REQUEST FOR PROPOSALS

Gateway Cities Council of Governments
Scope of Work for a Program Implementation Agency
for Regional Implementation of the
Gateway Cities Homeless Action Plan

Gateway Cities Council of Governments
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Response Deadline
5:00 PM, Thursday, March 29, 2012
I. Overview

In March, 2011, the Gateway Cities Council of Governments ("GCCOG") adopted the Gateway Cities Homeless Action Plan ("Plan"), crafted through funding from the County of Los Angeles and intended to address the problem of homelessness in the 27 cities as well as the unincorporated communities within southeast Los Angeles County. Key elements of the Plan are to identify homeless “hot spots” and encampments, facilitate rapid re-housing for families, and develop permanent housing opportunities with needed supportive services. That Plan is included for reference in this Request for Proposals.

Through this Request for Proposals, the GCCOG, once again through funding provided by the County of Los Angeles, is seeking to retain the services of an organization to act as the Program Implementation Agency on behalf of the GCCOG and under the oversight of the GCCOG. It is anticipated that this will be a multi-year effort with funding provided by the County. However, the extent to which a proposing agency can articulate a plan to leverage other resources to assist in the program to move homeless individuals and families into interim and permanent housing will be a favorable consideration. The proposal should address the first year of the program, for which a contract will be awarded. The GCCOG reserves the right to extend the contract, on an annual basis, contingent on available funding.

The selected Program Implementation Agency will be expected to name or hire a Homeless Coordinator to oversee the whole plan, working in close cooperation with the GCCOG. A major focus will be on the development of permanent housing opportunities through new development or scattered site market rate rental units.

For purposes of this program, the Gateway Cities region is divided into four geographical Local Coordinating Alliances (LCAs), which are further described in the Plan. The Program Implementation Agency will be expected to implement a case management team to perform homeless “hot spot” identification, clinical and supportive services, and housing location services within each LCA. The Program Implementation Agency may use its own staff or subcontract with another agency located within an LCA. This plan to engage the homeless, identify and secure permanent housing opportunities, and provide interim housing and supportive services in the LCAs should be described in the proposal.
As mentioned above, the leveraging of other resources is an important element to aid in the Plan’s implementation. The proposing agency should demonstrate experience or knowledge of other potential resources, such as Section 8 and other city housing authority rental subsidies, homeless shelter providers, publically funded health clinics and mental health services, or any other resources that the proposing agency either possesses or has knowledge of.

II. Objectives

1. **“Hot Spot” Identification and Engagement of Homeless.** Over the life of this Contract, the Program Implementation Agency will work to identify and engage homeless individuals in “hot spot” areas of the Gateway Cities subregion (homeless encampments or any area known to have a concentration of homeless persons). This includes identifying homeless persons, engaging with them on a regular basis to establish a rapport, and offering access to services and housing entry activities. The frequency of visits to a respective “hot spot” and the work required at those visits will be determined by the level of need of the homeless individuals at a given location. The details will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.

2. **Housing Entry.** The Program Implementation Agency will work closely with Local Coordinating Alliances (“LCAs”), which are regional groups within the GCCOG made up of clusters of cities within the GCCOG and with a strong local focus, to implement rapid re-housing/housing strategies for homeless individuals over the life of this Contract. The emphasis of these activities will be to place homeless individuals and families identified at the local “hot spots” into permanent housing with needed supportive services. The details, timelines and outcomes will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.

3. **Permanent Housing with Supportive Services.** Over the life of this Contract, the Program Implementation Agency will work to increase the stock of PSH units within the region through the development of affordable housing units, master leasing existing units, and rental subsidies. The details, timelines and outcomes will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.
4. **Coordinate the Implementation of the Plan.** A Homeless Coordinator will be identified by the Program Implementation Agency to oversee implementation of the Plan. The details, timelines and outcomes will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.

III. Tasks/Deliverables

**Task 1:** The Program Implementation Agency will create one Gateway Cities region-wide homeless engagement and coordination team to provide the following deliverables:

- Establish a centralized entity/contact/referral telephone line for all reports of “hot spots” of homeless and community concerns related to homeless activity.

- Establish a case management team to conduct regular “hot spot” surveys of the region. The case management team will canvas the Gateway Cities area two to three times per week, will conduct a survey upon the identification of every new “hot spot,” and will conduct follow-up surveys at a minimum of twice per month per “hot spot,” or more frequently if needed. These surveys shall include tracking of the following: demographics (as much identifying information as possible), geographic locations, migration patterns, indications of places where homelessness persists, documentation of all contacts, and referrals/services provided. Data collected via the survey shall be uploaded to the County’s Homeless Management Information System (“HMIS”) data base.

- When appropriate (see NOTE below), utilize the County’s Homeless Encampment Protocol Team to communicate regularly with the following stakeholders: law enforcement, emergency management team workers, housing providers, hospitals, and community groups. The Program Implementation Agency will encourage the use of “hot spot” teams to guide and support GCCOG stakeholders who encounter homelessness. Communications shall occur on a daily basis, if necessary, or as needed to provide ample feedback to stakeholder(s) so that they are properly updated as to the disposition and plan/process being conducted to address the homeless issue reported.

- Work with community groups and homeless service providers within each LCA to coordinate their efforts with “hot spot” teams. Coordination shall include the following: confirming that
the team established are addressing the “hot spot;” ensuring that an appropriate case management plan is created for all homeless persons identified at a “hot spot” who have agreed to receive services; ensuring that all homeless service providers in a given LCA are engaged with case plans to ensure that homeless individuals are aware of the services they are eligible for; and, conducting proper referrals so that homeless persons can obtain needed services. Communications shall occur on a daily basis, if necessary, or as frequently as required based on the specific needs to address a respective “hot spot.”

- Develop and utilize a standardized assessment tool to survey homeless individuals within each “hot spot.” The assessment tool will be used as the basis for developing individual case management plans; engaging the homeless individuals; implementing housing entry activities; and to secure stable housing with needed services.

NOTE: Outreach and engagement efforts at homeless encampments, detailed under Task I, will only apply to areas of the GCCOG where the County Homeless Encampment Protocol does not apply, i.e., in cities where a local police force exists. Homeless encampments identified within the GCCOG where the Sheriff’s Department (Sheriff) has jurisdiction, will be addressed by the County’s Homeless Encampment Protocol Team. The Program Implementation Agency shall work with the County Homeless Encampment Protocol Team to provide all contracted services other than the “hot spot” identification and engagement of homeless.

Task 2: The Program Implementation Agency will oversee a rapid re-housing/housing strategy for homeless individuals with a focus on permanently housing homeless individuals identified at “hot spots”. This task includes the following deliverables:

- Engage the homeless individuals identified by the “hot spot” teams and work with them through the process of housing entry, location of stable housing, and move-in activities. Engagement shall include follow-up with homeless individuals who are willing to be housed as identified by the case management team surveys, conduct follow-up interviews to ensure that the client is ready to be housed and to confirm the supportive services plan. The case management team will continue to work with a client not deemed ready to be housed, providing intervention services as necessary, until they are able to place that individual into housing.
Engagement attempts shall occur as necessary based on the needs identified in the “hot spot” survey results. Working with the individuals through the process shall include, at a minimum ensuring that all necessary support is provided and that the client is housed as soon as possible. The time it takes to place a client into housing will vary depending on the level of support needed to make them housing ready, e.g., obtaining proper documents, securing rental subsidies, securing a housing voucher.

- Provide motel vouchers or other emergency housing solutions for temporary/immediate housing assistance. Outcome measurements will also be developed to identify the number of motel vouchers or emergency housing solutions that will be available per month and used to house homeless persons identified at each “hot spot.” The details, timelines and outcomes will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.

- Provide housing location services to assist in finding stable housing such as securing rental assistance/subsidies, working with landlords to identify available/affordable units, identify a unit that suits the needs of the client, ensure that support services, such as health and human services and benefits eligibility agencies, are available in close proximity to the clients housing, etc.

- Provide move-in assistance for stable housing and manage the process in relation to the expenditure of funds and linkages to supportive services. At a minimum, such assistance and services shall include, providing first and last month’s rent and security deposit, ensuring that a client has all required documentation to allow them to enter into a lease/rental agreement, and assisting with the creation of a rental/lease agreement.

- Coordinate the local housing and supportive services resources to meet the needs of the local homeless population(s). At a minimum, such coordination shall include ensuring that a complete list of available affordable housing units and health and human services agencies, government and community based, within each LCA is updated on a monthly basis.

- Facilitate access to public benefits (e.g., Social Security, General Relief, and the County’s BEST program). At a minimum, such facilitation shall provide assistance with the following: conducting eligibility screenings, assistance in completing benefits applications, filing appeals for rejected applications, and
ensuring that clients follow-up on all activities to acquire the benefits for which they are eligible.

**Task 3:** The Program Implementation Agency will work with the GCCOG to increase the stock of permanent supportive housing units and opportunities for scattered-site housing models within the region based on the GCCOG Homeless Action Plan's five-year goal of creating new affordable housing. At a minimum, this includes:

1. Identifying housing developers willing to develop affordable housing in the Gateway Cities area.

2. Working with landlords to identify affordable units for scattered-site housing.

3. Working with Gateway cities to identify potential funding opportunities for developing affordable housing to leverage with developers budgets.

