acceptance by CITY, or the deposit with CITY, of any insurance policy or certificate required pursuant to this Agreement. This hold harmless and indemnification provision shall apply regardless of whether or not any insurance policies are determined to be applicable to the claim, demand, damage, liability, loss, cost or expense.

4.7 This Article and all provisions contained herein (including but not limited to the duty to indemnify, defend and hold free and harmless) shall survive the termination or normal expiration of this Agreement and is in addition to any other rights or remedies which the CITY may have at law or in equity.

V. TERMINATION

5.1 TERMINATION WITHOUT CAUSE: CITY may terminate this Agreement at any time for convenience and without cause by giving CONSULTANT a minimum of five (5) calendar days prior written notice of CITY’s intent to terminate this Agreement. Upon such termination for convenience, CONSULTANT shall be compensated only for those services and tasks which have been performed by CONSULTANT up to the effective date of the termination. CONSULTANT may not terminate this Agreement except for cause as provided under Section 5.2, below. If this Agreement is terminated as provided herein, CITY may require
CONSULTANT to provide all finished or unfinished Documents and Data, as defined in Section 7.1 below, and other information of any kind prepared by CONSULTANT in connection with the performance of the Work. CONSULTANT shall be required to provide such Documents and Data within fifteen (15) calendar days of CITY’s written request. No actual or asserted breach of this Agreement on the part of CITY pursuant to Section 5.2, below, shall operate to prohibit or otherwise restrict CITY’s ability to terminate this Agreement for convenience as provided under this Section.

5.2 EVENTS OF DEFAULT; BREACH OF AGREEMENT:

A. In the event either Party fails to perform any duty, obligation, service or task set forth under this Agreement (or fails to timely perform or properly perform any such duty, obligation, service or task set forth under this Agreement), an event of default (hereinafter, “Event of Default”) shall occur. For all Events of Default, the Party alleging an Event of Default shall give written notice to the defaulting Party (hereinafter referred to as a “Default Notice”) which shall specify: (i) the nature of the Event of Default; (ii) the action required to cure the Event of Default; (iii) a date by which the Event of Default shall be cured, which shall not be less than the applicable cure period set forth under Sections 5.2.B and 5.2.C below or if a cure is not reasonably possible within the applicable cure period, to begin such cure and diligently prosecute such cure to completion. The Event of Default shall constitute a breach of this Agreement if the defaulting Party fails to cure the Event of Default within the applicable cure period or any extended cure period allowed under this Agreement.

B. CONSULTANT shall cure the following Events of Defaults within the following time periods:

i. Within three (3) business days of CITY’s issuance of a Default Notice for any failure of CONSULTANT to timely provide CITY or CITY’s employees or agents with any information and/or written reports, documentation or work product which CONSULTANT is obligated to provide to CITY or CITY’s employees or agents under this Agreement. Prior to the expiration of the 3-day cure period, CONSULTANT may submit a written request for additional time to cure the Event of Default upon a showing that CONSULTANT has commenced efforts to cure the Event of Default and that the Event of Default cannot be reasonably cured within the 3-day cure period. The foregoing notwithstanding, CITY shall be under no obligation to grant additional time for the cure of an Event of Default under this Section 5.2 B.i. that exceeds seven (7) calendar days from the end of the initial 3-day cure period; or

ii. Within fourteen (14) calendar days of CITY’s issuance of a Default Notice for any other Event of Default under this Agreement. Prior
to the expiration of the 14-day cure period, CONSULTANT may submit a written request for additional time to cure the Event of Default upon a showing that CONSULTANT has commenced efforts to cure the Event of Default and that the Event of Default cannot be reasonably cured within the 14-day cure period. The foregoing notwithstanding, CITY shall be under no obligation to grant additional time for the cure of an Event of Default under this Section 5.2B.ii that exceeds thirty (30) calendar days from the end of the initial 14-day cure period.

