

Research Division

Contractor: Institute for Local Government

Contract # 07-358

FUNDING FISCAL YEAR	FY 07/08	FY 08/09	FY 09/10	
TERM	06/15/08-06/14/09	06/15/08-06/14/09	06/15/08-06/14/09	
Amd 1	06/15/08-05/13/10	06/15/08-05/13/10	06/15/08-05/13/10	
PCA	72360	72360	72360	
LINE ITEM/OBJECT	418.20	418.20	418.20	TOTAL

DESCRIPTION	FY 07/08	FY 08/09	FY 09/10	TOTAL
Contract \$	\$ 50,000.00			\$ 50,000.00
Amd. #1 - Time only (08/28/09)	\$ -	\$ -	\$ -	\$ -

Total, Contract	\$ 50,000.00	\$ -	\$ -	\$ 50,000.00
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Payments to Contractor:

Inv. #	Inv. Date	Ser Per	Amount	C/S
476	4/30/2009	11/08 - 02/09	7,016.40	7,016.40 C080750 ✓
482	5/29/2009		15,201.00	15,201.00 C080853 ✓
502	8/28/2009		13,691.70	13,691.70 C090257 ✓

Total, Payments	\$ 35,909.10	\$ -	\$ -	\$ 35,909.10
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Balance Available to Pay Contractor	\$ 14,090.90	\$ -	\$ -	\$ 14,090.90
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Balance Must Be Spent By: 6/30/2010 6/30/2011 6/30/2012

Notes:

Contract Manager: Dana Papke

22

Institute for Local Government

INVOICE

1400 K Street, Suite 301
Sacramento CA 95814
Phone 916/658-8200 Fax 916/444-7535

DATE: Aug. 28, 2009

Invoice # 502

Bill To:

Air Resources Board
Attn: Emma Plasencia
ARB Contract Administrator
1001 I Street
Sacramento, Ca. 95814

For:

Institute for Local Government
ILG Tax I.D #94-1537757

RCVD SEP 29 '09

~~01-508~~

DESCRIPTION	AMOUNT
Task 1 -- Third quarter -- May through July 2009	\$9,870
Task 2 -- Third quarter -- May through July 2009	\$5,343
TOTAL	\$15,213

less 10% withhold 1,521.30

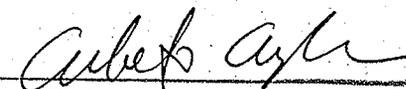
Make all checks payable to **Institute for Local Government**

If you have any questions concerning this invoice, contact Kristy Jensen, 916/658-8269, kjensen@ca-ilg.org

~~Total Due \$13,691.70~~

THANK YOU!

PAYMENT APPROVED:


BART E. CROES, P.E.
CHIEF, RESEARCH DIVISION
DATE 10/12/09

606630000

Institute for Local Government

0080853

INVOICE

DATE: May 29, 2009

REC'D 5/29/09

1400 K Street, Suite 301
 Sacramento CA 95814
 Phone 916/658-8200 Fax 916/444-7535

Invoice # 482

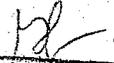
Bill To:
 Air Resources Board
 Attn: Emma Plasencia
 ARB Contract Administrator
 1001 I Street
 Sacramento, Ca. 95814

For:
 Institute for Local Government
 ILG Tax I.D #94-1537757

~~07-358~~

DESCRIPTION	AMOUNT
Task 1 -- Second quarter -- February through April 2009	\$14,576
Task 2 -- Second quarter -- February through April 2009	\$2,314

This invoice has been checked against our records and found to be the original claim presented for payment, and payment has not been previously made. We have recorded this payment to prevent a duplicate payment later.


 Accounting Officer

TOTAL \$ 16,890.00

LESS 10% withheld 1,689.00

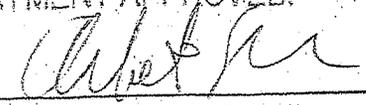
~~Total Due \$15,201.00~~

Make all checks payable to Institute for Local Government

If you have any questions concerning this invoice, contact Kristy Jensen, 916/658-8269, kjensen@ca-ilg.org

THANK YOU!

PAYMENT APPROVED:



BART E. CROES, P.E.
 CHIEF, RESEARCH DIVISION

2/15/09

EXHIBIT A

SCOPE OF WORK

1. The Institute for Local Government (ILG or Contractor) agrees to provide the following services for the project entitled "Climate Change Best Practices for Communities," which is attached hereto as Exhibit A, Attachment 1 and made a part of this Agreement.
2. The project representatives during the term of this agreement will be:

State Agency: Air Resources Board	Contractor: Institute for Local Government
Name: Dana Papke	Name: Yvonne Hunter
Division/Section: Research Division Research Planning & Climate Change Outreach	Section: California Climate Action Network
Phone: 916-324-9615	Phone: 916-658-8242
Email: dpapke@arb.ca.gov	Email: yhunter@ca-ilg.org

Direct all administrative inquiries to:

State Agency: Air Resources Board	Contractor: Institute for Local Government
Division/Section: Research Division Administration Section	Section: Administrative
Attention: Ms. Emma Plasencia	Attention: Kristy Jensen
Address: 1001 "I" Street, 5 th Floor Sacramento, CA 95814	Address: 1400 K Street, Suite 301 Sacramento, CA 95814
Phone: (916) 323-1524	Phone: 916-658-8269
Fax: (916) 445-0753	Fax: n/a
Email: eplasenc@arb.ca.gov	Email: kjensen@ca-ilg.org

EXHIBIT A SCOPE OF WORK

Background

California has set ambitious goals to reduce emissions of carbon dioxide and other greenhouse gases. AB 32, the Global Warming Solutions Act of 2006, requires the State to return to 1990 greenhouse gas emissions levels by 2020. Governor Schwarzenegger's Executive Order S-03-05 sets the even more ambitious goal of reducing greenhouse gases to 80 percent below that by 2050. Cities and counties throughout California are responding locally to the challenge of climate change by undertaking a wide range of activities. And, with assistance, even more cities and counties will join those that have already begun to address climate change.

To support and encourage those efforts, the California Climate Action Network (CCAN), a program of the Institute for Local Government, provides information, tools and resources in support of local governments' efforts to reduce greenhouse gas emissions in their communities. CCAN is a program of the Institute for Local Government, the non-profit research and education affiliate of the League of California Cities and the California State Association of Counties.

In May 2008, the Institute released the updated version of its CCAN Best Practices Framework. Version 5.0 of the Framework is the culmination of months of review and input from a wide range of city and county officials, state agency experts, and non-profit and business experts who participated in the development of the Framework.

The Framework provides a wide range of program and policy options for local agencies interested in assuming a leadership role with respect to climate change. The Framework includes options that local agencies can embrace immediately as stand alone activities or include in a larger climate change action plan. The options also reflect the diversity of local conditions, providing flexibility to select those actions that make the most sense for individual communities.

While the current version of the Framework provides an excellent valuable resource tool for cities and counties (and other local governments) to use to address climate change, the Framework could be even more useful with additional content information to support the individual best practices suggested for the climate action goals. This contract will provide funding to the Institute to continue to develop the Framework so that cities and counties will be able to more easily access information to help them in their climate change activities, whether it is developing green building policies, amending general plans or engaging the public in developing and implementing climate mitigation projects in the community.

