

## **AGREEMENT FOR PROFESSIONAL SERVICES**

THIS AGREEMENT is made and entered into this 1<sup>st</sup> day of March, 2024, by and between the City of Merced, a California Charter Municipal Corporation, whose address of record is 678 West 18<sup>th</sup> Street, Merced, California 95340, (hereinafter referred to as “City”) and Renne Public Law Group LLP, doing business as Renne Public Policy Group, a Limited Liability Partnership, whose address of record is 1127 11<sup>th</sup> Street, Suite 300, Sacramento, California 95814, (hereinafter referred to as “Consultant”).

WHEREAS, City is undertaking a project for consultant services to provide grant writing services; and,

WHEREAS, Consultant represents that it possesses the professional skills to provide grant writing services in connection with said project.

NOW, THEREFORE, the parties hereto, in consideration of the mutual covenants hereinafter recited, hereby agree as follows:

1. **SCOPE OF SERVICES.** The Consultant shall furnish the following services: Consultant shall provide the grant writing services described in Exhibit “A” attached hereto.

No additional services shall be performed by Consultant unless approved in advance in writing by the City, stating the dollar value of the services, the method of payment, and any adjustment in contract time. All such services are to be coordinated with City and the results of the work shall be monitored by the City Manager or designee. However, the means by which the work is accomplished shall be the sole responsibility of the Consultant.

2. **TIME OF PERFORMANCE.** All of the work outlined in the Scope of Services shall be completed in accordance with the Schedule outlined in Exhibit “A” attached hereto and incorporated herein by reference. By mutual agreement and written addendum to this Agreement, the City and the Consultant may change the requirements in said Schedule.

3. **TERM OF AGREEMENT.** The term of this Agreement shall commence upon the day first above written and end on June 30, 2025.

4. **COMPENSATION.** Payment by the City to the Consultant for actual services rendered under this Agreement shall be made upon presentation of an invoice detailing services performed under the Scope of Services, in accordance with the fee schedule set forth in Exhibit "A" attached hereto and incorporated herein by reference. The Consultant agrees to provide all services required under the Scope of Services in Exhibit "A" within the compensation amount set forth in Exhibit "A". For Consultant's services rendered under this Agreement, City shall pay Consultant Three Thousand Five Hundred Dollars (\$3,500) per month for a total contract amount of Fifty-Six Thousand Dollars (\$56,000).

5. **METHOD OF PAYMENT.** Compensation to Consultant shall be paid by the City after submission by Consultant of an invoice delineating the services performed. Invoices for grant writing services shall be separate and apart from legislative advocacy services.

6. **RECORDS.** It is understood and agreed that all plans, studies, specifications, data magnetically or otherwise recorded on computer or computer diskettes, records, files, reports, etc., in possession of the Consultant relating to the matters covered by this Agreement shall be the property of the City, and Consultant hereby agrees to deliver the same to the City upon termination of the Agreement. It is understood and agreed that the documents and other materials including but not limited to those set forth hereinabove, prepared pursuant to this Agreement are prepared specifically for the City and are not necessarily suitable for any future or other use.

7. **CONSULTANT'S BOOKS AND RECORDS.** Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services or expenditures and disbursements charged to the City for a minimum of three (3) years, or for any longer period required by law, from the date of final payment to the Consultant to this Agreement. Any records or documents required to be maintained shall be made available for inspection, audit and/or copying at any time during regular business hours, upon oral or written request of the City.

8. **INDEPENDENT CONTRACTOR.** It is expressly understood that Consultant is an independent contractor and that its employees shall not be employees of or have any contractual relationship with the City. Consultant shall be responsible for the payment of all taxes, workers' compensation insurance and unemployment insurance. Should Consultant desire any insurance protection, the Consultant is to acquire same at its expense.

In the event Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of the City, Consultant shall indemnify, protect, defend, and hold harmless the City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

9. INDEMNITY. Consultant shall indemnify, protect, defend (with legal counsel selected by the City), save and hold City, its officers, employees, and agents, harmless from any and all claims or causes of action for death or injury to persons, or damage to property resulting from intentional or negligent acts, errors, or omissions of Consultant or Consultant's officers, employees, volunteers, and agents during performance of this Agreement; Consultant shall indemnify, protect, defend (with counsel selected by the City) save and hold City, its officers, employees and agents harmless from any and all claims or causes of action for any violation of any federal, state, or municipal law or ordinance, to the extent caused, in whole or in part, by the willful misconduct, negligent acts, or omissions of Consultant or its employees, subcontractors, or agents, or by the quality or character of Consultant's work, or resulting from the negligence of the City, its officers, employees, volunteers and agents, except for loss caused by the sole negligence or willful misconduct of the City or its officers, employees, volunteers or agents. It is understood that the duty of Consultant to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance by City of insurance certificates and endorsements required under this Agreement does not relieve Consultant from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall survive the termination of this Agreement and shall apply to any damages or claims for damages whether or not such insurance policies shall have been determined to apply. By execution of this Agreement, Consultant acknowledges and agrees to the provisions of this Section and that it is a material element of consideration.

10. INSURANCE. During the term of this Agreement, Consultant shall maintain in full force and effect at its own cost and expense, the following insurance coverage:

a. Workers' Compensation Insurance. Full workers' compensation insurance shall be provided with a limit of at least One Hundred Thousand Dollars (\$100,000) for any one person and as required by law, including Employer's Liability limits of \$1,000,000.00 per accident. The policy shall be endorsed to waive the insurer's subrogation rights against the City.

b. General Liability.

- (i) Consultant shall obtain and keep in full force and effect general liability coverage at least as broad as ISO commercial general liability coverage occurrence Form CG 0001.
- (ii) Consultant shall maintain limits of no less than One Million Dollars (\$1,000,000) per occurrence for bodily injury, personal injury and property damage.
- (iii) The City, its officers, employees, volunteers and agents are to be named as additional insureds under the policy, as respects liability arising out of work or operations performed by or on behalf of the Consultant.
- (iv) The policy shall stipulate that this insurance will operate as primary insurance for work performed by Consultant and its sub-contractors, and that any other insurance or self insurance maintained by City or other named insureds shall be excess and non-contributory.
- (v) Consultant shall maintain its commercial general liability coverage for three (3) years after completion of the work and shall add an additional insured endorsement form acceptable to the City naming the City of Merced, its officers, employees, agents and volunteers for each year thereafter for at least three (3) years after completion of the work. Copies of the annual renewal and additional insured endorsement form shall be sent to the City within thirty (30) days of the annual renewal.

c. Automobile Insurance.

