ECONOMIC DEVELOPMENT POLICY COMMITTEE
Thursday, May 13, 2021
9:00 a.m. – 10:00 a.m.

Virtual/Microsoft Teams Meeting

Call-in number: 1-323-776-6996 Access Code: 831 836 193#

AGENDA

1. Introductions

2. Legislative update — 5 minutes
   (CEO)

3. Workforce and Economic Development Department update — 5 minutes
   (CEO)

4. Renovate Program update — 20 minutes
   (LACDA)

5. Palmdale EIFD update — 5 minutes
   (CEO)

6. PLACE Program update & Sole Source Contract with WERC — 25 minutes
   (CEO & WERC)

7. Public Comment

8. Standing Items
   - New Workforce and Economic Development Department

NOTE:
Please send comments to EconomicDevelopment@ceo.lacounty.gov by Wednesday May 12th at noon. They will be shared with the Committee prior to the meeting.

HOUSING
COMMUNITY
ECONOMIC

LACDA

Los Angeles County Development Authority

RENOVATE PROGRAM

PROGRAM OVERVIEW

Countywide business façade improvement program

- To reduce or eliminate blight

Scope of work:

- Doors
- Windows
- Painting
- Signage
- Lighting
- Security grilles
- ADA compliance

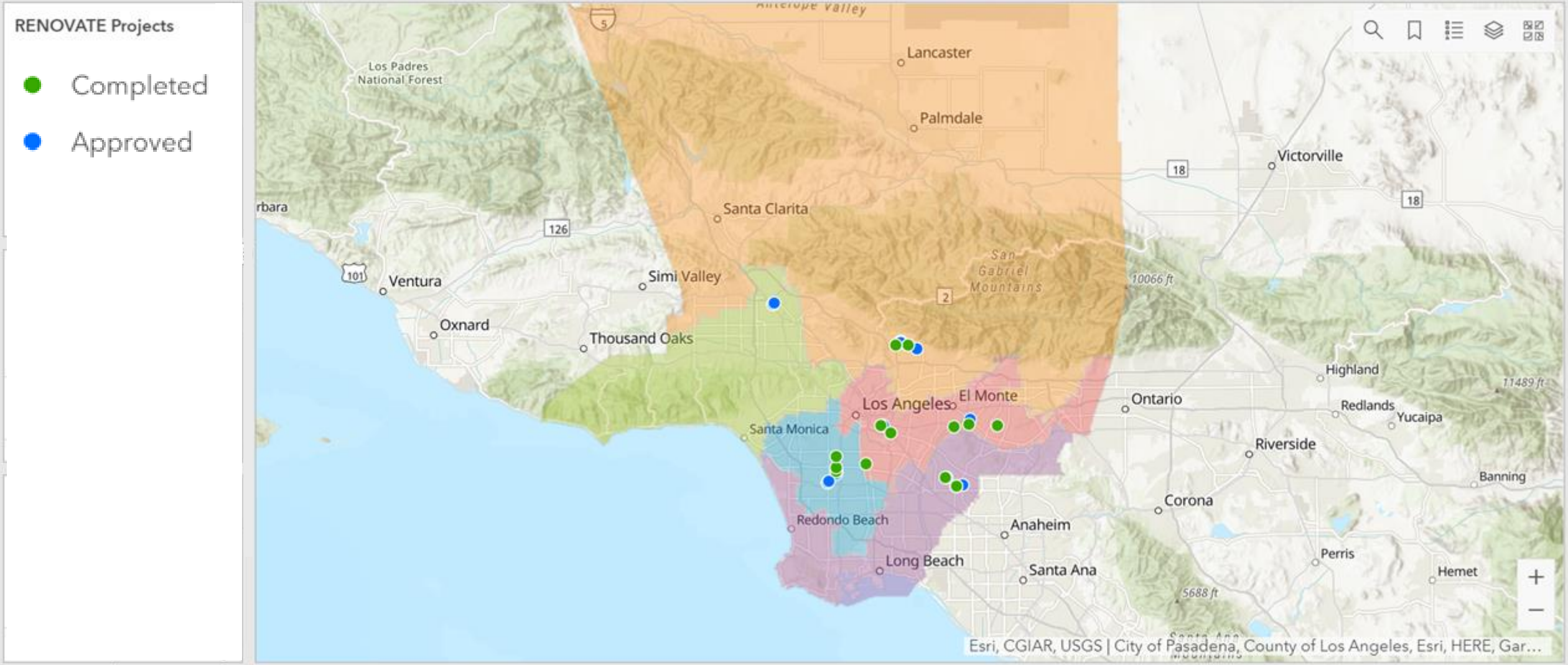
Program services provided:

- Project Management
- Environmental Testing and Abatement
- Architectural Design
- Plan Check Requirements and Approvals
- Construction Management

SAMPLE RENOVATE PROJECT

PROGRAM AREAS OF COVERAGE

Los Angeles County Development Authority RENOVATE Projects Dashboard



PROPOSED GUIDELINE UPDATES

- Equitable distribution of annual NCC allocation per Supervisorial District
- Provide equitable distribution, per Supervisorial District, of unexpended uncommitted County Economic Development Trust Fund (CEDTF) allocations through FY 21/22
- Development of a Project Summary – Program Exceptions Flagged
- Creation of a Cover Memo Signed by the LACDA Executive Director
- Board Approval for Project Budgets in Excess of $100,000
- Description of Administrative Costs
- Monitoring of Internal Controls

QUESTIONS?

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Program Supervisor

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RENOVATE FAÇADE IMPROVEMENT PROGRAM

A. PROGRAM OVERVIEW

The RENOVATE Façade Improvement Program (RENOVATE Program) is a Countywide commercial façade improvement program funded with County Economic Development Trust Fund (CEDTF), as authorized by the Los Angeles County Board of Supervisors. The RENOVATE Program will identify areas of opportunity where newer, commercial retail centers abut older developments that either do not qualify under the Community Development Block Grant (CDBG) program or, in areas that do qualify, use CDBG funds to leverage funding to improve commercial corridors. The RENOVATE Program is administered by the Los Angeles County Development Authority (LACDA) to make a significant, positive visual impact to the building environment as well as to complement corridors with multiple storefronts in need of renovation. The LACDA's Community and Economic Development Division (C&EDD) Director and/or Economic Development Unit (EDU) Manager may revise these guidelines as needed to ensure Program goals are met successfully.

The RENOVATE Program will provide grants for commercial façade improvements services to eligible property owners and commercial tenants (with property owner's written consent), within designated areas of opportunity as prescribed by each Supervisorial District in conjunction with recommendations from LACDA staff.