Statement of Need

AB 32 required ARB to publish a list of early action greenhouse gas reduction measures. Guidance and protocols for local governments were approved as an Early Action Measure to support local government efforts to mitigate GHG emissions. ILG has already developed a Best Practices Framework, Version 5.0, which provides guidance to local governments necessary to assist ARB with implementing the Early Action Measure requirements. ILG has the technical expertise and resources to expand the Framework, develop a Web-based version, and provide a "how to" pamphlet for local governments to engage community involvement in climate change efforts.

Founded 53 years ago, ILG is the 501(c)(3) research affiliate of the League of California Cities and the California State Association of Counties. It serves as a trusted source of cutting edge information on policy options and opportunities for all 478 cities and 58 counties. The Institute is has a team of staff with decades of experience in energy, land use and environmental issues, as well as extensive experience in engaging local officials in collaborative efforts to develop resources and that reflect the collective knowledge of leading thinkers in the local government community.

Project Objectives

The overall objectives of the project are to provide best practices, general information, and resources, which will support ARB efforts in meeting the early action mandate of AB 32 to provide guidance to local governments for reducing greenhouse gas emissions. This will include development of the next generation Best Practices Framework and a "how to" pamphlet that provides guidance for cities and counties to foster community involvement in mitigating climate change. Specific project objectives and tasks are provided in detail below.

Project Tasks

The project consists of two interrelated tasks required for the ARB to meet the mandates of AB 32. The contractor will provide the following under the contract.

Task 1 – Next Generation of Best Practices Web-version

ILG will develop the next generation of Web-based Best Practices Framework that includes links to resources and information for four of the 10 climate leadership opportunity categories included in the existing Framework (version 5.0, release May 9, 2008): green building, efficient transportation, land use and community design (including information on cool communities), and promoting community and individual action. This task will include expanding the preliminary Web-based resource version started by ILG within the context of the current ILG/CCAN Web site. The expanded content information will be included as part of the Web-based Best Practices Framework developed by ILG. The links would be based upon general information, available GHG emission inventory protocols, resources and research on key action items, including links to state agency resources, utilities, and other resources. It will also include an introductory summary for each of the four areas that suggest initial actions that cities and counties can take, as well as case studies of local governments that have successfully implemented actions in the four climate leadership opportunity areas.

ILG will work in partnership with ARB staff to identify general information that is readily available on costs and potential savings, funding resources, and the greenhouse gas (GHG) emission reduction potential of different actions.

Due date: November 1, 2008

Contract allocation: \$30,000

Task 2 – Community Involvement Opportunities and Climate Change

ILG will work in partnership with ARB (RD will be leading the effort, but coordinating with PIO, PTSD, and OCC) to develop a “how to” pamphlet describing how to do successful and inclusive civic engagement and community involvement to educate the public about climate change, including working with businesses and residents. The pamphlet will include information on how to seek involvement of the community in preparing a city/county mitigation plan with details on what works and what does not work. The initial version of the pamphlet will provide a basic overview of “how to” and case studies. With future funding, subsequent updates could capture more case studies based upon new experiences.

This pamphlet will be a companion piece to the content development for the Best Practices Framework item in Task 1 above. Case study examples will be on the website. The deliverable for this task will include a four to five page “how to” pamphlet focusing on best practices for doing community engagement and lessons learned from those cities and counties that have undertaken community outreach and engagement activities already. The pamphlet will be available on the Institute website and will be emailed to cities and counties through League and CSAC listserves. ILG will provide ARB with a camera ready copy of the completed pamphlet and an electronic version for ARB's use to distribute online or in hard copy format.

Due date: January 1, 2009

Contract allocation: \$20,000

Contract Term

The contract term will be 12 months.

Project Representatives

The project representatives during the term of this agreement will be:

State Agency:	Air Resources Board	Contractor:	Institute for Local Government
Section/Unit:	Research Planning and Climate Change Outreach	Section/Unit:	California Climate Action Network
Name:	Dana Papke	Name:	Yvonne Hunter
Address:	P.O. Box 2815 Sacramento, CA 95812	Address:	1400 K Street, Suite 301; Sacramento, Ca. 95814
Phone:	(916) 324-9615	Phone:	(916) 658-8242
Email:	dpapke@arb.ca.gov	Email:	yhunter@ca-ilg.org

Direct all administrative inquiries to:

State Agency:	Air Resources Board	Contractor:	Institute for Local Government
Section/Unit:	Administrative Svcs. Div.	Section/Unit:	Administrative
Name:	Emma Plasencia	Name:	Kristy Jensen
Address:	P.O. Box 2815 Sacramento, CA 95812	Address:	1400 K St. , Suite 301; Sacramento, Ca. 95814
Phone:	(916) 323-1524	Phone:	916-658-8269
Email:	eplasenc@arb.ca.gov	Email:	kjensen@ca-ilg.org

PROJECT MANAGEMENT AND TEAM

Project Management

The project tasks will be overseen by Yvonne Hunter, Program Director of the California Climate Action Network. The project will also benefit from involvement of several other senior ILG staff with experience in land use and civic engagement, as well as other ILG staff.

Project Team

Yvonne Hunter is the Program Director of the Institute's California Climate Change Action Network. Prior to joining the Institute in January 2007, Yvonne worked for the League of California Cities for 23 years, the last fifteen years as a lobbyist emphasizing environmental issues. She has worked on environmental and energy issues for over thirty years, and was the lead League staff person responsible for initial development of the League's climate change policy prior to joining the Institute in January 2007 to launch the Communities for Healthy Kids Program. Yvonne has a B.A. and M.A. from the University of California Davis.

JoAnne Speers serves as executive director of the Institute. A lawyer by training, she also holds a master's in public policy. She has over nineteen years experience in developing educational resources for local government officials.

Terry Amsler is the Director of the Institute for Local Government's Collaborative Governance Initiative (CGI). CGI supports effective and inclusive civic engagement in California's cities and counties and helps local officials to successfully navigate among the array of community engagement options that bring the public's voice to the table on important issues. Terry brings to the Institute more than 30 years of experience in public engagement, nonprofit management, dispute resolution and philanthropy.

Steve Sanders directs the land use program, emphasizing the relationship between land use and the built environment. He was the founding program director of the Institute's climate change program. Prior to joining the Institute, Steve ran a successful consulting business working with foundations and non-profit organizations. He previously served as a senior staff member in the California legislature and as a practicing urban planner with state and local government.

Charles Summerell assists with a variety of aspects of the Institute's work, including the Institute's website and publications production efforts. Charles holds a master's degree in public administration from the University of Southern California and a law degree from McGeorge School of Law. Charles has a broad range of government as well as association publication experience.

Greg Keidan is the program coordinator for the Institute's Collaborative Governance Initiative. He will also be helping with the Institute's healthy communities and climate change work, including work on updating the *Planning Commissioners' Handbook*. He comes to the Institute with a certificate in collaborative governance from the Fielding Institute, as well as doctoral work in neuroscience.

Ken Loman serves as a policy consultant for the Institute's climate change program. Ken has a background in research, marketing, policy consulting and campaigning. He is currently completing a Master of Public Policy and Administration from California State University, Sacramento.

Jeffrey Porcar oversees the Institute's publications sales efforts and provides administrative support to the Institute's climate change and land use programs. Providing design/ website expertise, Jeffrey helps with Institute marketing. Jeff holds a Bachelor of Science degree in graphic design and helps with the Institute's marketing and website efforts.