- (i) Consultant shall obtain and keep in full force and effect an automobile policy of at least One Million Dollars (\$1,000,000) per accident for bodily injury and property damage.

- (ii) The City, its officers, employees, volunteers and agents are to be named as additional insureds under the policy, as respects automobiles owned, leased, hired or borrowed by the Consultant.
- (iii) The policy shall stipulate that this insurance will operate as primary insurance for work performed by Consultant and its sub-contractors, and that any other insurance or self insurance maintained by City or other named insureds shall be excess and non-contributory.

d. Professional Liability Insurance. Consultant shall carry professional liability insurance appropriate to Consultant's profession in the minimum amount of One Million Dollars (\$1,000,000). Architects and engineers' coverage is to be endorsed to include contractual liability.

e. Qualifications of Insurer. The insurance shall be provided by an acceptable insurance provider, as determined by City, which satisfies all of the following minimum requirements:

- (i) An insurance carrier admitted to do business in California and maintaining an agent for service of process within this State; and,
- (ii) An insurance carrier with a current A.M. Best Rating of A:VII or better (except for workers' compensation provided through the California State Compensation Fund).

f. Certificate of Insurance. Consultant shall complete and file with the City prior to engaging in any operation or activity set forth in this Agreement, certificates of insurance evidencing coverage as set forth above and which shall provide that no cancellation or expiration by the insurance company will be made during the term of this Agreement, without thirty (30) days written notice to City prior to the effective date of such cancellation—including cancellation for nonpayment of premium. In addition to any other remedies City may have, City reserves the right to withhold payment if Consultant's insurance policies are not current.

## 11. PREVAILING WAGES.

A. Labor Code Compliance. If the work performed under this Agreement falls within Labor Code Section 1720(a)(1) definition of a “public works” the Consultant agrees to comply with all of the applicable provisions of the Labor Code including, those provisions requiring the payment of not less than the general prevailing rate of wages. The Consultant further agrees to the penalties and forfeitures provided in said Code in the event a violation of any of the provisions occurs in the execution of this Agreement.

B. These wage rate determinations are made a specific part of this Agreement by reference pursuant to Labor Code Section 1773.2. General Prevailing Wage Rate Determinations may be obtained from the Department of Industrial Relations Internet site at <http://www.dir.ca.gov/>.

C. After award of the Agreement, and prior to commencing work, all applicable General Prevailing Wage Rate Determinations, if applicable, are to be obtained by the Consultant from the Department of Industrial Relations. These wage rate determinations are to be posted by the Consultant at the job site in accordance with Section 1773.2 of the California Labor Code.

D. Consultant agrees to include prevailing wage requirements, if applicable, in all subcontracts when the work to be performed by the subcontractor under this Agreement is a “public works” as defined in Labor Code Section 1720(a)(1) and Labor Code Section 1771.

12. ASSIGNABILITY OF AGREEMENT. It is understood and agreed that this Agreement contemplates personal performance by the Consultant and is based upon a determination of its unique personal competence and experience and upon its specialized personal knowledge. Assignments of any or all rights, duties or obligations of the Consultant under this Agreement will be permitted only with the express written consent of the City.

13. TERMINATION FOR CONVENIENCE OF CITY. The City may terminate this Agreement any time by mailing a notice in writing to Consultant that the Agreement is terminated. Said Agreement shall then be deemed terminated, and no further work shall be performed by Consultant. If the Agreement is so terminated, the Consultant shall be paid for that percentage of the phase of work actually completed, based on a pro rata portion of the compensation for said phase satisfactorily completed at the time the notice of termination is received.

14. CONFORMANCE TO APPLICABLE LAWS. Consultant shall comply with its standard of care regarding all applicable Federal, State, and municipal laws, rules and ordinances. No discrimination shall be made by Consultant in the employment of persons to work under this contract because of race, color, national origin, ancestry, disability, sex or religion of such person.

Consultant hereby promises and agrees to comply with all of the provisions of the Federal Immigration and Nationality Act (8 U.S.C.A. 1101 *et seq.*), as amended; and in connection therewith, shall not employ unauthorized aliens as defined therein. Should Consultant so employ such unauthorized aliens for the performance of work and/or services covered by this Agreement, and should any agency or instrumentality of the federal or state government, including the courts, impose sanctions against the City for such use of unauthorized aliens, Consultant hereby agrees to, and shall, reimburse City for the cost of all such sanctions imposed, together with any and all costs, including attorneys' fees, incurred by the City in connection therewith.

15. WAIVER. In the event that either City or Consultant shall at any time or times waive any breach of this Agreement by the other, such waiver shall not constitute a waiver of any other or succeeding breach of this Agreement, whether of the same or any other covenant, condition or obligation. Waiver shall not be deemed effective until and unless signed by the waiving party.

16. INCONSISTENT OR CONFLICTING TERMS IN AGREEMENT AND EXHIBITS. In the event of any contradiction or inconsistency between any attached document(s) or exhibit(s) incorporated by reference herein and the provisions of the Agreement itself, the terms of the Agreement shall control.

Any exhibit that is attached and incorporated by reference shall be limited to the purposes for which it is attached, as specified in this Agreement. Any contractual terms or conditions contained in such exhibit imposing additional obligations on the City are not binding upon the City unless specifically agreed to in writing, and initialed by the authorized City representative, as to each additional contractual term or condition.

17. AMBIGUITIES. This Agreement has been negotiated at arms' length between persons knowledgeable in the matters dealt with herein. Accordingly, any rule of law, including, but not limited to, Section 1654 of the Civil Code of California, or any other statutes, legal decisions, or common-law principles of similar effect, that would require interpretation of any ambiguities in this

Agreement against the party that drafted this Agreement is of no application and is hereby expressly waived.