4. Working with cities to address “NIMBY” (not in my back yard) issues by conducting public forums to address community concerns and to educate the local community on the benefits of developing affordable housing units and scattered-site housing for the homeless.

The Program Implementation Agency will provide the following deliverables:

- Identify existing affordable housing units that can be used to house homeless individuals/families identified in “hot spots” and development of a master leasing housing model for homeless individuals/families identified in “hot spots.” At a minimum, an initial list will be created within six (6) months of the execution of this Contract. The list will be updated quarterly over the life of the Contract.

- Ensure that necessary support services are available for the formerly homeless individuals/families residing in any of the above referenced housing units. The Program Implementation Agency will work with service providers in the area who administer homeless services, (e.g., case management, health, mental health, etc.) to ensure client access to services in close proximity to their housing.
Task 4: The Program Implementation Agency will oversee and manage the implementation of the Plan, in coordination with the GCCOG, and ensure coordination among the LCAs, the GCCOG’s 27 cities, and the unincorporated areas of the County within the GCCOG. In order to ensure the efficacy of these efforts the Program Implementation Agency will:

- Name or hire a Homeless Coordinator to coordinate with regional housing developers, local coordinating alliances, city housing agencies, homeless service providers, and County agencies to implement a five-year permanent supportive housing goal of creating one 40-unit development, a set aside (units within a larger development set aside specifically for homeless) of 175 units of Permanent Supportive Housing, and 450 scattered-site master leased units.

- Coordinate implementation of the three Implementation Action Items (referred to in Section II, Objectives, numbers 1-3) as further described in Tasks 1-3 of this Statement of Work: “Hot Spot” Identification and Engagement of Homeless, Housing Entry, and Permanent Supportive Housing.

- Pursue, on behalf of the GCCOG, federal, State and local public and private funding opportunities for housing, rental subsidies, and services. At a minimum, this shall include contact with applicable Housing Authorities, HUD, and SAMHSA.

- Coordinate and staff all GCCOG Homeless Initiative meetings.

- Coordinate and support the LCA groups. At a minimum, this shall include monthly meetings with LCA lead agency staff.

- Coordinate with private and public agencies. At a minimum, this shall include meeting with governmental agencies such as the County of Los Angeles, Los Angeles Homeless Services Authority, city housing authorities, and health, mental health, and other social services agencies located within the Gateway cities.

- Plan with the GCCOG a regional homeless summit to present the Plan, solicit/promote Gateway Cities and community
participation, and oversee communities/cities engagement, education, and ongoing communication. The summit shall include, at minimum, invitations to the following entities: landlords within the Gateway cities, County and other Gateway Cities governmental agencies, local city governments, service providers, housing developers, faith-based organizations, and other agencies/entities located in the Gateway cities with a vested interest in serving and housing homeless persons.

- Make periodic reports on the program to the GCCOG Board of Directors and Committee on Homelessness.
ATTACHMENT A
PROPOSAL NARRATIVES

Narrative responses to the following items must be included as part of the proposal. Each narrative section must be included in the proposal as a separate attachment, which is clearly marked with the attachment number and tabbed appropriately.

Each of the following narrative sections contains the description of the information required to be included in the proposal. In the right-hand column is the maximum number of pages allowed for each response. You must clearly number the response to each of the questions under the narrative sections. Points may be deducted for exceeding the stated page limits.

PROPOSER CAPACITY AND EXPERIENCE

<table>
<thead>
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<th>Page Limit</th>
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<tr>
<td>1. Provide a brief description of your agency (include size of total staff and overall budget amount). If applying as the lead in collaboration with other agencies, please provide a description of each agency.</td>
<td>½ page for each agency</td>
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<tr>
<td>2. Include your agency’s mission and discuss how the proposed project aligns with your mission.</td>
<td>½ page</td>
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<tr>
<td>3. Describe your agency’s prior successful experience working with the target population proposed in this application. Please indicate how many years you have been working with the target population and providing similar program services. Specify experience and capacity to manage financial assistance payments to third parties on behalf of participants.</td>
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<tr>
<td>4. Provide a brief description of titles, responsibilities and qualifications for all agency staff that will support the proposed project.</td>
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<td>5. Provide a chart showing the programs in the proposer’s organization and indicate where the proposed program will fit.</td>
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<td>6. Describe your agency’s internal quality assurance monitoring system and describe how it will effectively identify and address programmatic problems.</td>
<td>½ page</td>
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<tr>
<td>7. If you are applying as the lead in collaboration with other agencies, please indicate the role each agency will play in providing the services required within the RFP. Describe the mechanisms that will be in place to ensure program coordination.</td>
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</tbody>
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ATTACHMENT B

PROGRAM DESIGN AND BUDGET

Please limit your responses to the items in this section to a maximum of 15 pages:

1. Homeless “Hot Spot” Identification

   A. Describe your agency’s plan for establishing a centralized entity/contact/referral phone line for all reports of “hot spots”.
   B. Describe what staff the case management team will include, as well as how the team will operate on a daily basis.
   C. Describe the qualifications of the case management team and how the agency will ensure that a Masters level mental health provider will at a minimum provide clinical supervision and oversight.
   D. Describe how the team will identify the homeless “hot spots”.
   E. How often per week will the team visit each of the “hot spots” identified.
   F. Describe the methods the team will use to engage homeless individuals encountered in these locations.
   G. Describe how the team will work with community groups and community based service providers to identify “hot spots” and link individuals into existing systems of care.
   H. How will your team track the migration patterns of the homeless individuals as well as service linkages?
   I. Describe how your agency will gather demographic information and will develop an engagement/case management plan for each individual served in the “hot spots”.
   J. How will the team document the assessment, engagement/case management plan and ongoing contact with each individual? Describe how the team will transition individuals from “hot spots” and work with the Housing Entry staff referenced below.

2. Housing Entry

   A. Describe what staff will be used to conduct housing entry activities.
   B. Describe how your agency will implement housing location activities and coordinate the housing placement of clients, and ensure access to the supportive services that will be provided to individuals being housed.
   C. Describe how your agency will coordinate with other public or private organizations to align resources for the housing and supportive services of clients. Describe how housing entry staff will identify and work with landlords to find affordable rental units and how your agency will create effective partnerships to quickly move clients into housing.
   D. Describe what financial assistance your agency will provide for housing entry and how these funds will be administered.
E. Describe the process you will use to identify the legal property owner, determine the reasonableness of rent, determine the amount of financial assistance the client will receive, perform property inspection, disburse financial assistance, and detect fraud.

F. Describe what funds will be leveraged, including local housing and supportive services resources.

3. Permanent Supportive Housing

A. Describe how your agency will work to increase the stock of permanent supportive housing units in the Gateway Cities region.

B. Describe your agency’s approach to identifying existing affordable housing units that can be utilized to house homeless individuals and families.

C. Describe how your agency would ensure that supportive services will be provided for all tenants of PSH.

4. Program Organizational Structure

A. Describe your agency’s organizational structure for this program, including staff titles and responsibilities for those who will be directly involved in implementing the program, including identifying staff responsible for administrative duties and maintenance of data and client files.

B. Identify any organizations with which your agency would subcontract to provide any services as part of this contract and describe how those services would be delivered.

C. How many total clients do you expect to serve in the first year utilizing both direct and leveraged funding?

D. How soon after award of a contract would your agency be able to begin full implementation of the program?

5. HMIS

A. How will your agency ensure that all information on individuals served is entered into the HMIS system?

6. Budget

A. Please provide an itemized budget within each of the categories contained in the budget of the Homeless Action Plan (Exhibit A of the RFP).

B. Please provide a budget justification for each entry within the itemized budget.
Exhibit A
Homeless Action Plan
Gateway Cities Council of Governments:

**Homeless Action Plan**

Rev. March 10, 2011

**Key Points:**

- There are approximately 6,000 to 14,000 homeless people in the COG region.
- There is an estimated $30 million of public funds allocated annually to serve and house homeless people in the COG. The County is investing an additional $1.2 million annually toward the COG Homeless Action Plan.
- The Action Plan will emphasize permanently housing homeless people in the COG region.
- The Plan will leverage existing resources to create a seamless system of housing and services in the region.
- The Action Plan will target “hot spots” of homelessness throughout the region—this includes encampments in the rivers, along freeways, and in parks.
- The COG will contract with a regional Program Implementation Agency, and this agency will oversee four local agencies, in order to implement the action plan.

**Background**

The Gateway Cities Council of Governments (COG) in July 2008 launched a region-wide effort to address homelessness among the 27 cities and the County unincorporated parts of its region.

As part of the initiative, the COG adopted a set of “Guiding Principles” that embodies the values of the COG cities and helped guide the process for developing approaches that effectively respond to homelessness within the COG. These are:

- **Locally-driven:** Solutions that are developed with local expertise, planning and oversight
- **Multi-sector:** Engages stakeholders from different sectors of the community
- **Outcomes:** Results-based efforts to address homelessness
- **Partnerships:** Foster creative and strategic partnerships and alliances

The COG also developed regional groups within the COG, called Local Planning Areas (LPA) to reflect a more locally-focused community engagement process. These LPAs have transitioned into Local Coordinating Alliances (LCA). The four LCA groups comprise of the following cities:

- **LCA 1:** Bell, Bell Gardens, Commerce, Cudahy, Huntington Park, Maywood, South Gate, and Vernon
- **LCA 2:** La Mirada, Montebello, Pico Rivera, Santa Fe Springs, Whittier
- **LCA 3:** Artesia, Bellflower, Cerritos, Compton, Downey, Lynwood, Norwalk, Paramount
- LCA 4: Avalon, Hawaiian Gardens, Lakewood, Long Beach, and Signal Hill

**The strategy includes the County unincorporated communities of East La Mirada, East Los Angeles, East Rancho Dominguez, Firestone, Florence Graham, Los Nietos, Rancho Dominguez, Rosewood, Walnut Park, Unincorporated Whittier, and Willowbrook.**

**Community Engagement**

In the past two years, hundreds of community stakeholders have been engaged through three main avenues: (1) group and one-on-one interviews; (2) surveys; and (3) community forum planning groups.