In addition to any other failure on the part of CONSULTANT to perform any duty, obligation, service or task set forth under this Agreement (or the failure to timely perform or properly perform any such duty, obligation, service or task), an Event of Default on the part of CONSULTANT shall include, but shall not be limited to the following: (i) CONSULTANT’s refusal or failure to perform any of the services or tasks called for under the Scope of Services; (ii) CONSULTANT’s failure to fulfill or perform its obligations under this Agreement within the specified time or if no time is specified, within a reasonable time; (iii) CONSULTANT’s and/or its employees’ disregard or violation of any federal, state, local law, rule, procedure or regulation; (iv) the initiation of proceedings under any bankruptcy, insolvency, receivership, reorganization, or similar legislation as relates to CONSULTANT, whether voluntary or involuntary; (v) CONSULTANT’s refusal or failure to perform or observe any covenant, condition, obligation or provision of this Agreement; and/or (vii) CITY’s discovery that a statement representation or warranty by CONSULTANT relating to this Agreement is false, misleading or erroneous in any material respect.

C. CITY shall cure any Event of Default asserted by CONSULTANT within forty-five (45) calendar days of CONSULTANT’s issuance of a Default Notice, unless the Event of Default cannot reasonably be cured within the 45-day cure period. Prior to the expiration of the 45-day cure period, CITY may submit a written request for additional time to cure the Event of Default upon a showing that CITY has commenced its efforts to cure the Event of Default and that the Event of Default cannot be reasonably cured within the 45-day cure period. The foregoing notwithstanding, an Event of Default dealing with CITY’s failure to timely pay any undisputed sums to CONSULTANT as provided under Section 1.4, above, shall be cured by CITY within five (5) calendar days from the date of CONSULTANT’s Default Notice to CITY.

D. CITY, in its sole and absolute discretion, may also immediately suspend CONSULTANT’s performance under this Agreement pending CONSULTANT’s cure of any Event of Default by giving CONSULTANT written notice of CITY’s intent to suspend CONSULTANT’s performance (hereinafter, a “Suspension Notice”). CITY may issue the Suspension
Notice at any time upon the occurrence of an Event of Default. Upon such suspension, CONSULTANT shall be compensated only for those services and tasks which have been rendered by CONSULTANT to the reasonable satisfaction of CITY up to the effective date of the suspension. No actual or asserted breach of this Agreement on the part of CITY shall operate to prohibit or otherwise restrict CITY’s ability to suspend this Agreement as provided herein.

E. No waiver of any Event of Default or breach under this Agreement shall constitute a waiver of any other or subsequent Event of Default or breach. No waiver, benefit, privilege, or service voluntarily given or performed by a Party shall give the other Party any contractual rights by custom, estoppel, or otherwise.

F. The duties and obligations imposed under this Agreement and the rights and remedies available hereunder shall be in addition to and not a limitation of any duties, obligations, rights and remedies otherwise imposed or available by law. In addition to any other remedies available to CITY at law or under this Agreement in the event of any breach of this Agreement, CITY, in its sole and absolute discretion, may also pursue any one or more of the following remedies:

i. Upon written notice to CONSULTANT, the CITY may immediately terminate this Agreement in whole or in part;

ii. Upon written notice to CONSULTANT, the CITY may extend the time of performance;

iii. The CITY may proceed by appropriate court action to enforce the terms of the Agreement to recover damages for CONSULTANT’s breach of the Agreement or to terminate the Agreement; or

iv. The CITY may exercise any other available and lawful right or remedy.

CONSULTANT shall be liable for all legal fees plus other costs and expenses that CITY incurs upon a breach of this Agreement or in the CITY’s exercise of its remedies under this Agreement.

G. In the event CITY is in breach of this Agreement, CONSULTANT’s sole remedy shall be the suspension or termination of this Agreement and/or the recovery of any unpaid sums lawfully owed to CONSULTANT under this Agreement for completed services and tasks.

5.3 **SCOPE OF WAIVER:** No waiver of any default or breach under this Agreement shall constitute a waiver of any other default or breach, whether of the same or other covenant, warranty, agreement, term, condition, duty or requirement
contained in this Agreement. No waiver, benefit, privilege, or service voluntarily given or performed by a Party shall give the other Party any contractual rights by custom, estoppel, or otherwise.

5.4 SURVIVING ARTICLES, SECTIONS AND PROVISIONS: The termination of this Agreement pursuant to any provision of this Article or by normal expiration of its term or any extension thereto shall not operate to terminate any Article, Section or provision contained herein which provides that it shall survive the termination or normal expiration of this Agreement.

