



MARIPOSA
PLANNING SOLUTIONS



C/CAG Equity Assessment and Framework Development

prepared for



December 31, 2021

December 31, 2021

Kim Springer
Transportation Systems Coordinator
City/County Association of Governments
555 County Center - 5th Floor
Redwood City, CA 94063



RE: Consultant for C/CAG Equity Assessment and Framework Development

Dear Kim and Members of the Selection Committee,

We appreciate the efforts that the City/County Association of Governments of San Mateo County (C/CAG) is undertaking to improve Diversity, Equity, and Inclusion (DEI) in its strategic planning activities. Thank you for the opportunity to provide our qualifications for equity framework development services for these efforts. We are excited by the opportunity to provide our expert services to facilitate the process of developing a deeper understanding of the various community stakeholders and our ability to support board and committee members to find similarities between these disparate groups.

We have pulled together an all-star team that includes both Mariposa Planning Solutions (Mariposa, MPS) and Espousal Strategies (Espousal, ES). Our combined experience and expertise will ensure an equity centered approach to developing the framework you seek.

Mariposa will lead this effort as a single point of contact from both a contractual and a project management standpoint. Activities performed during this project will be led with respect to the expertise and experience of each team. By selecting our team, you will be getting:

- » Recent and relevant Diversity, Equity, and Inclusion (DEI) experience.
- » We know transportation from both the consultants side and the agency side.
- » Expertise in organizational development with a deep understanding of internal and external stakeholder involvement in strategic processes.
- » Successfully managing complex multi-agency issues like the Oregon/Washington Interstate Bridge Replacement program.
- » Exceptional engagement of members during the digital and in-person processes.

Every organization faces barriers developing direction and solving problems especially related to equity. We are committed to defining challenges and collaboratively developing solutions to help our partners address and accomplish their goals. Thank you for the opportunity to participate in the process of expanding the capacity of C/CAG in understanding and creating an equitable and inclusive vision for the future of C/CAG.

We acknowledge all updated RFP documents, forms, Q&A docs, and addenda (none).

Please do not hesitate to reach out to me using the contact information below if you have any questions or need any additional information about our firms or services. We are looking forward to working together successfully.

Sincerely,

A handwritten signature in blue ink that reads "Christopher Lepe".



Chris Lepe
President

408.425.4430
chris@mariposaplan.com
88 South 3rd St, Ste 203
San Jose, CA 95113

EXECUTIVE SUMMARY

Public agencies in California are going through a lot change right now. They are starting to put forth more effort to provide equitable solutions that better serve historically underrepresented communities. C/CAG is one of the agencies and we applaud your efforts to further integrate equity in the distribution and access programming, policies, and initiatives.

Mariposa Planning Solutions brings two decades of public policy, coalition building, and community engagement experience focused on equity and environmental outcomes. Espousal Strategies is a 10 person DEI, government, public, and community affairs firm based in Portland, Oregon. Espousal has lead the development of equity frameworks, indices, and DEI plans for transit agencies, DOTs, and other organizations, including creating the first equity index applied to transit service improvements.

We have endeavored in our proposal to make it as easy as possible for you to review. C/CAG has included a robust work scope and a clear direction they want to go with the work and we think the general breakdown of tasks and goals within those tasks are well thought out. So, instead of writing out extensive narratives parroting the information you've already provided, we have simplified our qualifications, work breakdown structure, tasks, schedule, and pricing to make it easy for C/CAG to see how the work will be done. We hope that this simple and straightforward approach appeals to the selection committee but please let us know if you have any questions or require any additional information.

Our proposal is formatted per the RFP requirements in the following manner:

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CONSULTANT INFORMATION, QUALIFICATIONS & EXPERIENCE

Project Summary: 2018 Measure W San Mateo County Sales Tax Measure & 2019 SMCTA Strategic Plan

CONTRACTING AGENCY: A coalition of organizations including TransForm, Youth Leadership Institute, Urban Habitat, and Friends of Caltrain engaged in a public process led by SamTrans and the San Mateo County Transportation Authority (SMCTA).



CONTRACTING AGENCY PROJECT MANAGER(S) AND CONTACT INFORMATION:

April Chan, Chief Officer, Planning, Grants, and Transportation Authority, San Mateo County Transit District, SamTrans / Caltrain / TA, chana@samtrans.com, 650-508-6228



CONTRACT AMOUNT: \$100,000 (estimated)

FUNDING SOURCE: Silicon Valley Community Foundation

DATE OF CONTRACT: Summer 2017

DATE OF COMPLETION: December 2019

CONSULTANT PROJECT MANAGER AND CONTACT INFORMATION: Chris Lepe, chris@mariposaplan.com, 408.425.4430

PROJECT OBJECTIVE: To inform the development of the Measure W ballot measure, help pass the measure, and influence the SMCTA Strategic Plan in order to advance environmental, health, and equity objectives in transportation funding in San Mateo County.

PROJECT DESCRIPTION: TransForm and other local and regional organizations formed a diverse coalition for transportation equity in San Mateo County. TEAMC partners helped shape the SamTrans/SMCTA transportation expenditure plan for the Measure W half cent sales tax measure, helped pass the measure, and participated after the measure's passage in the Strategic Plan process to mold the measure's spending guidelines.

PROJECT OUTCOME:

- » Developed guiding coalition principles and recruited 28 diverse organizations;
- » Engaged coalition partners and residents in the ballot measure expenditure plan development process, including surveying over 1,000 residents, organizing four community forums, and creating a ballot measure spending allocation platform;
- » Co-developed a TDM Program and an Affordable TOD Incentive Program for potential inclusion in the measure in partnership with Commute.org, C/CAG, and SM County;
- » Informed the measure's implementation guidelines, including prioritization of equity;
- » Co-lead a grassroots campaign to pass the measure, including hosting phone banks and canvassing at community hubs. Reached tens of thousands of voters; and
- » Activated community partners in the TA's Strategic Plan process after the measure passed, including influencing the weighting of guiding principles in project evaluation.



Project Summary: Interstate Bridge Replacement (IBR) Program Equity Framework

CONTRACTING AGENCY: Washington Department of Transportation (WSDOT) and Oregon Department of Transportation (ODOT) in partnership with WSP and Espousal Strategies.

CONTRACTING AGENCY PROJECT MANAGER(S) AND CONTACT INFORMATION:

Johnell Bell, Founder/President
Espousal Strategies
johnell@espousalstrategies.com
503.501.7640

CONTRACT AMOUNT: \$37,500

FUNDING SOURCE: State of Oregon and Washington

DATE OF CONTRACT: January 4th, 2021

DATE OF COMPLETION: Winter 2022

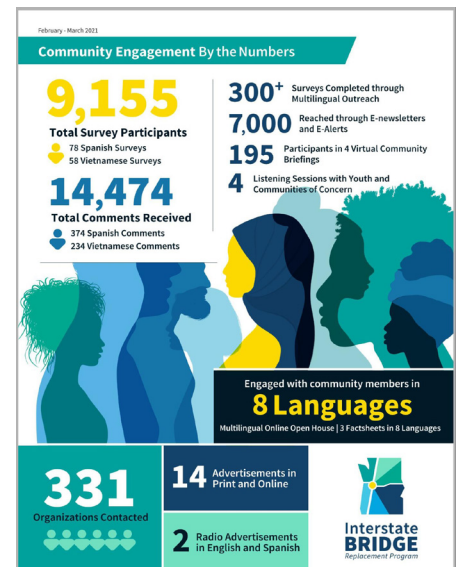
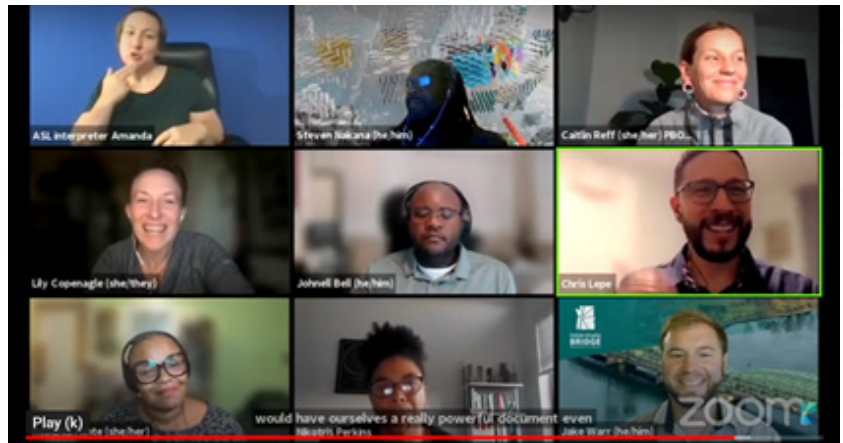
CONSULTANT PROJECT MANAGER AND CONTACT INFORMATION: Chris Lepe, chris@mariposaplan.com, 408.425.4430

PROJECT OBJECTIVE: The states of Oregon and Washington are working together to replace the aging Interstate Bridge with a modern, seismically resilient, multimodal structure that provides improved mobility for people, goods and services well into the next century. The Program is committed to doing so equitably, including maximizing benefits and minimizing burdens for historically and currently impacted and underserved communities.