B. ELIGIBILITY CRITERIA

1. <u>Eligible Applicants</u>:
   Owners of commercially zoned property and commercial tenants (with the property owner's written consent) are eligible to apply for a RENOVATE façade improvement grant subject to the property eligibility requirements listed below. A property owner or tenant that is a non-profit organization is subject to review on a case by case basis.

   a. Buildings are located within approved areas of opportunity.
      i. The Executive Director is authorized to change selected areas of opportunity for the RENOVATE Program, as needed and with the consent of the affected Supervisorial District.
      ii. Any contemplated use of RENOVATE funds for the above referenced activities must obtain the written consent of the District Office and will remain on file as part of the official project documentation.

   b. The façade improvements are for commercial (retail and wholesale) and service establishments, including:
      i. Professional services (i.e., accountants, architects, engineers, etc.)
      ii. Personal services (i.e., barbers/hair salons, shoe repair, dry cleaners, laundromats, etc.)

iii. Neighborhood services (i.e., non-franchise restaurants, convenience stores, and produce stores, bakeries, health food stores, apparel stores, hobby shops, etc.)
iv. Repair services (i.e., office equipment, locksmiths, plumbers, etc.)
v. Business services (i.e., advertising, office management, printing, etc.)
vi. LACDA staff, based on Executive Management approval, reserves the right to include eligible businesses on an individual case-by-case basis.

c. Properties previously improved with a façade improvement grant may qualify for another grant after ten (10) years from the date grant was provided, subject to funding limitations, eligibility, and compliance of the proposed improvements with RENOVATE Program Guidelines, objectives and other applications under consideration.

2. Ineligible Properties and Uses:
Properties or uses not eligible for this RENOVATE Program include, but are not limited to:

a. Banks, savings and loan associations, gas and service stations, used car lots, adult entertainment businesses (i.e., smoke shops, liquor stores, bars, etc.), religious institutions conducting secular activities, and government offices and agencies, are not eligible for this RENOVATE Program;

b. Newly constructed buildings/facades that are less than five (5) years old;

c. Property that received façade improvement funds within the past ten (10) years (unless change of use is significant enough to warrant change in façade).

d. Businesses engaged in any illegal activity;

e. Private clubs and businesses which limit the number of memberships for reasons other than capacity;

f. Businesses principally engaged in teaching, instructing, counseling or indoctrinating religion or religious beliefs, whether in a religious or secular setting;

g. Businesses with an Associate who is incarcerated, on probation, on parole, or has been indicted for a felony or a crime of moral turpitude;

h. Businesses which:

(1) Present live performances of a prurient sexual nature; or

(2) Derive directly or indirectly more than de minimis gross revenue through the sale of products or services, or the presentation of any depictions or displays, of a prurient sexual nature;

i. Nightclubs;

j. Corporate-owned fast food restaurants (franchisees are eligible);

k. Check cashing, liquor stores, smoke/cannabis shops and firearms retailers;

l. Any business where it or its principals or management have been debarred from doing business with the County, State or Federal government business or on any Office of Foreign Assets Control or similar list.

3. Eligible Types of Improvements:
The façade improvements must be visible from a public street, not an alley. The following eligible improvements include, but are not limited to, the following:

a. Exterior elements that improve the aesthetics of the building (i.e., painting, store front windows, doors, security grilles, stucco and tile repair, box cornices, awnings, etc.) facing the public right-of-way, sidewalk or similar pedestrian-oriented pathway.

b. Removal of inappropriate or incompatible exterior finishes or materials (i.e., false fronts, panels, etc.).

c. Restoration of exterior finishes.

d. Exterior building signage attached to the building (i.e., externally illuminated signs).

e. Installation of new exterior lighting.

f. Americans with Disabilities Act (ADA) compliance (limited interior and exterior) inclusive of parking improvements and hardscape as approved on a case-by-case basis.

g. Perimeter fencing as approved on a case-by-case basis; and

h. Streetscape, curbside improvements in the public right of way;

i. The Executive Director and/or EDU Manager, in consultation with a District Office, is authorized to revise eligible types of improvements under the RENOVATE Program.

4. Ineligible Activities and/or Improvements:
Ineligible activities and/or improvements shall include, but not limited to:

a. New construction or additions less than five (5) years old

b. Roof improvements, replacement, or repair

c. Interior furnishings

d. Nonpermanent fixtures

e. Business/personal property, equipment and supplies

f. Internally illuminated signs (affixed inside the building storefront, or interior window) or interior window coverings

g. Structural foundations

h. Billboards, roof signs, or temporary signs

i. Routine maintenance

j. Mechanical/Heating Ventilation Air Conditioning (HVAC) systems

k. Window displays

5. Recommended areas of opportunity:
Areas of opportunity are based on the following criteria:

a. Properties and businesses are located on major commercial corridors and are "clustered" together to maximize the investment of public funds.

b. Areas are frequently visited by the local community.

c. Streetscape projects or programs are planned or recently improved;

d. The improvements will have a significant visual & economic impact; and

e. Areas as designated by, and in ongoing consultation with, respective District Offices.

C. FUNDING AND AMOUNT OF ASSISTANCE

1. Funding:
Funding for the RENOVATE Program is appropriated by the Los Angeles County Board of Supervisors (Board of Supervisors) as part of the LACDA's annual budget process. Historic RENOVATE Program funding sources have been a combination of CDBG and County general funds. RENOVATE Program funding is made available with annual County Economic Development Trust Fund (CEDTF) allocations. Provide equitable distribution, per Supervisorial District, of uncommitted County Economic Development Trust Fund (CEDTF) allocations.

Continuation of the RENOVATE Program is subject to sufficient funding as appropriated by the Board of Supervisors.

2. Amount of Assistance:
   Eligible property owners and commercial tenants (with the property owner's written consent) can apply for:

   a. No more than $300,000 in hard costs, per project as defined by EDU staff, subject to the discretion and approval of the EDU Manager. All projects exceeding $100,000 shall be presented to the Board of Supervisors for approval; and

   b. Professional architectural design services and soft costs for exterior commercial building storefront, will be managed by EDU staff to determine the appropriate costs on a project by project basis.

3. Maintenance Covenant:
   A maintenance covenant will be recorded against the property to require the property owner to keep and maintain the exterior façade of the property "in good condition" and repair for a period of ten (10) years. In the event the improvements are not preserved and maintained within the 10-year period, the LACDA reserves the right to recover the grant funds on a prorated basis. The property owner will be obligated to reimburse the LACDA in the event of a violation of the maintenance covenant.

D. APPROVAL PROCESS (PROJECT FEASIBILITY)

All proposed commercial façade applications and improvements must be approved by the respective District Board Office and EDU Manager.

1. Approval by District Board Office:
   EDU Project Manager to prepare a Project Summary form which outlines the project scope and budget. The form will be forwarded to the respective District Board Office for review and approval. Feedback is then obtained and a formal approval with notice to proceed in the form of an email is obtained and filed in the project records. Once a written confirmation to proceed with a specific project is received from the District Board Office, staff will create a cover memo to document and serve as the source information for confirming the validity of the project. The cover memo will be signed by the LACDA Executive Director. District Board Office engages a review for items such as location, overall greatest impact to the local community and RENOVATE Program goals.

