



City of Carson Report to Redevelopment Agency

January 17, 2012
New Business Consent

SUBJECT: CONSIDER APPROVAL OF AN AGREEMENT TO AUDIT THE MOBILE HOME RENT CONTROL PROCESS

Submitted by Clifford W. Graves
Development Services General Manager

Approved by David C. Biggs
City Manager

I. SUMMARY

In response to comments from members of the City Council and mobile home park residents, staff issued a Request for Proposal (RFP) to obtain consulting services to evaluate and audit the implementation of the Mobile Home Space Rent Control Ordinance (Exhibit No. 1). The RFP was provided to eleven consulting firms, and three proposals were received on October 27, 2011. Staff is recommending that the City Council award a contract services agreement with Rosenow Spevacek Group, Inc. (RSG), for a not-to-exceed amount of \$52,400.00 (Exhibit No. 2).

II. RECOMMENDATION

TAKE the following actions:

1. APPROVE an agreement between the city of Carson and Rosenow Spevacek Group, Inc. (RSG), to provide an audit of the mobile home rent control process and to provide recommendations to establish best practices for a not-to-exceed cost of \$52,400.00.
2. AUTHORIZE the Chairman to execute the agreement following approval as to form by the Agency Counsel.

III. ALTERNATIVES

TAKE another action the City Council deems appropriate.

IV. BACKGROUND

The city of Carson is responsible for the administration of the city's Mobile Home Space Rent Control Ordinance. There are 90 local jurisdictions, primarily cities, which have enacted mobile home rent control ordinances in California. Some were passed by voter initiative and others through city council action to protect an important source of affordable housing. These ordinances regulate the adjustments to rent charged to mobile homes located within mobile home parks. Typically, a mobile home is owned by the occupant, but the plot of land where the mobile home is located in the park is owned by another entity.

Since initiation of rent control in 1979, Carson has played a delicate role in balancing the property rights of the mobile home park owners and the residents. Unlike other rental housing where an occupant can easily move if the landlord raises the rent, it is almost impossible for residents to move their mobile homes if they cannot afford the higher rent. Moving a mobile home is expensive and increasingly difficult as most parks are hesitant to accept older units.

Carson is recognized for a well-established track record with mobile home rent control decisions and receives both praise and criticism from park owners and residents. There are currently 22 mobile home parks with about 2,300 mobile home spaces that are governed by the city's rent control ordinance. There are dedicated staff, legal counsel and representatives serving on the Mobile Home Rent Review Board. Without question, the city commits a significant amount of resources to administer the rent control process.

As a means of understanding the rent control process and evaluating opportunities for improvement, a request for proposal was prepared to obtain services from a qualified consultant experienced in the review and evaluation of mobile home park ordinances. The consultant will prepare an audit of the city's mobile home rent control ordinance and procedures and identify modifications that would establish "best practices" in order to protect mobile home park residents from excessive rent increases and allow for a fair return on investment to park owners. The audit will provide information and tools to assist the city in identifying strategies to improve the effectiveness of the program in a manner that is equitable and prudent.

RSG is comprised of professionals who have significant experience in providing services to cities, counties, housing authorities and redevelopment agencies. They have specific knowledge of the California Mobile Home Residency Law combined with an extensive background in providing audits, financial analyses, program administration and compliance monitoring. Their knowledge of Carson combined with their technical expertise makes them uniquely suited to perform the audit and information services related to the city's mobile home rent control process.

V. FISCAL IMPACT

Funds for this agreement are available in adopted FY 2011/12 Redevelopment Agency budget in account no. 35-70-710-003-6005.

VI. EXHIBITS

1. Request for Proposal for Mobile Home Park Rent Control Audit and Information Services. (pgs. 4-8)
2. Proposal from Rosenow Spevacek Group, Inc.. (pgs. 9-41)

Prepared by: Sheri Repp Loadsman, Planning Officer

TO:Rev091911

Reviewed by:

City Clerk	City Treasurer
Administrative Services	Development Services
Economic Development	Public Services

Action taken by Redevelopment Agency

Date _____ Action _____

1.1 *Proposed Solicitation*

The city of Carson, hereinafter referred to as the "city", is soliciting proposals for consulting services for Mobile Home Park Rent Control Audit and Information Services. The service will include a review of the city's rent control process in order to determine the effectiveness and potential modifications to establish best practices to protect mobile home residents from excessive rent increases and allow a fair return on investment to the park owner.

Qualified firms, hereinafter referred to as "Vendor(s)", which meet the requirements set forth in this Request for Proposals are encouraged to participate.

1.2 *General Information about the City*

The city is part of the South Bay section of Los Angeles County, California located less than 20 miles south of downtown Los Angeles. Carson is a culturally diverse community that has a population that grew from 61,000 in 1968 to 92,000 in 2010. Carson incorporated as a general law city on February 20, 1968. Three annexations have increased the city's size to 19.2 miles. Another annexation is proposed for the Rancho Dominguez area. The city currently has 22 mobile home parks. The Dominguez Trailer Park will be closing in 2011. If the annexation of the Rancho Dominguez area is successful, there will be an addition of 2 large mobile home parks.

In 1979, the city enacted a rent control ordinance, thereafter amended from time to time, known as the "Mobile Home Space Rent Control Ordinance" (the "Ordinance"). The Ordinance created the Board, which was delegated the authority to receive, hear and determine applications for rent increases. The city also adopted "Guidelines for Implementation of the Mobile Home Space Rent Control Ordinance" to be followed by the Board in acting upon applications for rent increases by owners of mobile home parks subject to the Ordinance. Mobile home parks are the only properties subject to the city's rent control requirements.

1.3 *Vendor's Contacts with the City*

The Vendor's principal contact with the city will be Sheri Repp Loadsman, Planning Officer. Her designee during this process is Ken Freschauf, Housing Program Manager, who will coordinate assistance to be provided by the city to the Vendor. The vendor will be referred to the City Attorney, Bill Wynder, representatives of the Mobile Home Rent Review Board and selected representatives of mobile home park owners and residents. The city requires that all procedural questions relating to the RFP be directed to Ken Freschauf at (310) 233-4861.

2.1 *Scope of Work*

The objective of this agreement is to conduct an audit of the Mobile Home Space Rent Control ordinance and procedures and thereby evaluate the consistency of the procedures to the ordinance. In addition, the Vendor will evaluate the adequacy of the current process for reviewing



invoices/documentation and determine if such level of review is consistent with best management practices for implementing the rent review ordinance. The Vendor will identify the average rent increases authorized for each park since the inception of the ordinance and note any trends or anomalies.

The audit will document true costs of administering the rent control ordinance, including but not limited to legal, staffing, consultant and Mobile Home Rent Review Board expenses. In addition, the Vendor will provide information comparing the Carson rent control process with other cities implementing rent control for mobile home parks.

2.2 Proposed Submission

Each proposal shall be delivered via US Mail, in person, or express courier to the attention of the City Clerk. The City Clerk shall receive proposals no later than 4:00 p.m., on Thursday, October 27, 2011. Submissions after this deadline will not be accepted. Proposals will not be accepted by facsimile or electronic mail.

The proposal shall be submitted in a sealed envelope and labeled as follows:

City of Carson
701 E. Carson Street
Carson, CA 90745
Attn: Helen Kawagoe, City Clerk
Re: Mobile Home Park Rent Control Audit and Information Services

2.3 Examination of Proposal Documents

The submission of a proposal shall be deemed a representation and certification by the Vendors that they:

- 2.3.1 Have carefully read and fully understand the information that was provided by the city to serve as a basis for submission of this proposal.
- 2.3.2 Have the capability to successfully undertake and complete the responsibilities and obligations of the proposal being submitted.
- 2.3.3 Represent that all the information contained in the proposal is true and correct.



2.4. *Evaluation Criteria*

The various significant factors that will be considered in the evaluation of proposals are summarized below. The city's final selection will not be dictated on any single factor including price. The relative importance of these factors involves judgment on the part of the city's RFP Review Team and will include both objective and subjective analysis. A Vendor may be eliminated from consideration for failure to comply with any of the requirements.

2.4.1 *Proper Submission and Completeness of RFP:* Receipt of complete proposal by the due date and time as outlined in the proposal schedule. It must include all the required information outlined in this document. Late submissions or delivery via facsimile will not be considered.

2.4.2 *Experience and References:* The Vendor's prior record of performance with other cities or government agencies will be assessed as well as client references. The experience of the Vendor's staff to be assigned to the project and the engagements of similar scope and complexity will likewise be evaluated.

2.4.3 *Charges for Services:* The amount of the proposed charges will be considered.

2.4.4 *Adherence to Schedule:* Vendor's ability to perform the work within the time specified will be measured.

3.1 *Right to Request Additional Information*

During the evaluation process, the RFP Review Team and the city reserve the right, where it may serve the best interest of the city, to request additional information and clarification from Vendors. At the discretion of the RFP Review Team and the city, Vendors submitting proposals may be requested to make oral presentations as part of the evaluation process.

3.2 *Right to Reject Any or All Proposals*

The city reserves the right to reject any or all proposals, to waive technicalities or formalities, and to accept any proposal deemed to be in the best interest of the city.

3.5 *Contracts*

It is recognized that the formal basis of any agreement between the city and the Vendor is a contract or agreement rather than a proposal. In submitting proposals, Vendors must indicate that they are prepared to complete a contract or agreement containing all the information submitted in their proposal. The proposal will become part of the contract or agreement between the city and successful Vendor.



3.6 *Rights to Submitted Materials*

All proposals, inquiries, responses, or correspondence related to or in reference to this RFP, and all reports, charts, displays, schedules, exhibits, and other documentation submitted by the Vendor will become property of the city and a matter of public record.

3.7 *Proposal Interpretation and Addenda*

Any changes to this RFP by the city will be sent to each Vendor or individual to whom an RFP has been sent. Such changes become an integral part of the RFP for incorporation into any contract awarded pursuant to the RFP.

3.8 *Undue Influence*

The Vendor declares and warrants that no undue influence or pressure is used against or in concert with any officer or employee of the city in connection with the award or terms of the contract or agreement that will be executed as a result of this RFP process, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of the city will receive compensation, directly or indirectly, from the Vendor, or from any officer, employee or agent of the Vendor, in connection with the award of the contract or agreement or any work to be conducted as a result of the RFP. Violation of this Section shall be a material breach of the contract or agreement entitling the city to any and all remedies by law or in equity.