PROJECT DESCRIPTION: An essential first step in centering equity is to develop a shared understanding of what the program seeks to achieve and how it will be achieved. Mariposa Planning Solutions partnered with Espousal Strategies to lead the development of an Equity Framework to identify the steps the program will take and the tools it will use to advance equity. The Framework includes the program's Equity Definition, Equity Objectives, Measures of Success, and Implementation Steps, including various tools and resources to assist in putting the Framework into action. The Framework was informed by the Equity Advisory Group (EAG), community input, program staff insight, and best practices and language from other projects, Equity Frameworks, and Toolkits.

PROJECT OUTCOME:

The Framework is intended to affect every element of the program, from planning, design, and environmental review, to community engagement. It will be applied within each of the programmatic areas and at all critical decisions and actions.



Project Summary: Equity Advising for the Oregon Toll Program

CONTRACTING AGENCY: Oregon Department of Transportation (ODOT), with WSP as the prime consultant

CONTRACTING AGENCY PROJECT MANAGER(S) AND CONTACT INFORMATION:

Garet Prior,
Toll Policy Manager,
ODOT, Urban Mobility Office
Garet.Prior@odot.state.or.us,
503.396.2588

CONTRACT AMOUNT: \$83,800

FUNDING SOURCE: Federal sources with state match from the State Highway Fund



DATE OF CONTRACT: July 27, 2020

DATE OF COMPLETION: 2023

CONSULTANT PROJECT MANAGER AND CONTACT INFORMATION: Chris Lepe, chris@mariposaplan.com, 408.425.4430

PROJECT OBJECTIVE: ODOT is planning to toll all lanes of I-205 and I-5 in the Portland region to raise revenue, reduce congestion, and provide a more reliable trip. One of ODOT's goals is to ensure the benefits of tolling are shared across all demographics, with focused benefits for those communities that have historically and are currently underrepresented and underserved.

PROJECT DESCRIPTION: To ensure the toll projects advance equity, ODOT and WSP convened a team of equity consultants in 2020, including Chris Lepe of Mariposa Planning Solutions. The team assisted the Program in bringing together an Equity and Mobility Advisory Committee (EMAC) and co-developed an Equity Framework, which provides an overall philosophy and structure for shaping an equitable toll program. Chris continues to serve as a thought partner to the project team and provides support in the application of the Framework to the public process and technical evaluation, including assisting in the development of foundational principles, performance measures, and draft policy and strategy options in 2021, leaning heavily on input and direction from EMAC.

PROJECT OUTCOME:

ODOT's Toll Program is breaking new ground for the State and for the concept of equitable tolling nationally. The Program has moved away from the prevailing back-end harm reduction and mitigation approach to a focus on equity throughout the process and on providing disproportionate benefits for Equity Framework identified communities. The Equity Framework, foundational principles, performance measures, and draft policy and strategy options all build off of one another and continue to set the direction for the technical and public engagement teams through environmental analysis and the next stages of project planning, recommendations, and decisions, including toll rate setting and revenue distribution.



Project Summary: Let's Get Moving! Silicon Valley Transportation Choices and Healthy Communities Summit 2013, 2014, 2015, & 2016

CONTRACTING AGENCY: TransForm, in partnership with dozens of co-hosts including the Santa Clara County Public Health Department, SamTrans, VTA, and the Mineta Transportation Institute.

CONTRACTING AGENCY PROJECT MANAGER(S) AND CONTACT INFORMATION:

Susan Stuart, Health Planner,
Santa Clara County Public Health Department,
Susan.Stuart@phd.sccgov.org,
408.793.2721

CONTRACT AMOUNT: \$50,000 annually (estimated)

FUNDING SOURCE: Silicon Valley Community Foundation and fiscal sponsorships

DATE OF CONTRACT: First summit held in 2013

DATE OF COMPLETION: Final summit held in 2016

CONSULTANT PROJECT MANAGER AND CONTACT INFORMATION:

Chris Lepe, chris@mariposaplan.com,
408.425.4430

PROJECT OBJECTIVE: The annual summit sought to expose land use and transportation policy and planning content to the community, including to individuals that do not traditionally engage in transportation and land use processes. It also attempted to build a foundation for stronger community involvement and advocacy by:

- » Exploring intersections between health, equity, environment, land use, & transportation;
- » Strengthening connections between community leaders and advocates;
- » Sharing research, tools, and strategies to enhance participation in planning processes; &
- » Providing direct opportunities for residents to become engaged.

PROJECT DESCRIPTION: The Summit drew 200-300 diverse participants annually and provided food, childcare, translation, and entertainment to increase engagement and reduce barriers to participation. The event created opportunities for people of diverse backgrounds to connect and network and provided accessible content, diverse sessions, and engaging speakers. Chris Lepe spearheaded the annual convening, including planning committee recruitment and facilitation, session submission recruitment and selection, event promotion, and facilitation of the event.

PROJECT OUTCOME:

- » Successfully fundraised and recruited dozens of co-sponsors annually;
- » Provided a dynamic space with accessible content, engaging speakers, live music, and spoken word for 1,000 attendees over the summit's four years to learn, connect, network, and be inspired; and
- » Distributed informational materials for event attendees, including annual updates on land use and transportation policies and plans with opportunities for action.



Project Summary: Transit Equity Advisory Committee (TEAC)

CONTRACTING AGENCY: TriMet

CONTRACTING AGENCY PROJECT MANAGER(S) AND CONTACT INFORMATION:

John Gardner, Director of Diversity and Community Affairs, 503.962.2217

CONTRACT AMOUNT: \$25,000

FUNDING SOURCE: TriMet

DATE OF CONTRACT: 2013 **DATE OF COMPLETION:** 2019

CONSULTANT PROJECT MANAGER AND CONTACT INFORMATION: Johnell Bell, johnell@espousalstrategies.com, 503.501.7640

PROJECT OBJECTIVE: As Director of Diversity and Transit Equity, Johnell created opportunities for transit dependent advocates to help shape TriMet's policies and procedures to be more responsive to the needs of the region's growing diverse community.

PROJECT DESCRIPTION: To this end, Johnell created the Transit Equity Advisory Committee (TEAC) which provides insight and guidance to the General Manager on issues of equity, access, and inclusion. Members represent a diverse cross-section of community leaders and serve to extend the agency's outreach and community involvement, as well as serve as a link to community organizations and provide input on improving service for transit-dependent riders.

PROJECT OUTCOME:

TEAC meets monthly and has successfully helped the agency proactively foster efforts like a reduced fare for low income riders, update Title VI plan and procedures, and design and implement a transit equity index.



ORGANIZATION & APPROACH

We have brought together an all-star team that meets the requirements of community engagement, equity-focused outreach, relationships with historically excluded communities, urban/community design, and transportation. This project will be one of many that our firms take on this year. We proactively manage our schedules in such a way that we can adequately staff every project we pursue.



Mariposa Planning Solutions

Mariposa Planning Solutions works with communities to create more equitable, sustainable, vibrant, healthy, and connected places. Chris Lepe, Principal of Mariposa Planning Solutions, has nearly twenty years of on-the-ground planning and policy experience with deep community, non-profit, and public agency connections throughout the Bay Area. He is a thought leader in advancing equitable processes and outcomes in transportation planning and has a proven ability to meaningfully engage and effectively coalesce diverse stakeholders, including culturally competent facilitation of historically underrepresented populations.