2. Site Visitation with Owner:
   EDU Project Manager schedules a site visit to meet with the property owner to provide an overview of the following:

a. RENOVATE Program Marketing Brochure (Exhibit A)

b. General scope of the proposed façade improvements

c. Eligibility criteria, RENOVATE Program goals, 10-year maintenance covenant, and other requirements

d. RENOVATE Application Process (Exhibit B).

3. Site Assessment:
C&EDD Project Manager assesses the property using the RENOVATE Program Site Assessment Protocol Checklist (Exhibit C) that includes:

a. Initial Site Visitation – photo documentation.

b. Feasibility Analysis – research property profiles, Department of Regional Planning (DRP) records, Department of Public Works (DPW) Building and Safety records, determine appropriate signage and parking requirements.

c. Access EPIC LA database for DRP planning permits, former plans, code violation case, business license referrals.

d. Access GISNET 3 for zoning, specific plan, Community Standards District (CDS) information; and

e. Environmental Service Request (ESR) and historical records check to enable CEQA/NEPA clearance.

4. EDU Manager Approval:
EDU Manager reviews and approves the proposed project with the EDU Project Manager for eligibility criteria, RENOVATE Program requirements, intent of the Program, and additional information as applicable.

a. Site Assessment

b. ESR
   i. Approves submittal of ESR

c. Construction Management Unit (CMU) Service Request
   i. Approves submittal of CMU Service Request to determine if the store front revitalization is realistic within the Program budget limitation of $300,000 for hard costs.
   ii. CMU signs and approves Service Request Form; and
   iii. Budget Analyst also signs the form.

5. Property Owner Signs Application:
   Property owner(s)/Applicant(s) submits a completed RENOVATE Application including (list all documents required by owner):

   a. A copy of the grant deed or other documentation, as approved by EDU Manager, must be attached to verify ownership of the property as well as signatures by all property owners.
      i. All owners and/or authorized corporate officers, or partners must sign the RENOVATE Application per its Articles of Incorporation or Articles of Organization.

   b. Executed Grant Agreement

   c. Executed Maintenance Covenant

   If the property owner(s) elect to withdraw from the RENOVATE Program during the application process, the EDU Project Manager will issue a letter (Exhibit D) to the property owner and the tenant, if applicable, confirming the cancellation or termination (Letter of Cancellation or Termination to Applicant) of the RENOVATE Application and subsequent documents.

6. Notify Applicant of Eligibility:
   Upon approval of application, EDU Project Manager will proceed to obtain a signed Grant Agreement and Maintenance Covenant by property owner(s) as noted in the Application process. Once the document is fully executed, EDU Project Manager shall provide a copy to the property owner(s). The Maintenance Covenant will be recorded when the Notice to Proceed is issued.

7. Assignment of Staff:
   The Applicant will be informed of assigned staff to the RENOVATE project: CMU Project Manager, Labor Compliance officer and an Inspector.

E. PRE-DEVELOPMENT

1. Kick-Off:
   EDU Project Manager will coordinate a site visitation with property owner(s), tenant, CMU Project Manager, Inspector, and Architect to discuss:

   a. CMU Service Request

   b. Site Visit

   c. Scope of Work

d. Budget within the approved maximum grant amount

e. Compliance with the ADA

f. Visual inspection for code violations

g. Owner's expectation of the proposed improvements

h. If tenant is designated by property owner(s) to attend as his/her representative, a formal letter or email from owner confirming tenant serving as representative will be required by the owner(s) to this effect.

2. Design Phase and Review of Scope of Work:
CMU Project Manager shall discuss the scope of work with EDU Project Manager. Sample of exterior improvements include painting, installation of doors and storefront windows, new awnings, signage affixed to building, correction of ADA code violations, etc.

   a. EDU Project Manager shall obtain property owner(s) approval and signature on proposed design.

   b. EDU Manager shall notify CMU Project Manager to proceed with Procurement of Scope of Work.

   c. LACDA's Architect will prepare Design, Scope of Work Write-Up, and Draft Cost Estimate.

   d. EDU Project Manager prepares and submits documentation for management approval of Contract Order (CO) and Encumbrance Release Order (ERO) to issue Purchase Order (PO) to Administrative Services Division/Procurement Unit (AS/PU) authorize funding to pay for design services.

   As design work is completed, CMU Project Manager forwards architect design services invoices to EDU Project Manager to process for payment.

3. Procurement of Scope of Work:
CMU Project Manager shall procure for contractor services based on the approved Scope of Work in accordance with applicable Federal, State or County procurement requirements.

   a. CMU Project Manager shall allow format of bid to include add/deduct line items.

   b. CMU Project Manager shall require a Pre-Bid Conference with General Contractors, Architect, and EDU Project Manager.

c. CMU Project Manager shall review the bids and award contract to lowest, most responsive and responsible bidder.

4. Construction Documents – Plan Check if applicable:
CMU Project Manager submits design plans and construction documents prepared by Architect to DRP and/or DPW should the proposed improvements require plan check.

   a. If signage is included, DRP to conduct design review

   b. DPW conducts review if applicable

5. Execute Construction Contract:
CMU Project Manager shall prepare construction contract and obtain signatures by County Counsel and contractor.

   a. CMU Project Manager to provide signed construction contract to EDU Project Manager to obtain remaining signatures.

   b. CMU Project Manager to process internal documents for Purchase Order Requisition.

F. CONSTRUCTION

1. Pre-Construction Meeting:
CMU Project Manager to schedule pre-construction meeting with CMU Inspector, CMU Labor Compliance, EDU Project Manager, and contractor.

   a. CMU Project Manager to review construction schedule with EDU Project Manager and make necessary adjustments as agreed upon with property owner(s).

   b. CMU Labor Compliance to review labor compliance requirements including any applicable local job hiring requirements.

   c. CMU Project Manager shall prepare and provide ***Notice to Proceed*** for EDU Manager's signature.

   d. CMU Project Manager distributes an electronic copy of ***Notice to Proceed*** to EDU Project Manager, CMU Inspector, and Labor Compliance Officer.

   e. EDU Project Manager to notify the property owner(s) of the construction start date on the same day ***Notice to Proceed*** is issued.

f. EDU Project Manager to **record *Maintenance Covenant*** on the same day ***Notice to Proceed*** is issued.

g. EDU Project Manager prepares and submits documentation for management approval of CO and ERO to issue PO to AS/PU to authorize funding to pay for construction services.