18. VENUE. This Agreement and all matters relating to it shall be governed by the laws of the State of California and any action brought relating to this agreement shall be held exclusively in a state court in the County of Merced.

19. AMENDMENT. This Agreement shall not be amended, modified, or otherwise changed unless in writing and signed by both parties hereto.

20. INTEGRATION. This Agreement constitutes the entire understanding and agreement of the parties and supersedes all previous and/or contemporaneous understanding or agreement between the parties with respect to all or any part of the subject matter hereof.

21. AUTHORITY TO EXECUTE. The person or persons executing this Agreement on behalf of the parties hereto warrants and represents that he/she/they has/have the authority to execute this Agreement on behalf of their entity and has/have the authority to bind their party to the performance of its obligations hereunder.

22. COUNTERPARTS. This Agreement may be executed in one or more counterparts with each counterpart being deemed an original. No counterpart shall be deemed to be an original or presumed delivered unless and until the counterparts executed by the other parties hereto are in the physical possession of the party or parties seeking enforcement thereof.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first above written.

CITY OF MERCED  
A California Charter Municipal  
Corporation

BY: \_\_\_\_\_  
D. Scott McBride  
City Manager



ATTEST:  
D. SCOTT MCBRIDE, CITY CLERK

BY: \_\_\_\_\_  
Assistant/Deputy City Clerk

APPROVED AS TO FORM:  
CRAIG J. CORNWELL, CITY ATTORNEY

BY: Craig Cornwell 3/26/2024  
City Attorney Date

ACCOUNT DATA:  
M. VENUS RODRIGUEZ, FINANCE OFFICER

BY: \_\_\_\_\_  
Verified by Finance Officer

CONSULTANT  
RENNE PUBLIC LAW GROUP, LLP,  
DBA RENNE PUBLIC POLICY  
GROUP, A Limited Liability Partnership

BY: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Typed Name)

Its: \_\_\_\_\_  
(Title)

BY: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Typed Name)

Its: \_\_\_\_\_  
(Title)

Taxpayer I.D. No. 82-3644124

ADDRESS: 1127 11<sup>th</sup> Street, Suite 300  
Sacramento, CA 95814

TELEPHONE: (415) 848-7200

FAX: (415) 848-7230

EMAIL:  
[operations@publiclawgroup.com](mailto:operations@publiclawgroup.com)

## PROPOSAL FOR GRANT WRITING SERVICES



**Primary Contact:**

**Jake Whitaker**  
**Director of Grant Services**  
**[jwhitaker@publicpolicygroup.com](mailto:jwhitaker@publicpolicygroup.com)**  
**(530) 681-9731**

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## QUALIFICATIONS

Renne Public Policy Group (RPPG) was formed in May 2019 as a lobbying and political consulting practice and began offering interdisciplinary grant writing and research services in June 2021. RPPG is a division of Renne Public Law Group (RPLG), a law firm formed in March 2018. Our firm offers comprehensive municipal consulting services that include expertise in public law, public policy, legislative advocacy, municipal management, financial management, and grant writing.

### The RPPG Advantage

At RPPG, we strive to be a *necessity* for our clients, not a *luxury*. This means finding ways to show true return on investment.







Our consultants emphasize submitting **high-quality grant applications** and deploying a **strategic approach to grant seeking**. RPPG’s approach to grant consulting remains rooted in thorough and thoughtful vetting of funding opportunities for our clients that support their near-term priorities and long-term goals. We examine potential projects through a lens of “grant readiness” to provide realistic assessments and strategic recommendations.

Furthermore, we remain committed to providing our clients with accurate and timely information about upcoming funding opportunities. Combining our expertise in grant programs and our team’s presence in Sacramento, we work with our clients to start considering upcoming opportunities for grant programs well before the grant competition’s announcement.

Our team works diligently to identify and apply for grant opportunities that best fit our client’s needs. As strategic partners, we also work proactively to position our clients for success by thoroughly screening proposal concepts and projects. In doing so, we offer a comprehensive consulting service—not just writing grants but also working with clients in a hands-on way to help them clarify and refine their priorities and support them in becoming “grant ready.” In doing so, we identify which opportunities have a higher likelihood of success and which opportunities have lower odds. We foster synergy and collaboration with our client’s staff because building deep and meaningful relationships with our clients is at the heart of our success.

We pride ourselves on creating a **customized approach for each client** with whom we have the honor of working. Rather than deploying a scattershot approach that prioritizes quantity over quality, we employ a more rigorous methodology to pinpoint opportunities that best fit the client’s needs and optimize the use of their staff time and resources. We provide our clients with a tangible return on their investment by utilizing quality control and assurance measures to ensure that grant applications meet or exceed the rigorous standards outlined by regional, state, and federal agencies.




-  We anticipate your opportunities & challenges
-  We amplify your voice
-  We understand your region
-  We customize our approach
-  We provide boutique service
-  We find funding

Our team combines a depth of multidisciplinary experience with a sincere passion for local government. Collectively we bring positive energy, a tireless work ethic, and a commitment to deliver the highest-quality work for our clients. This is RPPG’s true competitive advantage.

### Current and Past Clients in Practice Area

- City of Bakersfield
- City of Brisbane
- City of Beaumont
- City of Corona
- City of El Cerrito
- City of Foster City
- City of Greenfield
- City of Morgan Hill
- City of Mountain View
- City of Rancho Cucamonga
- City of Redwood City
- City of Rialto
- City of Rio Vista
- City of San Bernardino
- City of Santa Rosa
- Town of Atherton
- California Latino School Board Association
- Del Paso Manor Water District
- Housing Authority of the County of San Bernardino
- Pacific Asian Consortium in Employment
- San Bernardino Community College District
- Silicon Valley Clean Energy
- YMCA of Silicon Valley

### Areas of Expertise

- |  |   |
|--|---|
|  Transportation infrastructure        |  Economic development            |
|  Public safety and criminal justice   |  Workforce development           |
|  Firefighting and wildfire prevention |  Housing construction            |
|  Water infrastructure                 |  Homelessness and human services |
|  Green spaces and parks               |  Clean energy infrastructure     |
|  Transit                              |  Hazard mitigation               |

## COMMUNITY OVERVIEW



**86,333**

Total Population (2020)



**\$64,160**

Median Household Income



**20.3%**

Poverty Rate



**18.4%**

Bachelor's Degree or Higher



**29,083**

Units of Housing (2020)



**47.2%**

Language Other than English Spoken at Home



**0.3%**

Commute via Public Transportation



**31.2**

Median Age

The City of Merced, the county seat of Merced County, is a vibrant community known for its deep history, diverse populations, and dynamic neighborhoods. Known as the “Gateway to Yosemite”, the City’s location is a testament to the state of California’s biodiversity; Merced is a two-hour drive from not only Yosemite National Park to the east, but also Monterey Bay and the Pacific Ocean to the west. The City is also home to the University of California, Merced (UC Merced) established in 2005 as the newest addition to the University of California system.