Common themes that have arisen during this community planning process from stakeholders throughout the region include:

- Cities acknowledge that homelessness is an issue
- A regional strategy is necessary
- Cities have a stake in solving homelessness
- Attention should be focused on preventative measures
- Effective solutions will require increased communication and cooperation between diverse stakeholder groups

**A Regional Strategy to End Homelessness**

After months of community engagement and discussions within the COG, the COG adopted the following homeless strategy:

- **LEAD** – Actions aimed at building the necessary regional leadership to oversee the coordination, engagement, collaboration and implementation of the strategy.
- **ENGAGE** – Actions that involve various sectors of the community to foster community support and “buy-in” for strategy and efforts.
- **COLLABORATE** – Actions aimed at getting stakeholders to work together to reach common actions and goals.
- **IMPLEMENT** – Actions which describe actual programs and approaches of the strategy that will directly serve the needs of homeless persons in the region.

As part of the homeless strategy, COG stakeholders discussed priorities for implementation action items at several forums and small group sessions. The four implementation action items are:

- Homeless Prevention
- First Responders Program
- Interim Housing
- Permanent Supportive Housing
**COG Homeless Leadership Structure**

In the past year, the regional LCA groups met numerous times to discuss ways the region will address homelessness, based on the initiative’s previous research, values, and strategy. The action items listed below reflect the initiative’s strategy. (See “Attachment 1: COG Homeless Leadership Structure.”)

**LEAD**

**Leadership Entity.** Develop a leadership entity to oversee the coordination, engagement, collaboration and implementation of the strategy.

*Completed Item 1a:* The COG adopted a leadership structure within its existing governing body. (See Attachment 1) This structure includes four levels:

- Gateway Cities COG Board of Directors
- COG Committee on Homelessness (7 members from the COG Board)
- COG Homeless Leadership Entity (13 members including City Managers Steering Committee, representatives from the County, cities and the LCA’s)
- Four Local Coordinating Alliances (LCA) (Each LCA group has a city representative as the Chair and a community leader as the Vice-Chair)

**Homeless Services Liaison for Each City.** The Homeless Services Liaison will be the point person for homeless planning and implementation for each city, and will be the city representative with the COG Leadership Entity.

*Item 2a:* Each city will assign a city staff member as a “homeless liaison”. (See Attachment 2)

**ENGAGE**

**Stakeholder Regional Homeless Alliance.** This group of stakeholders within the COG cities will represent businesses, faith groups, law enforcement, providers, city officials, and residents. They will advise the COG Leadership Entity on homeless issues and strategies.

*Completed Item 3a:* The COG established four alliances, called Local Coordinating Alliances (LCA).

**Implement Connections Strategies to Engage the Community.** Connect stakeholders to the COG Homeless Initiative in order to increase support.

*Action Item 4a:* LCA groups are the initial step toward engaging the community. Listed in the implementation phase, the LCAs will recruit community stakeholders to participate in surveying homeless “hot spots.”
**Public Education Campaign.** Market the initiative so the community feels they are involved, and have tools to respond to homelessness in their respective cities.

**Action Item 5a:** Listed in the implementation phase, the COG will set up an online Homeless Prevention Community Resource Database.

**Action Item 5b:** The COG will hold a COG-region Homeless Summit in order to promote the importance of addressing homelessness, coordinating services, and engaging other stakeholders. This would include: dialogues with different law enforcement agencies, health care providers, housing developers, homeless service agencies, and city/County departments.

**COLLABORATE**

**Enhance Government-wide Collaboration.** Establish government collaboration among the region to leverage and increase public funding and resources.

**Completed Item 6a:** By leveraging the work of the COG Homeless Initiative, the COG has already received $4.46 million in Homeless Prevention and Rapid Re-Housing Program (HPRP) funding for four COG cities. The COG Leadership Entity will continue to coordinate HPRP efforts.

**Completed Item 6b:** The COG has been working with the County Department of Mental Health (DMH) to address homelessness within the rivers and drainage systems of the COG. This was a collaborative effort with the Department of Mental Health and the Los Angeles Homeless Services Authority (LAHSA). The COG will continue to expand this effort throughout the region.

**Completed Item 6c:** The COG has started developing a relationship with the Department of Veterans Affairs (VA) in order to connect veterans’ services and housing resources with homeless veterans living in the COG. The COG will continue to expand these efforts.

**Completed Item 6d:** The COG is working with LAHSA to encourage its cities to participate in the LAHSA bi-annual homeless count. This count is mandated by the Department of Housing and Urban Development (HUD) for communities who receive HUD homeless funding. The COG will continue to coordinate with LAHSA homeless counts and to explore ways to increase HUD funding for the COG region.

**Implement Homeless Collaborative Event.** An annual event that integrates services and resources across public and private agencies, and that engages the community to assist in addressing homelessness.

**Action Item 7a:** Listed in the implementation phase, the LCAs will recruit community stakeholders to participate in surveying homeless “hot spots.”

**Homeless Prevention Services.** One of the most effective approaches to alleviating homelessness is to prevent evictions from occurring. Homeless prevention services prevent immediate threats of eviction, and also stabilize adults and families over time to reduce the risk
of homelessness. Some prevention services include: rental subsidies, utilities assistance, legal services, and eviction prevention programs.

**Action Item 8a:** The COG currently has Homeless Prevention and Rapid Re-Housing (HPRP) programs in nine cities within the region that were implemented during the design phase of the COG Homeless Initiative. These HPRP programs are in all of the LCA regions, except LCA 2. However, the County HPRP covers all four LCAs, including LCA 2. The COG will continue to coordinate these efforts, and will work to expand these programs. The current HPRP program consists of the following:

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**Action Item 8b:** The COG will set up an online Homeless Prevention Community Resource Database. The homeless prevention community resource database will be an online resource for service seekers and community partners to find housing and services in and around the 27 Gateway communities. The system will be designed to provide preventative information to those who are at risk of homelessness, and housing and services information to those who are homeless.

The database will provide multiple points of entry for service seekers so they can find services online, receive assistance from city staff, community based organizations, faith based organizations, or any other community members with Internet access. The COG will confer with the director of socialserve.com, the developer of the LA Housing Resource Database, to determine if a Gateway specific carve-out can be accomplished. This will leverage and expand an existing resource for the County.
COG Homeless Action Plan

IMPLEMENT

(See “Attachment 4: Homeless Action Plan Flow Chart” for a visual flow chart of the plan.)

1. **“Hot Spot” Identification and Engagement of Homeless**. There is significant need for geographic-based identification and engagement of homeless persons in “hot spot” areas of the COG. This includes identifying homeless persons, engaging them in housing placement, and coordinating services and housing.

   **Action Item 9a**: The COG will create one Gateway region-wide homeless engagement and coordination team, consisting of two workers and a van, to provide the following services:

   - Regular “hot spot” surveys of the region to give the COG an accurate geographic and demographic assessment of homelessness throughout the region. This will also include locations, migration patterns, and types of places where homelessness persists. In 2010, the Outreach Team performed a “hot spot” survey of nearly the entire COG region. (See Attachment 5)
   - Regular communication and training on homelessness that will guide and support COG stakeholders who encounter homelessness—law enforcement, EMT workers, housing providers, hospitals, and community groups.
   - Coordination with community groups and homeless service agencies within each LCA to provide up-to-date information on the location, migration patterns and demographics of homelessness in the region to assist groups in coordinating efforts to engage individuals within these “hot spots”.
   - Using a standardized assessment tool, perform personal surveys on homeless individuals within each “hot spot” and develop individual plans and prioritization for directing specific services and housing.

2. **Housing Entry**. Local LCA Priority Projects will implement a rapid re-housing/housing strategy for homeless individuals. The emphasis of these projects will be to permanently house homeless persons found in the local “hot spots” and identified through personal homeless surveys.

   **Action Item 10a**: A local agency within each LCA will be identified through competitive bid, and will implement these activities. Activities geared specifically to permanently house people found in LCA “hot spots” include, but not limited to:

   - Engagement activities to identify homeless persons, and work with them through the process of housing placement
   - Housing placement services to assist homeless people in finding housing subsidies, housing resources, and working with landlords
   - Move-in assistance funds for permanent housing
   - Motel vouchers for temporary, immediate housing assistance
   - Local coordination of existing services and housing
- Public benefits assistance that will help people access housing. (For example, the County’s BEST program.)

3. **Permanent Supportive Housing** (PSH). The Gateway Cities COG will work to increase the stock of Permanent Supportive Housing units within the region. This includes building permanent housing units as well as funding scattered-site leasing units. Emphasis will be placed on permanently housing people identified and prioritized in the regional “hot spots.”