VI. MISCELLANEOUS PROVISIONS

6.1 AUDIT OR EXAMINATION: All records and files related to the Programs shall be kept and maintained at the City Hall premises at all times. City shall keep and maintain all program files for the City and make them accessible for audit or examination for a period of five (5) years after final payments are issued and other pending matters are closed. (24 CFR Part 85, Sec. 42)

6.2 CONFLICT OF INTEREST: Consultant agrees that any conflict or potential conflict of interest shall be fully disclosed prior to execution of the Agreement or upon actual knowledge of a conflict of interest or potential conflict of interest during the term of this Agreement and Contractor shall comply with all applicable federal, state and county laws and regulations governing conflict of interest, in accordance with 24 CFR Part 85, Sec. 84.36.

6.3 COMPLIANCE WITH FEDERAL REGULATIONS

Reserved no text.

6.4 DOCUMENTS & DATA; LICENSING OF INTELLECTUAL PROPERTY: All Documents and Data shall be and remain the property of CITY without restriction or limitation upon their use or dissemination by CITY. For purposes of this Agreement, the term “Documents and Data” means and includes all reports, analyses, correspondence, plans, drawings, designs, renderings, specifications, notes, summaries, strategies, charts, schedules, spreadsheets, calculations, lists, data compilations, documents or other materials developed and/or assembled by or on behalf of CONSULTANT in the performance of this Agreement and fixed in any tangible medium of expression, including but not limited to Documents and Data stored digitally, magnetically and/or electronically. This Agreement creates, at no cost to CITY, a perpetual license for CITY to copy, use, reuse, disseminate and/or retain any and all copyrights, designs, and other intellectual property embodied in all Documents and Data. CONSULTANT shall require all subcontractors and subconsultants working on behalf of
CONSULTANT in the performance of this Agreement to agree in writing that CITY shall be granted the same right to copy, use, reuse, disseminate and retain Documents and Data prepared or assembled by any subcontractor or subconsultant as applies to Documents and Data prepared by CONSULTANT in the performance of this Agreement.

6.5 CONFIDENTIALITY: All data, documents, discussion, or other information developed or received by CONSULTANT or provided for performance of this Agreement are deemed confidential and shall not be disclosed by CONSULTANT without prior written consent by CITY. CITY shall grant such consent if disclosure is legally required. Upon request, all CITY data shall be returned to CITY upon the termination or expiration of this Agreement. CONSULTANT shall not use CITY’s name or insignia, photographs, or any publicity pertaining to the Work in any magazine, trade paper, newspaper, television or radio production or other similar medium without the prior written consent of CITY.

6.6 FALSE CLAIMS ACT: CONSULTANT warrants and represents that neither CONSULTANT nor any person who is an officer of, in a managing position with, or has an ownership interest in CONSULTANT has been determined by a court or tribunal of competent jurisdiction to have violated the False Claims Act, 31 U.S.C., Section 3789 et seq. and the California False Claims Act, Government Code Section 12650 et seq.

6.7 NOTICES: All notices permitted or required under this Agreement shall be given to the respective Parties at the following addresses, or at such other address as the respective Parties may provide in writing for this purpose:

CONSULTANT:
Global Urban Strategies
Attn: Omar E. Hernandez, President
1605 South Date Avenue
Alhambra, CA 91803
Phone: (626) 383-6565
Fax: (626) 389-5636

CITY:
City of Cudahy
5220 Santa Ana Street
Cudahy, CA 90201
Attn: Santor Nishizaki, Acting City Manager
Phone: (323) 773-5143
Fax: (323) 771-2072

Such notices shall be deemed effective when personally delivered or successfully transmitted by facsimile as evidenced by a fax confirmation slip or when mailed, forty-eight (48) hours after deposit with the United States Postal Service, first class postage prepaid and addressed to the Party at its applicable address.

6.8 LOBBYING CERTIFICATION

Reserved no text.
6.9 COOPERATION; FURTHER ACTS: The Parties shall fully cooperate with one another, and shall take any additional acts or sign any additional documents as is reasonably necessary, appropriate or convenient to achieve the purposes of this Agreement.

6.10 SUBCONTRACTING: CONSULTANT shall not subcontract any portion of the Work required by this Agreement, except as expressly stated herein, without the prior written approval of CITY. Subcontracts (including without limitation subcontracts with subconsultants), if any, shall contain a provision making them subject to all provisions stipulated in this Agreement, including provisions relating to insurance requirements and indemnification.

6.11 CITY’S RIGHT TO EMPLOY OTHER CONSULTANTS: CITY reserves the right to employ other contractors in connection with the various projects worked upon by CONSULTANT.