Through the City’s strategic planning efforts, the City Council has affirmed its commitment to maintaining safe, clean, and attractive neighborhoods; increasing the City’s transportation options; providing more open spaces and parks for residential and commercial use; encouraging regional urban development; increasing the availability of housing; maintaining quality educational environments and opportunities; and encouraging a healthy community through improved medical and recreational facilities.

RPPG’s review of the state’s CalEnviroScreen mapping tool shows high concentrations of poverty and other socioeconomic challenges in nearly all neighborhoods within the City limits. Particularly disadvantaged areas include the neighborhoods on both the north and south sides along SR 99, and neighborhoods east of the Merced Municipal Airport. According to CalEnviroScreen, these neighborhoods score in the upper percentiles for air pollution, groundwater threats, unemployment, and housing constraints. These areas are classified as California Climate Investment Priority Populations and as federal Inflation Reduction Act Disadvantaged Communities.

## **Merced Vision 2030 Highlights (2012 - 2023)**

In reviewing the City of Merced's Vision 2030 General Plan, RPPG's Grant Services Team flagged the following items as being important to the City's grant-seeking efforts:

- Develop a "Transit-Oriented Development" Overlay Zone for the area adjacent to the planned High Speed Rail Station in Downtown Merced.
- Maintain and implement the Local Hazard Mitigation Plan in order to apply for and/or receive project grants under FEMA's hazard mitigation assistance programs (e.g., Hazard Mitigation Grant Program, Pre-Disaster Mitigation, Flood Mitigation Assistance, or Severe Repetitive Loss).
- Require the development of Community Plans for large-scale new developments within the City's SUDP/SOI prior to development.
- Development of a Climate Action Plan, Station Area Planning for High-Speed Rail, Transit-Oriented Development Plan, and Non-Motorized Transportation Plan.
- Addition of two expressways (Atwater/Merced Expressway and Campus Parkway) for prospective growth areas.
- Incorporate the UC Merced campus area as part of the City's SUDP/Sphere of Influence and begin planning for the eventual annexation of the Campus.
- Pursue and use state and federal funds earmarked for bicycle and transit improvements.
- Encourage builders to develop "green" and/or LEED-Certified (or other similar programs) buildings.
- Utilize redevelopment funds to help finance restoration of historic buildings and structures such as the Merced Theater. Identify other sources of historic preservation funds, such as Community Development Block Grants, Office of Historic Preservation Grant Funds, tax incentives, etc., to be used to finance historic renovation/restoration projects.
- Coordinate with local, regional, State, and federal agencies in securing funding to obtain the maximum level of flood protection that is practical, with a minimum goal of achieving at least 200-year flood protection for urban and urbanizing areas.

## PERSONNEL

### Jake Whitaker – Director of Grant Services



With a proven track record of securing millions of state and federal dollars for local public agencies and nonprofit organizations, Jake serves as the Director of RPPG’s Grant Services Team. His consulting work spans across the state of California, working with communities of various sizes, geographies, and demographics; from the Central Valley City of Bakersfield, the ninth-largest city in California, to the agrarian community of Greenfield (pop. 18,000) in the Salinas Valley, the Inland Empire urban population center of the City of San Bernardino, the San Mateo Peninsula City of Redwood City, and the North Bay City of Santa Rosa. Jake prioritizes high-quality service, collaboration, and effective communication in all his consulting work.

#### APPLICABLE EXPERIENCE: AT A GLANCE

- Certificated grant writer with over \$80 million in funding secured for municipal governments, county governments, institutions of higher education, and nonprofit organizations
- 8 years of experience working in and with local government
- 4 years of experience as a local government elected official

### Bruce Rudd – Senior Consultant



With vast experience and a 42-year career in public service that began with his first job as a bus mechanic for the City of Fresno and culminated in his appointment as Fresno’s City Manager in 2013, Bruce brings a wealth of knowledge to RPPG’s Grant Services Team as a strategic consultant and grant writer. During his career, he has been responsible for writing and/or administering a variety of federal, state, and local grant programs used to fund a variety of capital investment projects, ranging from new parks and trails to the implementation of Bus Rapid Transit services. Under Bruce’s leadership as City Manager, the City of Fresno was awarded one of the inaugural Transformative Climate Communities grants — a marquee accomplishment.

#### APPLICABLE EXPERIENCE: AT A GLANCE

- 42 years of public service, including serving as the City Manager of Fresno, Assistant City Manager, Director of Transportation, Interim Director of Parks and Recreation, Board Member for the Fresno Economic Development Corporation, and Policy Advisory Board Member for Fresno Council of Governments
- Extensive knowledge and understanding of municipal finance and operations



- Successfully managed multiple complex grant-funded capital improvement projects
- Secured \$100 million in Transformative Climate Communities funding for the City of Fresno

### Maira Durazo – Grant Writing Associate



As a professional grant writer and program manager, Maira brings a wealth of experience serving in various roles that focus on the delivery of public service through equity, inclusion, and diversity. She has successfully secured and administered over \$56 million in grant funding from state, federal, and private funding sources. While working with the City of Merced, Maira spearheaded the development of a successful Project Homekey application that resulted in the largest Homekey Program award to date—\$30 million—for a single project in

California. Maira’s passion for her work centers on empowering change makers by securing the funding they need to deliver positive impacts for their communities.