The five year goal for the region is to implement 665 units of Permanent Supportive Housing which will double the current number of PSH in the region. The goal includes: one 40-unit development, 175 units of PSH set-aside units (units within a larger development but set aside specifically for our target population), and 450 scattered-site leasing units.

**Action Item 11a:** The First Supervisorial District has committed $500k of one time funding to develop permanent supportive housing opportunities for homeless families, transition-aged youth and other homeless individuals. **In addition, the First Supervisorial District has committed $300k of one time funding to develop rapid re-housing opportunities for homeless families.**

**Action Item 11b:** Work with Corporation for Supportive Housing, Gateways Cities COG, and COG Homeless Coordinator (described below in 12a), to address the five year goal for implementing permanent housing opportunities stated above.

4. **Implementation of the Homeless Action Plan.** In order for the COG region to coordinate effectively among the LCAs, and among the 27 cities and the unincorporated parts of the County, the COG will retain a Program Implementation Agency through competitive bid that will insure the implementation of the Homeless Action Plan. This agency will partner with the Gateway Cities COG and the County CEO’s Homeless and Housing Unit. (See Attachment 3: COG Action Plan Implementation Structure)

**Action Item 12a:** COG Homeless Services Coordinator will be hired by the Program Implementation Agency to coordinate with regional housing developers, local LCAs, city housing agencies, homeless service providers, the County, to implement the five year PSH goal referenced above and the overall Homeless Action Plan.

**Action Item 12b:** Homeless Coordination will include:

- Coordinate and staff all COG Homeless Initiative meetings, including the Committee on Homelessness and the Leadership Entity
- Coordinate and support the LCA groups
- Coordinate and implement the three Implementation Action Items: “Hot Spot” Identification and Engagement, Housing Entry, and Permanent Supportive Housing
- Coordinate with private and public agencies
- Oversee community/cities engagement, education, and ongoing communication
- Pursue, on behalf of the COG, federal, state and local public and private funding opportunities for housing, rental subsidies, and services. This includes applicable Housing Authorities, HUD, SAMHSA, etc.

**Action Item 12c:** The COG will provide the administrative support for the Homeless Action Plan. This includes: maintaining membership databases, recording meeting minutes, providing meeting space and refreshments, sending out announcements, and regularly updating the County CEO’s Homeless and Housing Unit and the COG board.

**Action Item 12d:** The Gateway Cities COG will develop Request for Proposals (RFP) for funded Homeless Action Plan items. The County CEO’s Homeless and Housing Unit will review and approve the final RFP documents.
IMPLEMENTATION BUDGET

The County is providing $1.16 million per year for the Gateway Cities Council of Governments Homeless Strategy. The following budget reflects the action items listed above:

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<tr>
<th>Action Items</th>
<th>Activities</th>
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<tr>
<td>“Hot Spot” Identification</td>
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<td>and Engagement</td>
<td>Online Database (SocialServe.com)</td>
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<td>Rapid Re-Housing/Housing</td>
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<td></td>
<td>LCA 1   (Local Agency)</td>
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<td></td>
<td>LCA 4   (Local Agency)</td>
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<td>Permanent Supportive Services in Housing</td>
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<td></td>
<td>(County wrap-around services for housing,</td>
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</tr>
<tr>
<td></td>
<td>Healthcare, mental health, and substance abuse;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$100,000 per LCA)</td>
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<td>Implementation of</td>
<td>Coordination (Program Implementation Agency)</td>
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<td>Homeless Action Plan</td>
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<tr>
<td>TOTAL</td>
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<td>$1,160,000</td>
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Gateway Cities COG Board of Directors

Committee on Homelessness
(7 Members)
(Chair to be from among elected officials)
- 4 COG Board Members from Cities
- 1 COG Board Member from Long Beach
- 1 COG Board Member from County Board of Supervisors Offices
- 1 City Manager from City Managers Steering Committee (this position is also Chair of Leadership Entity)

Leadership Entity
(13 Members)
- 1 Chair – City Managers Steering Committee Rep
- 3 Representatives – one from each BOS Office
- 1 Representative from Long Beach
- 8 Representatives from LCAs
  - 1 City Rep per LCA (Chair)
  - 1 Non-City Rep per LCA (Vice Chair)
  (LCA reps are also Chair and Vice Chair of LCAs)

Local Coordinating Alliances
(4 LCAs)
Open to All Stakeholders – City Staff/Departments, Providers, Faith, Business, Residents, Consumers, Law Enforcement, etc.

Local Coordinating Alliance 1 (LCA 1)
- Bell
- Bell Gardens
- Commerce
- Cudahy
- Huntington Park
- Maywood
- South Gate
- Vernon
- County Unincorporated

Local Coordinating Alliance 2 (LCA 2)
- La Mirada
- Montebello
- Pico Rivera
- Santa Fe Springs
- Whittier
- County Unincorporated

Local Coordinating Alliance 3 (LCA 3)
- Artesia
- Bellflower
- Cerritos
- Compton
- Downey
- Lynwood
- Norwalk
- Paramount
- County Unincorporated

Local Coordinating Alliance 4 (LCA 4)
- Avalon
- Hawaiian Gardens
- Lakewood
- Long Beach
- Signal Hill
- County Unincorporated
# Attachment 2: COG City Homeless Liaison List

**Rev. October 15, 2010**

## LCA 1

<table>
<thead>
<tr>
<th>City</th>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Bell</td>
<td>Magdalena Prado</td>
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<tr>
<td>Bell Gardens</td>
<td>Aldo Shindler</td>
<td>Director of Community Development</td>
</tr>
<tr>
<td>Commerce</td>
<td>Loretta Gutierrez, Chair</td>
<td>Assistant Director of Community Services</td>
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<tr>
<td>Cudahy</td>
<td>Angel Perales</td>
<td>Director, Parks and Rec</td>
</tr>
<tr>
<td>Huntington Park</td>
<td>Manny Acosta</td>
<td>Housing and Community Development Manager</td>
</tr>
<tr>
<td>Maywood</td>
<td>Juanita Bravo</td>
<td>Police Dept.</td>
</tr>
<tr>
<td>South Gate</td>
<td>Vivian Garcia</td>
<td>Housing Administrator</td>
</tr>
<tr>
<td>Vernon</td>
<td>Kevin Wilson</td>
<td>Director of Community Services &amp; Water</td>
</tr>
<tr>
<td>Vice-chair</td>
<td>Jeff Farber</td>
<td>Community Rep</td>
</tr>
<tr>
<td>County Unincorporated</td>
<td>Angie Castro</td>
<td>District 1 - Molina: Walnut Park, E. LA, South Whittier</td>
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## LCA 2

<table>
<thead>
<tr>
<th>City</th>
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<tbody>
<tr>
<td>La Mirada</td>
<td>Diana Ruedas</td>
<td>Housing Technician 2</td>
</tr>
<tr>
<td>Montebello</td>
<td>Michael Huntley</td>
<td>Director of Planning &amp; Community Development</td>
</tr>
<tr>
<td>Pico Rivera</td>
<td>Christina Gallagher</td>
<td>Assistant Planner</td>
</tr>
<tr>
<td>Santa Fe Springs</td>
<td>Maricela Balderas</td>
<td>Director of Family and Human Services</td>
</tr>
<tr>
<td>Whittier</td>
<td>Marlene Martel, Chair</td>
<td>Program Manager Parks, Rec. &amp; Comm. Srvc</td>
</tr>
<tr>
<td>Vice-chair</td>
<td>Ted Knoll</td>
<td>Community Rep</td>
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<tr>
<td>County Unincorporated</td>
<td>Angie Castro</td>
<td>District 1 - Molina: Walnut Park, E. LA, South Whittier</td>
</tr>
<tr>
<td>County Unincorporated</td>
<td>Andrea Avila</td>
<td>District 4- Knabe: Downey, La Mirada, Norwalk, Whittier</td>
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<tr>
<td>County Unincorporated</td>
<td>Dick Simmons</td>
<td>District 4 - Knabe: La Habra Heights</td>
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## LCA 3

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<tbody>
<tr>
<td>Artesia</td>
<td>Jose Hernandez</td>
<td>Assistant Planner</td>
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<tr>
<td>Bellflower</td>
<td>Dale DuBois</td>
<td>Deputy Director of Public Safety</td>
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<tr>
<td>Cerritos</td>
<td>Connie Hinger</td>
<td>Community Participation Manager</td>
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<tr>
<td>Compton</td>
<td>Derek Hull</td>
<td>Director Planning and Economic Developmt.</td>
</tr>
<tr>
<td>Downey</td>
<td>Shannon Delong</td>
<td>Special Projects Coordinator</td>
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<tr>
<td>Lynwood</td>
<td>Deborah Jackson</td>
<td>Director of Neighborhood Services</td>
</tr>
<tr>
<td>Norwalk</td>
<td>Tak Hamabata, Chair</td>
<td>Director of Social Services</td>
</tr>
<tr>
<td>Paramount</td>
<td>Alex Khojikian</td>
<td>Management Analyst</td>
</tr>
<tr>
<td>Vice-Chair</td>
<td>Ryan VerWys</td>
<td>Community Rep</td>
</tr>
<tr>
<td>County Unincorporated</td>
<td>Julia Orozco</td>
<td>District 2- Ridley-Thomas: Florence, Willowbrook, Rosewood, Rancho Dominguez</td>
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<tr>
<td>County Unincorporated</td>
<td>Erin Stibal</td>
<td>District 4- Knabe: Artesia, Bellflower, Cerritos, Hawaiian Gardens, Lakewood, Paramount</td>
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## LCA 4