3.10 *Non-Discrimination*

The city maintains various policies related to contractual service providers. Among these is an anti-discrimination policy, which requires that our contractors not discriminate in hiring on the basis of age, gender, race, religion, sexual orientation, or medical condition. Upon acceptance of a proposal, the city may request that the selected Vendor sign a statement affirming their compliance with this policy.

4.0 Vendor Proposal Format

Five copies of the proposal shall be submitted to the City. The following information should be included in the proposal:

1. A letter of introduction briefly describing the firm. The name, address, and phone of the contact person. The letter should be signed by an officer of the firm authorized to bind the firm to all commitments made in the proposal.
2. The proposal should include a list of subcontractors, if any, who may be hired by the Consultant. A copy of their experience and qualifications should also be included.
3. The proposal should include a description of the major tasks and subtasks. Briefly describe the proposed approach for addressing the required services and the firm's ability to meet the city's schedule.

4. This section shall include the proposed costs to provide the services and shall note any costs for any optional consulting services not included in the scope of services. Submit a fee proposal which details hourly rates, an estimate of the number of hours needed to complete the project, an estimate of the non-personnel costs, and an estimate for the total not-to-exceed cost. No additional payment will be made for travel expenses.
5. An organizational chart should be included identifying the project manager and personnel for all key tasks. Resumes for the project manager and key personnel are to be included.
6. A summary of firm experience and references for similar projects (include phone numbers) should be included.
7. The City requires worker's compensation, and \$1,000,000 of comprehensive and automobile liability insurance. The City must be named as an additional insured.
8. The City must be notified in writing if and when key personnel are changed. The Consultant shall not change subcontractors without prior written approval from the City. The City reserves the right to negotiate the proposed agreement for these services if any key personnel or subcontractor changes.
9. The proposal shall include the provision for monthly progress reports to the City.

5.0 Review and Selection Process

The Planning Division will review and evaluate all proposals received prior to the deadline. The proposals must meet the requirements outlined in the RFP. The City reserves the right to accept or reject any or all proposals. The City may select, negotiate with and enter into an agreement with a firm that can provide services in the best interests of the City. A selection process consisting of the following will be used to evaluate each proposal:

- | | |
|---|------|
| a. Experience, qualifications, and availability of key personnel | 40% |
| b. Approaches to the project (include proposal timeframe for completion of project) | 30% |
| c. Clarity, organization, maps, and graphics | 15% |
| d. Bid amount for consulting work on this project | 15% |
| | 100% |

The Vendor selected will enter into agreement with the City to work on the project. The City has authority to terminate its agreement with the Vendor at any time if it is found by the City that the Vendor's performance is not satisfactory.

MOBILE HOME PARK RENT CONTROL AUDIT & INFORMATION SERVICES PROPOSAL

Consultant Services for Comprehensive Audit of Mobile Home Space Rent
Control Ordinance and Procedures

City of Carson
701 E. Carson Street
Carson, CA 90745



INTELLIGENT COMMUNITY DEVELOPMENT

ROSENOW SPEVACEK GROUP, INC.
309 West 4th Street
Santa Ana, CA 92701
714.541.4585

Felise Acosta, Principal
Jim Draughon, Director

EXHIBIT NO. 2 -

October 27, 2011



RSG

INTELLIGENT COMMUNITY DEVELOPMENT

ROSENOW SPEVACEK GROUP INC. T 714 541 4585
309 WEST 4TH STREET F 714 541 1175
SANTA ANA, CA E INFO@WEBRSG.COM
92701-4502 WEBRSG.COM

October 27, 2011

Via Hand Delivery

CITY OF CARSON
Attn: Helen Kawagoe, City Clerk
701 E. Carson Street
Carson, CA 90745

**PROPOSAL FOR CONSULTING SERVICES
MOBILE HOME PARK RENT CONTROL AUDIT & INFORMATION SERVICES**

Dear Ladies and Gentlemen:

Rosenow Spevacek Group, Inc. (RSG) is pleased to present this proposal to conduct a comprehensive audit and review of the City of Carson's Mobile Home Space Rent Control Ordinance and its implementing procedures.

RSG understands that the City is seeking a qualified consultant to provide services to conduct a review audit of the ordinance and procedures for the purpose of evaluating the consistency of the procedures with the language and intent of the ordinance. The audit/review should also provide an analysis of the historical rent increases authorized for each mobile home park in the City since inception of the ordinance in 1979, as well as a comparative assessment of other cities mobile home rent control ordinances and implementing procedures. The findings of the audit will be essential in assisting the City in ensuring that its rent control ordinance and implementing procedures are consistent in application and adequately fulfills the purposes for which the ordinance was put in place. Additionally, the audit's findings and recommendations should assist the City in making changes necessary to there ordinance and/or procedures to ensure that they reflect the best management practices.

For over 32 years, RSG has delivered project and program analysis, housing, real estate, and economic advisory services to cities, counties, redevelopment agencies, housing authorities and other public entities throughout California and Nevada. We currently serve as trusted advisors to over 100 clients on a variety of planning and implementation projects in the community development field, with specializations in affordable housing, real estate economics, economic development, redevelopment, project financing, and real estate acquisition.

We believe that RSG is especially suited to perform the review/audit of the City's mobile home rent control ordinance and implementing procedures in that we've completed similar administrative procedures reviews and program compliance audits for a number of cities including the City of Carson. For Carson, we performed an 2006 audit of its

COMMUNITY INVESTMENT & IMPROVEMENT
LOCAL GOVERNMENT SOLUTIONS
FINANCIAL ANALYSIS
REAL ESTATE & DEVELOPMENT
HOUSING



CDBG funded Residential Rehabilitation program. Our review focus's on the programs' compliance with the HUD issued 24CFR Part 32 requirements and reduction of lead paint hazards. Additionally, since 2008, we've conducted the annual affordable housing compliance monitoring together with review audits of developer financial statements for the Carson Redevelopment Agency to ensure that the Agency receives accurate and timely payments due under its affordable housing development agreements. We also conducted a similar administrative audit review for the City of Santa Ana Community Development Department's affordable housing programs. The review included an assessment of other jurisdictions housing programs to identify and formulate "best practices" recommendations. The firm is also currently performing city services administrative procedures audit reviews for the Cities of La Quinta and Orange and the County of Orange.

For this assignment, RSG will perform all contract services as a single proposer under the direction of Felise Acosta, Principal / Vice President, who will serve as the Principal-In-Charge authorized to represent the firm. Ms. Acosta's contact information is as follows:

ROSENOW SPEVACEK GROUP INC.
309 W 4th Street
Santa Ana, CA 92701-4502

Felise Acosta, Principal email: facosta@webrsg.com
direct: 714.316.2128
office: 714.541.4585
fax: 714.541.1175

We are confident that our methodology and approach will fulfill all of the City's objectives in terms of ensuring the adequacy and effectiveness of the City's Mobile Home Park Rent Control Ordinance and its implementation procedures and processes. We are also confident that we can provide the work products requested in the RFP, within a timeframe acceptable to the City.

We look forward to meeting with you to discuss our proposal in detail. In the meantime, should you have any questions, please feel free to contact me at (714) 316-2128, or Jim Draughon at (714) 316-2126.

Sincerely,
ROSENOW SPEVACEK GROUP INC.



Felise Acosta
Principal

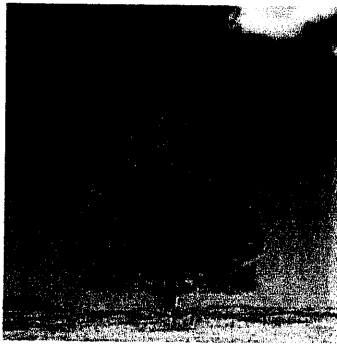


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QUALIFICATIONS, RELATED EXPERIENCE & REFERENCES

INTRODUCTION

For over 32 years, RSG has been recognized as a leading community development consulting firm, providing value-added housing advisory, management, economic development, real estate, redevelopment, and financial services to our public agency clients throughout California on a wide variety of engagements.

Through all this experience, RSG has earned a reputation as a trusted advisor to over 200 public agencies, property owners, investors, and developers.

RSG provides one-stop consulting services that span a wide variety of related services integrating our expertise in housing, market analysis, fiscal analysis, governmental management, real estate, economic development, and redevelopment. Our experienced professionals create customized solutions, emerging from an understanding of each community's unique set of challenges.

We specialize in five major categories:

HOUSING
COMMUNITY INVESTMENT & IMPROVEMENT
FINANCIAL ANALYSIS
LOCAL GOVERNMENT SOLUTIONS
REAL ESTATE & DEVELOPMENT

OUR MISSION

Create solutions to enhance communities' physical, economic, and social future.

OUR CORE VALUES

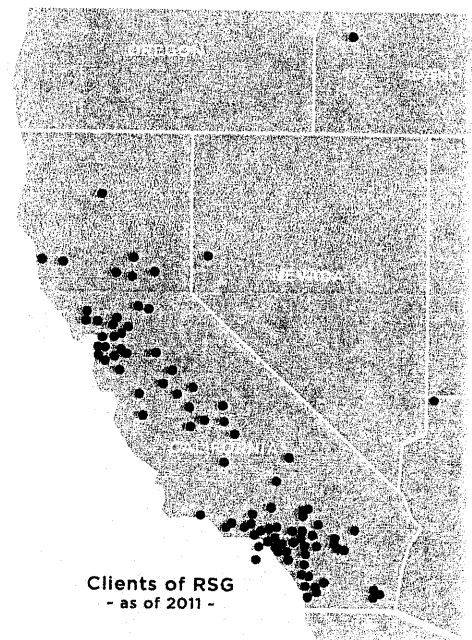
Our core values are part of every task that we do and they are:

Social & Community Responsibility

Creativity & Innovation

Honest & Ethical Behavior Above All Else

Excellence in Products & Services



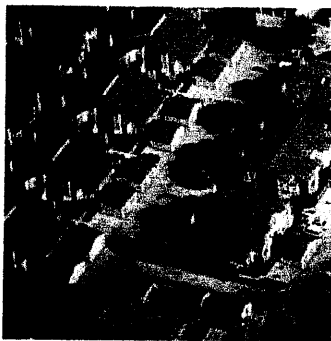
FIRM PROFILE

Rosenow Spevacek Group, Inc. is a California-based, Subchapter "S" corporation. Founded in 1979, the firm's ownership is divided among four shareholders, all of whom are active in the day-to-day consulting assignments for our clients, including: Frank J. Spevacek, Kathleen Rosenow, Felise Acosta, and Jim Simon.