2. Construction:
CMU Project Manager directs contractor to obtain all necessary construction permits and mobilize on the site within thirty (30) working days.

   a. For sites with asbestos, a 10-day notification to Cal OSHA and AQMD are required.

   b. If abatement is required, the licensed asbestos contractor abates the asbestos identified in the Asbestos Report/Survey.

   c. A Final Clearance is obtained by the licensed asbestos contractor and provided to CMU Project Manager.

   d. CMU Project Manager to notify contractor to proceed with construction.

3. Construction Drawdown:
CMU Project Manager shall prepare the construction progress payments, obtain necessary signatures from CMU Labor Compliance Officer and CMU Inspector, and provide the construction progress payment documents to EDU Project Manager for review and approval.

   a. EDU Project Manager submits progress payment requests to management for review and signatures to ensure payment is approved and issued. Progress payment requests are made either through CDBG System or directly to Finance and Budget Division (FAB) for issuance of payment.

4. Release of 5% Retention & Close Out:
Once construction is completed, contractor submits request for a final inspection to CMU Inspector.

   a. CMU Project Manager schedules contractor's request for release of 5% retention of funds, a final walk through of the project site with CMU Inspector, EDU Project Manager, and contractor.

   b. CMU Project Manager to confirm with CMU Inspector final punch list items (if any) have been addressed by contractor; working days as determined by CMU Project Manager shall be provided to contractor to complete the punch list.

c. CMU Project Manager shall prepare the final construction draw request (including all appropriate lien releases, warranties, etc.) and obtain signatures from CMU Labor Compliance Officer and CMU Inspector, and provide the construction draw documents to EDU Project Manager for review and approval.

d. EDU Project Manager to review and process the final construction payment request including preparation of ***Check Request***.

e. EDU Project Manager to track the final payment request and ***Check Request*** to ensure payment is approved and issued.

f. EDU Project Manager to issue and record the ***Notice of Completion*** at the County's Registrar-Recorder's Office following the date final payment was issued. EDU Project Manager to provide electronic copy of ***Notice of Completion*** to CMU Project Manager and retain a copy in the project's file.

g. EDU Project Manager ensures property owner(s) receives warranties.

G. INTERNAL ADMINISTRATIVE PROCEDURES

Administration of the RENOVATE Program shall be the responsibility of the EDU Manager. CMU will provide construction management services as identified throughout the procedures.

1. Recommended areas of opportunity:
   Regular Annual Identification of areas of opportunity shall be conducted by EDU Project Managers in order to focus marketing efforts to achieve the greatest visual impact. EDU Project Manager(s) may conduct windshield surveys of eligible areas of opportunity. Emphasis shall be placed on commercial corridor areas predetermined via discussion with the involved District Office, respective County Departments (DRP, DPW, etc.), and EDU Manager. EDU Project Managers will meet with EDU Manager to discuss prospective façade projects in each District for the following fiscal year. The LACDA's C&EDD Director and/or EDU Manager will designate, amend, include or delete areas of opportunity as prescribed by each Supervisorial District in conjunction with recommendations from LACDA staff.

2. Annual Program Budget:
   Once areas of opportunity and projects are determined, EDU Project Managers prepare a budget and funding request for each District in October, accounting for all costs involved including hard and soft costs. Hard costs include actual construction costs; soft costs include LACDA staff from EDU and CMU (Project Manager, if needed, Inspector, Labor Compliance Officer, architectural design services, environmental consultants, Inter Fund Transfers (IFT), etc.).

   a. Recommendation to Supervisorial District Offices and if necessary, Economic Development Policy Committee (EDPC).
      EDU Manager may present funding recommendations to each Supervisorial District Office and the EDPC during the annual budget creation process.

   b. Supervisorial District Funding Decision:
      Upon approval from respective Supervisorial District Offices, EDU Project Manager to include approved funding amount in C&EDD Missions, Goals and Accomplishments along with targeted goals and past year accomplishments.

   c. Request and Receive Funds from Chief Executive Office (CEO):
      Following approval of the LACDA's budget in June by the Board of Supervisors/Commissioners, EDU Budget Analyst requests Funding Agreement from CEO and provides the document to FAB to execute and remit to CEO. FAB to invoice CEO to receive funds and notifies C&EDD Budget Analyst upon receipt of funds.

      Funding for the RENOVATE Program is appropriated by the Los Angeles County Board of Supervisors (Board of Supervisors) as part of the LACDA's annual budget process. Historic RENOVATE Program funding sources have

been a combination of CDBG and County general funds. RENOVATE Program funding is made available with annual County Economic Development Trust Fund (CEDTF) allocations. Provide equitable distribution, per Supervisorial District, of uncommitted County Economic Development Trust Fund (CEDTF) allocations.

d. Administrative Costs
   a. Program Administration Costs (PAC) are costs attributable to program administration. These costs include, but are not limited to:

      - Salaries of executive officers, director, and staff with general program oversight responsibilities.
      - Overhead costs such as office space, computers, etc., for staff employed in carrying RENOVATE program administration.
      - Staff time spent for the development of general program policies and procedures, such as the monitoring of overall program performance.

   These RENOVATE Program Guidelines will be consistent with the Community Development Block Grant (CDBG) administrative guideline (Notice CPD 13-07). This would include a cap of 20% of program funds used for Program Administrative Costs as described above.

e. RENOVATE program in other jurisdictions other than Unincorporated Areas:
   By direct authorization from the respective District Office, RENOVATE program and budgets may be authorized in jurisdictions outside of the Unincorporated areas of Los Angeles County. For these individual projects and project areas, use of the Fund outside of Unincorporated areas of the County must obtain Board of Supervisors approval.

3. <u>Outreach and Marketing</u>:
   EDU Project Managers identify various methodology and strategies to market the RENOVATE Program to recommended areas of opportunity. Initial marketing efforts may include:

   a. Mailers to property owners

   b. Site visits

   c. Referrals by County Departments (i.e., DRP code enforcement, DPW building inspectors, etc.)

   d. Referrals by Chamber of Commerce or similar business organizations within the areas of opportunity (i.e., Los Angeles Area Chamber of Commerce, business trade organizations, etc.)

e. Referrals by Los Angeles County Economic Development Corporation (LAEDC)

f. Referrals from each respective Supervisorial District Office deputy staff.

4. Environmental and Historical clearance:
EDU Project Manager shall obtain environmental and historical clearance ***prior to incurring any costs*** or release of County General funds by:

a. Completing and submitting the ***Environmental Service Request (ESR)*** Form on each property via email to the C&EDD's Environmental Officer.

b. Requesting environmental clearance under:
   i. California Environmental Quality Act (CEQA) for RENOVATE funds
   ii. National Environmental Policy Act (NEPA) for CDBG funds
   iii. If using both sources of funds, request clearance under both CEQA and NEPA.

c. Asbestos Testing Requirement - EDU Project Manager informs the property owner(s) of asbestos testing requirement and discusses schedule for testing.
   i. CMU Project Manager proceeds to order Asbestos Report and provides testing date to asbestos consultant.
   ii. Asbestos consultant completes survey and report (includes destructive testing) and submits Asbestos Report/Survey to CMU Project Manager.
   iii. CMU Project Manager reviews the Asbestos Report/Survey and approves the scope of work, or requests revisions, if any. Revisions to scope of work shall be completed by asbestos consultant; and
   iv. CMU Project Manager will schedule procurement of licensed contractor to remove asbestos per the Asbestos Report/Survey and approved scope of work, which shall take place during the procurement phase for construction services.