Chris spent fifteen years as a Silicon Valley Community Organizer, Community Planner, and Regional Policy Director at TransForm, where he advised public agencies on equitable congestion pricing, helped spur new models for equitable and sustainable transportation, supported transit implementation projects, and co-led community-based coalitions around three countywide transportation funding measures. Chris is currently assisting multiple agencies in advancing equitable processes and outcomes, including the Oregon Department of Transportation (ODOT) Toll Program, the Interstate Bridge Replacement Program, TransLink's Equity Framework Analysis, Tahoe Regional Planning Agency's (TRPA) Transportation Equity Study Support, the Central Coast Zero Emission Vehicle Strategy, and MTC's Bay Trail Equity Study. Chris is a native Spanish speaker, is deeply rooted in the Latino community, and has organized and facilitated Spanish-language conversations with Latino residents, transit riders, merchants, and workers for over twenty years.

Mariposa Planning Solutions, LLC., is a certified DBE registered firm in the State of California.



Espousal Strategies

Founded in 2019, Espousal Strategies LLC., is a minority-owned, boutique government, community, and public affairs firm that delivers diversity, equity and inclusion services, issue lobbying, coalition building and collaborative problem-solving. Led by Johnell Bell who has 20+ years of experience as a government affairs strategist, policy analyst, and developer/manager of multi-million dollar projects.

Johnell's varied client list include micro mobility leader, Bird Rides, where he serves as Oregon's lobbyist leading to successful creation of a permanent e-scooter program in Portland, Oregon. He also serves as Chief Equity Officer for the Interstate Bridge Replacement Program. The Interstate Bridge program is a multibillion mega project sponsored by Oregon and Washington DOTs. As chief equity officer, Johnell is spearheading efforts to center equity from design to construction. Before forming Espousal Strategies, Johnell served as the Director of Diversity and Transit Equity for TriMet (Portland's regional transportation authority). Johnell's analytical, intuitive, and results-driven approach brought award-winning and national attention to TriMet's DBE and Title VI programs. Under his leadership, TriMet achieved record-breaking utilization of minority and women-owned firms, awarding more than \$170M to DBE firms, the largest amount of DBE awards in the state's history. Johnell's passion for community engagement led him to create a \$1.3M grants program to help community-based organizations, youth, and low-income riders gain affordable access to transit.

Espousal Strategies, LLC., is a certified DBE, M, and ESB (D/MESB) registered firm in the State of Oregon.



Firm Resources

Firm Name	Team Member	Project Role
Mariposa Planning Solutions	Chris Lepe	Project Manager*
Mariposa Planning Solutions	Russell Kofford	Administrative Support/Graphic Design
Espousal Strategies	Johnell Bell	Strategic Advisor/Facilitator
Espousal Strategies	Jake Warr	Equity Analysis and Framework Development*
Espousal Strategies	Salomé Chimuku	Community Engagement
Espousal Strategies	Fabiola Casas	Community Engagement
Espousal Strategies	Emilee Thomas Perlata	Community Engagement
Espousal Strategies	Tempest Blanchard	Administrative Support

*Indicates Key Staff

CHRIS LEPE, Project Manager

Chris Lepe is the Principal of Mariposa Planning Solutions and will be the project manager for this effort. He will be the main point of contact to C/CAG staff over the contract period, and he will serve as the primary “boots on the ground” for the consultant team. Chris will lead much of the in person and/or virtual engagement of C/CAG staff, Committees, and Board, as well as external agency and community partners and stakeholders. Chris will provide strategic direction and input to the overall project team

Chris brings two decades of public policy, coalition building, and community engagement experience focused on equity and environmental outcomes. Many of those years were grounded in local and regional advocacy for equity and environmental outcomes in the Bay Area, including San Mateo County’s Measure W and Highway 101 Express Lanes. Chris brings significant trust and relationships built in San Mateo County over prior years to this effort, including with organizations representing Disadvantaged Communities. Chris’ recent work as a sole practitioner consulting for government agencies, includes leading the development of equity frameworks and providing guidance to agencies developing equity indicators.

JOHNELL BELL, Strategic Advisor/Facilitator

Johnell will provide co-facilitation services alongside Chris and will be a strategic advisor on the direction of the equity framework development. He will also be managing his firm’s resources to make sure they are available as needed to support the project.

Johnell Bell is a veteran government, public, and community affairs professional having served in various public policy, community engagement, and senior level capacities over the last 16 years. More recently, Mr. Bell served as State Field Director for U.S. Senator Jeff Merkley where he led the senator’s forward-facing outreach and state field operations. In this capacity, he helped to implement implicit bias training across the Oregon and DC offices and helped spearhead a paid internship program to increase internship opportunities for underrepresented populations.

JAKE WARR, Equity Analysis Lead

Jake will be leading the effort to build the equity framework documentation and will be in charge of data analysis. He will work directly under Chris and will be managing the staff and resources provided by Johnell.

Jake has nine years’ experience in Diversity, Equity, and Inclusion work, with expertise in data analysis, organizational DEI assessment and program development, community engagement (including management of advisory bodies), and transportation equity.



Project Management Approach

A successful team places people in positions that best leverage their individual expertise and skills. The following outlines key components of our management approach:

- » **PROJECT KICK-OFF AND CHECK-INS:** In order to ensure all of our projects start off on the right foot, the first step in our process is to conduct a project kick-off meeting. The meeting serves to verify the goals and objectives of the project, share information, establish lines of communications, identify stakeholders, and review schedules and budgets.
 - We will organize and facilitate bi-monthly project management teams meetings with the consultant team and relevant C/CAG staff to ensure strong coordination and adherence to the schedule.
- » **COMMUNICATION:** Chris will serve as a communication hub ensuring clear, concise, and timely information. We'll clearly outline needs, provide pertinent background information with options and a recommendation, and most importantly make it clear when a decision or action is needed. All important communications and decisions are documented for future reference. As your consultant, our job is to save you time through prompt communication and follow up.
- » **SCHEDULE MANAGEMENT:** Meeting critical milestones drives success. Milestones are first identified at the kick-off meeting where we learn your desired schedule and primary project goals and challenges. We then work with our team to further detail key milestones in the project schedule and scope and lay out the steps and potential risks to achieving them.
- » **MILESTONE TRACKING:** Milestones are tracked throughout the project in a SmartSheet project schedule. Action items, deliverables, and progress updates are discussed in detail at reoccurring progress meetings with a focus on critical milestone impacts. We know that bad news only gets worse with age, which is why we immediately notify you of events that may impact schedule or budget. If for whatever reason, there are challenges in meeting the proposed schedule, the PM will communicate promptly to appropriate agency staff to identify solutions.

Cost Management Approach:

Budget is always a primary consideration. We manage costs by setting expectations through timely and accurate estimating and communication. This begins during scope and fee development where risks and contingency tasks and budgets are identified. This continues into planning where major ideas and decisions are tied back to budget and schedule.

Mariposa and Espousal have significant recent experience working together, and will bring this strong working relationship to the table with this project. While roles and responsibilities are delineated, Mariposa and Espousal will work together in an open, honest, and collaborative manner, and we will bring this style to the way we engage with C/CAG staff.





Christopher Lepe

(408) 425-4430 ■ chris@mariposaplan.com

Working with communities and regions to foster equitable, vibrant, healthy, and connected places.

SUMMARY

- Twenty years of transportation and land use policy analysis and planning expertise
- Social equity thought leader with a persistent and sustained track record of advancing equitable outcomes.
- Practitioner of inclusive & meaningful community engagement with a proven ability to engage and build trust among a wide range of stakeholders from diverse backgrounds.
- Excellent communicator and listener (English & Spanish), including group facilitation and public speaking.
- Substantial experience in project management, fundraising, event planning, and media relations.