PROJECT SCHEDULE AND WORKPLAN

The term of the project is twelve months. The tasks and schedule for task completion are shown below.

Project Schedule - estimated key milestones

Task 1: Next Generation of Best Practices

Task 2: Community Involvement Opportunities and Climate Change

	MONTH	O N E	T W O	T H R E E	F O U R	F I V E	S I X	S E V E N	E I G H T
TASK									
1						D1a-c	D1d	D1e	
2			D2a	D2b	D2c	D2d	D2e		
Reports				P			P		F
Meetings		M	M	M	M	M	M	M	M

Key deliverables of the Task 1 workplan include:

- D1a gathering information resources from state agencies, non-profit organizations, the business community, universities, local governments and associations related to the four best practices categories;
- D1b gathering examples of case-studies from cities and counties, using the League and CSAC listserves;
- D1c working with ARB staff to gather available information regarding cost-effectiveness and GHG emissions reduction information for best practices;
- D1d organizing the content of the best practices web-based pages to display content in a form that is user friendly;
- D1e informing city and county officials about available best practices information through League and CSAC listserves and other communication channels.

Key deliverables of Task 2 workplan include:

- D2a gathering examples from cities and counties that have used civic engagement techniques to involve their residents and businesses in climate change issues, including community advisory committees, work with the business sector, public meetings and other techniques;

- D2b organizing the information gathered in a manner that is accessible through the ILG/CCAN website;
- D2c writing the "how to" pamphlet for successful community involvement opportunities and climate change;
- D2d designing "how to" pamphlet for web-based and hard copy (printed) distribution;
- D2e informing city and county officials about the available "how to" pamphlet through League and CSAC listserves.

P = Progress report

F = Final report

M = Meeting with ARB staff

BUDGET

The project is budgeted for \$50,000 to support Task 1 (contract allocation: \$30,000) and Task 2 (contract allocation \$20,000). A budget summary is provided on the subsequent pages. The detailed budget is provided in the attached Excel document using the form provided by the ARB. It is anticipated that both Tasks will be carried out by Institute staff who have the required expertise. Some modest travel support is included to enable staff to meet directly with city and county officials and others to gather information about case studies and other background information.

We estimate travel will include several trips to the SF bay area and to southern California to meet with city and county officials, either separately or as part of League or CSAC meetings. The budget includes support for two trips to southern California at \$500 each, plus two trips to the SF bay area at \$336.

Items 5-8 on both budgets are combined to reflect that the League of California Cities provides these services on an aggregate basis for an aggregate fee of \$11,863 charged per Full Time Equivalent (FTE). This contract contemplates .13 FTE.

RESUMES OF KEY PROJECT STAFF

**JoAnne Speers
Executive Director
Institute for Local Government**

Work Experience

LEAGUE OF CALIFORNIA CITIES
Sacramento, California

4/89 - Present

- **Executive Director, Institute for Local Government** (1/98 – Present). Provide strategic direction and implementation for the League's (and now California State Association of Counties') 501(c)(3) research arm. Current project areas include civic engagement, public service ethics, housing and land use, climate change, healthy communities and fiscal stewardship. Outreach to local agency officials on the Institute's services and products. Supervise four project managers and associated staff.
- **General Counsel** (4/89 – 12/06). Provided in-house counsel services to non-profit association of California cities. Serve on the League's management committee. Supervised attorneys and paralegals. Unit responsibilities also included: managing annual update of the *California Municipal Law Handbook*; facilitating the League's *amicus* brief program; planning three State Bar-certified city attorney training programs each year; and contributing to League's monthly magazine.
- **Assistant Director, Customer Services** (4/94 – 2000). Supervised the work of the League's then-customer services unit (15 people), which staffed the League's functional departments (city managers, planning officials, etc.) and regional divisions, contract services, publications work, inquiry services, southern California office and *Western City* magazine.

ORRICK, HERRINGTON AND SUTCLIFFE
Sacramento, California

10/87 - 4/89

- **Associate**. Participated in firm's general civil practice with an emphasis on government and regulatory law.

UNITED STATES DISTRICT COURT
The Honorable Milton L. Schwartz
Sacramento, California

9/85 - 8/87

- **Law Clerk**. Prepared bench memoranda for law and motion calendar; also drafted orders, supervised law student externs and junior law clerk, managed calendar and handled attorney inquiries regarding court procedures.

CALIFORNIA LEGISLATURE

8/80 - 9/81, Summers of 1982 and 1983

- **Intern, Assembly Office of Research** (Summers of 1982 and 1983). Assisted with reports on electric utility issues.
- **Assembly Fellow** (8/80 - 9/81). Worked for Assembly Energy and Natural Resources Committee and north coast assembly member, with an emphasis on the public trust doctrine and utility issues.

Education

Juris Doctor (5/85) and Member, California Bar (12/85)
University of California, Berkeley, Boalt Hall School of Law

Masters of Public Policy (5/84)
University of California, Berkeley, Graduate School of Public Policy
Honor: Regents' Fellowship (1981-1982)

Bachelor of Arts, Political Science (6/80)
University of California, Berkeley
Honors: Department Valedictorian
Phi Beta Kappa
Graduation with Highest Honors

Professional Honor

1999 -- California State Bar, Public Law Section, Public Lawyer of the Year

YVONNE L. HUNTER
Program Director – California Climate Action Network
Institute for Local Government

EMPLOYMENT

INSTITUTE FOR LOCAL GOVERNMENT

- April 2008 to present** **Institute for Local Government - Program Director, California Climate Action Network** (transitioning to full-time Program Director from Communities for Healthy Kids)
- January 2007 to present** **Institute for Local Government - Program Director, Communities for Healthy Kids** (a program to work with cities and counties to identify and enroll eligible children in no and low cost health insurance)

LEAGUE OF CALIFORNIA CITIES

- 1988 to 2007** **League of California Cities - Legislative Representative** (areas of responsibility: environmental issues, including climate change, energy, water quality, air quality, solid waste and recycling, and hazardous materials; also community services, tort reform, animal control, libraries, parks and recreation and smoking and tobacco control)
- 1985 to 1988** **League of California Cities - Staff Assistant** (areas of responsibility: training and education, small cities, membership organization and services)
- 1983 to 1985** **League of California Cities - Program Director, Energy Resources Management Assistance Program** (A cooperative energy education program between the League, Pacific Gas & Electric Company, Southern California Edison, Southern California Gas Company and San Diego Gas and Electric Company)

UNIVERSITY OF CALIFORNIA, DAVIS

- 1981 to 1983** **University of California, Davis Extension - Program Coordinator** (Created and headed the Toxic and Hazardous Substances Program, a nationally award winning continuing education program on the safe management of manufacture, use, transportation and disposal of hazardous materials)
- 1976 to 1981** **University of California, Davis Public Service Research and Dissemination Program - Assistant to the Administrator** (a

cooperative program between U.C. Davis and various public agencies)

1972 to 1976

University of California, Davis, Interdisciplinary Systems Group - Assistant to the Director (A National Science Foundation funded program to study land use, energy flow and decision making in the U.S.)