Our corporate offices are located in Santa Ana, California, with a satellite office in Julian, California. Most of our employees work out of our Santa Ana office, although we have several employees working from remote offices in San Francisco, Sacramento, and San Diego.

RSG brings a highly experienced consultant team comprised of former real estate investors, developers, and public sector officials, including 21 professional consulting staff and 4 operations staff, exclusive of sub consultants for IT/IS, accounting, and marketing/graphic design. We pride ourselves on our ability to appropriately allocate our time and resources to ensure that a project is completed on time and within budget. A breakdown of our staff is presented below.

RSG's Breakdown of Employees 25 Total Staff Members	Principals / Partners	4
	Directors	3
	Senior Associates	2
	Associates	5
	Senior Analysts	4
	Analysts	2
	Research Assistant/Technician	1
	Operations	4



HOUSING SERVICES

- Housing Audits and Program Monitoring
- Programs and Projects Formulation, Management and Compliance
- Mobile Home Park Conversions
- Bond Oversight Agent/Program Administrator
- Eligibility Review & Monitoring
- Inclusionary Ordinances and Nexus Studies
- Economic & Financial Analysis

RSG has over three decades of experience assisting cities, counties, housing authorities and redevelopment agencies; developing, managing and reviewing (auditing) affordable housing programs and projects. Our services include program formulation, implementation, review, and monitoring. Additionally we provide impact analysis, financial reviews, deal structuring, developer negotiations, and implementation strategies using multiple local, state, and federal funding sources. While the City would expect its consultant to have these qualifications, we believe that what sets us apart is our ability to adapt our experience and problem solving skills to each individual project. We work closely with staff to formulate precise, accurate, and project specific solutions and analyses. Not only do we perform financial and technical review and analyses, but RSG also assists in the development and implementation of programs and projects. Our wide range of experience allows us to understand the complexities of the component aspects of the Carson's Mobile Home Rent Control Ordinance but also the various aspects of the procedures and policies necessary to implement the Ordinance consistent with its intent.

At the root of our services is an innate desire to seek answers, and in every engagement, our clients' questions become our own. What should we do? How do we get there? What is best for our community? RSG's problem-solving skills are products of training and experience, but it is also our tenacious desire to unearth practical solutions that pervades our corporate conscience. In addition, while we can deftly wield an excel workbook, we also understand that no amount of spreadsheet expertise replaces the critical and strategic knowledge from actual program and project implementation.

HOUSING PROGRAM REVIEW & AUDITING

RSG conducts reviews and audits of programs and projects governed by Federal and State Law, agreements and municipal ordinances. Such reviews included confirmation that procedures, policies comply with governing documents, and that they are being conducted in a timely manner. Additionally, RSG annually prepares the Housing and Community Development ("HCD Report") portion of the required State Controller Report for a number of our client agencies. The HCD reports requires reporting on all aspects of an agency's housing activities and expenditures of housing set aside funds for the given fiscal year. In all cases and all assignments, RSG utilizes its knowledge and experience to structure our approach and the review to ensure completeness and accuracy of the final product.

PROGRAM ADMINISTRATION & COMPLIANCE MONITORING - MOBILE HOME PARKS

As oversight agent for mobile home parks located throughout the state, RSG ensures that program and project operations are consistent with applicable bond or other applicable financing provisions, including oversight of a project's financial status, rental assistance verification and processing, income re-certifications and affordability requirements, together with annual compliance monitoring and regulatory reporting. As program administrator we serve as contract staff to public agencies in administering their housing program requirements and ensure the accurate and timely submittal of required compliance monitoring reports and income recertification's, in accordance with requirements under applicable regulatory agreements.

Specific tasks involved with oversight agent engagements include the following; quarterly review of financials, park inspection, quarterly certificate of compliance, review quarterly project report submitted by property owner/management company, prepare quarterly compliance report, insurance coverage certificate, review of budget, trustee confirmation of bond payment- bank statements, income recertification's, and quarterly report for rental assistance.

Specific tasks involved with program administration include the following; park inspection, quarterly compliance report, quarterly certificate of compliance and income recertification's.

FINANCIAL PRO FORMA ANALYSIS

To determine a project's financial feasibility, RSG prepares development programming analyses to test alternatives based on current construction costs, which are derived through first hand investigations of data resources (such as Marshall and Swift Valuation Services) and corroborated by recent comparable project evaluations performed by the firm. Similarly, market evaluations are performed using third-party databases and first hand field investigations to identify recent local experience and trends. RSG's ongoing consulting services for communities located statewide provides the firm with a large number of comparable developments from which current data related to development programming, construction costs, project financing and developer return requirements may be measured. We pride ourselves on providing detailed pro forma analyses for even the most complex development projects, which are easily understood by financial professionals and lay persons alike.

AFFORDABLE HOUSING DEVELOPMENT

Affordable housing can be unlike other real estate transactions, but when it comes to these consulting services, RSG is truly a one-stop shop. We have helped cities of all sizes with every aspect of development and administration of affordable housing projects and programs - from, market assessments, implementation strategies and development programming, to project implementation, financings and development management. RSG has assisted our clients in developing single family ownership and multifamily rental projects and mixed-use developments leveraging multiple funding sources, including housing set-aside funds (LMIHF), low income housing tax credits (LIHTC), or other federal, state, and local funding sources, such as HOME, CDBG, CalHFA, MHP, AHP, NSP, HOPE VI, HUD Project Base Section 8, HUD 202/811, MHSA and inclusionary housing in-lieu fees, as well as other public financial assistance resources. In total, RSG has assisted in the development and occupancy of over 11,000 affordable and market rate units, including single family owner-occupied houses, multifamily rental apartments, and mobile home parks.

STRUCTURING AFFORDABLE HOUSING TRANSACTIONS

RSG is highly experienced in performing the research and financial analyses needed to determine the extent and form of a City, County, Redevelopment Agency, or Housing Authority's involvement in bringing affordable housing projects to fruition as necessary, including the identification of available local, state and federal funding resources and the level of financial participation warranted for each proposed project. RSG has a track record of demonstrated experience in California Community Redevelopment Law affordable housing production requirements and inclusionary housing expenditure obligations, California Housing Authorities Law development and financing regulations, California Mobile Home Residency Law and related case law, as well as substantial experience in evaluating California Tax Credit Allocation Committee LIHTC projects, and the structuring of project financings with multiple local, state, and federal funding sources to better leverage funding and increase competitiveness.

INCLUSIONARY ORDINANCES, NEXUS STUDIES, IMPACT LINKAGE FEE ANALYSES

The development of affordable housing units is necessary in every community in California. The development of new market rate residential units and commercial and industrial buildings creates a need for affordable housing. RSG helps cities establish ordinances and programs and create studies which quantify these impacts and provide the city with the necessary funds and/or units to meet these needs. The recent court decision *Palmer/Sixth Street Properties v. City of Los Angeles* has made the creation of residential affordable housing impact nexus studies critical to the continued development of affordable housing units through the use of impact fees.

Our nexus studies are in-depth and legally defensible, but also easy to understand. Inclusionary ordinance can often pit the development community against local government, RSG has worked to build consensus from all parties on previous inclusionary ordinance, including the facilitation of ad-hoc housing committees and meetings with the Building Industry Association.

MARKET ANALYSIS

Understanding the viability of a project is a first step in many real estate transactions. Rather than simply relying on theoretical models and third party databases that overlook local influences, we perform first hand investigations to identify niche market opportunities and assess local community demand and acceptability. We seek out demographic and employment trends, and engage local professionals to truth-test our thoughts and ensure our information holds up outside the research vacuum. RSG fully understands the nuances involved in assessing current market conditions, identifying emerging opportunities, and evaluating long-term economic viability. More importantly, we can help our clients identify alternatives to first choices when necessary, or engage staff in policy implementation discussions that enable them to achieve long-term goals.

REAL ESTATE ACQUISITION

RSG offers full service real estate acquisition, management and representation services. Many real estate transactions have multiple components, and RSG's team has over 30 years of experience managing the pieces and making sure they all come together for a successful project. For some of our clients, we focus on the intricate acquisition negotiations. For others, the acquisition is just one of many tasks we do—including hazardous materials surveys, management plans and removal; construction management from project inception to completion; acquisition and relocation settlements; and coordination of the relocation process and the condemnation process.

DEVELOPER SOLICITATION & PROPOSAL EVALUATION

Driven to help our clients achieve their community development ambitions, RSG understands how to effectively stimulate interest from capable developers. Solicitations of developer qualifications and proposals are prepared to effectively outreach to qualified individuals and firms having demonstrated experience in public-private developments in a region. Evaluation of development proposals requires due diligence review of the developer's financial standing, equity funding capacity, and institutional or private financing relationships, as well as review of their project experience in terms of project size and complexity in relation to the proposed program. Our extensive interaction in real estate transactions across the state gives us deep understanding of the development trends, financing, and cash flow of a project. Our previous projects vary in size from neighborhood retail centers, single-user offices and industrial buildings, and small multi-unit residential developments, to million plus square feet big box retail centers, high rise offices and master planned communities.

DEVELOPMENT AGREEMENT NEGOTIATION

When it is time to make a deal on behalf of public agencies, nothing substitutes for knowledge, creativity and experience negotiating disposition and development agreements. In depth knowledge of applicable laws and regulations, including requirements under the Government Code and other state and federal real estate regulations, coupled with broad experience in preparing development agreements are essential to bringing creative solutions to the negotiations table with property owners, developers and real estate investors. Principals and key staff at RSG possess the requisite knowledge and extensive experience necessary to bring complex public-private transactions to fruition. Once the principle business points have been established, RSG's development insights enable our clients to confront and overcome issues that arise as the deal is refined.

STRATEGIC PLANNING

So what can a community do when outcomes do not align with expectations, or the future looks hazy? RSG assists our clients in identifying appropriately supported economic development initiatives, implementation strategies, and development programming alternatives, including preparing assessments of potential constraints and recommendations for overcoming obstacles that need to be addressed, determinations of viability and feasibility, highest and best use analyses, and formulation of appropriate measurements of success. RSG also helps clients identify and procure financial, capital, and organizational resources to implement economic development projects.