PROFESSIONAL EXPERIENCE

Mariposa Planning Solutions, LLC, [San Jose, CA](#)

[Principal 8/2020–Present](#)

- Equity advising for TransLink’s Equity Evaluation Framework Study, the Oregon Department of Transportation’s (ODOT) Toll Program, ODOT’s Equitable Active Safety Improvements Evaluation, and WDOT/ODOT’s Interstate Bridge Replacement Program, including authoring the IBR Equity Framework.
- Equity advising and multilingual community engagement for the Madera County Regional Transportation Plan and ZEV Readiness & Implementation Plan and the Central Coast Zero Emission Vehicle Strategy.
- Strategic advising and stakeholder interviews for MTC’s Bay Trail Equity Strategy.
- Community engagement project management for the City of San Jose’s Access and Mobility Plan (2020).

TransForm, [Oakland, CA](#)

[Regional Policy Director 1/2019–7/2020](#), [Senior Community Planner, Silicon Valley 2017–2019](#), [Silicon Valley Community Planner 2009–2017](#)

- Worked with organizations and agencies to implement strategic campaigns, including Santa Clara County’s Measure B, San Mateo County’s Measure W, and Contra Costa County’s Measure J transportation sales taxes.
- Engaged diverse populations around land use and transportation plans and projects, including multi-year campaigns to support Bus Rapid Transit on Alum Rock Ave and El Camino Real in Santa Clara County.
- Provided strategic advising & input around plans & policies, including as a member of the Project Management Team for the US 101 Mobility Action Plan and as an advisor to LA Metro’s Congestion Pricing Study.



Christopher Lepe

(408) 425-4430 ■ chris@mariposaplan.com

San Jose State University and De Anza College, [Santa Clara County, CA](#)

[Instructor 2007–2013](#)

- The Political Economy of Silicon Valley, Intercultural Studies Dept., De Anza College, 4/2013 – 6/2013
- Contemporary Env. Health Issues, Health Science Dept., San Jose State University, 1/2011 – 12/2011
- Introduction to Environmental Studies, Coyote Valley Fields Studies Course, and Group Facilitation Course for student leaders; Environmental Studies Department, De Anza College, 1/2007 – 12/2009

U.S. EPA, Environmental Justice Program, [San Francisco, CA](#)

[Environmental Protection Specialist 2006–2007](#)

- Assisted partner agencies and community groups working to reduce air pollution in West Oakland including recruiting and training community residents to perform indoor air inspections.
- Assisted Big Valley Rancheria in identification of indoor air quality concerns in tribal homes through a door-to-door survey and stakeholder meetings.
- Researched and synthesized best practices in environmental justice assessment.

Transportation and Land Use Coalition (TALC), [Oakland, CA](#)

[Community Organizer and Project Coordinator 2003–2005](#)

- Managed “Safe Routes for the Mayfair Community”, a community-based study for Caltrans and the County of Santa Clara. Designed and implemented a survey of 500 homes, managed fifteen volunteers, and organized three bilingual community meetings with 180 participants. Directed an urban planning class at San Jose State University to assess existing conditions of the neighborhood and contributing to the final report.
- Engaged diverse organizations and individuals around issues affecting public transit riders.
- Spanish translation of “Access Now! A Guide to Winning the Transportation Your Community Needs”.

EDUCATION

[San Jose State University \(SJSU\) 2005–2009](#)

- Master of Urban Planning
- Recipient of 2007 California Planning Foundation, Northern Section and Munsell Awards
- Planning report: “Addressing Air Quality Related Health Impacts Associated with Siting Residential Development near High Traffic Roadways in California and the City of San José”

[University of California, Santa Cruz \(UCSC\) 1998–2003](#)

- B.A. in Environmental Studies, Minor in Latin American/Latino Studies
- Recipient of 2001 Karl S. Pister Leadership Opportunity Award



Johnell Bell *President/Founder*



Johnell Bell is a veteran government, public, and community affairs professional having served in various public policy, community engagement, and senior level capacities over the last 16 years. More recently, Mr. Bell served as State Field Director for U.S. Senator Jeff Merkley where he led the senator's forward-facing outreach and state field operations. In this capacity, he helped to implement implicit bias training across the Oregon and DC offices and helped spearhead a paid internship program to increase internship opportunities for underrepresented populations. Prior to this role, Mr. Bell served as Director of Diversity and Transit Equity for TriMet where he served as the agency's Chief Diversity Officer overseeing Title VI, D/MWESB, transit equity, diversity, equity, and inclusion (DEI) strategies. His efforts received national recognition and he helped to set Oregon's record of awarding over \$170 million to DBE firms during the construction of the Orange line.

EDUCATION

Master of Public Administration, Portland State University
Bachelor's in Business Administration, Concordia University Portland

EXPERIENCE

Espousal Strategies LLC | Portland, OR

Co-Facilitator, Interstate Bridge Replacement Program, CAG (2020 - present)

Chief Equity Officer, Interstate Bridge Replacement Project (2020-present)

Washington County DEI Strategy (2019-2020)

Portland Haulers Association Diversity Strategic Planning (2020)

Fellow, Portland State University Center for Public Service (2020 to present)

Portland Diamond Project | Portland, OR

Executive Director and Chief of Staff 2019 - Present

US Senator Jeff Merkley | Portland, OR

Field Director 2016 – 2019

TriMet | Portland, OR

Director of Diversity & Transit Equity 2011 – 2016

COMMUNITY INVOLVEMENT

- Board President, Airway Science for Kids
- Board Member, Morrison Child and Family Services
- Board Member, ALF Oregon

Jake Warr *Senior Planning and Analysis Associate*



Jake Warr's career has focused on the connections between transportation and social equity. Among Jake's current projects is his role as Equity Lead for the Interstate Bridge Replacement Program, where he advises on a variety of program activities and decision-making processes through the lens of potential opportunities and impacts for communities of concern. Jake's experience in both the public and private sectors has equipped him with a range of skills including Title VI policy development and implementation; demographic analysis; diversity, equity, and inclusion policies and programs; transit planning and operations; public speaking; group facilitation; and inclusive community engagement. Jake is driven by the firm belief that accessible, reliable, convenient, and affordable public transportation options are crucial for communities to thrive.

EDUCATION

2007 Bachelors of the Arts in Political Science, University of Utah, Salt Lake City, UT

2013 Master of Urban and Regional Planning, Portland State University, Portland, OR

EXPERIENCE

Espousal Strategies LLC | Portland, OR

Senior Planning and Analysis Associate

Trillium Solutions, Inc. | Portland, OR

Transit Systems Specialist April/2019 – October/2020

ODOT | Portland, OR

Columbia Gorge Express Program Manager May/2017 – April/2019

TriMet | Portland, OR

Title VI & Equity Programs Administrator August/2013 – May/2017

The Road Home, | Salt Lake City, UT

Pathways Program Coordinator February/2008 – August/2011

COMMUNITY INVOLVEMENT

- Vice President, Friendly House Board of Directors
- Ambassador, Transit Cooperative Research

SCOPE OF WORK

As mentioned previously, the Scope of Work developed by C/CAG in this RFP is robust and well thought-out. In order to make it easier on the review staff we are providing a bulleted work breakdown structure that ties in with our resource loaded project schedule and is what we've used to inform the budget. Using this format is key to our schedule and cost management strategy.

Task 1 - Staff Awareness and CBO Perspective (February-April)

Approach

The consultant team will work collaboratively together and with C/CAG staff to raise staff consciousness and understanding of equity issues related to C/CAG's program areas, establish a draft equity definition for C/CAG, and begin laying the groundwork for the agency's first equity framework. As shown in the gantt chart, Chris Lepe of Mariposa Planning Solutions will lead much of the work as it relates to coordination with C/CAG and selection and engagement of CBO and Program Partners. Johnell Bell of Espousal Strategies will assist Chris in facilitation and presentation roles with C/CAG staff, Program Partners, and CBO's. Emilee Peralta of Espousal Strategies will lead on the research items in this task. Jake will primarily play an input and support role as needed in Task 1.