Education

B.A. Art (practice)
M.A. Anthropology

University of California, Davis 1971 (honors)
University of California, Davis 1973

TERRY L. AMSLER
Program Director, Collaborative Governance Initiative
Institute for Local Government

SUMMARY OF EDUCATION

- 2003 Innovations in Governance (Executive Program), Kennedy School of Government, Harvard University
- 1988 Masters of Public Administration/Nonprofit Organization Management, University of San Francisco
- 1973 Bachelor of Arts, Political Science/Latin American Studies, State of University of New York, New Paltz

SUMMARY OF EMPLOYMENT

- 1/2005- present **Director, Collaborative Governance Initiative, Institute for Local Government.** Direct initiative to: further inform local officials in California about the application of public involvement strategies in city and county settings; to encourage more locally engaged and informed California residents; to increase the quality and sustainability of collaborative governance mechanisms and processes, and to enhance levels of trust and confidence in local government. The Institute is the nonprofit research and information affiliate of the League of California Cities and the California State Association of Counties
- 2002-2004 **Program Director, Conflict Resolution Program, William and Flora Hewlett Foundation.** Directed the Foundation program area supporting national and international work in conflict resolution, consensus building, and public participation. Held overall grant making authority and budgetary responsibility, including planning, due diligence, knowledge building, and evaluation. Supervised two program officers.
- 2001-2002 **Program Officer, Conflict Resolution Program.** Held due diligence and grant making authority for domestic (U.S.) portfolio of grants in conflict resolution, consensus building, and public participation.
- 1999-2001 **Director, Partners-United States, Partners for Democratic Change.** Directed the U.S. Center of Partners for Democratic Change (an international NGO) with responsibilities for design, development and management of a program of collaborative process capacity-building for community organizations in the U.S.
- 1997-1999 **Executive Director, Oregon Dispute Resolution Commission.** Directed a state government commission with broad responsibilities for the support and development of community, public policy and other dispute resolution and consensus building programs and activities in Oregon.
- 1988-1997 **Executive Director, Community Board Program.** Directed a multi-service community mediation center in San Francisco providing community, school, juvenile facility, and other local and national conflict resolution activities built on a foundation of community empowerment, civic leadership and volunteer service delivery.
- 1977-1986 Held a variety of positions with Community Boards, including **Case Manager, Community Education Coordinator, Director of Program Development and Managing Director.**
- 1973-1976 **Ombudsperson, State University of New York, New Paltz, N.Y.**

MOST RECENT PUBLICATIONS

- Local Officials' Guide to Public Involvement in Budgeting*, Institute for Local Government, (forthcoming)
- Striving for More Inclusive Engagement*, Western City magazine, August 2008 (forthcoming)
- Planning Public Forums: Questions to Guide Public Officials*, Institute for Local Government, December 2006
- Getting the Most Out of Public Hearings: Ideas to Improve Public Involvement*, Institute for Local Government, October 2005.
- Collaborative Governance, A Guide for Grantmakers*, with Doug Henton, John Melville and Malka Kopell, William and Flora Hewlett Foundation, 2005.
- Environmental Conflict Resolution: A Guide for Grantmakers*, with Rosemary O'Leary (principal author) and Malka Kopell, William and Flora Hewlett Foundation, Fall 2005
- ChoiceDialogues and Deliberative Polls: Two Approaches to Deliberative Democracy*, with Denise Shepherd, National Civic Review, Fall 2004
- Guest Editor, Special issue on deliberative democracy, National Civic Review, Fall 2004
- From the Funder's Perspective*, Conflict Resolution Quarterly (Issue Theme: Conflict Resolution in the Field: Assessing the Past, Charting the Future), Fall-Winter 2004

SELECTED RECENT PRESENTATIONS

- Why Ask the Public: Assessing Civic Engagement*; and *A Toolbox of Council Meeting Management and Other Group Process Skills for Local Elected Officials*, Mayors and Council Members Executive Forum, June 2008 (forthcoming)
- Pursuing Democracy's Promise: The Potential Impact of Immigrant Civic Participation in the Bay Area* Northern California Grantmakers/Grantmakers Concerned with Immigrants and Refugees, April 2008
- Civic Engagement in Local Governance*, Civic Leadership Institute, sponsored by Leadership Education for Asian Pacifics, April 2008
- Public Officials' Perspectives Toward Collaborative Governance* (session organizer and moderator), a Conference on New Governance in California, organized by the UC Hastings College of the Law in Cooperation with Institute for Local Government, February 2008
- Public Engagement Challenges Facing Local Public Officials*, Kettering Foundation Participation and Policy Conference, November 2007
- Planning Public Forums; Approaching Civic Engagement Strategically*, California State Association of Counties Annual Conference, November 2007
- Responding to Community Opposition to Housing Development*, Housing Leadership Council of San Mateo County, Housing Leadership Day, October 2007
- Media, Engagement and Blueprint Planning*, BluePrint Regional Learning Network, September 2007
- Areas of Attention for Local Officials in Immigrant Civic Engagement*, National League of Cities' Immigration Task Force meeting, September 2007

Planning Public Forums; Beam Me Up, Scotty: Digital Technology and the Future of Citizen-Government Interactions; and Inclusive Public Engagement, League of California Cities' Annual Conference, September 2007

Developing Outstanding Youth Commissions; Planning Public Forums; and California's Ethnic and Gay, Lesbian, Bisexual and Transgender Media, League of California Cities' Mayors and Council Members Executive Forum, July 2007

Planning Public Forums, Municipal Management Association of Southern California, Annual Conference, July 2007

Overview of Collaborative Governance Issues, Association of Bay Area Governments (ABAG), March 2007

Questions to Guide Collaborative Budgeting Design, National League of Cities' Congress of Cities Conference, December 2006.

Research on Conflict Resolution Research After Hewlett (session co-organizer and facilitator), Annual Conference, Association for Conflict Resolution, October 2006

Institutionalizing Collaborative Planning, (session organizer, moderator and participant), Annual Conference of the California Chapter of the American Planning Association, Anaheim CA, October, 2006

How to Talk About Government, (session organizer), Institute for Local Government Luncheon Symposium, Annual Conference of the League of California Cities, September 2006

Collaborative Governance in Local Government, National Coalition for Dialogue and Deliberation, August, 2006

Taking Leadership and Building Networks for Civic Engagement and Collaborative Governance, Whistler Forum: Collaborative Governance in the Asia Pacific, November 2005

Strategies for Collaborative Governance, Annual Conference, League of California Cities, October 2005.