H. CLOSE OUT AND PROJECT FILES

Once project has been completed, there are two (2) sets of Files to retain: CMU Construction File and EDU Project File.

1. CMU Construction File:
CMU Project Manager provides a complete Construction File to EDU Project Manager with the following documents:

Scope of Work Documents & Miscellaneous:
a. CMU Service Request form

b. ESR Clearance

c. Procurement of Architect, Approved Cost Proposal from Architect, other proposals from architects

d. Design Plans

e. Scope of Work and Staff Cost Estimate.

Procurement & Contractor:

a. Bid Package, Bid Evaluation Sheet, Awarded Contractor's Bid, other contractor bids, Pre-Construction Meeting, and Notice to Proceed.

b. Purchase Order to Pay Contractor.

c. Contractor's documentation (i.e., insurance, and current contractor's license);

d. Progress Payments Packages (Progress Payment #1, #2, #3), Inspector's approval of work billed; invoices for materials and labor; conditional and/or unconditional lien releases; and Labor Compliance approval of progress payments; and

e. Release of 5% Retention.

Construction Documents:

a. Construction Contract, and approved Scope of Work

b. Building permits signed off

c. Labor compliance documents and final approval

d. Inspection files

e. Recorded ***Notice of Completion.***

2. EDU Project File:
Project Manager shall maintain a **Project File** for each façade improvement project identified by business name and address, and fiscal year with the following file tabs:

RENOVATE Application & Grant Agreement:

a. Executed RENOVATE Application, and all required documentation identified in *Section D, Approval Process*, above

b. Before and After Pictures of Site

c. Executed Grant Agreement and recorded Maintenance Covenant.

Construction Documents:

a. CMU Service Request Form

b. ESR Clearance

c. Approved Scope of Work & Cost Estimate

d. Design Plans

e. Executed Construction Contract, and ***Notice to Proceed***

f. Recorded ***Notice of Completion***

g. General correspondence issued to property owner(s), such as EDU project approval, property owner(s) approval of design, etc.

h. Annual Monitoring of Maintenance Covenant Checklists for compliance with recorded Maintenance Covenant.

MONITORING OF MAINTENANCE COVENANT

EDU Project Manager shall conduct annual inspections, using Annual Monitoring of Maintenance Covenant Checklist (Exhibit E), of completed RENOVATE projects, as assigned, to determine compliance with the recorded Maintenance Covenant as follows:

1. Improvements:
   a. Improvements to property properly maintained for ten (10) years as required in the Grant Agreement and Maintenance Covenant (Exhibit F).

2. Use of Property:
   a. Verify use of property continues to be consistent with zoning and land use regulations; and

   b. Verify that the building is not a nuisance as defined by statutory or decisional law.

LIST OF EXHIBITS

Exhibit A – RENOVATE Program Marketing Brochure

Exhibit B – RENOVATE Application

Exhibit C - Site Assessment Protocol Checklist

Exhibit D – Letter of Cancellation or Termination to Applicant

Exhibit E – Annual Monitoring of Maintenance Covenant Checklist

Exhibit F – Grant Agreement

Exhibit G - Maintenance Covenant

worker education & resource center, inc.

Preparing Los Angeles for County Employment (PLACE) Update

Economic Development and Policy Committee
May 13, 2021

Overview

1. Introductions & Background
2. Updates
3. Pipeline projects
4. Questions & Discussion

werc
worker education & resource center, inc.

Introductions & Background

- June 2018, the Board directed CEO and DHR to adopt WERC recommendations to develop a High Road Training Program for County jobs.

- High Road model has four primary components: (1) industry-led problem solving, (2) partnership as priority, (3) worker voice, (4) employer drives training solutions.

- In short: “start with the jobs,” make sure they are good jobs, meet the employer’s needs.

Introductions & Background

PLACE trains County clients and disadvantaged workers, including:

- CalWORKS/GAIN participants
- Homeless or housing insecure
- Justice-involved/reentry
- TAY and at-risk youth
- Long-term unemployed
- Residents of disadvantaged ZIP codes
- Workers underrepresented by race and gender in specific occupations

werc
worker education & resource center, inc.

Updates - PLACE

County Occupation	2019	2020	2021	Total	In Process
Intermediate Clerk (DHS)	16	31	0	47	48
Custodian (DHS)	17	0	5	22	1
Grounds Maintenance Worker (Parks & Beaches)	14	7	0	21	6
Public Works Laborer (DPW)	7	1	0	8	0
	54	**39**	**5**	**98**	**55**

"Units love to hire WERC participants because the retention rate is higher than with the general public."
-- DHS Nurse Recruiter

- 94% (81/86) passed probation
- 12 still in probation period
- 6 declined initial job offers
- 30+ conditional IC job offers in April/May 2021
- 88% who completed PLACE passed County exam
- Before Covid: 70% (56) who completed PLACE were hired
- After February 2020: 50% (42) who completed PLACE were hired, 26 more could not take exam due to hiring freeze

werc
worker education & resource center, inc.

Updates - PLACE

Hiring Outcomes:

- 46% (46) receiving CalFresh
- 32% (30) CalWORKS participants
- 16% (16) with felony convictions
- 11% (11) receiving General Relief
- 11% (11) TAY and former foster youth
- 19% (19) identified as homeless (14) or at-risk of homelessness (5)
- 13% (13) Conservation Corps members
- 8% (8) Women employed in non-traditional occupations (Grounds Maintenance, Laborer)

"There's really no program like WERC out there, they help us every step of the way" -- PLACE Participant (DHS Intermediate Clerk)

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Additional WERC Updates

What Else Have We Been Up To Since Our Last EDPC Presentation?

- Covid Response & Relief Projects

Contact Tracer Training

- DPH
- Total Trained: 8,000 (supported training)

Person Experiencing Homelessness Project

- DHS-HFH & DPH
- Total Trained: 35

Community Health Worker Outreach Initiative Project

- DPH
- Total Trained: 500

Covid Crisis Response Team Training

- DHS-HFH
- Total Trained: 150+

DPH Supervisor Training

- DPH
- Total Trained: 105

Trauma Informed Care Training Series

Enhance Learning Project

- DPH
- Total Trained: 3,378

CCC Equity Fund

- DHS & DPH
- 25 Community-Based Organizations
- Total Trained: 175 workers

Additional WERC Updates

- LA EMT (SD2): 10 alumni passed Winter 2020 Fire Fighter Trainee exam, and 7 are now Fire Fighters. Early conversations to launch new cohorts.