SUMMARY

Why the extensive qualifications overview? We believe that it is important for the City to understand the broad breath of experience and expertise that RSG brings to this engagement. We are highly qualified housing consultants who are versed in all aspects of management and program review and auditing; whether it be an affordable housing program or project, mobile home park rent control ordinance or affordable housing agreement monitoring.

RELATED PROJECT EXPERIENCE & REFERENCES

Affordable Housing Program & Project Development & Advisory Services - La Quinta

During the past fifteen years, RSG has provided a wide range of housing technical assistance and implementation services resulting in the development of approximately 3,768 dwelling units. The firm has served in a development capacity for the City in acquiring development sites and managing the construction of affordable housing projects. RSG assists the City and its Housing Authority, as well as its Redevelopment Agency with all aspects of administering their affordable housing programs including, managing its single-family and multifamily residential rehabilitation loan programs, mobile home conversions, and acquisitions of dilapidated properties for refurbishment and resale. RSG continues to work as an extension of City, Agency, and Housing Authority staff in developing a wide-range of housing programs and projects. We perform an integral role in formulating implementation strategies and procedures, preparing market assessments, financial evaluations, and financing strategies, and conducting developer negotiations, as well as performing project management and program administration services.

Contact: Tom Genovese, City Manager
760-777-7100

Affordable Housing Technical Advisory and Compliance Monitoring Services – Carson

RSG has provided technical review assistance to the Carson Redevelopment Agency for four of their affordable housing projects containing 196 affordable housing units. The four projects were funded using the Agency's low and moderate income housing fund together with federal low income housing tax credits. In 2008, RSG performed a comprehensive review audit of the City's residential rehabilitation program case files for the purpose of identifying deficiencies pursuant to HUD issued 24CFR Part 32 relating to requirements and reduction of lead paint hazards. While the audit findings identified that the City's procedures did not adequately address the HUD requirements, RSG made specific recommendations regarding how to correct the compliance issues.

In addition, RSG prepared a comprehensive Affordable Housing Compliance Monitoring Manual for the Agency, and conducts the Agency's annual compliance monitoring and reporting activities pursuant to California Health and Safety Code Section 33418, as well as performing audit reviews of the multifamily developers' annual financial statements to ensure the timely and accurate payment of residual receipts to the Agency in accordance with the Loan Agreements.

Contact: Clifford Graves, Economic Development General Manager
310-233-4802
Jeff Westbrook, Redevelopment Manager
310.233.4821

Affordable Housing Strategy and Implementation Activities – Westminster

RSG has prepared a comprehensive affordable housing strategy and program recommendations to assist the City, Redevelopment Agency, and Housing Authority in achieving their affordable housing objectives. The firm performs "on-call" technical review and financial analyses services for a wide variety of affordable housing activities, which include evaluation of financing restructuring of existing low-income projects, identification of site assembly and project opportunities, as well as performing financial feasibility analyses and developer negotiations of disposition and development agreements for LIHTC and other Agency/Authority-assisted projects to ensure compliance with state and federal laws, regulations and procedures designed to ensure a reasonable participation by the Agency/Authority in future project revenues. During the past five years RSG has provided audits, technical reviews and analyses for four very low and low income rental projects, which were funded

by various combinations of low and moderate income housing funds, state multifamily housing bond financing, CDBG and HOME funds, MHSA funds, AHP funds, and federal 9% and 4% low income housing tax credits. The firm also performs program audit reviews to identify best practices for implementation procedures to ensure consistency with program objectives and requirements.

Contact: Tami Piscotty, Housing Manager
714-898-3311

Affordable Housing Development Services - Irvine

RSG provides ongoing affordable housing development services to the City, the Irvine Redevelopment Agency, and the Irvine Community Land Trust. A major component of the firm's work encompasses financial analysis of affordable housing initiatives and projects proposed by private and non-profit developers using LIHTCs, housing bond financing and Agency funding assistance (LMIHF monies and inclusionary housing in-lieu fee deposits). RSG serves in a project management capacity to evaluate development programs and projects, as well as to prepare development programming and feasibility analyses for developing City-owned properties and solicitation of development requests for proposals. RSG recently prepared guidelines and procedures for the leasing of affordable housing units owned by the Irvine Community Land Trust, and conducted the tenant selection process.

Contact: Mark Asturias, Redevelopment and Housing Manager
949-724-7448

Redevelopment & Affordable Housing Implementation Services – San Carlos

During the past ten years, RSG has worked with the City of San Carlos on a variety of economic development and affordable housing efforts. Projects have included property acquisitions, market analyses, financial pro forma modeling, and redevelopment implementation plans. RSG has prepared development programming analyses, conducted developer outreach, performed financial analyses, assisted in securing project financing, and reuse valuations to assist in identifying appropriate disposition terms for Agency-owned properties proposed for redevelopment. The firm recently assisted staff in reviewing the City's Below Market Housing Ordinance policies and implementing procedures to update the program in compliance with the 2009 Palmer v. City of Los Angeles Appellate Court Decision.

Over the last several years RSG has played a key role in the progress of the one of the City's most important projects, Wheeler Plaza. The Project is located in the center of the City's downtown and will redevelop a City owned surface parking lot and six other retail and residential buildings. It includes 108 condominiums, a 451 space parking garage, 19,855 square feet of retail and restaurant space, and a 31 unit very-low income senior tax credit equity project. Developer negotiations are currently being conducted by RSG, with construction expected to begin within the next eighteen months.

Contact: Mark Sawicki, Economic Development and Housing Manager
650-802-4220

Affordable Housing Strategy and Implementation Activities – Corona

RSG provides "on-call" consulting services to the City and Redevelopment Agency for a wide variety of affordable housing activities, which have included evaluating financing restructurings for existing low-income projects, identification of site assembly opportunities, evaluating project alternatives, and performing financial feasibility and development programming analyses for LIHTC and other Agency-assisted housing projects. During the past three years RSG has provided technical assistance in conducting developer outreach and assisted in developer negotiations of disposition and development agreements for four very low income housing projects, as well as preparing project feasibility analyses and reuse valuations to assist the Agency in identifying appropriate disposition terms for Agency-owned properties to ensure both compliance with state and federal regulations and

a reasonable participation by the Agency in future enhanced project revenues. The firm also performed an audit review of the City's HOAPNow I & II homebuyer loan program and procedures to ensure compliance with program objectives, as well as state and federal laws, regulations, and procedures. In addition, RSG performs financial audit reviews of developer annual financial statements to verify that residual receipts payments to the Agency are accurately calculated and submitted in accordance with applicable agreements.

Contact: Jesus Morales, CDBG / Housing Manager
951-739-4950
Cynthia Lara, Redevelopment Manager
951-739-4963

Program Administration and Compliance Monitoring – MOBILE HOME PARKS

As oversight agent for mobile home parks located throughout the state, RSG ensures that program and project operations are consistent with applicable bond or other applicable financing provisions, including oversight of a project's financial status, rental assistance verification and processing, income re-certifications and affordability requirements, together with annual compliance monitoring and regulatory reporting. As program administrator we serve as contract staff to public agencies in administering their housing program requirements and ensure the accurate and timely submittal of required compliance monitoring reports and income recertification's, in accordance with requirements under applicable regulatory agreements. The following identifies our on going oversight and compliance monitoring clients:

Oversight Agency and Program Administrator

- Daly City - Franciscan
- Fresno / Oceano – Franciscan and Oceano
- San Marcos- Palomar East and West, Rancho Vallecitos and Valle Verde
- Rohnert Park- Las Casitas
- Union City- Tropics
- Seal Beach- Seal Beach Shores
- Poway – Poinsettia

Program Administrator

- Orange County- Laurel Glen and Woodbridge Manor
- Palmdale- Carmel, Manzanita, Boulders (3 parks) 4 Core properties Fountains Village Garden
- Alhambra- Plaza on Main
- Paramount- Enclave
- Riverside – Bravo Mobile Home Park

ADDITIONAL BUSINESS CLIENTS

RSG currently serves approximately 100 clients, the vast majority of which are public agencies across California. Below is a list of some of our current or recent clients for which we have performed similar affordable housing services as being requested by CITY.

PUBLIC AGENCY/CLIENT	CONTRACT TIMEFRAME	CONTACT INFORMATION
Duarte Redevelopment Agency & Housing Authority	2010-2011	Craig Hensley, Community Dvlpmt Dir 626-357-7931
San Bruno Redevelopment Agency	2010-2011	Aaron Aknin, Community Dvlpmt Dir 650-616-7039
City of La Quinta, Redevelopment Agency, & Housing Authority	Annual Contract As-Needed Services	Tom Genovese, City Manager 760-777-7100
San Carlos Redevelopment Agency	Annual Contract As-Needed Services	Mark Sawicki, Econ Dvlpmt/Hsng Mgr 650-802-4220
City of Irvine, Redevelopment Agency and Irvine Community Land Trust	Annual Contract As-Needed Services	Mark Asturias, Housing Mgr 949-724-7448
City of Westminster, Redevelopment Agency, and Housing Authority	Annual Contract As-Needed Services	Tami Piscotty, Hsng Coordinator 714-898-3311
Corona Redevelopment Agency	Annual Contract As-Needed Services	Darla Charbonnet, Rdvlpmt Mgr 951-739-4948
Santa Clarita Redevelopment Agency	Annual Contract As-Needed Services	Erin Lay, Housing Manager 661-255-44972
Apple Valley Redevelopment Agency	2009 - 2010	Emily Wong, Econ Dvlpmt Mgr, 760-240-7000 x7915
Porterville Redevelopment Agency	2009	Denise Marchant, Community Dvlpmt Associate, 559-782-6437
Poway Redevelopment Agency	Annual Contract As-Needed Services	Ingrid Alverde, Housing Program Mgr 858-668-4562
Agoura Hills Redevelopment Agency	2006-2011	Nathan Hamburger, Assistant City Mgr 818-597-7308
Atwater Redevelopment Agency	2008-2011	Scott McBride, Dir of Econ Dvlpmt & Special Projects, 209-357-6345
Victorville Redevelopment Agency	Annual Contract As-Needed Services	Keith Metzler, Dir of Econ Dvlpmt, 760-955-5032
San Jacinto Redevelopment Agency	2007-2011	Tim Hults, City Mgr, 951-487-7325