Beyond the Usuals: Ensuring Inclusion and Diversity in Collaborative Governance (session organizer), Annual Conference, League of California Cities, October 2005

Developing and Networking Centres for the Promotion of Citizen Engagement/Collaborative Governance, Whistler Forum Conference on Civic Engagement in the Asia Pacific, November 2005

Transparent Budgeting: Fostering Public Trust in Your City's Finances, (session organizer) Annual Conference, League of California Cities, October 2005

Strategies for Public Participation, Progress Seminar Remixed (San Mateo County Chamber of Commerce), July 2005

Collaborative Governance: Some Definitions and Dynamics, Conference of the US Institute for Environmental Conflict Resolution, May 2005

Making the Case for Funding after Hewlett: Educating People About The Environmental Conflict Resolution Field and Its Work, United States Institute for Environmental Conflict Resolution Conference, May, 2005

Life After Hewlett, Annual Conference, Association for Conflict Resolution, October, 2004

Strategies for Collaborative Governance, Mayors and Council Members Academy, League of California Cities, June 2004

Greg Keidan
Program Coordinator, Collaborative Governance Initiative
Institute for Local Government

Education

Fielding University & University of Sydney Graduate Certificate Program in Dialogue, Deliberation and Public Engagement (DDPE) – 2007-2008

The University of New Mexico, Albuquerque, NM 1995-2000
Ph.D. ABD, Biomedical Sciences Program, dept. of Neuroscience

The College of Wooster, Wooster, OH 1991-1995
Bachelor of Arts, Biology Major, graduated with Honors

Leadership skills and facilitator training

- PICO National Leadership Training, January 2007
- Camp Wellstone, citizen activism track 2006
- America Speaks table facilitator, area facilitator and floor manager training 2006

Employment and Positions Held

Community Outreach/ Facilitator Experience:

Program Coordinator, Collaborative Governance Initiative January 2008- present
Institute for Local Government

- Collect and disseminate examples of public engagement involving local governments
- Promote inclusive civic engagement and commonly accepted best practices to city and county officials in California via publications, online content, and conferences

Lead Facilitator- Muni Wireless Conference "Forum on Access" October 2007, Santa Clara, CA

Outreach and Research Consultant July 2007- January 2008

America Speaks, California *Speaks* health care reform public engagement initiative

- Identified bay area target organizations for recruiting citizens to participate in deliberative democracy in order to match turnout to regional demographics
- Recruited participants, volunteer facilitators from bay area and Fresno target organizations
- Helping organize follow up activities to leverage political support for health care reform
- Conducted study to determine best practices for including Latinos in public meetings

Community Organizer January 2007-March 2007

Oakland Community Organizations (OCO, flagship org. of the PICO national network)

- Conducted 15-20 one on one meetings per week with parents, teachers, and congregation members from 4 small public schools and one church in Oakland, CA.
- Learned PICO philosophy and leadership training methods
- Planned and facilitated parent and community organizing meetings
- Trained and motivated community leaders to conduct community issue research
- Helped organize and publicize a community action for downtown Oakland public schools

- Enjoyed working to improve public schools but agreed with director Ron Snyder that my talents/interests were better suited to non-faith based organizing

Community Organizer/ Meeting Facilitator January 2006-October 2006

America Speaks, Voices and Choices Public Engagement Initiative

- Recruited participants in Northeast Ohio to take part in Community Conversations, an online survey, and a large Regional Town Hall Meeting
- Reached over 225% of goal for recruiting community conversation participants
- Promoted to coordinate outreach efforts in 2 additional counties for a total of 4
- Coordinated fair and festival outreach for entire 16 county region.
- Facilitated close to 100 community conversations with a diverse range of participants
- Gave presentations at schools, businesses, and civic, political, and nonprofit meetings
- Wrote a series of blogs for the Voices and Choices website
- Worked as a table facilitator, area facilitator, and floor manager at large "21st Century Town Hall" meetings (including an AFSCME Union meeting with 3800 participants)
- Helped tailor written, visual and online outreach materials to boost impact and inclusiveness.

Co facilitator for round table discussion courses, Spring 1997-1999; Fall 1992

- Co facilitated neurology discussions with University of New Mexico medical students, doctors, and patients for three years using an innovative problem based learning format
- Co facilitated round table discussion class on race, class and gender issues as an undergraduate teaching assistant for first year College of Wooster students

Public Relations/ Event Planning Experience:

Director of Media Relations, House Manager/ June 2007-present

Epic Artspace, 1923 Ashby Ave., Berkeley, CA www.epicarts.org

- Generate and cultivate media contacts, write and distribute press releases, act as media liaison, research and negotiate sponsorships for events like How Berkeley Can You Be!?

Teaching Experience:

Substitute Teacher November 2005- February 2006

- Licensed in the state of Ohio for all ages, long term for grades 7-12 in Life Sciences

Adjunct Instructor January- June 2004

- The College of Wooster- Cell Biology Lab Instructor

Charles Summerell
Program Analyst
Institute for Local Government

Work Experience

INSTITUTE FOR LOCAL GOVERNMENT
Sacramento, California

3/00 – Present

- **Program Analyst:** Research, write and edit publications for the nonprofit research arm of the League of California Cities and the California State Association of Counties. Current project areas include climate change, public sector ethics and land use. Also responsible for developing content for the Institute's website (www.ca-ilg.org).

WILKE, FLEURY, GOULD HOFFELT & BIRNEY
Sacramento, California

9/99 - 3/00

- **Paralegal:** Provided litigation support and prepared filings for state regulatory agencies.

CALIFORNIA LODGING INDUSTRY ASSOCIATION
Sacramento, California

10/98 - 9/99

- **Membership Services Manager:** Answered member inquiries on legal issues pertaining to the lodging industry. Edited monthly magazine (*California Lodging*) and prepared monthly column on legal issues.

YOLO EMERGENCY COMMUNICATIONS AGENCY
Woodland, California

3/90 - 8/93

- **Administrative Assistant:** Responsible for recruitment and testing of candidates for public safety dispatcher positions.

UNITED STATES MARINE CORPS RESERVE

12/90 - 8/91

- **Platoon Commander:** Led communications unit called to active duty during Operation Desert Storm.

CHILDREN'S RESEARCH INSTITUTE OF CALIFORNIA
Sacramento, California

3/89 - 3/90

- **Project Director:** Prepared report on status of children in emergency shelter care.

UNITED STATES MARINE CORPS RESERVE

6/82 - 12/85

Platoon Commander: Led communications unit based in Southern California.

Education

Juris Doctor (6/96) and Member, California Bar (12/96)
University of the Pacific, Sacramento, McGeorge School of Law

Masters of Public Administration (8/88)
University of Southern California

Bachelor of Arts, Political Science (6/82)
McGill University, Montreal

Publications

Climate Change

Planning for Greenhouse Gas Emission Reductions (with Ken Loman), *Western City* magazine (March 2008).

Local Government Finance

Understanding the Basics of County and City Revenues, 2008. This publication provides a basic overview of the sources of county and city revenues (www.ca-ilg.org/revenueguide).

Building a Healthy Financial Foundation through Revenue Diversification, 2006. This publication provides a guide to revenue diversification strategies that contribute to local policy goals (www.ca-ilg.org/revenuediversification).

Financial Management for Elected Officials, 2005. A pamphlet that summarizes key things for elected officials to know about their agencies' financial practices (www.ca-ilg.org/financeguide).

Municipal Finance Quick Reference, 2005. A pamphlet that provides a basic overview of city revenues.

Fiscal Condition of California Cities, 2003. A report summarizing the results of a statewide survey of California cities (www.ca-ilg.org/fiscal2003).