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<tbody>
<tr>
<td>Avalon</td>
<td>Amanda Cook</td>
<td>Planning Director</td>
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<tr>
<td>Hawaiian Gardens</td>
<td>Sylvia Gooden</td>
<td>Community Outreach Liaison</td>
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<tr>
<td>Lakewood</td>
<td>Sonia Southwell</td>
<td>Director of Community Development</td>
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<tr>
<td>Long Beach</td>
<td>Susan Price, Chair</td>
<td>Homeless Officer, DHHS/LB for Ron Arias</td>
</tr>
<tr>
<td>Signal Hill</td>
<td>Scott Charney</td>
<td>Director of Community Development</td>
</tr>
<tr>
<td>Vice-chair</td>
<td>Lesley Braden</td>
<td>Community Rep</td>
</tr>
<tr>
<td>County Unincorporated</td>
<td>Connie Sziebl</td>
<td>District 4 - Knabe: Avalon, Long Beach, Signal Hill</td>
</tr>
</tbody>
</table>
Attachment 3: COG Action Plan Implementation Structure

The Gateway Cities Council of Governments Homeless Action Plan will be staffed and operated according to the following structure:

- **Leadership**: Gateway Cities COG (See Attachment 1: COG Homeless Leadership Structure)
- **Regional Implementation**: Program Implementation Agency (1 agency)
- **Local LCA Implementation**: Local Agency (4 agencies, one per LCA)

### Leadership

**COG Board**  
Committee on Homelessness and Leadership Entity

Function: funding, policies, strategic planning, contract negotiations, City/County relations.

### Regional Implementation

**COG retains a Program Implementation Agency**

- **Administration (COG)** - Coordinate meetings, provide administrative support, communication materials.
- **Regional Coordination** (Program Implementation Agency) - Be the “point” for the COG on homelessness. Coordinate local LCA implementation work.
- **Regional First Responders** (Program Implementation Agency) - Regular “hot spot” assessments, first responder training, coordination of street case management.

### Local LCA Implementation

Each LCA has one local agency

- **Street Case Management** - Direct services to homeless persons identified in hot spots.
- **Community Navigators** - Housing location, coordinate volunteers, work with landlords, coordinate existing homeless service agencies.
- **Housing Assistance** - Set-aside funds for rapid housing: motel vouchers, rental assistance, transportation.
Attachment 4: Homeless Action Plan Flow Chart

Region-Wide

Hot Spot Identification & Engagement (Identify, Engage, Coordinate)

Hand-off to local LCA agency

Local LCA

Housing Entry (Engagement, Support, Housing Assistance, Linkage to Services, Public Benefits)

Primary Goal:
Permanent Housing with Support Services

Led by Program Implementation Agency

Wrap-Around Services linked to Permanent Housing (mental health, healthcare, substance abuse)
Attachment 5: COG Homeless “Hotspot” Surveys

Date: Summer/Fall 2010
COG Homeless Assessment
Local Coordinating Alliance 1

Bell, Bell Gardens, Commerce, Cudahy, Huntington Park, Maywood, South Gate, Vernon

Homeless assessments for this area began on August 10th and were completed on August 20th. Street Outreach staff canvassed this community during these dates, for 4 hours daily, to observe homeless patterns within set boundaries. Valuable information was collected from various business owners, local residents and many park staff.

**Bell**
LA River (Gage & LA River): Staff noticed at least two encampments under the bridge. At the time, none were present. Encampment displayed signs of frequent activity: many broken bottles, clothing, food, and materials for cooking and preparing meals.

Salvation Army Bell Shelter (Eastern Ave & Rickenbacker Rd): Staff noticed homeless individuals walking to and from the shelter at different points in time.

**Bell Gardens**
Eastern & Florence: Staff observed several homeless individuals drinking alcohol on the bus bench. These persons had several shopping carts full of recyclables and their belongings.

Eastern & Gage: A group of 4-7 homeless individuals drinking alcohol behind the “Star Way” liquor store.

Veterans Park: Staff noticed 2-3 homeless individuals sleeping in the park with their belongings.

**John Anson Ford Park:** Staff engaged 3 homeless individuals adjacent to the riverbed. One explained that the local police department is very strict within Bell Gardens and frequently “hassles” the homeless. Another claimed that officers give tickets to people for pushing shopping carts, and after multiple infractions, the individual will usually be arrested. He said that a large group of homeless individuals congregate during the day around the riverbed between Florence & Eastern. They do not carry many belongings for fear of being seen.

**Commerce**
Rosewood Park (Harbor & Commerce): Outreach workers noticed approximately 3-5 homeless individuals sleeping on benches. Vehicles in the parking lot show signs that people are definitely sleeping there.

**Cudahy**
Outreach workers did not observe many homeless individuals during their multiple visits to Cudahy. However, there were clear signs of homelessness, including backpacks containing personal belongings and cardboard bedding materials along alleys near Atlantic Ave & Santa Ana.

**Huntington Park**
Salvation Army (2965 E. Gage Ave): Spoke to Captain Maria Ramirez of the Salvation Army. Her facility runs a food line on Tuesdays, Wednesdays, Thursdays and Fridays at 11:30 AM. They serve lunch to approximately one hundred people each day. Homeless gather at the location for the food line, stay to eat, and have the opportunity to use the showers at 1:00pm.

The Street Outreach team observed that the largest population of homeless individuals is located in the parks during the day and in the area around the Salvation Army, which provides feeding programs,
showers, clothing supplies, and other drop-in services. Overall, the largest concentration is in the area between Alameda and State streets as well as the following locations:

- McDonalds at Slauson & Pacific
- Recycling Center at Wilmington & Randolph
- Seville & Belgrave
- Baptist Day School at Rita & Clarendon
- Community Park at Florence & Salt Lake
- Robert H. Keller Memorial Park, City Hall & Police Department

**Maywood**

Outreach workers have not noticed any significant number of homeless individuals in this city. Staff encouraged businesses to remain in contact as they observe homeless activity throughout the city.

**South Gate**

**South Gate Park** *(9615 Pinehurst Ave)*: Approximately three campers in the park appear to house 7-10 homeless persons. We approached all, but none were willing to communicate after several efforts.

**Atlantic & Tweedy**: Staff observed 4-5 persons gathered at this intersection.

**Vernon**

**23rd & Santa Fe**: Outreach workers noticed a homeless couple and a woman in her 50’s sleeping under the bridge. One person stated that others assemble during evening hours to sleep along Washington Blvd. & the LA River on nightly basis.

**COG Homeless Assessment**

**Local Coordinating Alliance 2**

La Mirada, Montebello, Pico Rivera, Santa Fe Springs, Whittier

Homeless assessments for this area began on August 10th and were completed on August 20th. Street Outreach staff canvassed this community during these dates, for 4 hours daily, to observe homeless patterns within set boundaries. Valuable information was collected from various local residents and many park staff

**Whittier**

**Whittier Transportation Center** *(Greenleaf & Mar Vista)*: Staff regularly noticed a large group of homeless individuals in the park. We learned that this is where the largest group of homeless people regularly congregate. Various sources in the city directed us to this location. Estimate is between 15 – 20 regularly gather there.

**St. Matthias Episcopal Church** *(7056 S. Washington Ave)*: Monday through Friday hot meals are being served for homeless people at the Church. An average of 100 homeless individuals eat a hot meal and utilize their services. Some of the services include: using church address to get mail delivered, a clothing closet, hygiene kit and case management. This place is definitely a hot spot in the city of Whittier.

**Pico Rivera**

**Slauson & Bequette**: Several RV’s parked at this intersection provide housing for approximately 10-12 homeless.

**Washington & Passons**: Staff at a *Recycling Center* at this intersection regularly see anywhere between 10-15 homeless daily.
Smith Park (Rosemead & Mines): Outreach staff noticed 5-7 homeless individuals in the park. Some indicate usage of food pantry at St. Hilary.

Pico Park (Beverly & Durfee): Outreach workers observed campers adjacent to the park and storage facility. Estimate between 10-15.

Montebello
Montebello City Park: Street Outreach workers counted 8-12 homeless regularly congregating at this location.

Beverly Blvd. (east & west of Beverly Hospital): 10-12 homeless observed moving in both directions along this busy boulevard at very different times of day

Santa Fe Springs
Los Nietos Park (Pioneer and Jersey): The Street Outreach team noticed two homeless men sitting at the park bench and drinking beer. They had bicycles parked next to them and two big backpacks. This may be a place that others may be congregating at this location regularly.

Transportation Center (off Imperial Highway): Outreach workers noticed a male lying on a bus bench with all of his belongings. When approached this person informed us that more homeless frequently stop to rest at this location.

Lakeland between Shoemaker and Bloomfield: The outreach team noticed two RV’s that appeared to have signs of people living in them. Limited parking restrictions may be a sign that this intersection is a safe overnight parking spot.

Shoemaker and Lakeland: Staff noticed 2-3 homeless persons regularly panhandling at this intersection.

La Mirada
Creek Park (Imperial and Las Flores Ave): The outreach team encountered 2-3 homeless persons at this park during subsequent visits.