Coronado Redevelopment Agency	Annual Contract As-Needed Services	Rachel Hurst, Rdvlpmt & Housing Mgr 619-522-7335
City of Fontana, Redevelopment Agency, and Housing Authority	Misc Annual Contracts	David Edgar, Assistant City Mgr 909-350-6739
Lake Forest Redevelopment Agency and Housing Authority	Annual Contract As-Needed Services	David Belmer, Asst City Mgr 949-461-3471
County of Orange Community Services/Housing Department	Annual Contract As-Needed Services	Julia Bidwell, Deputy Dir, OC Community Services, 714-480-2991
Carson Redevelopment Agency	Annual Contract As-Needed Services	Jeff Westbrook, Rdvlpmt Mgr 310-233-4821
Sonoma County Redevelopment Agency	2010-2011	David Goodson, City Planner 707-933-2313
Camarillo Redevelopment Agency	Annual Contract As-Needed Services	Ed Burns, Rdvlpmt Coordinator 805-388-5366
Twentynine Palms Redevelopment Agency	Annual Contract As-Needed Services	Patrick Munoz, City Attorney 714-662-4628
Yucca Valley Redevelopment Agency	Annual Contract	Mark Nuaimi, Town Mgr 760-369-7207
Goleta Redevelopment Agency	Annual Contract	Vyto Adomaitis, Dir- Rdvlpmt & Neighborhood Services, 805-961-7555



PROPOSED STAFFING & PROJECT ORGANIZATION

RSG has assembled an experienced and efficient Project Team for this assignment. In total, the RSG staff members assigned to this engagement possess over a combined 90 years of experience in the real estate and housing industry. The individuals assigned are trusted advisors in affordable housing transactions, pro forma analyses, project financing, developer negotiations, property acquisitions, and the implementation of development projects. RSG dedicates a Principal to each one of our engagements to oversee project deliverables, attend meetings, and manage all facets of the process. Felise Acosta, Principal-in-Charge, will lead this engagement. Jim Draughon, Director/Project Manager, Becky Caha, Associate, Tara Howard, Associate, John Brian Moncrief, Senior Analyst, and Jane Carlson, Analyst will assist with this engagement. Brief bios for the key members of the RSG consultant team follow and resumes for all persons assigned to this engagement are included in Appendix 1. All of the Project Team members operate from the Santa Ana office. Other RSG staff may be assigned to this engagement as needed.

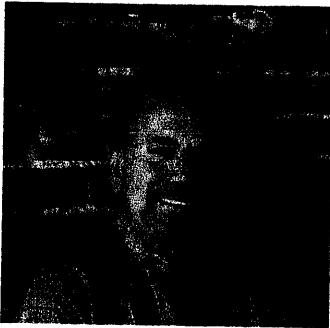
Complete resumes for our entire staff may be found on our corporate website (www.webrsq.com).

BIOS OF KEY MEMBERS OF PROJECT TEAM



Felise Acosta
Principal

Felise Acosta has over 30 years of experience in community development, governmental management, and redevelopment serving both the public and private sectors. During her tenure as Community Development Division Manager of the City of Buena Park, Ms. Acosta supervised the formulation and implementation of a number of redevelopment and housing programs including the promulgation of program guidelines and procedures. As Principal-In-Charge for RSG, she has directed review audits of implementation strategies and procedures for affordable housing programs in the cities of Buena Park, Carson, Cypress, Fontana, Lake Forest, and San Bernardino among others. Ms. Acosta serves as Principal-in-Charge and Project Manager for a wide variety of public and private sector clients requiring consulting assistance in all facets of community development and financial management. Her tenure in the public sector provides her unique economic and political perspective and expertise to help clients strategize and execute projects for the greatest level of community impact. She is widely recognized in California for her expertise in affordable housing and property tax revenue analysis.



Jim Draughon
Director - Housing Manager

Jim Draughon is responsible for ensuring that RSG's products and services meet his clients' needs and satisfaction. He has over 32 years of experience in the real estate housing industry. As a Director, Mr. Draughon manages affordable housing engagements, ensures product quality, reviews data, analyses, and presentations, and is the primary day-to-day contact person on assignments, regardless of size. In addition to affordable housing, Mr. Draughon is highly experienced in the areas of real estate economics, property valuations, development programming analyses, and implementation strategies. Before joining RSG in 2006, Mr. Draughon was the Program Manager for the Tustin Redevelopment Agency, responsible for negotiation of property acquisitions and disposition agreements, and management of the Agency's housing activities. He previously served as the Senior Negotiations Officer for the San Jose Redevelopment Agency, responsible for real estate development activities in the Downtown Project Area, and was the lead real estate asset development consultant to the County of Los Angeles where he was responsible for the development of over 8.5 million square feet of public/private development under long-term ground leases. He has performed dozens of market evaluations, financial feasibility analyses, and developer negotiations for affordable housing projects including 9% and 4% tax credit projects. Mr. Draughon is also a licensed California Real Estate Broker (No. 01132693).



Becky Caha
Associate

Becky Caha has been with RSG since 1989 and has over twenty years of real estate, escrow, and loan processing/administration experience for affordable housing programs and projects. She has a well-rounded knowledge base in all aspects of escrow, title and lending practices. During her time at RSG, Ms. Caha has successfully managed a variety of affordable housing programs, from initial program formation through ongoing compliance monitoring and loan servicing activities including tax-exempt bond and tax credit projects for multiple clients. She continues to provide annual loan servicing and compliance monitoring services for the cities of Aliso Viejo, Avalon, Carson, Chula Vista, Coronado, Cypress, Fontana, Lemon Grove, La Quinta, San Bernardino, San Marcos, and Westminster. As contract staff for our clients, she has worked closely with escrow and title companies, as well as lenders throughout the many different facets of affordable housing programs, including relocation and property owner negotiations.

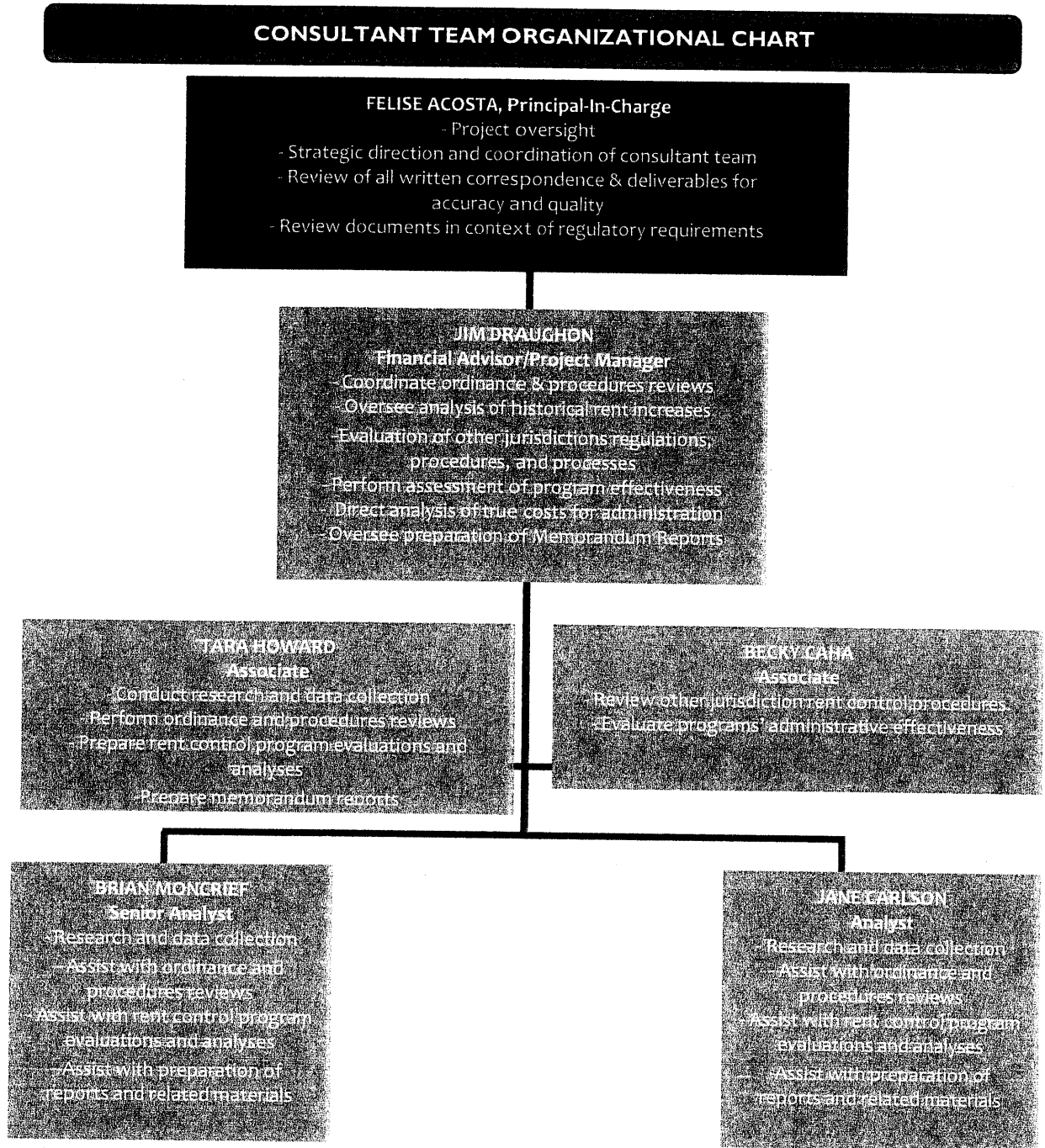


Tara Howard
Associate

Tara Howard joined RSG in 2004 and has over six years of affordable housing, redevelopment, and real estate experience resulting in a well-rounded knowledge base in all aspects of community development. During her time at RSG, Ms. Howard has successfully managed a variety of complex projects, including acquisition, relocation, and housing services for multiple clients. She has worked extensively with the cities of Atwater, El Cajon, Camarillo and La Quinta in preparing and reviewing affordable housing pro forma analyses. Most recently, Ms. Howard performed development pro forma review and analysis services for a residential and retail mixed-use project in the City of El Cajon that included State affordable housing tax credit equity financing.