Legal Research and Editing Projects

Ethics Publications

A Local Official's Reference on Ethics Laws (2006)

Everyday Ethics for Local Officials: Finding Your Way (2006)

Doing the Right Thing (2006)

Walking the Line: What to Do When You Suspect an Ethics Problem (2005)

Ethics Law Compliance Best Practices (2005)

The ABCs of Open Government Laws (2005)

Of Cookie Jars and Fishbowls: A Public Official's Guide to Use of Public Resources (2004)

Developing a Local Agency Ethics Code: A Process-Oriented Guide (2003)

Land Use and Housing Publications

Building Public Support for Affordable Housing: A Toolbox for California Officials (2007)

An Ounce of Prevention: Best Practices for Making Informed Land Use Decisions (2006)

Funding Open Space Acquisition Programs: A Guide for Local Agencies in California (2005)

The Planning Commissioner's Handbook (2004)

California Inclusionary Housing Reader (2003)

Jeffrey Porcar
Marketing/Program Assistant
Institute for Local Government

PROFESSIONAL EXPERIENCE

Institute for Local Government: Sacramento, CA

March 2007 – Present

Marketing/ Program Assistant

- Oversee the Institute's publications sales efforts
- Provide support to the climate change and land use programs
- Assist in strengthening development of organization's brand identity
- Provide design/ website expertise; work with the development of the new ILG website
- Coordinate the development of program promotional goods
- Develop tradeshow, seminar, and event exhibits including design of displays

California State Lottery: Sacramento, CA

September 2005 – June 2006

Gaming and Quality Management Department, Technology Services and Support Division: Quality Assurance Specialist

- Performed analyses and followed quality assurance testing models for lottery hardware including: Altura terminals, Gamepoints, LVTs, and SSTs
- Developed and updated machine specifications as new updates were released.
- Analyzed data and documentation
- Created reports for GTECH Corporation regarding bugs and revisions of software builds
- Collaborated with marketing team to develop signage and advertising on game terminals

Office of Statewide Health Planning and Development: Sacramento, CA

February 2005 – September 2005

Information Technology Services and Support Division: Technology Coordinator

- Provided on and off-site internal customer service to maintain technology equipment
- Identified, researched, and resolved software/hardware problems; provided training as needed
- Ghosting, new product testing, and engineering software
- Planned and prepared new local and statewide office locations (i.e. Los Angeles) with all technological needs
- Consulted with vendors regarding new technology products and services

Hanson Bridgett LLP: San Francisco and Sacramento, CA

August 2001 – August 2004

Information Technology Department and Marketing Department (In both San Francisco and Sacramento Offices), Head Office Services Department in Sacramento Office

- Designed seminar brochures and firm marketing materials
- Authored attorney biographies for firm marketing
- Representative for firm at seminars and expositions
- Developed conference program materials/ presentations
- Coordinated on-site conference logistics for firm speeches/presentations
- LNI (Legal Network International) technical contact
- Negotiated with print house for project bids and request for proposal
- Installation and troubleshooting software/hardware

GnazzoThill, A Professional Corporation: San Francisco, CA

May 2000 – August 2001

Office Coordinator

- Designed new firm prototype website
- Created inventory system for all firm technological equipment
- Established improved office safety standards including development of informative PowerPoint presentations
- Information Technology needs such as computer hardware and software troubleshooting

EDUCATION

California State University, Sacramento:
Bachelor of Science, Graphic Design. 2005 (Deans Honors List)

COMPUTER SOFTWARE

Adobe Acrobat	Adobe Photoshop	Apple Quicktime	Microsoft PowerPoint
Adobe Dreamweaver	Adobe Premiere	Citrix	Microsoft Word
Adobe Flash	Apple Final Cut Pro	Corel Bryce	Novell GroupWise
Adobe Illustrator	Apple iDVD	iManage (File Database)	TimeTrax
Adobe ImageReady	Apple iMovie	Microsoft Excel	TrackIT
Adobe InDesign	Apple iWork	Microsoft Outlook	QuarkXPress

STEVE SANDERS
PROGRAM DIRECTOR, LAND USE
Institute for Local Government

Professional History

Program Director, Institute for Local Government, 2007-Present

Currently directing the Institute's Land Use and Environment program. Initiated and served as the first Program Director of the Institute's new California Climate Action Network.

Principal, Strategic Consulting, 2001-2007

Provided strategic planning, policy research and development, and program coordination and evaluation services to non-profit organizations and foundations in the fields of state and local governance and fiscal policy, planning and smart growth, resource conservation and environmental quality, regional equity, environmental justice, and community and economic development. Major consulting projects included:

- Developing a strategic program assessment and recommendations for the Land Use and Housing Program of the Institute for Local Government. This assignment resulted in the initiation of two major new program areas at the Institute, on climate change, and health and the built environment.
- As part of a team assembled by PolicyLink, developing a 10-year strategic grant-making initiative for a consortium of six major California foundations, to advance fiscal and governance reform in California in order to improve state program outcomes in education, health, and environmental protection.
- A three-year project supported by The James Irvine Foundation to coordinate and provide policy support and strategic assistance to the Sustainable Communities Working Group, a collaborative of regional, statewide and national organizations working to promote sustainable and equitable development.

Other consulting clients included the Urban Land Institute, the East Bay Community Foundation, and the Funders' Network for Smart Growth and Livable Communities.

Executive Director, California Futures Network, 1998-2000

Founding Executive Director of a statewide coalition established to advance state policies to promote greater economic prosperity, social equity and environmental quality. Expanded the coalition from 32 to 80 organizations and diversified the membership to include a broader spectrum of business, labor, social equity, economic development, environmental, and agricultural interests. Initiated and organized, in coordination with the State Treasurer, a successful campaign to persuade the California Infrastructure and Economic Development Bank to adopt environmental and equity funding criteria to govern the Bank's investments. Provided policy and advocacy assistance to the Smart Growth Legislative Caucus, comprised of more than 40 legislators representing urban, suburban and rural constituencies throughout the state.

Chief of Staff, California State Assembly Member Michael Sweeney, 1994-1998

Managed and supervised a team of Capitol and district office staff, including committee consultants, legislative assistants, field representatives, clerical and administrative staff, and Assembly Fellows. Developed legislative strategy and oversaw implementation of mail, press and constituent outreach programs. Managed the legislative program, with particular emphasis on state and local government, fiscal policy, consumer protection, natural resources and the environment, and public education.

Senior Consultant, California Senate Office of Research, 1988-1994

Responsible for developing and managing legislation, assisting the Senate President Pro Tem and the Rules Committee in Senate confirmation hearings, and providing policy expertise, conducting research and publishing policy studies for the California State Senate. Areas of expertise included sustainable development, regional governance, growth management, defense conversion, economic development, planning and land use, waste management and recycling, environmental regulation, local government, transportation, air and water quality, public finance, affordable housing, agricultural land protection, and natural resource conservation.

Conceived and initiated the Senate Urban Growth Policy Project in 1988 and managed major statewide growth management and economic development legislation on behalf of members of the Senate leadership from 1988 through 1994. Conceived the Growth Management Consensus Project in 1990 and designed and implemented the project in partnership with the Center for California Studies at California State University, Sacramento. Drafted and managed major regional governance legislation for former Senator Rebecca Morgan and the Bay Vision 2020 Commission in the 1991-92 and 1993-94 legislative sessions.

Transportation Planning Manager/Associate Planner, California Department of General Services, 1980-1988

Initiated, designed and implemented a statewide program to mitigate the traffic, parking, air quality and other transportation impacts of state office projects. Prepared land use and development plans and environmental impact reports, conducted special research projects, and assisted in the implementation of state urban development projects in Sacramento, Los Angeles, San Francisco, Santa Rosa, Van Nuys, San Jose, San Diego, Redding, Oakland and Long Beach.

Assistant Planner, City of Sacramento, 1979

Prepared a model parking management/air quality ordinance adopted by the Sacramento City Council to meet the requirements of the federal Clean Air Act.