#### APPLICABLE EXPERIENCE: AT A GLANCE

- Proven effective project manager with experience working in public agencies and private organizations
- Successful grant and business development proposal writer and fundraiser who has secured over \$56 million for government agencies, consulting firms, and other private and nonprofit organizations
- Expertise in projects pertaining to public health, housing equity, homeless advocacy, mental health, workforce development, and grant administration for government service delivery
- 5 years of experience working in local government, including the Inland Empire Regional Planning Unit, the County of Riverside, and the City of Merced
- Master’s degree in Public Administration from CSU San Bernardino and two CSU Certificates – one in Nonprofit Leadership and one in Grant Writing and Administration

### Michele Mora – Grant Writing Associate



Throughout her career, Michele has worked as a program manager and consultant for a variety of public and private organizations, including state, local, and territorial governments, institutions of higher education, private-sector companies, and consulting firms. With over 12 years of grant writing experience, Michele has secured \$39.3 million dollars through numerous grant proposals.

Michele’s extensive experience encompasses a broad range of public and private sector areas, including land use, public safety, court security, border security, housing, parks and recreation, library services, economic development, education, and infrastructure projects (such as transportation and flooding/drainage infrastructure).

**APPLICABLE EXPERIENCE: AT A GLANCE**

- Proven successful project manager with over 18 years of experience working in public agencies and private organizations
- Successful interdisciplinary professional with working knowledge and strong ability to connect issues with funding opportunities
- Proven collaborator to facilitate interagency and multi-jurisdictional collaborations and partnerships

**Cassandra Smith – Grant Services Analyst**



Cassandra assists RPPG’s Grant Services team with administrative support, proposal development, and research regarding all phases of a grant application. She has successfully worked on numerous grant applications, securing funding for public safety services, supportive programs, and planning projects. Cassandra is a graduate of University of California, Berkeley, and her background includes several years spent working in the nonprofit sector, focusing on health and economic inequalities in Northern California communities and supporting grant

writing efforts for the Second Harvest Food Bank of Santa Cruz County.

**APPLICABLE EXPERIENCE: AT A GLANCE**

- 7 years of experience working in the nonprofit and public sectors
- Manages and updates the monthly Funding Opportunities Catalog, tracking over 500+ grants from federal, state, and local entities
- Journeyman-level experience in developing and drafting successful grant applications, securing over \$841,000 in funding to date

**Dane Hutchings – Managing Director**



For over a decade, Dane has been advocating on behalf of local government agencies. He is a seasoned legislative advocate and political strategist with a keen understanding of the California political process and landscape. Dane brings a unique understanding of California local government operations, service delivery methods, and revenue sources. He has been successful in advancing policies for RPPG clients in areas of importance including housing, revenue and taxation, homelessness, public employee pensions, and wildfire response. As Managing

Director of RPPG, Dane oversees the firm’s lobbying and grant writing practices.

**APPLICABLE EXPERIENCE: AT A GLANCE**

- Over a decade of legislative advocacy and public affairs experience

- Former Federal Policy Liaison and Lobbyist for the League of California Cities
- Strong relationships with key legislative, administrative, and executive officials
- Stellar track record of leveraging agency contacts to advance clients' budget and grant funding priorities

### Sharon Gonsalves – Director of Government Affairs



Sharon has spent her career advocating for legislative and funding priorities of municipalities throughout California. She brings over 15 years of state legislative and local government advocacy experience, with a strong background in natural resources, housing, and transportation. As part of her extensive work in local government, Sharon has also written successful grant applications in the fields of emergency response, tobacco prevention, and transit-oriented development.

#### APPLICABLE EXPERIENCE: AT A GLANCE

- Proven success in navigating the State Budget process and identifying funding sources
- 15 years of legislative advocacy and Capitol staff experience
- Accomplished grant writer who has secured millions in competitive funding

### Alyssa Silhi – Director of Government Affairs



For over 15 years, Alyssa Silhi has been advancing statewide policies for the public good, from healthcare and K-12 education to public health, public safety, and local government. Prior to joining RPPG, Alyssa was a Legislative Representative for the California Special Districts Association (CSDA). In this capacity, she was the lead advocate and strategist on policy and fiscal proposals related to the environment—including climate adaptation and resiliency, wildfire mitigation and preparedness, CEQA, water and wastewater, and energy/utilities. She also managed issues related to transportation and emergency response.

#### APPLICABLE EXPERIENCE: AT A GLANCE

- Former Legislative Representative for the California Special Districts Association
- Demonstrated ability in navigating the State Budget process
- Strong policy background in local government issues
- 4 years of experience as a local government elected official

### Dan Carrigg – Senior Advisor



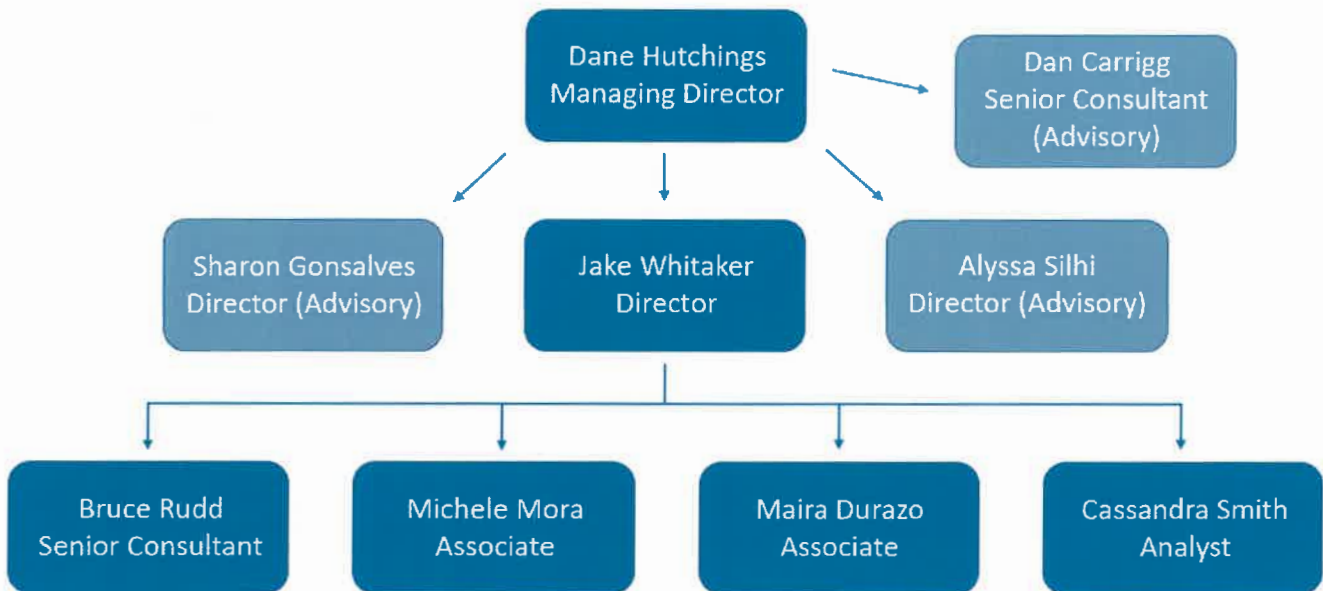
Dan is a political consultant and thought leader in California public policy with a decades-long track record of directly impacting state policy decisions and representing the interests of local government. His career includes experience working on issues related to housing, land use, economic development, transportation, local tax revenues, tax increment financing, and infrastructure development and construction. RPPG’s Grant Services Team draws on Dan’s extensive and wide-ranging experience to support our strategic consulting