La Mirada & Imperial (Home Depot parking lot): The outreach workers noticed a 2-3 homeless persons pushing shopping carts towards the trash container in search of recyclables.

Valley View & Imperial: 3-5 men could be found regularly going through trash cans as they appeared to be recycling.

COG Homeless Assessment
Local Coordinating Alliance 3

Artesia, Bellflower, Cerritos, Compton, Downey, Lynwood, Norwalk, Paramount

Homeless assessments for this area began on August 10th and were completed on August 20th. Street Outreach staff canvassed this community during these dates, for 4 hours daily, to observe homeless patterns within set boundaries. Valuable information was collected from various business owners, local residents and many park staff.

Bellflower
91 Fwy & Lakewood off ramp: Staff identified at least 10 shopping carts near two large encampments. Approximately 30 feet apart from this location, we noticed another smaller encampment containing 3-5 carts.

Bellflower Recycling Center (Artesia & Woodruff): A group of 5-7 homeless individuals could be regularly found selling theirs recyclables at this intersection.
China Super Buffet (Lakewood & Los Angeles): Staff recognized three vehicles displaying signs that homeless may be sleeping inside. Several individuals could be seen panhandling in a parking lot at this intersection.

Cerritos
Liberty Park (Studebaker & 195th): 3-5 homeless persons with many personal belongings could be often found at this location.
South Street & 605 North & South exits: Approximately 5-7 male homeless individuals panhandling at both exits, some describing themselves as veterans. Items for sleeping and camping could be seen nearby for this group.

Compton
Compton Swat Meet (Pine & Long Beach): 7-10 homeless people frequently seen panhandling and drinking at this address.
Santa Fe & Compton: Multiple RV’s regularly found at this intersection at various times throughout the day.
Lueders Park (Rosecrans & Bullis): Outreach staff observed five homeless individuals in the park with multiple shopping carts filled with personal belongings.
Supra Liquor Groceries Store (Bradfield & Rosecrans): A small grassy area neighboring this store acts as a significant homeless hot spot. 7-10 homeless could be frequently seen at this location.

Downey
I-5 south freeway entrance (Florence & Studebaker): Outreach workers observed three very large homeless encampments. Structures displayed characteristics of those built by military veterans. It was very well camouflaged and difficult to notice even from a close distance. Our initial estimate is that there may be 15-20 persons, including several women, living there.
Crawford Park (Rio Hondo Wash & Dinwiddie): A group of at least five homeless persons identified at this location. Outreach workers observed several tents with many belongings. More encampments could be seen beyond the railroad tracks.
Downey Police Department (10911 Brookshire Ave): Staff met with Code Enforcement Officer, who provided much valuable insight with regards to Downey’s homeless population. He explained that two years ago, Downey P.D. began practicing a “maximum enforcement,” policy towards homelessness. He identified two major hot spots where there has been much crime reported.
Additional locations in Downey identified as “Homeless Hot-Spots”...
  - Telegraph & Slauson
  - Pico Vista & Telegraph
  - Paramount Blvd & Firestone
  - Downey Bus Depot (Downey & Firestone)
  - Recycling Center (Firestone & Patton)
  - Recycling Center (Florence & Paramount)
  - Rio San Gabriel Park

Lynwood
Superior Market (Bullis & MLK): The parking lot at this store has a recycling center regularly operating throughout the day. A group of approximately 5-7 homeless men could be seen regularly at this location.
All Peoples Church Food line (Linden & MLK): On Friday evenings at approximately 7 pm many homeless persons assemble at this intersection in order to obtain food.
Norwalk

Firestone & Woods: Staff met four homeless individuals sitting in front of 99 cents store with 3 shopping carts filled with personal belongings.

Imperial & Firestone: Three persons could be seen regularly panhandling throughout the day at this intersection.

Rosecrans & Pioneer: 4-6 homeless frequently seen at this intersection at various points in time.

161st & Pioneer: Outreach workers noticed two homeless individuals next to a storage building.

Front St. & Rosecrans: Outreach workers noticed two RV’s, possibly housing persons, parked alongside the railroad tracks.

Wal-Mart Parking lot (Imperial & Woods): Evidence that at least 4 RV’s could be seen throughout the day & night.

Paramount

105 East & Paramount: The Street Outreach team noticed five large tents with a multitude of belongings. Next to the tents there were several cooking items: a kitchen with frying pans, cups, mugs and plates. This encampment was enormous and the outreach workers suspected that a large group of homeless individuals congregate there. No one was present there, while we were there.

Recycling Center-next to the Lucky Liquor Store (Paramount & Main): Outreach workers learned that early in the morning the recycling center is very busy and many homeless individuals sell their recyclables there. They have noticed that the sheriff gets complains about this area due to arguments that occur between homeless people.

Garfield & 105 freeway exit: The outreach team learned that several homeless individuals regularly panhandle at the freeway exit throughout the day.

Jack’s Liquor (Orange & Rosecrans): Outreach workers observed that homeless individuals loiter regularly in front of the store and consume alcohol throughout the late afternoon and early evening hours.

710 Freeway North & Rosecrans: We found a very large encampment under the freeway consisting of 2 tents and 2 mattresses. No one was present while we were there.

Home Depot Parking Lot (6400 Alondra Blvd): Staff observed that many of the day laborers at this location are homeless and regularly sleep at the encampment found at the 710 Fwy & Rosecrans.

Car Wash (near Century & Rosecrans): Our team learned that many of the local homeless people take showers at the car wash. Public safety responds very often to calls from this location.

Shoe Warehouse (Rosecrans & Century): Staff observed that the homeless population uses trees as a bathroom. They often climb the trees up to the upper branches and defecate and urinate from there. Public safety responded to many calls from local residents, whose properties are adjacent to these trees.

In summary, the homeless population in the City of Paramount is very mobile. They regularly stay near the borders of the city and move from one city to another. The city has a very strict policy to not allow any overnight parking of RV’s in the city.

COG Homeless Assessment
Local Coordinating Alliance 4

Avalon, Hawaiian Gardens, Lakewood, Long Beach, Signal Hill, unincorporated County of Los Angeles

Signal Hill

California & 405 South (both sides of the freeway): The Street Outreach team talked to 4 homeless individuals that were sleeping in the bushes. Some of them have been collecting recyclables and selling them at a nearby recycling center.
On the other side of the freeway, staff noticed an encampment with massive quantities of trash. We found a person was sleeping under a pile of this trash. The homeless individual appeared to have been living at this location for a very long time. The pile of trash was actually a very large encampment underneath and not easy accessible for anyone but him.

**Home Depot (Between California and Atlantic):** The outreach workers talked to a homeless individual who was resting on the side of the Home Depot facing the freeway. He was interested in utilizing a shelter and accessing other services. Referrals as well as detailed instructions were provided.

**Recycling Center at Food-For-Less parking lot (1600E Willow):** Outreach workers talked to a worker at the recycling center. He informed us that some homeless people sell their recyclables at the center, but many of them go to the nearby city of Lakewood to obtain the items they bring.

**Lakewood**

**Woodruff & South:** Staff noticed an encampment under the power line on South Street just before Woodruff. When approached, no occupants were found.

**Del Amo Bridge & San Gabriel River:** The outreach workers engaged three homeless individuals residing at an encampment under this bridge.

**Carson Bridge & San Gabriel River:** Outreach workers met two homeless individuals residing at an encampment under this bridge. They indicated that they’ve been living at this location for over 1 year. They felt safe and isolated so that they would not be bothered by anyone.

**Palms Park (Norwalk and 207th):** 3-5 vehicles providing shelter for the homeless parked adjacent to this public park.
Exhibit B
Standard Form of Contract
AGREEMENT FOR CONSULTING SERVICES
BY AND BETWEEN
GATEWAY CITIES COUNCIL OF GOVERNMENTS
AND

THIS AGREEMENT FOR CONSULTING SERVICES ("Agreement") is made and entered into as of __________, ____, by and between the Gateway Cities Council of Governments, a joint powers authority organized and existing pursuant to the laws of the State of California ("Agency") and ___________, a(n) __________ ("Consultant").

W I T N E S S E T H:

WHEREAS, Agency requires the professional services of a qualified consultant in connection with providing the services described herein below; and

WHEREAS, Consultant represents that Consultant is qualified and willing to perform the professional services required herein; and

WHEREAS, Agency and Consultant desire to enter into this Agreement to set forth their rights, duties, and liabilities in connection with the performance of such services.

NOW, THEREFORE, in consideration of the mutual covenants and conditions set forth herein and other consideration, the sufficiency of which is hereby acknowledged, the parties hereto do agree as follows:

Section 1. Defined Terms. Unless the context otherwise requires, the terms defined in this Agreement shall, for all purposes of this Agreement and of any amendment hereto, have the meanings herein specified, to be equally applicable to both the singular and plural forms of any of the terms herein defined.

Section 2. Term of Agreement. Subject to Section 20 of this Agreement, the term of this Agreement shall commence as of __________, ____ and shall terminate on __________, ____.  

Section 3. Scope of Services. Consultant agrees to perform the services set forth in Exhibit "A," "Scope of Services," attached hereto and made a part of this Agreement.
Section 4. **Time of Performance.** Consultant shall diligently perform the services required under this Agreement and in accordance with any schedule agreed upon by both Consultant and Agency. If Consultant falls behind schedule, it shall immediately notify Agency of the estimated delay and shall provide a written explanation of the delay if requested by Agency. Failure to commence work in a timely manner and/or diligently pursue work to completion may be grounds for termination of this Agreement.