COMMUNITY LEADERSHIP EXPERIENCE

- Board of Directors of Urban Ecology
- President of the Sacramento Old City Association
- Chair of the Sacramento Transportation Coalition
- Board of Directors of the American Lung Association of Sacramento-Emigrant Trails
- Board of Directors of the Environmental Council of Sacramento (ECOS)
- Member of the Sacramento Air Quality Management District Advisory Board.

EDUCATION

Masters Program in Political Science, University of California, Davis, 1976-1978

Completed all course work with concentrations in Environmental Planning and Policy Analysis, Public Administration, and American Government.

B.A., San Jose State University, June 1975

Major in Political Science with concentrations in American Government and Environmental Studies. Minor in Asian History.

KENNETH S. LOMAN
Policy Consultant—CCAN

PROFESSIONAL EXPERIENCE

**POLICY CONSULTANT, CALIFORNIA CLIMATE ACTION NETWORK
INSTITUTE FOR LOCAL GOVERNMENT — Sacramento, CA 2007- Current**

JOB SUMMARY: Responsible for research, development, and implementation of program components, as assigned by Program Director, including Best Practices, local government recognition program, and outreach and communications. Duties also include public policy research, peer network development and other aspects of the program.

**EXECUTIVE DIRECTOR
SOUTH NATOMAS TRANSPORTATION MANAGEMENT ASSOCIATION —
Sacramento, CA
(Employer of Record: Staff Resources, Inc.) 2005-2007**

The South Natomas TMA is a non-profit working to reduce traffic congestion and improve air quality by developing and operating successful trip reduction programs promoting the use of "alternative" commute modes by the Association's members.

JOB SUMMARY: Responsible for all aspects of association management, including membership services, program development and implementation, financial management, public and governmental relations, and hiring and supervision of staff. Duties also include advising Board of Directors, facilitating regular board meetings and acting as liaison to regional partner organizations.

**INSTRUCTOR (Strategic Marketing Planning)
UC DAVIS EXTENSION — Sacramento, California, 2005 - Current**

JOB SUMMARY: Teach annual course in Strategic Marketing Planning as part of Marketing Certification program in the Extension's Business and Management Department.

**DIRECTOR OF RESEARCH
ALTOSA GROUP — Sacramento, CA, 2002-2005**

Altosa Group provides customer research, brand experience modeling, communications strategy, creative services and e-business solutions to a variety of local, regional and national companies, associations and government agencies.

JOB SUMMARY: Responsible for directing customer/constituent research efforts on behalf of clients, as well as client relations, budget and production management for assigned accounts, including business development, client needs assessment and project scope (in conjunction with design and programming staff), contract refinement and administration, and development and implementation of brand experience modeling for web and print projects;

served as primary client contact and coordinated workflow with Altosa Group production groups and subcontractors (design, HTML, programming, etc).

ACCOUNT SUPERVISOR

WIRESTONE (Previously 4TH REVOLUTION) — Sacramento, CA, 2001-2002

Wirestone/4th Revolution is a strategic Internet development and marketing communications company.

JOB SUMMARY: Responsible for client relations, budget and production management for assigned accounts, including business development, client needs assessment and project scope (in conjunction with key design and programming staff), contract refinement and administration, and development and implementation of user experience modeling for web and print projects. Served as primary client contact and coordinated workflow with production groups (design, HTML, programming, etc).

PROJECT MANAGER

STUDIO ARNO, INC. — Sacramento, CA, 2000-2001

Studio Arno, Inc. is a design and communications firm providing strategic corporate identity, branding, marketing communications and e-business solutions to a variety of local, regional and national companies and associations.

JOB SUMMARY: Responsible for client relations, budget and production management for assigned accounts, including business development, client needs assessment and project scope (in conjunction with key design and Java programming staff), contract refinement and administration, and development and implementation of user experience modeling for web and print projects. Served as primary client contact and coordinated workflow with production groups (design, HTML, programming, etc).

RESEARCH/POLICY CONSULTANT

PHIL GIARRIZZO CONSULTING — Sacramento, California, 2000

Phil Giarrizzo Consulting provides strategic consulting and communication services to political campaigns for candidates and ballot measures, grassroots lobbying and advocacy campaigns and corporate marketing campaigns.

JOB SUMMARY: Drafted communications materials; developed strategic/policy reports and recommendations; researched and analyzed district demographics and electoral history, legislative issues and opposition candidates for a variety of clients.

**DATA COLLECTION/CALL CENTER SUPERVISOR
EMH, INC. — Sacramento, California, 1996-1999**

EMH, Inc. is a market research and telemarketing firm specializing in political/public opinion data collection. EMH, Inc. also provides services in the areas of political fundraising, voter contact and business to business telemarketing.

JOB SUMMARY: One of two supervisors primarily responsible for operation of outbound call center, including hiring and supervision of over 100 telephone interviewers, project training and management, staff development and workload coordination.

CAMPAIGN COORDINATOR

VOTE YES FOR KIDS: YES ON MEASURE "V" — Woodland, California, 1995

JOB SUMMARY: Coordinated, with Campaign Committee, municipal bond campaign to benefit the Woodland Joint Unified School District. Designed and implemented targeted voter contact program, utilizing direct mail, telephone and field canvass elements.

EXECUTIVE DIRECTOR

KIDS VOTING CALIFORNIA — Sacramento, California, 1993-1994

Kids Voting California is a non-profit, non-partisan, K-12 voter education program which combines in-class curriculum activities with a mock election allowing students to accompany their parents to the polls and "vote" alongside them.

JOB SUMMARY: Managed all aspects of organization, including public relations, fund raising, hiring and supervision of staff. Advised Board of Directors, facilitated regular board meetings and acted as liaison to national office and affiliated organizations in other states.

LAW CLERK/PARALEGAL

HAUG AND ASSOCIATES (LAW OFFICES) — Sacramento, California, 1991- 1993

Researched legal precedents and drafted legal briefs and documents for court filing.

POLITICAL/RESEARCH CONSULTANT

**POLITICAL CAMPAIGNS — Los Angeles, Santa Barbara, San Francisco, and
Sacramento, California, 1987-1992**

SUMMARY: Organized and coordinated projects and events involving volunteer recruitment, public/media relations and fund raising for political campaigns for a variety of candidates and ballot measures.

RESEARCH — Sacramento, California, 1990-1991

SUMMARY: Researched Sacramento area economy and history of redevelopment for two published works: FLOOD, FIRE AND BLIGHT: A History of Redevelopment in Sacramento (archival study for Sacramento Housing and Redevelopment Agency, 1991) and Sacramento: the Heart of California: a Contemporary Portrait (Windsor Publications, Inc., 1991), both written by Richard Trainor.