Ms. Howard has also assisted in the acquisition of multiple properties in the Cities of El Cajon and La Quinta. She was responsible for obtaining property appraisals, preparing offer letters, and negotiating settlement amounts. Some of the properties in El Cajon were acquired through condemnation where Ms. Howard assisted the City with the process. Ms. Howard is recognized as one of the company's residential relocation experts. She has completed relocation activities for the cities of Coronado, El Cajon, La Quinta, Lake Forest, and Santa Clarita where she was the lead relocation consultant responsible for overseeing and completing all tenant relocation activities.

The following is an organizational chart listing the staff persons, associated job classifications, and responsibilities that will be assigned to this engagement.





WORK SCOPE / TECHNICAL APPROACH

There are currently over 90 jurisdictions (including 7 counties) in California that has various forms of mobile home park rent stabilization controls, of which 77 are by Ordinance and 13 are by Initiative. Within California, 18.1% of all cities and 12.1% of counties have rent stabilization measures, which affect about 1,865 mobile home parks and over 140,000 mobile home spaces statewide. The mobile home parks are generally regulated under the provisions of the California Mobile Home Residency Law, which is codified under Chapter 2.5 of the Civil Code, and California case law including several cases coming out of the City of Carson. The City of Carson currently has 22 mobile home parks with about 2,300 mobile home spaces that are governed by the City's Mobile Home Park Rent Control Ordinance.

RSG understands that City seeks consulting services from a qualified consultant experienced in the review and evaluation of mobile home parks rent control ordinances. We further understand that the mobile home park rent controls under the City's current ordinance are well-established pursuant to appellate and supreme court decisions. The City is seeking a detailed review audit of its current mobile home park rent control ordinance and procedures. The purposes of the review is to determine the effectiveness of the existing procedures and identify potential modifications which would establish "best practices" in order to protect mobile home park residents from excessive rent increases and allow for a fair return on investment to the park owners. The focus for this engagement is to:

- evaluate the consistency of the procedures to the mobile home park rent control ordinance;
- assess the adequacy of the current process for reviewing/documenting requested increases;
- determine if the current level of review is consistent with best practices in implementing the ordinance based comparisons to procedures in other jurisdictions; and,
- identify the true cost of administering the rent control ordinance.

These areas of focus will be essential in assisting City in modifying the ordinance and procedures, if needed, and to update and improve the program's effectiveness in achieving the strategic goal to maintain the affordability of the City's supply of mobile homes in a fair and equitable manner for the mobile home park residents and the park owners.

The following describes the proposed work scope and approach for performing the review audit and related evaluations, as identified in the City's Request for Proposals.

MOBILE HOME PARK RENT CONTROL ORDINANCE AND PROCEDURES REVIEW

Background Investigation As with each assignment, RSG first conducts a complete background investigation of the controlling documents and related materials. In the case of reviewing the City's existing ordinance, we will identify the City's housing goals and specific objectives in terms of the rent control program's requirements, affordable rent parameters, established evaluation criteria, opportunities and limitations, strengths and weaknesses, and the related requirements for the park owner's submission materials. This background investigation is obtained from the materials promulgated by City and from interviews with staff and City Attorney to ensure a complete understanding of the assignment and the client's needs and requirements, as well as any policy considerations. If desired by the City, RSG will also interview Rent Control Board Members to obtain their experiences and opinions regarding the implementing procedures applied to the ordinance. An initial review will be undertaken to verify the completeness of the materials collected, in accordance with the City's requirements, identifying any deficiencies or additional materials that might be needed to better evaluate the qualitative and quantitative elements of the program. The initial background investigation and review is conducted by RSG's senior staff/project manager along with a supporting staff analyst.

Ordinance and Procedures Review Audit A comprehensive review of the ordinance and documented procedures together with related materials will be conducted by RSG to identify inconsistencies, if any, between the ordinance and implementing procedures that may impede the program's effectiveness. The review will include a detailed evaluation of the City's existing implementing procedures to focus on the adequacy of the current review processes, identify potential deficiencies, and address suggested revisions or modifications that may increase the program's operating efficiencies. RSG's evaluation will be performed within the context of those procedures and program attributes, as found in other jurisdictions having rent stabilization controls which are deemed effective and desirable.

ANALYSIS OF HISTORICAL RENT REVIEW BOARD ACTIONS

Data Collection and Review RSG will coordinate with City staff to collect historical data regarding past rent increase requests by the twenty-two individual mobile home parks in the City and the actions taken by the Rent Control Review Board for each mobile home park since the inception of the ordinance.

Data Analysis A thorough analysis of the past rent increases approved by the Rent Control Board for each mobile home park in the City will be performed for the purpose of identifying the historical rent increase experience for each park in comparison to other parks in the City and the corresponding annual increases in the consumer price index. The analysis will be performed in an M.S. Excel workbook and summarized in a technical memorandum. The computer analysis file will also be delivered to City staff for their future tracking of mobile home rent increases as they occur in the City.

EVALUATION OF MOBILE HOME RENT STABILIZATION CONTROLS IN OTHER JURISDICTIONS

Data Collection and Analysis RSG will coordinate with City staff to identify and select a representative sampling of other jurisdictions for purposes of preparing a comparison assessment of rent stabilization controls and procedures. We will obtain detailed data from selected jurisdictions and discuss their respective program with the individual staff members responsible for implementing the

rent stabilization program. A comparison analysis will then be prepared reflecting their rent control requirements, procedures, processes, and costs in comparison to those of the City of Carson. The comparison assessment will also identify any specific management practices that may collectively serve to identify best managements practices and cost efficiencies for the City of Carson.

QUANTIFICATION OF TRUE COSTS OF ADMINISTERING RENT CONTROL PROGRAM

Data Collection and Evaluation A comprehensive review audit of the mobile home rent control program costs will be prepared by RSG to identify all direct and indirect costs incurred by the City in the administration of the Mobile Home Park Rent Control Ordinance. Past years annual budgets and expenses will be compiled from financial statements and departmental records, as available, in order the segregate operating costs including staffing expenses, legal and consulting expenditures, and other related direct and indirect costs that may be attributable the rent control program's administration. Where possible, RSG will also identify program costs in other jurisdictions having mobile home rent stabilization controls.

Cost Analysis Historical costs will be analyzed on a year-to-year basis based upon available data and related materials to quantify, as best possible, the "true costs" associated with mobile home park rent control ordinance program. The current true costs, as determined by the analysis, may be used to identify potential program cost savings, potential program mitigation fee pass-through charges, and trend future program costs.

Critical Path:

- 1) Data collection, background investigation and understanding of City needs and objectives.
- 2) Initial review of ordinance and procedures for completeness of all materials and request for additional clarifying data and materials, if needed.
- 3) Comprehensive evaluation of the existing ordinance and procedures including applicable mobile home park rent limits, regulation requirements, implementation procedures, and review processes.
- 4) Identification of consistency (or inconsistencies) of the procedures with the ordinance.
- 5) Comparison assessment of rent stabilization controls and procedures in other jurisdictions.
- 6) Identification of "best practices" for administering the rent control ordinance.
- 7) Analysis of individual mobile home park rent increases since inception of the ordinance in comparison to consumer price increases.
- 8) Identification of historical experience and future trends for mobile home park rent increases.
- 9) Quantification of the all-inclusive "true costs" of administering the mobile home park rent control ordinance.
- 10) Preparation of written summary report identifying salient issues, findings and specific recommendations for revising or modifying the existing ordinance and procedures including operating efficiencies options and cost containment measures.

Deliverables:

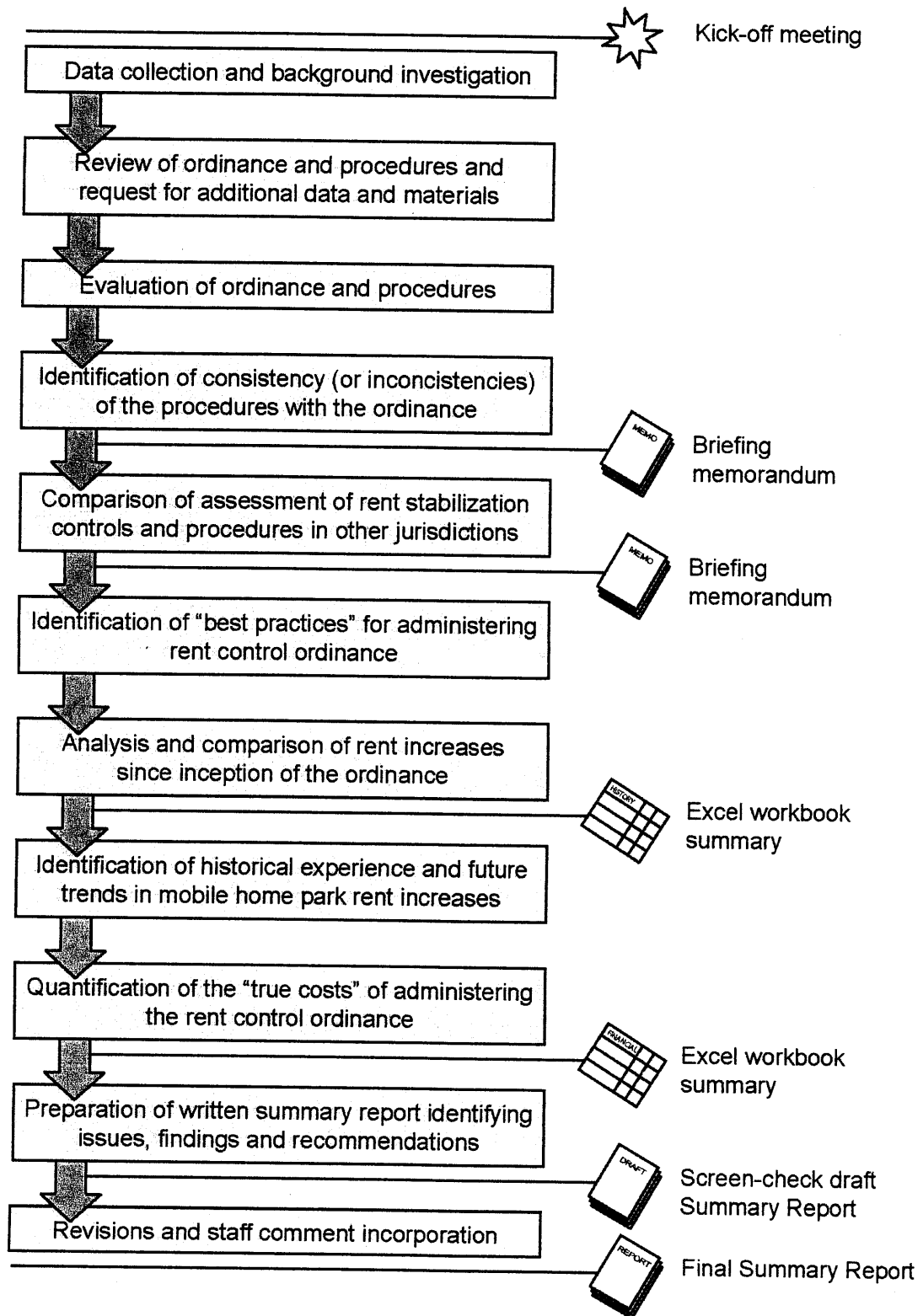
- 1) Briefing memorandum addressing the completeness and adequacy of existing ordinance and procedures, as well as potential inconsistencies between the procedures and ordinance with identification of issues that may need additional review and evaluation;
- 2) M.S. Excel workbook tables summarizing the historical rent increases for individual mobile home parks and the consumer price increases for the respective time periods;
- 3) Briefing memorandum of the comparison assessment of rent stabilization and procedures in selected other jurisdictions;

- 4) Financial worksheet(s) identifying historical all-inclusive “true costs” attributable to program administration;
- 5) Screen check draft summary report for City staff review and comments;
- 6) Final written summary report incorporating City staff comments and concerns; and
- 7) Meeting for presentation of findings and recommendations, if requested by City staff.