- WDACS HireUP Partnership

- Exploratory conversations with DHS, DPH, and DMH: Community Health Worker career pathway and advancement needs, certification, and PLACE-like program

- Exploratory conversations with Alternatives to Incarceration, Housing for Health: peer-based care program including Peer Navigator, Community Health Worker, Assistant Case Manager.

Pipeline Projects

Under Our County Statement of Work

- PLACE Cohorts: DHS Custodial (20+), DHS Intermediate Clerk, DPW Laborer, DPW Water Service Helper
- Community Health Worker Apprenticeship
- Workforce Projects with Community-Based Organizations

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Pipeline Projects

Building on the PLACE Model

- PLACE Alumni Career Development Program: CWDB Workforce Accelerator Funding
- Pathways to State Service (PASS), with CA Labor and Workforce Development Agency, Irvine
- BYD (SD5) Electric Vehicle Manufacturer: CWDB High Road Training Partnership Funding

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Next Steps

- Sole Source Contract for next three years
- Board Letter for authorization – using CEO Delegated Authority
- Operations Cluster 5/19/21
- Possible Board Meeting Agenda Item on 6/8/21
- Outreach to develop additional projects and expand

Questions and Discussion?

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County of Los Angeles
CHIEF EXECUTIVE OFFICE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
http://ceo.lacounty.gov

FESIA A. DAVENPORT
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

June 8, 2021

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

AUTHORIZATION TO EXECUTE A SOLE SOURCE AGREEMENT WITH THE WORKER EDUCATION AND RESOURCE CENTER TO PROVIDE THE HIGH ROAD TRAINING PARTNERSHIP AND CAREER PATHWAYS PROGRAM
(ALL DISTRICTS)
(3 VOTES)

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SUBJECT

Approval of the recommended actions will provide authorization to the Chief Executive Officer to execute a sole source agreement with the Worker Education and Resource Center (WERC) to continue to administer the County's High Road Training Partnership and Career Pathways program known as Preparing Los Angeles for County Employment (PLACE). The agreement would be for a term of one year and have a maximum annual cost of $1,600,000. The agreement will include two options to extend the agreement by one year each, with a total maximum cost over three years of $4,800,000.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Chief Executive Officer (CEO), or her designee, to execute a sole source agreement, substantially similar to Exhibit I attached, with WERC to continue to administer the PLACE program and related workforce development programs for a period of one year for a cost of up to $1,600,000.

2. Delegate authority to the CEO, or designee, to exercise up to two options extending the agreement by one year each through June 30, 2023 and June 30,

2024, respectively, and increasing the maximum contract sum by $1,600,000 each year to a maximum total cost over three years of $4,800,000.

3. Delegate authority to the CEO, or designee, to approve and execute amendments and change notices pursuant to the contract's provisions; allow for the rollover of unspent contract funds; and/or provide an increase or decrease in funding up to 10 percent above or below the total contract sum, effective upon amendment execution, and make corresponding service adjustments, as necessary, subject to review and approval by County Counsel.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

In June 2018, the Board of Supervisors (Board) adopted two related motions seeking to create pathways for targeted populations with high barriers to employment to secure permanent County of Los Angeles (County) jobs. The Chief Executive Office (CEO) executed a delegated authority agreement with WERC to implement a set of Pilot Programs in response to both motions. These Programs are collectively called PLACE. The agreement was extended for years two and three of the Program. The current agreement expires on June 29, 2021.

WERC was founded in 2001 to operate as a labor-management intermediary to plan and provide workforce development educational programs for employees of the County of Los Angeles Department of Health Services represented by the Service Employees International Union. WERC is a non-profit 501(c)(3) organization. The CEO identified WERC as the appropriate party for the original agreement due to WERC's proven record of assisting the County in addressing workforce shortages in critical occupations such as nursing, medical record coding, medical assistants, MRI technicians, and other essential health care positions.

The PLACE program creates a high road employment program within the County's hiring process to accomplish a number of goals including: 1) increased access to permanent County jobs for vulnerable populations with barriers to employment; 2) increased self-sufficiency among County clients by obtaining family-supporting careers; 3) address employment inequities in particular career areas; and 4) address hiring needs in the County by recruiting and training individuals specifically for hard-to-fill jobs. PLACE increases access to stable employment for target populations, which helps to reduce homelessness, recidivism, and dependence on public assistance while also enhancing the quality of public service delivery by integrating people with lived experience into public-facing positions. Target populations include, but are not limited to, residents from economically disadvantaged areas; individuals receiving County services; transition-aged youth; justice-involved individuals; and people experiencing homelessness or who are

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housing insecure.

Although the first contract specified that the PLACE program target jobs only in County departments, later amendments allowed for opportunities at County partners as well, including Community Health Worker positions with County contractors as part of the Housing for Health initiative. In response to the conditions caused by the COVID-19 pandemic, including the County hiring freeze, the original contract was amended to allow for targeting of additional non-County jobs. The amendment also provided a deliverable that enabled WERC to offer job training and other workforce development assistance to the County to aid in responding to the pandemic, including disaster service worker training, contract tracer training, and a project to prepare personal protective equipment warehouse workers and call center workers, among other projects.

Approval of the recommended action will allow WERC to continue administration of the PLACE programs, which have shown great success and garnered broad support for continuation. The goal is to institutionalize the model and programs in the County to continue to build sustainable career paths and align strategic County employment opportunities with communities and targeted workers who experience high rates of unemployment and underemployment.

Although focus will remain on County employment, the sole source contract will allow the PLACE program model to be used to target non-County high-road jobs as well that provide stable employment and career opportunities for target populations. This will help ensure availability of high-road jobs for PLACE program participants despite limitations caused by the pandemic.

The sole source contract will also continue the ability of WERC to assist with rapid deployment of training for County workers and others as may be necessary to respond to the ongoing pandemic.

WERC is uniquely qualified to continue providing these specific workforce development services to the County. The PLACE program WERC currently administers for the County has been developed over many years in close partnership between the County and WERC. The program is tailored specifically to the County's needs as well as its rules and regulations. While there are other organizations that administer workforce development programs, there are few that successfully utilize the high road training partnership model. WERC is the only known entity in the area that does so specifically for public service careers. WERC is the only organization that is currently capable of delivering this specialized program that has been developed for public service careers with the County of Los Angeles as the main employer. Furthermore, the services provided are ongoing - WERC has been implementing and administering PLACE for three years, and the County intends to continue the program.

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IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended action supports the County's Strategic Plan Goal I, Strategy I.1 - Increase Our Focus on Prevention Initiatives, by providing pathways into good jobs and good careers for vulnerable individuals to help reduce long term reliance on the County's social safety net. The action also supports Goal II, Strategy II.1 - Drive Economic and Workforce Development in the County, by directly providing career pathways in the County and other high-road partners for individuals with high barriers to employment.