6.12 PROHIBITED INTERESTS: CONSULTANT warrants, represents and maintains that it has not employed nor retained any company or person, other than a bona fide employee working solely for CONSULTANT, to solicit or secure this Agreement. Further, CONSULTANT warrants and represents that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for CONSULTANT, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, CITY shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of CITY, during the term of his or her service with CITY, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

6.13 TIME IS OF THE ESSENCE: Time is of the essence for each and every provision of this Agreement.

6.14 GOVERNING LAW AND VENUE: This Agreement shall be interpreted and governed according to the laws of the State of California. In the event of litigation between the Parties, venue, without exception, shall be in the Los Angeles County Superior Court of the State of California. If, and only if, applicable law requires that all or part of any such litigation be tried exclusively in federal court, venue, without exception, shall be in the Central District of California located in the City of Los Angeles, California.

6.15 ATTORNEYS’ FEES: If either Party commences an action against the other Party, either legal, administrative or otherwise, arising out of or in connection with this Agreement, the prevailing Party in such litigation shall be entitled to have and recover from the losing Party reasonable attorneys’ fees and all other costs of such action.
6.16 SUCCESSORS AND ASSIGNS: This Agreement shall be binding on the successors and assigns of the Parties.

6.17 NO THIRD PARTY BENEFIT: There are no intended third party beneficiaries of any right or obligation assumed by the Parties. All rights and benefits under this Agreement inure exclusively to the Parties.

6.18 CONSTRUCTION OF AGREEMENT: This Agreement shall not be construed in favor of, or against, either Party but shall be construed as if the Parties prepared this Agreement together through a process of negotiation and with the advice of their respective attorneys.

6.19 SEVERABILITY: If any portion of this Agreement is declared invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions shall continue in full force and effect.

6.20 AMENDMENT; MODIFICATION: No amendment, modification or supplement of this Agreement shall be valid or binding unless executed in writing and signed by both Parties, subject to CITY approval. The requirement for written amendments, modifications or supplements cannot be waived and any attempted waiver shall be void and invalid.

6.21 CAPTIONS: The captions of the various articles, sections and paragraphs are for convenience and ease of reference only, and do not define, limits, augment, or describe the scope, content, or intent of this Agreement.

6.22 INCONSISTENCIES OR CONFLICTS: In the event of any conflict or inconsistency between the provisions of this Agreement and any of the exhibits attached hereto, the provisions of this Agreement shall control.

6.23 ENTIRE AGREEMENT: This Agreement including all attached exhibits is the entire, complete, final and exclusive expression of the Parties with respect to the matters addressed herein and supersedes all other agreements or understandings, whether oral or written, or entered into between CITY and CONSULTANT prior to the execution of this Agreement. No statements, representations or other agreements, whether oral or written, made by any Party which are not embodied herein shall be valid or binding. No amendment, modification or supplement to this Agreement shall be valid and binding unless in writing and duly executed by the Parties pursuant to Section 6.15, above.

6.24 COUNTERPARTS: This Agreement shall be executed in three (3) original counterparts each of which shall be of equal force and effect. No handwritten or typewritten amendment, modification or supplement to any one counterparts shall be valid or binding unless made to all three counterparts in conformity with Section 6.16, above. One fully executed original counterpart shall be delivered to CONSULTANT and the remaining two original counterparts shall be retained by CITY.
IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed the day and year first appearing in this Agreement, above.

CITY OF CUDAHY:

By: ________________________________
   Santor Nishizaki, Acting City Manager

Date: ______________________________

GLOBAL URBAN STRATEGIES, INC.:

By: ________________________________
   Name: ______________________________

Title: ______________________________

Date: ______________________________

APPROVED AS TO FORM:

By: ________________________________

Date: ______________________________
Scope of Work

Global Urban Strategies, Incorporated (GUS) will work closely with designated City of Cudahy staff to develop a short and long-term public relations and community outreach implementation strategy. The following is the proposed scope of work:

Research and Discovery – Work with city and review city collateral materials, website, social media, and the 2040 Strategic Plan to evaluate public relations needs and opportunities.