services and gain insight into the State Budget process.

#### APPLICABLE EXPERIENCE: AT A GLANCE

- 30 years of legislative advocacy experience
- 25 years specifically advocating for local government
- Strong relationships with agency officials and policy committee consultants
- Extensive knowledge of California’s legislative, political, and budget processes

#### Organizational Chart



## SERVICE APPROACH

### Core Elements of Successful Grant-Seeking

- 1 Identify a problem that needs to be addressed.
- 2 Identify a funding opportunity that matches the problem.
- 3 Identify the resources that you need to address the problem.
- 4 Set aspirational, yet realistic, goals for the project.
- 5 Based on those resource needs and goals, develop a scope of work.
- 6 Affirm your capacity to achieve the scope of work.
- 7 Prepare a data collection and progress tracking plan for the project.

These core elements outline RPPG’s framework for developing competitive grant proposals. Regardless of the funding opportunity or source, potential funders always look for five main components: 1) a clearly defined problem statement; 2) a clearly articulated solution to the problem; 3) a budget that reflects the resources needed to implement the proposed solution; 4) demonstration of the organization’s capacity to implement the proposed solution; and 5) the ability to monitor progress, collect data, and fulfill the funder’s reporting requirements. When developing a concept for a proposal, it is essential that the grant writer works with the organization to address each of these five components.

### The Grant Proposal Development Process

**PHASE 1: PREPARATION**

- Thorough review of the proposal solicitation document (RFP, NOFA, RFA, etc.)
- Prepare a comprehensive to-do list and timeline.
- Organize your project narrative outline.
- Hold a “project kickoff” meeting with relevant staff to review to-do list and timeline for deliverables.

**PHASE 2: DEVELOPMENT**

- Monitoring of timelines for deliverables (i.e. refining budget figures, getting information from staff, etc.)
- Drafting and ongoing staff review/collaborative editing of the proposal narrative.
- Filling out supplemental forms.
- Developing your budget.
- Drafting and collecting letters of support for proposals.

**PHASE 3: SUBMISSION**

- Finalizing a full draft of the proposal narrative, then undergoing additional review with subsequent revisions as necessary.
- Conducting a quality control check to ensure compliance with submission requirements.
- Submitting the application to the funding agency.

## Scope of Work

- **Proposal Development:** RPPG will provide grant writing and proposal development services from start to finish of the proposal development process. This includes preparing funding abstracts, project narratives, and the required forms and attachments. The grant writer will convene a kickoff meeting for each project and outline expectations for all staff involved in preparing the application, including a projected time commitment for each City staff member. Optimizing your City's use of resources and staff time is an overarching priority for our team. RPPG will develop a strategic work plan for the development of each proposal, take the lead in scheduling meetings, and work to obtain relevant information from stakeholders.
- **Progress Monitoring:** RPPG's team will provide monthly Grant Activity Reports that identify grant applications in progress, funding opportunities being tracked by RPPG's team on behalf of the City, and the outcomes (awarded/pending/rejected) of submitted grant applications.
- **Funding Opportunity Research:** RPPG conducts continual and comprehensive research to keep clients informed of upcoming grant opportunities. Proactively identifying funding priorities allows staff and consultants to focus grant-seeking efforts in a way that supports the City's long-term strategic goals and helps strategically align grant-seeking activities with council-approved priorities. The City of Merced will receive a monthly "Funding Opportunities Catalog" documenting current and cyclical grant programs of federal agencies, state agencies, and private foundations. Upon request, RPPG's consultants will prepare a report outlining grant eligibility requirements, eligible projects, and past success rates (based on the availability of data).
- **Monitoring the State Budget:** RPPG's Project Manager works directly with legislative advocates who provide updates and analysis on the State Budget and relevant bills, allowing the Grant Services Team to proactively identify upcoming opportunities, the creation of new grant programs, and changes to existing grant programs.
- **Strategic Planning:** RPPG works directly with organizational leadership teams to identify funding and service gaps to inform grant-seeking activities. We schedule annual "deep dive" meetings with clients to focus on key priorities for the upcoming year and use these priorities to develop a Funding Opportunities Assessment document to guide the organization's grant-seeking activities.
- **Grant Readiness:** RPPG's consultants will support the City's efforts to proactively identify priority projects and triage potential grant opportunities to support these projects. As part of this effort, our consultants will vet projects for competitive viability to support the development of strong grant applications. RPPG's Director of Grant Services is available to provide one complimentary Grant Readiness Workshop for staff as part of the onboarding process.
- **Collaborative Approach:** RPPG utilizes a collaborative grant writing process to compile highly competitive proposals. Our skilled consultants understand that leveraging the subject matter expertise of our client is critical to success. We use cloud-based document-sharing services to enable real-time feedback from the client throughout the proposal development process.