Sub-Tasks:

- » Tap C/CAG, Program Partner, and CBO staff input whenever relevant to ensure the above work products meet expectations and reflect local preferences and realities.
- » Conduct a staff training(s) and incorporate capacity building opportunities.
- » Determine potential CBO (Community based organizations) and program partners and collaboratively engage them in conversations to inform the development of a C/CAG equity framework.
- » Provide compensation to two selected CBO's for their engagement in the project. As a starting point, we propose to provide \$10,000 per CBO for a total of \$20,000, subject to change depending on agency preferences and the scope of work that is agreed upon.
- » Convene two C/CAG program partner conversations.
- » Ongoing consultation with relevant C/CAG staff at key sub-tasks

Deliverables:

- » Staff training(s)
- » A draft definition of equity
- » Assistance in circulating and socializing the draft definition of equity to relevant C/CAG Committees, the C/CAG Board and possibly other key equity stakeholders
- » Two core CBO's and four program partners selected to help inform the equity framework, and potentially the equity definition, assuming C/CAG agreement
- » Formalization of funding relationship with the two CBO's
- » Presentation by CBO's to C/CAG staff
- » Two joint discussions between program partner and C/CAG staff
- » Optional task: Potential larger equity-focused CBO and program partner "stakeholder" discussions at key points in the process, assuming C/CAG agreement.



Task 2 - Define Disadvantaged Communities Geo- and Demographically (April - June)

Approach

Building on CBO, program partner, C/CAG staff, and Committee/Board input establishing an equity definition in Task 1, MPS and Espousal will leverage relevant resources, tools, and data, to identify targeted DAC demographics and geographies. Jake Warr of Espousal Strategies will be the primary staff person for this task, applying his significant experience with demographic data analysis and mapping.

Sub-tasks:

- » Analyze census data and other data sources
- » Extrapolate data to draw conclusions, develop maps, and identify equity priority communities based on newly determined equity definition
- » Ongoing consultation with relevant C/CAG staff at key sub-tasks

Deliverables:

- » Memos for review and discussion with C/CAG staff:
 - identifying examples of geographic and demographic metrics of equity
 - delineating DACs in San Mateo County by program areas and community needs
 - available and/or needed tools for locating DAC's
 - connections between C/CAG's work and various equity factors (geographic and demographic)
 - refined definition of equity and types of equity relevant to C/CAG building on the latest understanding encapsulated by the deliverables above
- » Consolidated map identifying targeted DAC communities for C/CAG by program/project area

Task 3 - C/CAG Programmatic Review and Equity Integration (June-August)

Approach

Mariposa and Espousal will dive deep into C/CAG's programs and those of peer agencies to understand the equity implications of how decisions are made. We will conduct a peer review of how other agencies are advancing equity in the Bay Area and beyond. Once issues, barriers, and opportunities are identified, we will develop a draft equity framework with the necessary tools and accountability mechanisms to translate intent into action. We will pull from our collective work developing equity frameworks in other geographies, as well as other applicable equity frameworks and toolkits. We will solicit C/CAG, CBO, and Program Partner staff input at each relevant step in the process, including gap identification and the development of the draft equity framework. Chris Lepe of Mariposa Planning Solutions will be the primary staff person leading this task.

Sub-Tasks

- » C/CAG programmatic review of existing equity assets and efforts
- » Peer analysis of equity policies, procedures, structures and programs of agencies in the region and elsewhere
- » Develop draft equity framework
- » Ongoing consultation with relevant C/CAG staff at key sub-tasks

Deliverables

- » Summary of how other peer agencies have addressed the concept of equity
- » Focused delineation of CCAG's role in equity given CCAG's mission and scope
- » Analysis of existing program/project equity integrations
- » Identification of equity gaps in C/CAG's overall operations
- » Review CCAG's existing policy and processes, and bylaws
- » Develop an equity framework



Task 4 - Reports, Policy, and Statements (September-October)

Approach

In order to set the table for a robust discussion with the C/CAG Committees and Board, Mariposa and Espousal will develop final products that bring together the various work products produced over the course of the process as well as several new products that emerge from the prior months work, such as a Board and staff pledge form and a toolkit with sample language to be used in external communications. Task 4's document production tasks will be led primarily by Emilee of Espousal, with significant involvement of Chris Lepe of Mariposa, followed by Jake of Espousal.

Sub-Tasks

- » Produce draft reports, resources, and other materials
- » Solicit C/CAG staff input
- » Finalize materials

Deliverables

- » Board and staff pledge form
- » Equity Framework to help guide future decisions
- » Final C/CAG definition of equity
- » Synthesis of best practices, definitions, and equity focus areas
- » Recommendation for project scoring rubrics, language, and metrics for evaluating equity, including an equity index
- » Toolkit of sample language for contracts, online content, RFP's, outreach, and other documents

Task 5 - Final Report to C/CAG Board/Committees (October-November)

Approach

Mariposa and Espousal will consolidate the various work products into a draft and final report and provide the necessary support to C/CAG staff to present to its Board. In developing presentation materials we will harvest the observations, insight, and work products over the year-long effort, as well as the voices of those involved, namely CBO and Program Partners. This could take the form of CBO and Program partners co-presenting during certain elements of the presentation(s) to the Board. Chris Lepe of Mariposa will lead the document production and presentation roles for the team in this task.

Sub-Tasks

- » Produce a draft report for C/CAG Committees and the C/CAG Board
- » Solicit C/CAG staff input
- » Finalize report and present to the C/CAG Board and Committees

Deliverables

- » Draft report to C/CAG Committees and Board
- » Edited final draft and final report
- » Final report presentation to Board

Optional Tasks

While not specifically called out in the RFP, we propose an optional scope to leverage the identified CBO and program partner relationships over the arch of the process to obtain more input and insight and build a stronger feeling of inclusion and ownership of the final product beyond C/CAG staff, Committees, and the Board. This would primarily consist of input opportunities on key documents and deliverables and we estimate would take as many as 20 hours.

We also propose an additional optional task to form a larger equity-focused "stakeholder" group to expand the CBO and program partner voice beyond those selected to be on the "inside track". If C/CAG agrees with this approach, we would convene this larger group at key points in the process, for example, before a draft equity definition is finalized and after a first draft of the Equity Framework is developed. We estimate roughly 85 maximum hours for this optional task.



SCHEDULE OF WORK

Task Name	Start	Finish	Primary Responsibility
Contract Award	02/01/22	02/01/22	
Schedule Kick-off Meeting	02/01/22	02/07/22	Mariposa
Kick of meeting prep	02/01/22	02/09/22	Mariposa
Kick off meeting & post meeting recap/next steps	02/10/22	02/18/22	Mariposa
<input type="checkbox"/> Task 1 - Staff Awareness and CBO Perspective (Feb-April)	02/21/22	04/29/22	
<input type="checkbox"/> Task 1.a - Staff Awareness	02/21/22	04/29/22	
<input type="checkbox"/> Pre-training/workshop research and content development	02/21/22	03/23/22	
ID examples of equity definitions - memo	02/21/22	02/25/22	Espousal
Understand historical perspective - memo	02/21/22	03/04/22	Espousal
Connect dots between C/CAG's programs/work and equity - memo	02/21/22	03/11/22	Espousal
C/CAG staff review of research memos	02/28/22	03/18/22	Espousal
Edits to memos based on staff review	03/21/22	03/23/22	Espousal
<input type="checkbox"/> Internal staff training/workshop	03/07/22	04/01/22	
Training/workshop planning/logistics with C/CAG staff	03/07/22	04/01/22	Mariposa
Send out training/workshop materials, including examples of equity definitions, historical perspective, & equity con	03/21/22	03/23/22	Mariposa
Training/workshop dry-run	03/14/22	03/16/22	Mariposa
Facilitate staff training/workshop	03/17/22	03/21/22	Mariposa
<input type="checkbox"/> Draft Definition of Equity	03/22/22	04/29/22	
Develop draft Equity Definition based on staff input and background research/analysis	03/22/22	03/28/22	Espousal
C/CAG staff review of Equity Definition	03/29/22	04/04/22	Mariposa
CBO and Program Partner review of Equity Definition	03/29/22	04/04/22	
Updated 1st draft of Equity Definition	04/05/22	04/07/22	Espousal
Develop Equity Definition presentation content & materials	04/08/22	04/12/22	Espousal
C/CAG staff review of presentation content & materials	04/13/22	04/19/22	Mariposa
Equity Definition presentation prep, logistics, and dry-run	03/28/22	04/29/22	Espousal
Equity Definition presentation dry run	04/20/22	04/26/22	Mariposa
Circulate/present Equity Definition to Committees/Board	04/13/22	04/19/22	Mariposa
Incorporate input/changes to Equity Definition with C/CAG staff review	04/20/22	04/25/22	Espousal
Report out final working Equity Definition	04/26/22	04/29/22	Mariposa
<input type="checkbox"/> Task 1.b - CBO Perspective	02/21/22	04/20/22	
<input type="checkbox"/> Select CBO Partners	02/21/22	03/24/22	
Develop CBO engagement goals, objectives, outcomes, and selection criteria with C/CAG staff	02/21/22	02/25/22	Mariposa
Identify potential CBO partners & rank according to selection criteria	02/28/22	03/03/22	Mariposa
Obtain input from C/CAG staff on short list of CBO's	03/04/22	03/11/22	Mariposa
Correspond with CBO's to determine level of interest and alignment	03/14/22	03/18/22	Mariposa
With C/CAG staff input, select two CBO's and formalize agreements including defining Scope of Work	03/21/22	03/24/22	Mariposa
<input type="checkbox"/> CBO Partner presentation	03/25/22	04/20/22	
Provide direction and support to CBO's in developing content for presentation	03/25/22	04/20/22	Mariposa
CBO presentation logistics/prep/dry run	03/25/22	04/20/22	Mariposa
CBO Presentation(s)	03/28/22	04/01/22	Mariposa
CBO Participation Memo	04/04/22	04/08/22	Mariposa
<input type="checkbox"/> Task 1.c - Program Partner Perspective	02/21/22	04/04/22	
Identify Program Partner selection criteria	02/21/22	02/25/22	Mariposa
Identify potential Program Partners	02/28/22	03/04/22	Mariposa
C/CAG staff input to prioritize list of Program Partners	03/07/22	03/11/22	Mariposa
Correspond with Program Partners to determine level of interest and alignment	02/28/22	03/04/22	Mariposa
Confirm Program Partners and staff leads with C/CAG staff input	03/07/22	03/11/22	Mariposa
Schedule two Program Partner conversations to obtain perspective	03/14/22	03/18/22	Mariposa
Prep, logistics, and dry run for conversations	02/21/22	03/31/22	Mariposa
Facilitate Program Partner Perspective conversations	03/14/22	03/25/22	Mariposa
Report out from conversations	03/28/22	04/04/22	Mariposa