• Engage city identified staff to inform public relations and community engagement strategy.
• Prepare an online community engagement survey to gather feedback from the residents.
• Request information from City staff to prepare a list of communications tools, initiatives, publications, social media platform and media engagement to assess and inventory.
• Review and evaluate the identified communications materials, social media messaging, website content, community engagement strategies to determine efficiency.
• Prepare online communications survey to solicit community resident’s feedback to support with the creation of messaging and ongoing communications strategies.
• Prepare a list of the findings to include recommendations that outline identified issues, gaps, and best-practices to address with the City.
• Prepare a needs assessment to include the list of findings and recommendations.
• Assist in the scheduling of meetings with City staff to present research findings.

Communications Tools and Engagement

• Leverage the City’s 60th Anniversary to elevate the city’s image and create touchpoints with community stakeholders and the media.
• Support to develop internal staff capacity by ensuring they are informed about the city’s communications policies and strategies.
• Manage and monitor the City’s website and social media platforms.
• Collaborate with designated staff to create a 12-month city calendar to guide community engagement and outreach opportunities.
• Collaborate with the city to identify and train media spokespeople for the monthly news platform, website, and emerging communications opportunities.
• Develop a story-deck with city partners to showcase on communications portals.
• Manage the City emergency communications platform to keep residents informed about public safety issues.
• Prepare communications graphics for publications and social media platforms.

Account Management

• Assist in the scheduling of weekly strategy discussion conference calls with designated staff.
• Manage and monitor the City’s ongoing communications website and social media platforms.
• Work in consultation with City staff to develop a 12-months calendar for City-wide communications to include community engagement and outreach plan.
• Identify and train City staff to serve as spokespeople for the monthly news platform, website, and all relevant communications.
• Prepare a communications media strategy and timeline to disseminate the City’s Strategic plan to garner media attention.

• Prepare all communications graphics for publications, social media and website.

• Develop a story-deck with city partners and influencers about the City to distribute via social media, e-news, and/or the website.

• Manage the City emergency communications platform to keep residents informed about all public safety issues.

Communications Outreach

• Leverage the City’s 60th Anniversary and development of a new Strategic Plan to elevate the city’s image to community residents, existing and new business, media outlets, philanthropy.

• Build internal capacity by implementing a comprehensive set of communications policies and procedures for city staff and train designated staff to use beyond the scope of the consulting contract.

• Increase media coverage and constituent engagement.

Public Relations

• Develop a communication and engagement strategy to raise awareness and interest in the City’s 60th Year Anniversary in consultation with designated City staff.

• Prepare media communications and respond to inquiries.

• Identify content, messaging, audience to guide the production of video series.

• Develop a media calendar in consultation with City staff to identify opportunities to promote strategic communications to enhance campaigns, initiatives, and increase media engagement and interest and frame issues in a way to build recognition.

• Align public relations with the strategic plan to bring it to life for constituents and the media.

• Develop public relations strategies that are community friendly and targeted to specific audiences (e.g. business, families, students and etc.) and identify key City spokesperson to be continuously engage and serve as the face for target issues.

• Manage, track, respond, prepare all media communications.

• In consultation with City staff, will develop a communication and engagement strategic plan to increase the public’s awareness and participation in the City’s 60th Year Celebration.

• Prepare press releases, coordinate press conferences, and other communications mediums that enhance the City’s outreach capabilities.

• Build relations with businesses, non-profit, and other organizations to assist the City in offering more programs and resources to the community.

• Identify grants and assist City in receiving those grants to help offset costs for special events and other city programs.

Multi-media

• Work in consultation with City staff to identify ongoing content, audience and messaging opportunities to inform the production of monthly videos series and produce videos for the City of Cudahy that address strategic plan objectives and outreach needs.
Timeline and Deliverables

Global Urban Strategies, Incorporated

530 South Lake Avenue, #478
Pasadena, CA 91101

Contact Phone Number: (626) 383 6565

www.global-urban.com
## Timeline and Deliverables (Pt. 1)

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING AND NEEDS ANALYSIS</strong></td>
<td><strong>DEVELOPMENT AND COMMUNICATIONS PLAN</strong></td>
<td><strong>IMPLEMENTATION COMMUNICATIONS PLAN</strong></td>
</tr>
<tr>
<td>Up to 1 month</td>
<td>Two weeks to 3 months</td>
<td>Three months to 3 years</td>
</tr>
</tbody>
</table>

**Phase 1**

This phase will focus on creating a needs assessment and meeting with Key Stakeholders to evaluate existing Communications Strategies.