- **Consistent Communication:** RPPG schedules monthly meetings to keep clients informed of upcoming funding opportunities and progress on grant-seeking activities. Our consultants will be available upon request to meet with staff about assigned projects.
- **Quality Control:** Prior to submitting a grant application, RPPG's grant writer will review the contents of the narrative and each attachment, check for typographical or grammatical errors, and ensure that all required components for a complete proposal are included in the application package.
- **Capacity Building:** Upon request, RPPG will work with the City to develop an Interdepartmental Grants Team that identifies and brings together points of contact in key departments.
- **Technical Assistance:** RPPG's consultants will provide grant management technical assistance for staff to ensure that the administration of grant awards is done in compliance and that there is a structured approach to meeting reporting requirements.
- **Advocacy:** RPPG's grant writers work in partnership with our Sacramento lobbying team to notify legislators about grant applications in their districts and request letters of support.
- **Organizational Support:** Upon request, RPPG's consultants will work with City staff to assess areas for improvement in the City's grant-seeking efforts, assess past performance, and support the implementation of best practices to support successful efforts.
- **Professional Development:** Upon request, RPPG will provide workshops to support grant-seeking and grant management activities at the staff level (additional costs may apply).

## Staff Roles

Leveraging the local expertise of your staff requires active engagement in the proposal development process. To collaboratively develop highly competitive grant proposals, RPPG expects the following support from City staff:

- Designate personnel with relevant subject-matter expertise to support proposal development from start to completion of the process.
- Attend the project kickoff meeting and regular check-in meetings throughout the proposal development process.
- Develop the proposal budget using figures that reflect the City's anticipated expenditures to implement the proposed project.
- Provide the grant writer with talking points and the necessary project-specific information to support drafting the project proposal.
- Respond to requests for local data and information made by the grant writer.
- Network with other governmental agencies and/or community organizations to secure letters of support (when necessary).
- Review and edit draft proposal narrative sections.

- Provide resources to support the development of Preliminary Engineering Reports, Site Plans, and other documentation necessary for a grant proposal that requires specialized expertise.

Staff deliverables for each project will be clearly defined at the initial project kickoff meeting based on the requirements of each specific grant development project.

## Implementation Plan

#	Activity	Duration/Frequency
1	Provide Grant Writing, Research, and Strategic Consulting services to the City of Merced	Continual
2	Distribute monthly Funding Opportunities Catalog and targeted Grant Alerts, customized for specific areas of interest	Continual
3	Send monthly Grant Activities Report to the City’s designated point(s) of contact	Monthly
4	Attend monthly meetings with the City’s designated point(s) of contact to track progress on grant-seeking activities	1 hour, recurring monthly
5	Review relevant planning documents and state/federal data sources to develop a Community Profile	2 weeks after start of contract period
6	Schedule “deep dive” meetings with department heads to discuss funding gaps, priorities, and service needs	First month after start of contract period
7	Develop Funding Opportunities Assessment	4 weeks, upon completion of Activity #6
8	Schedule follow-up meeting with designated City staff to review the Grant Funding Priorities documents	Upon completion of Activity #7
9	Schedule complimentary Grant Readiness workshop for staff.	Based on staff availability
10	Send Annual Report to the City’s designated point(s) of contact and review ongoing funding priorities	Annually, in December of each contract year



## COST PROPOSAL

### Monthly Retainer Augmentation

<i>Lobbying Services (Existing)</i>	\$6,000 per month	(\$72,000 per year)
<i>Grant Services</i>	\$3,500 per month	(\$42,000 per year)
<b>TOTAL</b>	<b>\$9,500 per month</b>	<b>(\$114,000 per year)</b>

The monthly retainer fee structure is based on a rate of \$3,500 per month for the grant writing, research, strategic consulting, capacity building, and grant management technical assistance services, totaling \$42,000 in a calendar year. This would be an all-inclusive service offering with no limit on the number of grant submissions during the contract period. RPPG’s grant writing consultants will be available upon request for meetings with staff, provide strategic planning support, on-call grant opportunity research, and develop and submit grant proposals on behalf of the City.

### Additional Costs

#### Travel Costs

If in-person attendance at meetings or events is requested by the City of Merced, the City will be expected to cover the cost of travel in accordance with the City’s travel policy.

## CONFLICTS AND TERMINATION

As part of every Request for Proposal that RPPG submits, the firm undergoes an internal process of scrutiny to identify any potential real or perceived conflicts of interest. After reviewing the firm’s client roster and a list of active litigation and conducting an organization-wide survey of team members, we have determined that there are no current or anticipated conflicts with respect to this proposal and the proposed scope of work. RPPG has not had a contract termination clause invoked by any of its clients since the firm’s formation in 2019.

## SUCCESSFUL GRANT APPLICATIONS

### Transformative Climate Communities (TCC) – City of Bakersfield

- *Award Amount:* \$22,125,000
- *Year Awarded:* 2023
- *Funding Agency:* Strategic Growth Council

Our team worked hand in hand with staff from Bakersfield’s Economic and Community Development Department, providing strategic consulting over six months and grant writing services to develop the application. As a result, Bakersfield secured \$22 million in funding from the Strategic Growth Council’s highly competitive TCC program. Bakersfield’s Southeast Strong initiative was one of just four projects in 2023 that received a grant for full implementation. Southeast Strong deploys a combination of strategies to uplift and revitalize southeast Bakersfield, a community historically impacted by redlining, chronic poverty, and lack of investment. Projects funded through TCC include affordable housing, urban greening, park revitalization, complete streets infrastructure, workforce development programs for green jobs, increased transit access, residential solar installation, and the creation of a community garden.

### Rebuilding American Infrastructure with Sustainability and Equity (RAISE) – City of Bakersfield

- *Award Amount:* \$10,000,000
- *Year Awarded:* 2023
- *Funding Agency:* U.S. Department of Transportation

Working closely with Bakersfield’s Public Works Department, our team developed a successful application for a federal RAISE grant—a highly competitive national transportation infrastructure funding program. This shovel-ready, transformative, and innovative multimodal transportation project will provide significant improvements to a section of Chester Avenue through “complete street” designs that maximize safety, convenience, and comfort for all residents, including pedestrians, bicyclists, riders of e-scooters, drivers of low-speed electric vehicles, and public transit users. Furthermore, the Project will allow the City to create a true multimodal transportation corridor that will provide much-needed connectivity between the Downtown Bakersfield High Speed Rail Station and surrounding disadvantaged neighborhoods and businesses and magnify the new station’s impact. This will spur further development and investments along the corridor and station area.