FISCAL IMPACT/FINANCING

The recommended sole source agreement for the first year will cost a maximum of $1,600,000 to provide high-road training partnership programming to secure family-sustaining jobs for 120 vulnerable individuals, as well as other job training and workforce development services to help the County respond to the COVID-19 pandemic, and to enhance the quality of public service delivery. Should options for additional years be exercised, each additional year will have a maximum cost of $1,600,000.

The costs of the agreement will be funded by existing CEO budget allocations and will not have an additional direct impact on net County cost. Funding for the first year of this contract is included in the amount of $537,000, in CEO's Fiscal Year (FY) 2020-21 Final Adopted Budget and $537,000, in CEO's FY 2021-22 Recommended Budget. The remaining cost will be funded with one-time allocations from grants and other sources. The CEO will allocate funding in subsequent fiscal years, as necessary for the continuation of the contract and possible expansion of the services, with a maximum total contract cost of $4,800,000.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

As required under Board Policy 5.100, CEO notified the Board on December 31, 2019, and again on April 14, 2021, of its intent to negotiate a sole source contract with WERC.

County Counsel has approved Exhibit I as to form.

The contract will be for one year at a maximum cost of $1,600,000 and will have two options to extend the contract for an additional year each time, for a total maximum contract cost of $4,800,000.

The contracting process to continue and modify the PLACE program was shared with the Economic Development Policy Committee, and representatives from each Board office are aware of the plan to execute a sole source to continue the program.

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CONTRACTING PROCESS

CEO is recommending this sole source contract because WERC is uniquely qualified to continue providing these specific workforce development services to the County and it would be prohibitively cost and time restrictive to find another vendor, if one existed.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The recommended action will allow continuation of administration of the PLACE program.

CONCLUSION

Upon approval, please return two adopted, stamped copies of the Board letter to the Chief Executive Office, Economic Development Division.

Respectfully submitted,

FESIA A. DAVENPORT
Chief Executive Officer

FAD:JMN:AEC
JO:DSK:acn

Enclosure

c: Executive Office, Board of Supervisors
County Counsel

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EXHIBIT I

STATEMENT OF WORK
Workforce Development for the County of Los Angeles

Background:

The Worker Education and Resource Center, Inc. (WERC) is a non-profit 501 (c) (3) organization established in 2001 as a labor-management intermediary to plan and provide workforce development educational programs for employees of the County of Los Angeles Department of Health Services (DHS) represented by the Service Employees International Union Local 660 (now known as SEIU Local 721).

During this period, WERC executed strategic programs to address the nursing and other allied health occupational shortages by "growing our own" opportunities for LA County employees to succeed in workforce development programs and to be promoted into career pathways in high- demand industries. WERC provided academic and soft skills refresher programs, personal coaching and tutoring, and established contracts with community colleges and universities to provide the targeted programs. As a result of WERC's programs, hundreds of participants secured promotion into high demand occupations: approximately 420 new registered nurses, 250 medical record coders, 130 medical assistants, 15 MRI technicians, 10 Psychiatric Technicians, and smaller numbers of several other critically needed occupations.

Since 2010, WERC has partnered with DHS and the Department of Public Social Services to prepare employees with educational workshops for the implementation of the Patient Protection and Affordable Care Act.

In August 2017, County of Los Angeles Chief Executive Office (CEO) contracted with WERC to develop a strategic plan for excellence in workforce development services focused on current and prospective County employees that would address occupational shortages, improve equity and cultural competency, and deliver opportunities to targeted workers facing the greatest barriers to employment. WERC performed an equity audit of County departments relative to their employment of various worker populations and also completed a labor market analysis of departments and evolving County priorities. After reviewing the labor market analysis and equity audit, WERC developed the requested strategic plan in June 2018, which included recommendations to create a set of high road employment pilot programs to provide career pathways in County employment for target populations.

Over the course of the 2018-2019 Fiscal Year, WERC, in partnership with the CEO and the Department of Human Resources (DHR), implemented the high road employment pilot programs, which are collectively called Preparing Los Angeles for County Employment, or PLACE, to create pipelines for populations of people with high barriers to employment into County jobs as laborers, grounds maintenance workers, custodians, clerical workers, and others. In this first year of PLACE, County jobs were secured for nearly 50 individuals with barriers to employment including residents from economically disadvantaged areas, individuals receiving County services, such as General Relief and CalWORKS, transition-aged youth, justice-involved individuals, and people experiencing homelessness or who are housing insecure. In very large part, the PLACE participants have been successful in their employment and hiring departments have been pleased. In the second year of PLACE, Fiscal year 2019-2020, WERC sought to expand the programs and aimed to secure stable, family-sustaining County jobs for over 100 individuals with barriers to employment.

WERC was on track to meet this goal until the onset of COVID-19 pandemic, which led to a hard hiring freeze in the County in response to the resultant economic downturn. Because PLACE focused solely on permanent County jobs, the hiring freeze severely limited job opportunities for the program. Three

PLACE cohorts that had begun were interrupted by the pandemic, and four cohorts in development were cancelled. To adjust to the circumstances caused by the pandemic, the contract with WERC was amended to allow for targeting of non-County jobs for the PLACE program as well as for provision of workforce development and training services to assist with the County's COVID-19 response. The contract was extended at no additional cost to allow these services to be provided through June 2021.

Under the new Deliverables in the amended contract, WERC partnered with the Departments of Public Health, Health Services, and Public Social Services to implement employment skills training, enhanced learning-upskilling training, and supervisory training for disaster services workers, contact tracers, community health workers, personal protective equipment warehouse workers, call center workers, and others to help respond to the COVID-19 crisis. Further, despite the hiring freeze, some County PLACE opportunities moved forward to fulfill critical operational needs in the County, such as custodians in hospitals.

Purpose and Objectives:

The purpose of this contract is to continue administration of the PLACE programs, which have shown great success and garnered broad support for continuation. The goal is to institutionalize the programs and model in the County to continue to build sustainable career paths and align strategic County employment opportunities with communities and targeted workers who experience high rates of unemployment and underemployment. Continuation of PLACE increases access to stable employment for target populations, which helps to reduce homelessness, recidivism, and dependence on public assistance while also enhancing the quality of public service delivery by integrating people with lived experience into public facing positions. Target populations include, but are not limited to, residents from economically disadvantaged areas, individuals receiving County services, transition-aged youth, justice-involved individuals, and people experiencing homelessness or who are housing insecure.

Because of the conditions caused by the pandemic including the County hiring freeze, and although focus will remain on County employment, the PLACE program model will also be used to target non-County high-road jobs as well that provide stable employment and career opportunities for target populations. This will help ensure availability of high-road jobs for PLACE program participants despite any limitations caused by the freeze.