**Deliverable 1**

- Review current Marketing Tools:
  - Website
  - Social Media
  - Collateral Material Assessment
  - Brand Evaluation

**Deliverable 2**

- Create a Communications Triage
- Identify key Stakeholders in the City
- Give each Stakeholder an assigned role
- Assign tasks and responsibilities for roles to designated staff

**Deliverable 3 (On-Going)**

- Develop Marketing AdHoc Committee
- Create team
- Assign members
- Develop meeting schedule
- Redefine timeline based on assessment

**Phase 2**

This phase will begin shortly after phase 1 begins in order to develop multiple components necessary to support the implementation phase.

**Deliverable 4**

- Communications Plan
- Create a process
- Define result based objective
- Develop goals with benchmarks
- Situational Analysis refined

**Deliverable 5**

- Create PESO model (Media Relations)
- Social media sponsorships, generational resident engagement, media kit, sponsored tweets
- Media Relations, development of media list to identify and create content opportunities for press engagement
- Social media optimization, seek community partner collaboration, community events, message dissemination
- Create content, employee stories, highlighting broad community, reviews, webinars, videos

**Deliverable 6**

- Crisis Communication Action Plan
- Crisis fact sheet
- Key contact list
- Designate a spokesperson
- Create media contact list

**Deliverable 7**

- Submit content for approval (on-going)

**Deliverable 8**

- Create media content
- Prepare press releases
- Coordinate press conferences
Phase 4
Four months to 2 years
9 months

**REVISE AND EXPAND PLAN**

Revise plans and expand content based on the identified implementation strategies

**Deliverable 9**

Prepare presentation for City review with the AdHoc Committee

**Deliverable 10**

Media training for designated city staff and City Council Members

Phase 5
Six months to 3 years

**QUANTIFY PROGRESS**

Obtain quantification information and ensure marketing goals and objectives are being met

**Deliverable 11**

Provide information on emerging trends through quantitative and qualitative reports associated with media platforms

**Deliverable 12**

Review total projects impacted
Compare progress
Measure social benefits
Evaluate policies implemented
Identify cost-categorized
Add aggregate information
Analyze the results to make informed changes

Phase 6
One year to 3 years

**OPTIMIZE AND PREPARE STAFF FOR TRANSITION**

By this phase, the projects will operate effortlessly and the Global Urban Strategies team will transition the work to the designated City team

**Deliverable 13**

Staff Training
Development of timeline to conduct staff training

**Deliverable 14**

Create a transition plan
Assessment of staff skills
Leadership training
Cross organizational best-practices
Create follow-up protocols

Closeout the contract
Conduct client survey
Finalize best practices for the team
Review documents
Transfer all documents
Release all resources
Ensure all final billing is submitted
Create Lessons Learned document
Index and archive all documentation for City staff
Formal client review
Handoff of project
Postmortem follow-up

**Deliverable 15**

Index and archive all documentation for City staff
Formal client review
Handoff of project
Postmortem follow-up
Phase 1: Planning and Needs Analysis

Phase 2: Development of Communications Plan

Phase 3: Implementation Communication Plan

Phase 4: Revise and Expand Plan

Phase 5: Quantify Progress

Phase 6: Optimize and Prepare Staff for Transition

3-Year Timeline
Global Urban Strategies, Incorporated will be compensated at an all-inclusive hourly rate listed below:

<table>
<thead>
<tr>
<th>A. Senior Staff</th>
<th>$105/HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>President / Point of Contact</td>
<td></td>
</tr>
<tr>
<td>Director of Public Affairs</td>
<td></td>
</tr>
<tr>
<td>B. Community Outreach Manager</td>
<td>$85/HR</td>
</tr>
<tr>
<td>C. Graphic Design</td>
<td></td>
</tr>
<tr>
<td>Art Director</td>
<td>$85/HR</td>
</tr>
<tr>
<td>Public and Media Relations</td>
<td>$85/HR</td>
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<tr>
<td>Web Design</td>
<td>$65/HR</td>
</tr>
<tr>
<td>Social Media</td>
<td>$50/HR</td>
</tr>
<tr>
<td>C. Clerical</td>
<td>$45/HR</td>
</tr>
</tbody>
</table>

Not to Exceed amount of $249,000.00 over three years
Yearly rate $83,000.00 | Monthly rate $6,916.00

The hourly fees above are all-inclusive.