Task Name	Start	Finish	Primary Responsibility
[-] Task 2 - Define Disadvantaged Communities Geo- and Demographically (April-June)	04/05/22	06/30/22	
[-] Identify geographic and demographic metrics of equity	04/05/22	04/28/22	
Research metrics and synthesize metrics	04/05/22	04/18/22	Espousal
CBO and Program Partner review?			
C/CAG staff review	04/19/22	04/25/22	Mariposa
Metrics memo	04/26/22	04/28/22	Espousal
[-] Delineate DACs in San Mateo County	04/05/22	05/23/22	
Research for existing DAC information	04/05/22	05/02/22	Espousal
CBO and Program Partner review?			
C/CAG staff review	05/03/22	05/09/22	Mariposa
Dataset of identifiable population concentrations	05/10/22	05/23/22	Espousal
[-] Identify tools to ID DAC's in SMC	04/05/22	05/10/22	
Research and synthesize geographic tools to ID DAC's	04/05/22	04/25/22	Espousal
C/CAG staff review & discussion	04/26/22	05/09/22	Mariposa
DAC identification tools memo	05/10/22	05/10/22	Espousal
[-] Identify equity impacts, issues, and needs connected to C/CAG's work	05/10/22	06/13/22	
Produce draft equity impacts memo	05/10/22	05/23/22	Espousal
CBO and Program Partner review?	05/24/22	06/06/22	
C/CAG staff review & discussion	05/24/22	06/06/22	Mariposa
Equity impacts, issues, and needs memo	06/07/22	06/13/22	Espousal
[-] Create a consolidated map identifying targeted DAC communities	04/18/22	06/30/22	
Draft targeted DAC map by program/project area	04/18/22	05/27/22	Espousal
CBO and Program Partner review?	05/30/22	06/10/22	
C/CAG staff review	05/30/22	06/10/22	Mariposa
Targeted DAC final working map	06/13/22	06/30/22	Espousal
[-] Further define Equity and types of equity relevant to C/CAG	06/01/22	06/28/22	
Draft updated equity definition	06/01/22	06/07/22	Espousal
CBO and Program Partner review?	06/08/22	06/14/22	
C/CAG staff review	06/15/22	06/21/22	Mariposa
Final working equity definition	06/22/22	06/28/22	Espousal



Task Name	Start	Finish	Primary Responsibility
[-] Task 3 - C/CAG Programmatic Review and Equity Integration (June-August)	06/01/22	08/31/22	
[-] Peer review of equity interventions	06/01/22	07/01/22	
Research & produce a first draft of equity interventions peer review memo	06/01/22	06/13/22	Mariposa
C/CAG staff review of equity interventions peer review	06/14/22	06/20/22	Mariposa
CBO and Program Partner review of equity interventions peer review	06/14/22	06/20/22	
Final equity interventions peer review memo	06/21/22	07/01/22	Mariposa
[-] Create a focused delineation of CCAG's role in equity in relation to mission & scope	06/01/22	07/04/22	
CBO and Program Partner interviews to help ID delineations	06/14/22	06/20/22	
Draft delineation memo	06/01/22	06/20/22	Mariposa
C/CAG staff review	06/21/22	06/27/22	Mariposa
Final delineation memo	06/28/22	07/04/22	Mariposa
[-] Analysis of existing program/project equity integrations	06/01/22	08/31/22	
Review program/project documents & produce memo with C/CAG staff input	06/13/22	06/30/22	Mariposa
[-] Interview staff	06/13/22	07/18/22	
Schedule C/CAG staff interviews	06/13/22	06/17/22	Mariposa
Send equity integrations memo & other background materials to C/CAG staff for review prior to interviews	07/04/22	07/08/22	Mariposa
Staff interviews	07/11/22	07/18/22	Mariposa
Second equity integrations memo draft	07/19/22	07/25/22	Mariposa
C/CAG staff input	07/26/22	08/01/22	Mariposa
Final memo draft	08/02/22	08/08/22	Mariposa
[-] Gap analysis in C/CAG operations	06/01/22	07/18/22	
Review CCAG's existing policy and processes, and bylaws	06/01/22	06/17/22	
CBO and Program Partner interviews to ID gaps	06/14/22	06/20/22	
Produce draft memo	06/21/22	06/27/22	Mariposa
C/CAG staff input	06/28/22	07/04/22	Mariposa
Final memo	07/05/22	07/18/22	Mariposa
[-] Develop an Equity Framework	07/19/22	08/31/22	
Using research, materials, and input to date, develop a Draft Equity Framework	07/19/22	08/05/22	Mariposa
C/CAG staff input on Draft Framework	08/08/22	08/19/22	Mariposa
CBO and Program Partner input on Draft Framework	08/22/22	08/26/22	
Final working Equity Framework	08/29/22	08/31/22	Mariposa



Task Name	Start	Finish	Primary Responsibility
Task 4 - Reports, Policy, and Statements (September-October)	09/01/22	10/19/22	
Develop documents for review & approval by C/CAG staff & Board	09/01/22	10/19/22	
Board and staff pledge platform	09/01/22	09/21/22	
Draft Board & staff pledge platform	09/01/22	09/09/22	Espousal
C/CAG staff review	09/12/22	09/16/22	Mariposa
Final Draft Board & staff pledge platform	09/19/22	09/21/22	Espousal
Final definition of Equity for C/CAG	09/01/22	09/21/22	
Updated Equity definition	09/01/22	09/09/22	Espousal
C/CAG staff review	09/12/22	09/16/22	Mariposa
Final Draft Equity definition	09/19/22	09/21/22	Espousal
Workbook of best practices, definitions, equity focus areas	09/01/22	09/28/22	
Draft Workbook	09/01/22	09/16/22	Mariposa
C/CAG staff review	09/19/22	09/23/22	Mariposa
Final Draft Workbook	09/26/22	09/28/22	Mariposa
Recommendations for project scoring rubrics, language, and metrics	09/12/22	10/19/22	
Draft Recommendations	09/12/22	10/07/22	Mariposa
C/CAG staff review	10/10/22	10/14/22	Mariposa
Final Draft Recommendations	10/17/22	10/19/22	Mariposa
Sample language for contracts, the C/CAG website, RFPs, outreach and other documents	09/12/22	10/19/22	
Draft Sample Language Toolkit	09/12/22	10/07/22	Espousal
C/CAG staff review	10/10/22	10/14/22	Mariposa
Final Draft Sample Language Toolkit	10/17/22	10/19/22	Espousal