Section 5. **Excusable Delays and Extension of Agreement.** Neither Consultant or Agency shall be responsible for delays or lack of performance resulting from acts beyond the reasonable control of the parties. Such acts include, but are not limited to, acts of God, the public enemy, fire, floods, epidemics, quarantine restrictions, strikes, material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party. If work is delayed at any time as a result of any of such acts, or by reason of a suspension order by Agency, or because of any other act of Agency or neglect by Agency, then Consultant shall be entitled to an extension of time to perform the work equivalent to the time actually lost by such delay.

Section 6. **Non-Exclusive Agreement.** Consultant acknowledges that Agency may enter into agreements with other consultants for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services.

Section 7. **Compensation and Method of Payment.** Agency agrees to pay Consultant in accordance with Exhibit “B,” Compensation and Method of Payment,” attached hereto and made a part of this Agreement.

Section 8. **Representatives.** ______________ or his or her designee shall be the representative of Agency for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of Agency called for by this Agreement, except as otherwise expressly provided in this Agreement. ______________ shall be Consultant’s representative for purposes of this Agreement and shall be authorized to issue all consents, approvals, directives and agreements on behalf of Consultant called for by this Agreement, except as otherwise expressly provided in this Agreement.

Section 9. **Records and Audits.** Records of Consultant’s services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to Agency or its representative for inspection and/or audit at mutually convenient times for a period of three (3) years from the date this Agreement is terminated.
Section 10. **Additional Services.** Consultant shall not receive compensation for any services provided outside the scope of services specified in Exhibit “A” unless Agency approves such additional services in writing prior to performance. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable.

Section 11. **Status of Consultant.** Consultant is and shall at all times remain a wholly-independent contractor and not an officer, employee or agent of Agency. Consultant shall not obtain any rights to any benefits of any kind which accrue to Agency’s direct employees, if any. Consultant expressly waives any claim to such rights except those specifically granted herein.

Section 12. **Standard of Performance and Licenses.** Consultant represents and warrants that it has the qualifications, experience and facilities necessary to properly perform the services required under this Agreement in a thorough, competent and professional manner. Consultant shall at all times faithfully, competently and to the best of its ability, experience and talent, perform all services described herein. In meeting its obligations under this Agreement, Consultant shall employ, at a minimum, generally accepted standards and practices utilized by persons engaged in providing services similar to those required of Consultant under this Agreement. Consultant represents and warrants to Agency that it has all licenses, permits, and approvals that are legally required to practice its profession and to provide the services hereunder. Consultant further represents and warrants that it shall keep in effect all such licenses, permits, and approvals throughout the term of this Agreement.

Section 13. **Conflicts of Interest.** Consultant covenants that neither it nor any officer, principal, agent or employee of its firm has or shall acquire any interest, directly or indirectly, which would conflict in any manner with the interests of Agency. Consultant covenants further that neither it nor any officer, principal, agent or employee shall acquire any interest in property sold to or purchased or leased from Agency.

Section 14. **Indemnification.**

(a) **Indemnification for Professional Liability.** When the law establishes a professional standard of care for Consultant’s services, to the fullest extent permitted by law, Consultant shall indemnify, protect, defend and hold harmless Agency and any and all of its officials, employees and agents (“Indemnified Parties”) from and against any and all losses, liabilities, damages, costs and expenses, including attorney’s fees and costs to the extent same are caused in whole or in part by any negligent or wrongful act, error or omission of Consultant, its officers, agents, employees or subconsultants (or any entity or individual that Consultant shall bear the legal liability thereof) in the performance of professional services under this Agreement.

(b) **Indemnification for Other Than Professional Liability.** Other than in the performance of professional services and to the full extent permitted by law, Consultant shall indemnify, protect, defend and hold harmless Agency, and any and all of its employees, officials and agents from and
against any liability (including, but not limited to, liability for claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened, including attorneys fees and costs, court costs, interest, defense costs, and expert witness fees), where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, the performance of this Agreement by Consultant or by any individual or entity for which Consultant is legally liable, including, but not limited to, officers, agents, employees or subconsultants of Consultant.

(c) **General Indemnification Provisions.** Consultant agrees to obtain executed indemnity agreements with provisions identical to those set forth here in this section from each and every subconsultant 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 here, Consultant agrees to be fully responsible according to the terms of this section. Failure of Agency to monitor compliance with these requirements imposes no additional obligations on Agency and will in no way act as a waiver of any rights hereunder. This obligation to indemnify and defend Agency as set forth here is binding on the successors, assigns or heirs of Consultant and shall survive the termination of this Agreement or this section.

Section 15. **Insurance.** Consultant shall maintain prior to the beginning of and for the duration of this Agreement insurance coverage as specified in Exhibit “C,” “Insurance Requirements,” attached hereto and made a part of this Agreement.

Section 16. **Nondiscrimination.** Consultant shall not discriminate on the basis of race, color, creed, religion, national origin, ancestry, sex, sexual preference, age, marital status, physical handicap, or other prohibited grounds in the performance of this Agreement.

Section 17. **Compliance with Law.** The parties agree to be bound by all federal, state, and local laws and regulations applicable to performance of this Agreement.

Section 18. **Assignment.** The expertise and experience of Consultant are material considerations for this Agreement. Agency has an interest in the qualifications of and capability of the persons and entities who will fulfill the duties and obligations imposed upon Consultant under this Agreement. In recognition of that interest, Consultant shall not assign or transfer any portion of this Agreement or the performance of any of Consultant’s duties or obligations under this Agreement without the prior written consent of the Board of Directors of Agency. Any attempted assignment shall be ineffective, null and void, and shall constitute a material breach of this Agreement entitling Agency to any and all remedies at law or in equity, including summary termination of this Agreement.

Section 19. **Continuity of Personnel.** Consultant will fulfill the obligations of this Agreement with ____________ as the account principal. Consultant acknowledges that the expertise and experience of ____________ are material considerations for this Agreement.
Consultant shall make every reasonable effort to maintain the stability and continuity of Consultant's staff assigned to perform the services required under this Agreement. Consultant shall notify Agency of any changes in Consultant's staff assigned to perform the services required under this Agreement prior to any such performance.

Section 20. Termination of Agreement. Either party may terminate this Agreement, with or without cause, by giving the other party thirty (30) days written notice of termination. All property belonging to Agency, including, but not limited to, documents prepared by Consultant in the performance of this Agreement, shall be returned to Agency within (five) 5 days of Consultant’s delivery of termination notice to Agency or ten (10) days of Agency’s delivery of termination notice to Consultant. In the event of termination by either party, Consultant shall immediately cease work and shall furnish a final invoice for work performed and expense incurred by Consultant, and Agency shall pay said invoice within thirty (30) days thereof.

Section 21. Miscellaneous.

(a) Notices. All notices which any party is required or desires to give hereunder shall be in writing and shall be deemed given when delivered personally or three (3) days after mailing by registered or certified mail (return receipt requested) to the following address or at such other address as the parties may from time to time designate by written notice in the aforesaid manner:

To Agency:

To Consultant:

(b) Ownership of Documents. All documents prepared by Consultant in the performance of this Agreement shall be and remain the sole property of Agency and shall be promptly made available to Agency upon request throughout the term of this Agreement at no cost to Agency. Consultant shall deliver to Agency any plans, specifications, studies, reports, drawings or any other items or materials prepared in accordance with the required services under this Agreement to Agency no later than at the conclusion of the performance of such services by Consultant. Consultant agrees that the documents or information prepared by Consultant in the performance of this Agreement shall not be used by anyone except for in connection with the performance of services under this Agreement. Consultant also agrees that any such documents
or information shall not be made available to any individual or organization without the prior consent of Agency. Agency’s use of such documents for other projects not contemplated by this Agreement, or use of incomplete documents, shall be at the sole risk of Agency and without liability or legal exposure to Consultant.

(c) **Binding Effect.** This Agreement shall be binding upon and inure to the benefit of each party to this Agreement and their respective heirs, administrators, representatives, successors, and assigns.

(d) **Amendment.** The terms and provisions of this Agreement may not be amended, modified or waived, except by an instrument in writing signed by the parties.

(e) **Waiver.** Waiver by any party to this Agreement of any term, condition, or covenant of this Agreement shall not constitute a waiver of any other term, condition, or covenant. Waiver by any party of any breach of the provisions of this Agreement shall not constitute a waiver of any other provision nor a waiver of any subsequent breach or violation of any provision of this Agreement. Acceptance by Agency of any work or services by Consultant shall not constitute a waiver of any of the provisions of this Agreement.

(f) **Law to Govern; Venue.** This Agreement shall be interpreted, construed and governed according to the laws of the State of California. In the event of litigation between the parties, venue in state trial courts shall lie exclusively in the County of Los Angeles.

(g) **No Presumption in Drafting.** The parties to this Agreement agree that the general rule that an Agreement is to be interpreted against the party drafting it or causing it to be prepared shall not apply to this Agreement.

(h) **Time of Essence.** Time is of the essence for each and every provision of this Agreement.