Finally, although the end of the pandemic may be in sight, the COVID-19 crisis continues, and WERC will be ready to assist with rapid deployment of training for County workers and others as may be necessary to respond. WERC will also be able to target workforce development services to individuals most impacted by the pandemic, such as dislocated workers or workers who lost employment.

General Scope of Work:
Under the direction of the COUNTY Project Manager, CONSULTANT will continue implementation and administration of the High Road Training Partnership, Preparing Los Angeles for County Employment (PLACE), which was established by CONSULTANT in partnership with the COUNTY.

Deliverable #1 – Identify Jobs
In consultation with COUNTY Project Manager and COUNTY departments, identify jobs and available positions that provide family-sustaining jobs with career pathways that are accessible and attainable for target populations with barriers to employment. Classifications and available positions should be identified within County departments as well as at County partner organizations including non-profits, community-based organizations, and others.

Deliverable #2 – Coordinate PLACE Programs
In consultation with COUNTY Project Manager, secure commitments from COUNTY departments and partner organizations to participate in PLACE pre-employment training programs, for identified jobs.

Deliverable #3 – Recruitment and Assessment
Develop participant recruitment, assessment, and selection processes that are customized to the needs of COUNTY departments and partner organizations.

Deliverable #4 – Pre-Employment Preparation Curriculum
On a cohort-by-cohort basis, tailor PLACE Pre-Employment Preparation Curriculum to the needs of COUNTY departments and partner organizations.

Deliverable #5 – Supportive Services
Provide intensive case management and supportive services to all program participants both during Pre-Employment Preparation, and through the probationary period for participants who are successfully placed in jobs.

Deliverable #6 – Mentorship and On-the-Job Learning
Recruit, train, and support mentors from participating departments and organizations for the ongoing development of participants who are successfully placed in jobs.

Deliverable #7 – Career Pathways and Advancement Opportunities
Explore models to foster advancement opportunities and progression along career pathways for PLACE program participants and graduates.

Deliverable #8 – Participant Data and Best Practices
Continue to report on quantitative and qualitative data evaluating the success of the PLACE program, including up-to-date job status details for all participants, and program impact on COUNTY and other organizations' service delivery and operations. Reporting shall also account for best practices and other lessons learned in carrying out the preceding Deliverables 1 through 7, in addition to Deliverables 9 and 10. Reporting shall be done biannually at a minimum, and as otherwise required by County departments, partner organizations, or the Board of Supervisors.

Deliverable #9- High Road Public Service Model
Build a High Road Public Service workforce development model that includes procedures and practices to successfully place participants with high barriers to employment in civil service positions, as well as positions in community-based and non-profit organizations. Share this model with other LA County workforce development efforts serving people with barriers to employment to increase positive outcomes and quality of workforce development programs.

Deliverable #10 – COVID 19 Response Training
Provide training and support services to workers who are hired, deployed, re-assigned, or otherwise utilized in response to the COVID-19 Pandemic.

Timeframe for Deliverables:
CONSULTANT shall conduct Deliverables #1-10 during the Fiscal Year 21-22 and during Fiscal Years 22-23 and 23-24 if the contract is extended, and shall be reimbursed for actual costs on a monthly basis, with the first invoice submitted by August 15, 2021, and subsequent invoices submitted by the 15th of each month. The final invoice for the first year shall be submitted by July 15, 2022. Should the contract be extended for two terms, the final invoice shall be submitted by July 15, 2024.

At the written direction of the COUNTY Project Manager, CONSULTANT may be directed to modify or adjust Deliverables as needed by the County to complete projects substantially similar to this statement of work.

WORKER EDUCATION AND RESOURCE CENTER, INC.
WORKFORCE DEVELOPMENT PROGRAM
BUDGET: FISCAL YEAR 21-22

	FTE	SALARY	Budget Total
WERC Personnel [1]			
Director	0.75	153,000	114,750
Sr. Program Manager	0.80	96,390	77,112
Program Manager	1.50	88,868	133,301
Curriculum Developer	1.00	85,935	85,935
Project Developer	1.50	82,110	123,165
Case Manager	2.50	57,375	143,438
Instructor	1.00	80,395	80,395
IT Manager	0.75	88,517	66,388
Bookkeeper	0.60	63,593	38,156
Program Assistant	0.75	65,026	48,770
Total personnel			**911,409**
Benefits @ 31 %			**282,537**
Total WERC Personnel	11.15		**1,193,946**
Consultant(s)			
Consultants			$ 25,000
Educational Vendors			$ 40,000
Total Consultants			**$ 65,000**
Non-Personnel	QTY	AMOUNT	
Participant Stipends [2]	120	$ 1,250	150,000
Supportive Services	120	$ 200	24,000
Training Materials			10,000
Office & Telecomm			10,000
Travel & Mileage			1,500
Total Non-Personnel			**195,500**
Total Direct Costs			**1,454,446**
Indirect Costs @ 10%			138,945
CEO Revenue			**1,074,000**
Roll Over from FY20-21			519,391
Total Pogram Cost			**1,593,391**

1. WERC Personnel expenditures include a 2% Cost of Living Increase

2. WERC participants will receive $250 a week in stipends x 5 weeks

SOLE SOURCE CHECKLIST

Department Name: Chief Executive Office

☑ New Sole Source Contract

☐ Existing Sole Source Contract Date Sole Source Contract Approved: _____

Check (✓)	JUSTIFICATION FOR SOLE SOURCE CONTRACTS **Identify applicable justification and provide documentation for each checked item.**
✔	➢ Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. A monopoly is an "*Exclusive control of the supply of any service in a given market. If more than one source in a given market exists, a monopoly does not exist*."
	➢ Compliance with applicable statutory and/or regulatory provisions.
	➢ Compliance with State and/or federal programmatic requirements.
	➢ Services provided by other public or County-related entities.
	➢ Services are needed to address an emergent or related time-sensitive need.
	➢ The service provider(s) is required under the provisions of a grant or regulatory requirement.
	➢ Additional services are needed to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider.
	➢ Services are needed during the time period required to complete a solicitation for replacement services; provided services are needed for no more than 12 months from the expiration of an existing contract which has no available option periods.
	➢ Maintenance and support services are needed for an existing solution/system during the time to complete a solicitation for a new replacement solution/ system; provided the services are needed for no more than 24 months from the expiration of an existing maintenance and support contract which has no available option periods.
	➢ Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.
	➢ It is more cost-effective to obtain services by exercising an option under an existing contract.
	➢ It is in the best economic interest of the County (e.g., significant costs to replace an existing system or infrastructure, administrative cost savings and excessive learning curve for a new service provider, etc.) In such cases, departments must demonstrate due diligence in qualifying the cost-savings or cost-avoidance associated with the best economic interest of the County.

_____ _____

Chief Executive Office Date