Task Name	Start	Finish	Primary Responsibility
Task 5 - Final Report to C/CAG Board/Committees (October-November)	10/20/22	11/30/22	
Draft report for presentation to Committees & Board	10/20/22	11/02/22	Mariposa
C/CAG staff review	11/03/22	11/09/22	Mariposa
Edited final draft and final report	11/10/22	11/16/22	Mariposa
C/CAG staff review	11/17/22	11/23/22	Mariposa
Final report presentation to C/CAG Board & Committees	11/24/22	11/30/22	Mariposa

Task Name	Start	Finish	Primary Responsibility
Task 5 - Final Report to C/CAG Board/Committees (October-November)	10/20/22	11/30/22	
Draft report for presentation to Committees & Board	10/20/22	11/02/22	Mariposa
C/CAG staff review	11/03/22	11/09/22	Mariposa
Edited final draft and final report	11/10/22	11/16/22	Mariposa
C/CAG staff review	11/17/22	11/23/22	Mariposa
Final report presentation to C/CAG Board & Committees	11/24/22	11/30/22	Mariposa



Task Name	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Contract Award	◇	◆										
Schedule Kick-off Meeting		■										
Kick of meeting prep		■										
Kick off meeting & post meeting recap/next steps		■										
+ Task 1 - Staff Awareness and CBO Perspective (Feb-April)			■	■	■							
+ Task 2 - Define Disadvantaged Communities Geo- and Demographically (April-June)				■	■	■						
+ Task 3 - C/CAG Programmatic Review and Equity Integration (June-August)						■	■	■				
+ Task 4 - Reports, Policy, and Statements (September-October)									■	■		
+ Task 5 - Final Report to C/CAG Board/Committees (October-November)										■	■	
+ Optional Task 6: Potential larger equity-focused CBO and program partner "stakeholder" discussions over the arch of the planning process.				■	■	■	■	■	■	■	■	■

CONFLICT OF INTEREST STATEMENT

Mariposa Planning Solutions and Espousal Strategies have no financial, business or other relationship with C/CAG or San Mateo County cities or communities that may have an impact upon the outcome of the project. We also have no current clients who may have a financial interest in the outcome of this project.

LITIGATION

Mariposa Planning Solutions and Espousal Strategies have not been involved with any litigation in connection with prior projects.

CONTRACT AGREEMENT

We have no issues or needed changes to the proposed contract agreement included as Attachment 2. We affirm that the proposal terms shall remain in effect for ninety (90) days following December 31st, 2021.

FEDERAL-AID PROVISIONS

Mariposa Planning Solutions is sole proprietorship consulting firm and our standard practice is to provide clients with fully-loaded hourly rates for time & materials contracts. These fully-loaded rates are not calculated based on an overhead multiplier. For C/CAG, we are also basing our proposal on fully-loaded rates. We will fill out all of the required forms to the best of our ability and upon selection we will work with Caltrans to develop a safe harbor rate for our firm. Forms are provided on the following pages.



Attachment G: California Levine Act Statement

California Levine Act Statement

California Government Code Section 84308, commonly referred to as the "Levine Act," prohibits any City/County Association of Governments of San Mateo County (C/CAG) Board Member from participating in any action related to a contract if he or she receives any political contributions totaling more than \$250 within the previous twelve months, and for three months following the date a final decision concerning the contract has been made, from the person or company awarded the contract. The Levine Act also requires a member of the C/CAG Board who has received such a contribution to disclose the contribution on the record of the proceeding.

A list of C/CAG Board members can be found at <https://ccag.ca.gov/committees/board-of-directors-2/>. Proposers are responsible for accessing this link to review the names prior to answering the following questions.

1. Have you or your company, or any agent on behalf of you or your company, made any political contributions of more than \$250 to any C/CAG Board Member in the 12 months preceding the date of the submission of your proposals or the anticipated date of any Board action related to this contract?

YES NO

If yes, please identify the Board Member(s):

2. Do you or your company, or any agency on behalf of you or your company, anticipate or plan to make any political contribution of more than \$250 to any C/CAG Board Member in the three months following any Board action related to this contract?

YES NO

If yes, please identify the Board Member(s):

Answering yes to either of the two questions above does not preclude the C/CAG from awarding a contract to your firm or any taking any subsequent action related to the contract. It does, however, preclude the identified Board Member(s) from participating in any actions related to this contract.

12/3/21
Date

Christopher Lepe
Signature of authorized individual

Christopher J. Lepe
Type or write name of authorized individual

Mariposa Planning Solutions
Type or write name of company

**EXHIBIT 10-K CONSULTANT ANNUAL CERTIFICATION OF
INDIRECT COSTS AND FINANCIAL MANAGEMENT SYSTEM**

(Note: If a Safe Harbor Indirect Cost Rate is approved, this form is not required.)

Consultant's Full Legal Name: Christopher Jerome Lepe

Important: Consultant means the individual or consultant providing engineering and design related services as a party of a contract with a recipient or sub-recipient of Federal assistance. Therefore, the Indirect Cost Rate(s) shall not be combined with its parent company or subsidiaries.

Indirect Cost Rate:

Combined Rate 257.50 % **OR**

Home Office Rate _____% and Field Office Rate (if applicable) _____%

Facilities Capital Cost of Money _____% (if applicable)

Fiscal period * 2021

* Fiscal period is annual one year applicable accounting period that the Indirect Cost Rate was developed (not the contract period). The Indirect Cost Rate is based on the consultant's one-year applicable accounting period for which financial statements are regularly prepared by the consultant.

I have reviewed the proposal to establish an Indirect Cost Rate(s) for the **fiscal period** as specified above and have determined to the best of my knowledge and belief that:

- All costs included in the cost proposal to establish the indirect cost rate(s) are allowable in accordance with the cost principles of the Federal Acquisition Regulation (FAR) 48, Code of Federal Regulations (CFR), Chapter 1, Part 31 (48 CFR Part 31);
- The cost proposal does not include any costs which are expressly unallowable under the cost principles of 48 CFR Part 31;
- The accounting treatment and billing of prevailing wage delta costs are consistent with our prevailing wage policy as either direct labor, indirect costs, or other direct costs on all federally-funded A&E Consultant Contracts.
- All known material transactions or events that have occurred subsequent to year-end affecting the consultant's ownership, organization, and indirect cost rates have been disclosed as of the date of this certification.

I am providing the required and applicable documents as instructed on Exhibit 10-A.

Financial Management System:

Our labor charging, job costing, and accounting systems meet the standards for financial reporting, accounting records, and internal control adequate to demonstrate that costs claimed have been incurred, appropriately accounted for, are allocable to the contract, and comply with the federal requirements as set forth in [Title 23 United States Code \(U.S.C.\) Section 112\(b\)\(2\)](#); [48 CFR Part 31.201-2\(d\)](#); [23 CFR, Chapter 1, Part 172.11\(a\)\(2\)](#); and all applicable state and federal rules and regulations.