The following page details flow chart of the critical path and deliverables for this of engagement.

CRITICAL PATH

DELIVERABLES





COST & PRICE

RSG proposes that the consulting services be undertaken on a time and materials basis to reflect the estimated budget complete the scope of work as identified in the following budget detail, subject to a "not to exceed" total contract dollar amount of \$52,400.

RSG will maintain the professional billing rates identified herein for the initial one-year term and any subsequent one-year extensions for up to a combined three years under a contract entered between RSG and CITY.

2011 BILLING RATES

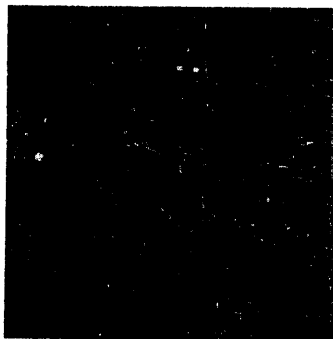
Principal / Director	\$ 195
Senior Associate	\$ 160
Associate	\$ 140
Senior Analyst	\$ 110
Analyst	\$ 100
Research Assistant	\$ 90
Technician	\$ 70
Clerical	\$ 60
Reimbursable Expenses	Cost plus 10%

RSG does not charge clients for mileage (except direct costs related to blight field surveys), parking, standard telephone/fax expenses, general postage or incidental copies. However, we do charge for messenger services, overnight shipping/express mail costs and teleconferencing services. We also charge for copies of reports, documents, notices, and support material in excess of five (5) copies. These costs are charged back at the actual expense plus a 10% surcharge.

RSG issues monthly invoices payable upon receipt, unless otherwise agreed upon in advance. Invoices identify tasks completed to date, hours expended and the hourly rate.

CITY OF CARSON		
MOBILE HOME PARK RENT CONTROL AUDIT AND INFORMATION SERVICES PROPOSAL		
BUDGET DETAIL		
	Total Hours	Total Cost
Estimated Hours by Activity		
Ordinance and Procedures Review		
Background Investigation, Data Collection & Scoping	27	3,475
Summary Review of Ordinance and Procedures	24	3,175
Assessment of Program Strengths / Weaknesses	16	2,355
Evaluation of "Best Management Practices"	14	2,110
Program Effectiveness Recommendations	10	1,550
Briefing Memorandum	16	2,500
Coordination, Scheduling & Staff Meetings *	20	3,100
SUBTOTAL	127	\$18,265
Analysis of Historical Rent Review Board Actions		
Summary Review of Rent Increases	28	3,350
Preparation of Historical Rent Increases Tables	26	3,070
Analysis of Rental Increases Compared to CPI	22	2,630
Briefing Memorandum	12	1,830
Coordination, Scheduling & Staff Meetings *	18	2,570
SUBTOTAL	106	\$13,450
Evaluation of Rent Control in Other Jurisdictions		
Data Collection and Staff Interviews	24	3,465
Preparation of Rent Control Comparisons Tables	21	2,650
Identification of Rent Control Program Consistencies	7	1,075
Preparation of Summary Memorandum Report	8	1,270
Coordination, Scheduling & Staff Meetings *	14	2,330
SUBTOTAL	74	\$10,790
Quantification of True Costs of Administration		
Data Collection and Staff Interviews	16	2,415
Identification of Direct and Indirect costs	12	1,745
Evaluation of Cost Efficiency Measures	14	2,135
Preparation of Summary Memorandum Report	8	1,270
Coordination, Scheduling & Staff Meetings *	14	2,330
SUBTOTAL	64	\$9,895
TOTALS	371	\$52,400

* Budget allows for up to four review meetings with City staff.



APPENDICES

DIVERSITY OF STAFFING

	Number of Persons	Women							Men						
		Non-Minority	Black	Hispanic	Asian	American Indian	Other	Total	Non-Minority	Black	Hispanic	Asian	American Indian	Other	Total
Principal/Director	6	3						3	3						3
Professional	13	3	1		3		1	8	4		1				5
Para-Professional	2							0	1		1				2
Subtotal	21	6	1	0	3		1	11	8		1	1			10
Office/Clerical	4	2						2	1					1	2
Total	25	8	1	0	3		1	13	9		1	1		1	12

STAFF RÉSUMÉS

Contained on the following pages.

FELISE ACOSTA

Principal

Felise Acosta joined RSG in 1987 and has served as a Principal and shareholder since 1991. She has over 30 years of experience in community development, governmental management, and redevelopment from both the public and private sectors. Before joining RSG, Ms. Acosta served for nine years as the Community Development Officer for the City of Buena Park developing and managing the City's redevelopment, housing, and economic development programs and activities. Prior to Buena Park, Ms Acosta served in various planning positions with the City of Carson.

Ms. Acosta serves as Principal-in-Charge and Project Manager for a wide variety of public and private sector clients requiring consulting assistance in all facets of community development and financial management. Her tenure in the public sector provides her unique economic and political perspective and expertise to help clients strategize and execute projects for the greatest level of community impact. She is widely recognized in California for her expertise in housing and property tax and tax increment revenue analysis.

Ms. Acosta has been directly responsible for a variety of audits and reviews for housing projects and programs and the preparation of Housing Strategies and Housing Compliance Plans for the cities of Atwater, Buena Park, Carson, Cypress, Firebaugh, Fontana, Irwindale, Lake Forest, San Bernardino, and Westminster. In the area of property tax revenue, Ms. Acosta's recent work includes 2010 Five-Year Property Tax Revenue Projections for the County of Orange's Strategic Plan, the annual preparation of Five-Year Property Tax Revenue Projections for the Orange County Fire Authority, and Fiscal Consultant Reports for tax allocation financing for several redevelopment agencies, including the Loma Linda, Hollister, Huron, IVDA, and Westminster Redevelopment Agencies.

By crafting and executing organizational and financial strategies that make lasting imprints in the community fabric of her client jurisdictions, Felise personally thrives and nurtures her commitment to community excellence. She is also a natural mentor and believes in building RSG's human capital with a focus on developing effective leaders in the community development arena.



Education

- BA, Urban Geography, California State University, Long Beach,

RSG Academy

- Consulting: The RSG Way
- Management and Supervision
- Analysis 101
- Blight
- Affordable Housing

Professional Memberships & Certifications

- California Redevelopment Association
- California Association for Local Economic Development

JIM DRAUGHON

Housing Manager and Director

Jim Draughon has over 30 years of professional experience in real estate development and redevelopment activities. His experience is equally distributed between private sector development, public sector redevelopment, and private real estate consulting services to public agencies. Before joining RSG in 2006, Mr. Draughon served as Program Manager for the Tustin Redevelopment Agency, responsible for negotiation of property acquisitions and disposition agreements, and for management of the Agency's administrative, reporting, and monitoring activities. He previously served as the Senior Negotiations Officer for the San Jose Redevelopment Agency, responsible for real estate development activities in the Downtown Project Area, and was the lead real estate asset development consultant to the County of Los Angeles for a ten-year period where he was responsible for the development of over 8.5 million square feet of public/private development under long-term ground leases. Mr. Draughon has managed large-scale urban mixed-use public-private developments in San Jose and downtown Los Angeles, as well as small-scale infill housing developments in suburban and rural cities throughout California.

Mr. Draughon manages RSG's housing-related services to assist clients in the areas of affordable housing and urban infill development. He serves as project manager for a variety of housing and real estate economics assignments, including development programming analyses, preparation of affordable housing strategies, implementation of housing programs and projects, and negotiations of disposition and development agreements to fulfill our public agency client's real estate and housing needs. His broad and diverse development experience enables him to use his technical expertise to identify creative solutions for achieving the development objectives of RSG's clients.

Since joining the firm, Mr. Draughon has prepared affordable housing implementation and development programming strategies for the cities of Agoura Hills, Corona, Irvine, Oroville, San Carlos, San Jacinto, Soledad, and Victorville. He has also performed market evaluations and financial feasibility analyses for affordable housing projects in the cities of Apple Valley, Atwater, Chula Vista, Huntington Beach, La Quinta, Poway, Porterville, Santa Clarita, and Westminster, as well as negotiations for numerous low-income housing tax credit projects. Mr. Draughon recently updated the inclusionary housing ordinances in the cities of Agoura Hills and San Carlos, including the preparation of detailed residential nexus studies in order to substantiate the affordable housing impacts associated with developing market rate housing units. He also prepared the affordable housing monitoring manual and initiated the monitoring program for the City of Carson, as well as prepared Reuse Valuations and Section 33433 Summary Reports for the disposition of Agency-owned properties for a number of the jurisdictions identified above.

Mr. Draughon enjoys the diverse assignments associated with RSG's public sector consulting services, particularly the challenges arising from the increasing complexities of the legal and financing constraints imposed on affordable housing development. He feels that the challenges are what spark the imagination, which lead to innovative solutions and keep the work immensely interesting and fulfilling.