(i) **No Third Party Beneficiary Rights.** This Agreement is entered into for the sole benefit of Agency and Consultant, no other parties are intended to be direct or incidental beneficiaries of this Agreement, and no third party shall have any right in, under, or to this Agreement.

(j) **Attorneys' Fees, Costs and Expenses.** In the event litigation or other proceeding is required to enforce or interpret any provision of this Agreement, the prevailing party in such litigation or other proceeding shall be entitled to an award of reasonable attorneys’ fees, costs and expenses, in addition to any other relief to which it may be entitled.

(k) **Entire Agreement.** This Agreement, including the attached exhibits hereto, constitutes the entire agreement of the parties with respect to the subject matter hereof and supersedes all prior or contemporaneous agreements, whether written or oral, with respect thereto.
(l) **Severability.** If any term, provision, condition or covenant of this Agreement is declared or determined by any court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions of this Agreement shall not be affected thereby and the Agreement shall be read and construed without the invalid, void or unenforceable provision(s).

(m) **Counterparts.** This Agreement may be executed in any number of counterparts, each of which shall be an original, but all of which taken together shall constitute but one and the same instrument, provided, however, that such counterparts shall have been delivered to both parties to this Agreement.

(n) **Corporate Authority.** The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so, the parties hereto are formally bound to the provisions of this Agreement.

[SIGNATURES ON FOLLOWING PAGE]
IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

GATEWAY CITIES COUNCIL OF GOVERNMENTS

____________________________________
President

ATTEST:

___________________________
RICHARD R. POWERS
Secretary

APPROVED AS TO FORM:

___________________________
RICHARD D. JONES
Legal Counsel

[Authorized Officer]
EXHIBIT "A"

SCOPE OF SERVICES
EXHIBIT “B”

COMPENSATION AND METHOD OF PAYMENT

Consultant shall receive compensation for work performed in accordance with Exhibit “A” as follows:
EXHIBIT “C”

INSURANCE REQUIREMENTS

Prior to the commencement of the services to be performed under this Agreement, and throughout the term of this Agreement, Consultant will maintain insurance in conformance with the requirements set forth below. Consultant will use existing coverage to comply with these requirements. If that existing coverage does not meet the requirements set forth here, Consultant agrees to amend, supplement or endorse the existing coverage to do so. Consultant acknowledges that the insurance coverage and policy limits set forth in this section constitute the minimum amount of coverage required. Any insurance proceeds available to Agency in excess of the limits and coverage required in this Agreement and which is applicable to a given loss, will be available to Agency.

Consultant shall provide the following types and amounts of insurance:

1. **Commercial General Liability Insurance** using Insurance Services Office “Commercial General Liability” policy form CG 00 01 or the exact equivalent. Defense costs must be paid in addition to policy limits. There shall be no cross liability exclusion for claims or suits by one insured against another. Limits are subject to review but in no event shall be less than $1,000,000 per occurrence and $2,000,000 general aggregate.

2. **Business Auto Coverage** on ISO Business Auto Coverage form CA 00 01 including symbol 1 (Any Auto) or the exact equivalent. Limits are subject to review, but in no event to be less that $1,000,000 per accident. If Consultant owns no vehicles, this requirement may be satisfied by a non-owned auto endorsement to the general liability policy described above. If Consultant or Consultant’s employees will use personal autos in any way on this project, Consultant shall provide evidence of personal auto liability coverage for each such person.

3. **Professional Liability or Errors and Omissions Insurance** as appropriate shall be written on a policy form coverage specifically designed to protect against acts, errors or omissions of Consultant and “Covered Professional Services” as designated in the policy must specifically include the services performed under this Agreement. The policy limit shall be no less than $1,000,000 per claim and in the aggregate. The policy must “pay on behalf of” the insured and must include a provision establishing the insurer’s duty to defend. The policy retroactive date shall be on or before the effective date of this Agreement.

4. **Worker’s Compensation** as required by the state of California with employer’s liability limits no less than $1,000,000 per accident for all covered losses. However, Consultant will not be required to maintain worker’s compensation insurance if Consultant does not have any employees.

Insurance procured pursuant to these requirements shall be written by insurers that are...
admitted carriers in the state of California and with an A.M. Bests rating of A or better and a minimum financial size VII.

General conditions pertaining to provision of insurance coverage by Consultant. Consultant and Agency agree to the following with respect to insurance provided by Consultant:

1. Consultant agrees to have its insurer endorse the third party general liability coverage required herein to include as additional insureds Agency, its officials, employees and agents, using standard ISO endorsement No. CG 2010 with an edition prior to 1992.

2. No liability insurance coverage provided to comply with this Agreement shall prohibit Consultant, or Consultant’s employees or agents, from waiving the right of subrogation prior to a loss. Consultant agrees to waive subrogation rights against Agency regardless of the applicability of any insurance proceeds.

3. None of the coverages required herein will be in compliance with these requirements if they include any limiting endorsement of any kind that has not been first submitted to Agency and approved of in writing.

4. No liability policy shall contain any provision or definition that would serve to eliminate so-called “third party action over” claims, including any exclusion for bodily injury to an employee of the insured.

5. All coverage types and limits required are subject to approval, modification and additional requirements by Agency, as the need arises. Consultant shall not make any reductions in scope of coverage (e.g., elimination of contractual liability or reduction of discovery period) that may affect Agency’s protection without Agency’s prior written consent.

6. Proof of compliance with these insurance requirements, consisting of certificates of insurance evidencing all of the coverages required and an additional insured endorsement to Consultant’s general liability policy, shall be delivered to Agency at or prior to the execution of this Agreement. In the event such proof of any insurance is not delivered as required, or in the event such insurance is canceled at any time and no replacement coverage is provided, Agency has the right, but not the duty, to obtain any insurance it deems necessary to protect its interests under this or any other agreement and to pay the premium. Any premium so paid by Agency shall be charged to and promptly paid by Consultant or deducted from sums due Consultant, at Agency option.

7. Consultant agrees to endorse the insurance provided pursuant to these requirements to require 10 days notice to Agency prior to cancellation of such liability coverage or any material alteration or non-renewal of any such coverage, other than for nonpayment of premium, 30 days notice to Agency prior to any other cancellation of such liability coverage or material alteration or non-renewal of any such coverage, and to require indemnifying parties to do likewise.
8. It is acknowledged by the parties of this Agreement that all insurance coverage required to be provided by Consultant is intended to apply first and on a primary, non-contributing basis in relation to any other insurance or self insurance available to Agency.

9. Consultant agrees not to self-insure or to use any self-insured retentions or deductibles on any portion of the insurance required herein. If Consultant’s existing coverage includes a deductible or self-insured retention, the deductible or self-insured retention must be declared to Agency. At that time Agency shall review options with Consultant, which may include reduction or elimination of the deductible or self-insured retention, substitution of other coverage, or other solutions.

10. Agency reserves the right at any time during the term of the contract to change the amounts and types of insurance required by giving Consultant ninety (90) days advance written notice of such change. If such change results in substantial additional cost to Consultant, Agency will negotiate additional compensation proportional to the increased benefit to Agency.

11. For purposes of applying insurance coverage only, this Agreement will be deemed to have been executed immediately upon any party hereto taking any steps that can be deemed to be in furtherance of or towards performance of this Agreement.

12. Consultant acknowledges and agrees that any actual or alleged failure on the part of Agency to inform Consultant of non-compliance with any insurance requirement in no way imposes any additional obligations on Agency nor does it waive any rights hereunder in this or any other regard.

13. Consultant will renew the required coverage annually as long as Agency, or its employees or agents face an exposure from operations of any type pursuant to this Agreement. This obligation applies whether or not the Agreement is canceled or terminated for any reason. Termination of this obligation is not effective until Agency executes a written statement to that effect.

14. Consultant shall provide proof that policies of insurance required herein expiring during the term of this Agreement have been renewed or replaced with other policies providing at least the same coverage. Proof that such coverage has been ordered shall be submitted prior to expiration. A coverage binder or letter from Consultant’s insurance agent to this effect is acceptable. A certificate of insurance and additional insured endorsement as required in these specifications applicable to the renewing or new coverage must be provided to Agency within five days of the expiration of the coverages.

15. The provisions of any workers’ compensation or similar act will not limit the obligations of Consultant under this Agreement. Consultant expressly agrees not to use any statutory immunity defenses under such laws with respect to Agency, its employees, officials and agents.

16. Requirements of specific coverage features or limits contained in this section are not
intended as limitations on coverage, limits or other requirements nor as a waiver of any coverage normally provided by any given policy. Specific reference to a given coverage feature is for purposes of clarification only as it pertains to a given issue, and is not intended by any party or insured to be limiting or all-inclusive.

17. These insurance requirements are intended to be separate and distinct from any other provision in this Agreement and are intended by the parties here to be interpreted as such.

18. The requirements in this Section supersede all other sections and provisions of this Agreement to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

19. Consultant agrees to be responsible for ensuring that no contract used by any party involved in any way with the project reserves the right to charge Agency or Consultant for the cost of additional insurance coverage required by this Agreement. Any such provisions are to be deleted with reference to Agency. It is not the intent of Agency to reimburse any third party for the cost of complying with these requirements. There shall be no recourse against Agency for payment of premiums or other amounts with respect thereto.

20. Consultant agrees to provide immediate notice to Agency of any claim or loss against Consultant arising out of the work performed under this Agreement. Agency assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve Agency.