Our financial management system has the following attributes:

- Account numbers identifying allowable direct, indirect, and unallowable cost accounts;
- Ability to accumulate and segregate allowable direct, indirect, and unallowable costs into separate cost

accounts;

- Ability to accumulate and segregate allowable direct costs by project, contract and type of cost;
- Internal controls to maintain integrity of financial management system;
- Ability to account and record costs consistently and to ensure costs billed are in compliance with FAR;
- Ability to ensure and demonstrate costs billed reconcile to general ledgers and job costing system; and
- Ability to ensure costs are in compliance with contract terms and federal and state requirement

Cost Reimbursements on Contracts:

I also understand that failure to comply with 48 CFR Part 16.301-3 or knowingly charge unallowable costs to Federal-Aid Highway Program (FAHP) contracts may result in possible penalties and sanctions as provided by the following:

- Sanctions and Penalties - [23 CFR Part 172.11\(c\)\(4\)](#)
- False Claims Act - [Title 31 U.S.C. Sections 3729-3733](#)
- Statements or entries generally - [Title 18 U.S.C. Section 1001](#)
- Major Fraud Act - [Title 18 U.S.C. Section 1031](#)

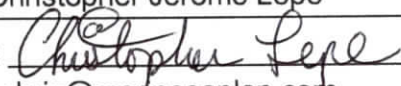
All A&E Contract Information:

- Total participation amount \$ 80,000.00 on all State and FAHP contracts for Architectural & Engineering services that the consultant received in the last three fiscal periods.
- The number of states in which the consultant does business is 3.
- Years of consultant's experience with 48 CFR Part 31 is 1.5.
- Audit history of the consultant's current and prior years (if applicable)

<input type="checkbox"/> Cognizant ICR Audit	<input type="checkbox"/> Local Gov't ICR Audit	<input type="checkbox"/> Caltrans ICR Audit
<input type="checkbox"/> CPA ICR Audit	<input type="checkbox"/> Federal Gov't ICR Audit	

I, the undersigned, certify all of the above to the best of my knowledge and belief and that I have reviewed the Indirect Cost Rate Schedule to determine that any costs which are expressly unallowable under the Federal cost principles have been removed and comply with [Title 23 U.S.C. Section 112\(b\)\(2\)](#), [48 CFR Part 31](#), [23 CFR Part 172](#), and all applicable state and federal rules and regulations. I also certify that I understand that all documentation of compliance must be retained by the consultant. I hereby acknowledge that costs that are noncompliant with the federal and state requirements are not eligible for reimbursement and must be returned to Caltrans.

Name**: Christopher Jerome Lepe Title**: Principal

Signature:  Date of Certification (mm/dd/yyyy): 12/31/2021

Email**: chris@manposaplan.com Phone Number**: 408-669-0374


**An individual executive or financial officer of the consultant's or subconsultant's organization at a level no lower than a Vice President, a Chief Financial Officer, or equivalent, who has authority to represent the financial information used to establish the indirect cost rate.

Note: *Both prime and subconsultants as parties of a contract must complete their own Exhibit 10-K forms. Caltrans will not process local agency's invoices until a complete Exhibit 10-K form is accepted and approved by Caltrans Audits and Investigations.*

Distribution: 1) Original - Local Agency Project File
2) Copy - Consultant
3) Copy - Caltrans Audits and Investigations

EXHIBIT 10-01 CONSULTANT PROPOSAL DBE COMMITMENT

1. Local Agency: City/County Association of Governments 2. Contract DBE Goal: 19%
 3. Project Description: C/CAG Equity Assessment and Framework Development
 4. Project Location: San Mateo County
 5. Consultant's Name: Mariposa Planning Solutions 6. Prime Certified DBE:

7. Description of Work, Service, or Materials Supplied	8. DBE Certification Number	9. DBE Contact Information	10. DBE %
Project management, research, policy analysis, materials production, presentations, facilitation	49323	88 South 3rd St, Ste 203, San Jose, CA 95113 chris@mariposaplan.com 408.669.0374	50.34
Local Agency to Complete this Section		11. TOTAL CLAIMED DBE PARTICIPATION	50.34 %
17. Local Agency Contract Number: _____ 18. Federal-Aid Project Number: _____ 19. Proposed Contract Execution Date: _____ 20. Consultant's Ranking after Evaluation: _____			
Local Agency certifies that all DBE certifications are valid and information on this form is complete and accurate. _____ _____ _____		IMPORTANT: Identify all DBE firms being claimed for credit, regardless of tier. Written confirmation of each listed DBE is required.  12. Preparer's Signature 13. Date: 12/31/2021 Christopher Lepe 15. Phone: 408-669-0374 14. Preparer's Name 16. Preparer's Title: Principal	

DISTRIBUTION: Original – Included with consultant's proposal to local agency.

ADA Notice: For individuals with sensory disabilities, this document is available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.

Attachment G: California Levine Act Statement

California Levine Act Statement

California Government Code Section 84308, commonly referred to as the "Levine Act," prohibits any City/County Association of Governments of San Mateo County (C/CAG) Board Member from participating in any action related to a contract if he or she receives any political contributions totaling more than \$250 within the previous twelve months, and for three months following the date a final decision concerning the contract has been made, from the person or company awarded the contract. The Levine Act also requires a member of the C/CAG Board who has received such a contribution to disclose the contribution on the record of the proceeding.

A list of C/CAG Board members can be found at <https://ccag.ca.gov/committees/board-of-directors-2/>. Proposers are responsible for accessing this link to review the names prior to answering the following questions.

1. Have you or your company, or any agent on behalf of you or your company, made any political contributions of more than \$250 to any C/CAG Board Member in the 12 months preceding the date of the submission of your proposals or the anticipated date of any Board action related to this contract?

YES NO

If yes, please identify the Board Member(s):

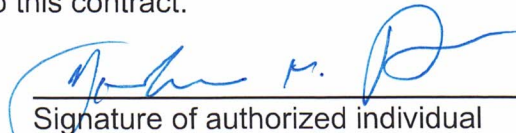
2. Do you or your company, or any agency on behalf of you or your company, anticipate or plan to make any political contribution of more than \$250 to any C/CAG Board Member in the three months following any Board action related to this contract?

YES NO

If yes, please identify the Board Member(s):

Answering yes to either of the two questions above does not preclude the C/CAG from awarding a contract to your firm or any taking any subsequent action related to the contract. It does, however, preclude the identified Board Member(s) from participating in any actions related to this contract.

12/31/2024
Date



Signature of authorized individual

Johnell Bell

Type or write name of authorized individual

ESPOUSAL STRATEGIES LLC

Type or write name of company

**EXHIBIT 10-K CONSULTANT ANNUAL CERTIFICATION OF
INDIRECT COSTS AND FINANCIAL MANAGEMENT SYSTEM**

(Note: If a Safe Harbor Indirect Cost Rate is approved, this form is not required.)

Consultant's Full Legal Name: Espousal Strategies LLC

Important: Consultant means the individual or consultant providing engineering and design related services as a party of a contract with a recipient or sub-recipient of Federal assistance. Therefore, the Indirect Cost Rate(s) shall not be combined with its parent company or subsidiaries.

Indirect Cost Rate:

Combined Rate \$250.00 % **OR**

Home Office Rate _____% and Field Office Rate (if applicable) _____%

Facilities Capital Cost of Money _____% (if applicable)

Fiscal period *2021

* Fiscal period is annual one year applicable accounting period that the Indirect Cost Rate was developed (not the contract period). The Indirect Cost Rate is based on the consultant's one-year applicable accounting period for which financial statements are regularly prepared by the consultant.

I have reviewed the proposal to establish an Indirect Cost Rate(s) for the **fiscal period** as specified above and have determined to the best of my knowledge and belief that:

- All costs included in the cost proposal to establish the indirect cost rate(s) are allowable in accordance with the cost principles of the Federal Acquisition Regulation (FAR) 48, Code of Federal Regulations (CFR), Chapter 1, Part 31 (48 CFR Part 31);
- The cost proposal does not include any costs which are expressly unallowable under the cost principles of 48 CFR Part 31;
- The accounting treatment and billing of prevailing wage delta costs are consistent with our prevailing wage policy as either direct labor, indirect costs, or other direct costs on all federally-funded A&E Consultant Contracts.
- All known material transactions or events that have occurred subsequent to year-end affecting the consultant's ownership, organization, and indirect cost rates have been disclosed as of the date of this certification.

I am providing the required and applicable documents as instructed on Exhibit 10-A.

Financial Management System:

Our labor charging, job costing, and accounting systems meet the standards for financial reporting, accounting records, and internal control adequate to demonstrate that costs claimed have been incurred, appropriately accounted for, are allocable to the contract, and comply with the federal requirements as set forth in Title 23 United States Code (U.S.C.) Section 112(b)(2); 48 CFR Part 31.201-2(d); 23 CFR, Chapter 1, Part 172.11(a)(2); and all applicable state and federal rules and regulations.

Our financial management system has the following attributes:

- Account numbers identifying allowable direct, indirect, and unallowable cost accounts;
- Ability to accumulate and segregate allowable direct, indirect, and unallowable costs into separate cost