Education

- BA, Environmental Design (Major), Public Administration (Minor), California State University, Fullerton, 1976
- Graduate Studies, Landscape Architecture, California State Poly University, Pomona, 1979

RSG Academy

- Consulting: The RSG Way
- Management & Supervision
- Analysis 101
- Affordable Housing
- Real Estate & Market Analysis
- Development & Construction

Professional Memberships & Certifications

- California Licensed Real Estate Broker (No. 011326693)
- California Redevelopment Association
- California Main Street Association

BECKY CAHA

Associate

Becky Cahá has 28 years of experience in real estate and affordable housing; 21 of those years with RSG. Before joining RSG, Ms. Cahá was a senior escrow officer responsible for organizing and compiling all escrow documents for single-family, multifamily, and large development transactions. Ms. Cahá has been able to translate that experience into working with the many different facets of the affordable housing arena.

Ms. Cahá manages a variety of affordable housing projects, which includes the development and administration of low- and moderate-income housing and subsidy programs, including applicant eligibility review, document preparation, escrow coordination, and annual monitoring activities. She serves as the Program Administrator and/or Oversight Agent pursuant to bond requirements for 11 city- and agency-assisted multifamily projects and 23 mobile home projects throughout California.

Ms. Cahá has also assisted in feasibility studies and conducted eligibility review, rent subsidy, and tenant coordination for the conversion of mobile home parks by the San Marcos and Montclair Redevelopment Agencies.

Since 1995, Ms. Cahá has been involved in, and is now Project Manager for, an ongoing assignment for the City of La Quinta. In this assignment, RSG acts as external staff for the La Quinta Redevelopment Agency. In her capacity as Project Manager, Ms. Cahá is responsible for administering the Agency's low- and moderate-income housing and subsidy programs. She is the point of contact for property owners throughout their ownership experience and reports to Agency staff on the compliance status of all of La Quinta's affordable housing projects.

In 2002, RSG was retained by the City of Irwindale to provide eligibility review and loan processing services for the City's Rehabilitation Loan Program. As Project Manager, Ms. Cahá worked with the applicants to determine their eligibility, as well as with construction management and loan document processing on over 35 properties. Ms. Cahá was also involved with the City's First-Time Homebuyers Loan Program, which involved qualifying all applicants and overseeing the lottery held by the City to award applicants their opportunity to purchase a new home.

Ms. Cahá is engaged in affordable housing services for the opportunity to work collaboratively with cities and local jurisdictions as well as the community residents themselves.



Education

- MA, Organizational Leadership, BIOLA University 2007
- BA, Liberal Arts, University of Redlands 2000

RSG Academy

- Consulting: The RSG Way
- Management and Supervision
- Analysis 101
- Affordable Housing
- Real Estate and Market Analysis
- Development and Construction

Professional Memberships & Certifications

- California Redevelopment Association
- National Notary Association

TARA HOWARD

Associate

Tara Howard joined RSG in 2004, has over six years of redevelopment and economic development experience, and has a well-rounded knowledge base in all aspects of community development. During her time at RSG, Ms. Howard has successfully managed a variety of complex projects, ranging from redevelopment plan adoptions and amendments to acquisition and relocation services to affordable housing projects and monitoring, including the award-winning Vista Dunes Courtyard Homes, a LEED Platinum affordable housing project in the City of La Quinta.

Ms. Howard is a skilled project manager and can navigate a project from beginning to end, including client collaboration, strategic planning, research and analysis, report writing, community outreach, and presentations to decision makers. Recent projects include redevelopment plan adoptions and amendments, five-year implementation plans, economic feasibility studies, excess surplus plans, affordable housing compliance plans, annual reports, and ongoing consultant services for several cities.

In 2004, Ms. Howard was hired by RSG to assist the La Quinta Redevelopment Agency with the Vista Dunes Courtyard Homes project. The Agency acquired a dilapidated mobile home park, with the vision of building safe and sanitary affordable housing on the site. RSG provided 360-degree services to the Agency on the project, from property acquisition to construction management of 80 very-low income affordable housing units. Ms. Howard was responsible for relocating 92 households, site clearance, overseeing property management, and marketing the project. Upon completion of the project in 2008, Vista Dunes Courtyard Homes was the largest multifamily affordable housing project in the nation to receive LEED Platinum certification. Since then, Vista Dunes has received seven awards, in recognition of the project's green and sustainable features.

Ms. Howard has been the Project Manager for various assignments with the El Cajon Redevelopment Agency since 2004, where RSG provides ongoing consulting services. In this role, Ms. Howard is responsible for coordinating staff communication, drafting redevelopment documents, preparing Agency financial analyses, affordable housing project and compliance review, and providing other as-needed services. Ms. Howard is currently evaluating the feasibility of amending the Agency's redevelopment plans.

RSG's core values (Social and Community Responsibility, Creativity and Innovation, Honest and Ethical Behavior Above All Else, and Excellence in Products and Services) speak to Tara's personal values. She is engaged in community and economic development services to positively impact the communities that RSG serves, thriving on collaborating with both the public and private sectors to identify and solve community issues -- working behind the scenes to create better communities!



Education

- BS, Earth Sciences, University of California, Santa Cruz, 2002
- Certificate, Urban Planning and Development Program, University of California, San Diego, 2009

RSG Academy

- Consulting: The RSG Way
- Management and Supervision
- Analysis 101
- Blight
- Tax
- Affordable Housing
- Development and Construction

Professional Memberships & Certifications

- California Redevelopment Association
- California Community Economic Development Association
- San Diego/SW Riverside County
- Redevelopment Professionals Alliance

BRIAN MONCRIEF

Senior Analyst

Brian Moncrief joined RSG as an Analyst in 2007 and has three years of experience with over 30 client projects in redevelopment planning, affordable housing, and municipal finance services throughout California. He has specific expertise in redevelopment plan amendments, fiscal consultant services for redevelopment agency bond issues, public agency pass-through calculations, and housing implementation services.

In 2010, Mr. Moncrief was part of the project team that prepared a fiscal consultant's report for the City of San Marcos Redevelopment Agency, which included the issuance of approximately \$52 million in housing set-aside tax allocation bonds. The bond proceeds will be used to finance a portion of the costs of low and moderate income housing projects, including the acquisition of land and construction of infrastructure improvements within the Agency's three redevelopment project areas. Mr. Moncrief was primarily responsible for the research and data analysis required to substantiate available funding generated within the Agency's three redevelopment project areas. Other duties included the partial preparation of the final report and other documents.

In 2009, Mr. Moncrief was part of the project team that processed a redevelopment plan amendment for the City of San Jose Redevelopment Agency. This amendment included an increase in the tax increment limit from \$7.6 billion to \$15 billion, established a \$7.6 billion bonded indebtedness limit, modified the list of capital improvement projects and programs, removed territory from the Agency's Merged Project Area, and established the provision to collect tax increment revenue in a portion of the Merged Project Area that did not include this authority. The amendment helped provide the Agency with the financial flexibility to implement redevelopment projects to help eliminate existing physical and economic blighting conditions in the 19,621-acre project area. Mr. Moncrief was primarily responsible for blight research and documentation, data analysis, and preparation of required reports and documents.

Mr. Moncrief values the opportunity to work with clients to solve complex redevelopment planning, financing, and housing challenges that can help enhance the physical and economic viability of their communities.



Education

- MPA, Public Administration, California State University, Long Beach (Pi Alpha Alpha, National Honors Society), 2006
- BA, Political Science, University of California, Irvine, 2003

RSG Academy

- Consulting: The RSG Way
- Management and Supervision
- Analysis 101
- Blight
- Tax
- Affordable Housing
- Real Estate and Market Analysis
- Development and Construction

Professional Memberships & Certifications

- California Redevelopment Association
- American Society of Public Administration
- Municipal Management Association of Southern California
- Certificated in Emergency Planning and Management

JANE CARLSON

Analyst

Jane Carlson joined RSG as a Research Assistant in 2009. Before coming to RSG, Ms. Carlson worked in the private development field with firms focused on adaptive reuse and sustainable growth. During this time, she participated in development planning for adaptive reuse sites, pro forma and project proposal analysis, and a LEED for Neighborhood Development Certification process. During her time in private development, Ms. Carlson became adept at working with a wide variety of stakeholders including public agencies, consultants, contractors, planning and design firms, in-house sales and marketing teams, and nonprofit organizations. This experience has assisted Ms. Carlson at RSG by allowing her to understand the relationships between the public and private sectors and appreciate the importance of cross-sector collaboration.

While at RSG, Ms. Carlson has assisted with numerous projects across all of RSG's product types, including redevelopment plan adoptions and amendments, five-year implementation plans, housing compliance plans, market research and analysis, and housing monitoring. Specific tasks include GIS mapping, spreadsheet formulation, and data collection, analysis, and synthesis.

Recently, Ms. Carlson assisted with the adoption of a Redevelopment Plan for a community in Northern California. Completion of the Plan included blight research and analysis, financial analysis and projections, GIS mapping, project coordination, community outreach, and preparation of a Preliminary Plan, Preliminary Report, Redevelopment Plan, Report to Council, and numerous other documents.

Ms. Carlson also played a role in the development of an affordable housing project in Southern California. In connection with this project, Ms. Carlson collected and analyzed data, attended and assisted with meetings and negotiations, formulated and analyzed pro formas, cash flow analyses, and other financial calculations, and drafted memorandums to city staff.

Ms. Carlson began housing and compliance monitoring for several of RSG's clients in June 2010. This has included unit inspections, tenant file audits, applicant eligibility review, document preparation, and annual monitoring activities. Ms. Carlson supports the Program Administrator and/or Oversight Agent responsibilities for bond requirements for 4 city- and agency-assisted multifamily projects and 6 mobile home projects throughout Southern California. In addition, Ms. Carlson has been involved with an ongoing contract for the Fontana Redevelopment Agency to conduct compliance audit, monitoring reports, and inspections of affordable units subsidized with HOME funds.

Ms. Carlson has always had a fascination with cities and the different and interesting ways in which they grow and change over time. Her involvement in redevelopment and community development stems from this lifelong interest and her desire to help all communities develop in healthy, happy, and sustainable ways.



Education

- MA, Urban Planning, University of Southern California, 2008, Dean's Merit Scholar
- BA, History, University of Michigan, 2005, University Honors

RSG Academy

- Blight
- Affordable Housing
- Real Estate and Market Analysis
- Development and Construction

Professional Memberships & Certifications

- California Redevelopment Association
- American Planning Association
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