### Encampment Resolution Funding – City of Redwood City

- *Award Amount:* \$1,843,500
- *Year Awarded:* 2022
- *Funding Agency:* Homeless Coordinating and Financing Council

Working with staff from Redwood City’s Homelessness Initiatives team, our team developed a successful application for the first round of the state’s Encampment Resolution Funding. The proposal requested funding to address a string of encampments along major transportation corridors in Redwood City by providing street outreach and supportive services to work with the homeless population and assist their efforts to enter transitional housing programs. Gov. Gavin Newsom’s Office highlighted this project in the press release that announced the grant awards.

#### **Staffing for Adequate Fire and Emergency Response (SAFER) – City of Santa Rosa**

- *Award Amount:* \$7,084,440
- *Year Awarded:* 2023
- *Funding Agency:* FEMA

Our team prepared an application on behalf of the Santa Rosa Fire Department for the SAFER grant, one of FEMA’s three primary programs that provide funding to local fire departments. The \$7 million will fund 12 additional firefighter-paramedics over a span of three years to staff two advanced life support squads during peak hours. The squads will respond to emergency medical calls for service and fire-related events to improve response times.

#### **Building Forward – City of San Bernardino**

- *Award Amount:* \$6,409,370
- *Year Awarded:* 2023
- *Funding Agency:* California State Library

Our team prepared an application for the Building Forward Library Grant Program on behalf of the City of San Bernardino. This award will bring in \$6.4 million to renovate the aging Norman F. Feldheym Central Library. The project will provide funding for critical maintenance, energy efficiency upgrades, and modernizing the 38-year-old library facility to expand digital and physical access to the community.

## REFERENCES

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Grant Name	Agency	Amount	Submitted	Status
Clean California Grant Program	Caltrans	\$1,491,250	2/1/2022	AWARDED
Youth Workforce Development Program	CA Volunteers	\$5,354,257	12/30/2021	AWARDED
Active Transportation Program	California Transportation Commission	\$2,950,000	6/15/2022	AWARDED
Urban Greening Program	California Natural Resources Agency	\$1,419,099	3/28/2022	AWARDED
Water and Energy Efficiency Grant	U.S. Bureau of Reclamation	\$499,829	7/28/2022	AWARDED
RAISE	U.S. Department of Transportation	\$10,000,000	2/28/2023	AWARDED
Organized Retail Theft Prevention Program	Board of State and Community Corrections	\$6,203,009	7/7/2023	AWARDED
Transformative Climate Communities	Strategic Growth Council	\$22,125,000	8/1/2023	AWARDED

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Grant Name	Agency	Amount	Submitted	Status
Building Forward	CA State Library	\$6,409,370	5/18/2023	AWARDED
Safe Streets and Roads for All	U.S. Department of Transportation	\$240,800	7/10/2023	AWARDED
Local Agency Technical Assistance	California Public Utilities Commission	\$425,256	9/20/2022	AWARDED
National Access and Equity Program	U.S. Department of Transportation	\$860,000	9/18/2023	PENDING
SMART Grant	U.S. Department of Transportation	\$1,003,400	10/10/2023	PENDING
PRO Housing Grant	U.S. Department of Housing and Urban Development	\$5,000,000	11/6/2023	PENDING

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 Santa Rosa, CA 95404

Grant Name	Agency	Amount	Submitted	Status
Encampment Resolution Funding	California Interagency Council on Homelessness	\$3,907,182	2/28/2023	AWARDED
Staffing for Adequate Fire and Emergency Response (SAFER)	FEMA	\$7,084,440	3/17/2023	AWARDED

Grant Name	Agency	Amount	Submitted	Status
Low or No Emission Vehicles Program	Federal Transit Agency	\$9,899,120	4/13/2023	AWARDED
Community Policing Microgrant	COPS Office	\$101,904	4/28/2023	AWARDED
Organized Retail Theft Prevention Program	Board of State and Community Corrections	\$560,653	7/7/2023	AWARDED
Hazard Mitigation Grant Program	FEMA	\$4,366,828	8/4/2023	UNDER REVIEW BY FEMA
National Access and Equity Program	U.S. Department of Transportation	\$19,081,081	9/28/2023	PENDING

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Grant Name	Agency	Amount	Submitted	Status
Encampment Resolution Funding	California Interagency Council on Homelessness	\$1,843,500	12/30/2021	AWARDED
One Bay Area Grant	Metropolitan Transportation Commission	\$3,400,000	7/1/2022	AWARDED
Homelessness Innovation Fund	County of San Mateo	\$1,475,764	10/7/2022	AWARDED
Assistance to Firefighters Grant	FEMA	\$1,448,201	2/10/2023	AWARDED

## CLIENT TESTIMONIALS

“RPPG’s grant writers exemplify knowledge, professionalism, and diligence. Their team is driven by purpose and a mission to help government agencies take a holistic approach to seeking outside funding for new programs and infrastructure. We can’t thank RPPG enough for transforming the City’s grant writing operation and working with our team to improve the quality of life for our residents.”

— Anthony E. Valdez, Assistant to the City Manager, City of Bakersfield

“The RPPG team brings a wealth of knowledge and expertise to the grant seeking and application process that has elevated the quality and output in our grant writing. They are professional, organized, and have developed an understanding of the unique needs of our City that helps us make strategic decisions when seeking competitive grant funding.”

— Mary Alvarez-Gomez, Grants Division Manager, City of San Bernardino

“RPPG provides critical strategic advice for Santa Rosa to ensure we remain competitive in the funding opportunities we seek. Jake and his team allow us to apply for all types of grants and have proven to be a key part of our team to secure this funding. RPPG continues to bolster Santa Rosa’s ability to provide crucial services to our community based on the successes we have had in securing competitive funding.”

— Scott Alonso, Government Affairs Officer, City of Santa Rosa