EDUCATION and professional development

CALIFORNIA STATE UNIVERSITY, SACRAMENTO

Candidate for Master of Public Policy and Administration (MPPA) — *Coursework completed*

Certificate in Collaborative Governance (CSUS Center for Collaborative Policy)

UNIVERSITY OF CALIFORNIA, SANTA BARBARA
Bachelor of Arts in Political Science

UNIVERSITY OF CALIFORNIA, DAVIS
Certificate, Political Campaign Management Institute

EXHIBIT B

BUDGET DETAIL AND PAYMENT PROVISIONS

1. Invoicing and Payment

- A. For services satisfactorily rendered, and upon receipt and approval of the invoices, the State agrees to compensate the Contractor for actual expenditures incurred in accordance with the rates specified herein, which is attached hereto and made a part of this Agreement.
- B. Invoices shall include the Agreement Number and shall be submitted in triplicate not more frequently than quarterly in arrears to:

Emma Plasencia
Air Resources Board
Research Division, 5th Floor
P.O. Box 2815
Sacramento, CA 95812

- C. Contractor, upon written approval by the State's Contract Manager, may rebudget funds for a cumulative total of ten (10) percent or \$25,000 whichever is less, between the major budget categories listed in Exhibit B.
- D. Upon mutual agreement, ARB will give consideration to rebudgeting requests, however; no rebudgeting in excess of ten (10) percent and no rebudgeting of funds into the travel category may be performed without Research Division Chief approval. The total agreement cost will remain unchanged.

2. Budget Contingency Clause

- A. It is mutually agreed that if the Budget Act of the current year and/or any subsequent years covered under this Agreement does not appropriate sufficient funds for the program, this Agreement shall be of no further force and effect. In this event, the State shall have no liability to pay any funds whatsoever to Contractor or to furnish any other considerations under this Agreement and Contractor shall not be obligated to perform any provisions of this Agreement.
- B. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this program, the State shall have the option to either cancel this Agreement with no liability occurring to the State, or offer an agreement amendment to Contractor to reflect the reduced amount.

EXHIBIT B

3. **Prompt Payment Clause**

Payment will be made in accordance with, and within the time specified in, Government Code Chapter 4.5, commencing with Section 927.

Budget Submittal Form

This form is supplied for presenting budget detail to the Air Resources Board.

PLEASE TYPE OR PRINT:

Title of Proposal: Climate Change Best Practices for Communities

Total Budget Requested: \$50,000

Period Covered (months): 12 months

Institution: Institute for Local Government

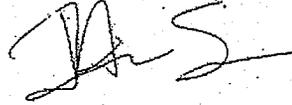
Address: 1400 K Street, Suite 301, Sacramento, CA 95814

Name of person authorized to bind this bid: JoAnne Speers

Title: Executive Director, Institute for Local Government

Phone: 916-658-8233

Signature of person authorized to bind this bid:



Budget Summary

Budget details must be supplied on pages 3-11 and on additional pages if necessary.
 Instructions and definitions of terms are provided in Attachment 1 of the Guidelines for Proposals.

NOTE: Totals in categories in this summary are automatically updated from pages 3-11 when using Excel file.

Direct Costs--Combined		Task One	Task Two	Totals
1.	Labor & Employee Fringe Benefits	\$20,718	\$16,183	\$36,901
2.	Subcontractor(s)/Consultant(s)			
3.	Equipment			
4.	Travel & Subsistence	\$1,336	\$0	\$1,336
5.	Electronic Data Processing			
6.	Photocopying & Printing			
7.	Mail, Telephone, and Fax			
8.	Materials & Supplies	\$3,069	\$2,173	\$5,242
9.	Analyses			
10.	Miscellaneous (Rent)	\$0	\$0	\$0
Total Direct Cost		\$ 25,123	\$ 18,356	\$43,479

Indirect Costs				
11.	Overhead	\$3,768	\$2,753	\$6,522
Total Indirect Cost		\$3,768	\$2,753	\$6,522

Total Direct and Indirect Cost:	\$28,891	\$21,109	\$50,000
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Budget Summary

Budget details must be supplied on pages 3-11 and on additional pages if necessary.
Instructions and definitions of terms are provided in Attachment 1 of the Guidelines for Proposals.

NOTE: Totals in categories in this summary are automatically updated from pages 3-11 when using Excel file.

Direct Costs--Task One		
1.	Labor & Employee Fringe Benefits	\$20,718
2.	Subcontractor(s)/Consultant(s)	\$0
3.	Equipment	\$0
4.	Travel & Subsistence	\$1,336
5.	Electronic Data Processing	
6.	Photocopying & Printing	
7.	Mail, Telephone, and Fax	
8.	Materials & Supplies	\$3,069
9.	Analyses	\$0
10.	Miscellaneous	
Total Direct Cost		\$25,123

Indirect Costs		
11.	Overhead (15%)	\$3,768
Total Indirect Cost		\$3,768

Total Direct and Indirect Cost:		\$28,891
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Budget Detail

I. Direct Costs

1a. Labor Charges for Universities and Other State Agencies

Note: Total Salary Requested cells automatically calculate when using Excel file

	Individual's Name	Work Title	Hourly Salary	Est. hours	% of Effort	Total Salary Requested
A.	Yvonne Hunter	Program Director	\$73.00	29.00	100.00%	\$2,117
B.	JoAnne Speers	Executive Director	\$103.00	15.00	100.00%	\$1,545
C.	Terry Amsler	Program Director	\$60.60	8.00	100.00%	\$485
D.	Steve Sanders	Program Director	\$73.00	3.00	100.00%	\$219
E.	Charles Summerell	Program Analyst	\$33.00	240.00	100.00%	\$7,920
F.	Jeffrey Porcar	Marketing/Program Assistant	\$23.00	25.00	100.00%	\$575
G.	Ken Loman	Program Director	\$65.00	40.00	100.00%	\$2,600
H.						
				Total Hours	360.00	

(use additional page if necessary)

20717

Subtotal: \$15,461

Cost justifications. Describe exactly why each individual listed in the Budget Detail is needed in this project (i.e., their role in the project), why this particular person was chosen for this role, and why their proposed level of effort is necessary. Describe, for each position listed, why the specified rate is reasonable or competitive. (Use additional page if necessary).

- A. Executive Director JoAnne Speers will consult with the program director Yvonne Hunter on overall project direction and work product.
- B. Program Director Yvonne Hunter will provide extensive subject matter expertise, program direction and engage in outreach to local officials and ARB staff.
- C. Program Manager Ken Loman will work on issues under the contract requiring more specialized expertise and assist with outreach to local officials and ARB staff.
- D. Program Analyst Charles Summerell will provide wide-ranging research assistance to identify resources to assist local officials on the four climate change areas that are the subject of the scope of work; he also is an expert in posting to the Institute's website.
- E. Administrative Assistant Jeff Porcar will provide administrative support to the effort, including webpage uploading and formatting, scheduling meetings and conference calls and other administrative support.

1b. Fringe Benefits

Note: COST cells automatically calculate when using Excel file.

	Individual's Name	BASE (\$)	RATE (%)	COST
A.	Yvonne Hunter	\$2,117.00	34.00%	\$720
B.	JoAnne Speers	\$1,545.00	34.00%	\$525
C.	Terry Amsler	\$485.00	34.00%	\$165
D.	Steve Sanders	\$219.00	34.00%	\$74
E.	Charles Summerell	\$7,920.00	34.00%	\$2,693
F.	Jeffrey Porcar	\$575.00	34.00%	\$196
G.	Ken Loman	\$2,600.00	34.00%	\$884
H.				
I.				\$0

(use additional page if necessary)

Subtotal: \$5,257

Cost justifications. Provide the Basis for the Fringe Benefit Rates. (Use additional page if necessary).

The general rate at which benefits are calculated are 34% of base salary. This includes payroll taxes (FICA and Medicare), a portion of health and dental insurance costs for the employee and family, life insurance, long term disability insurance, short-term disability insurance, parking, workers compensation insurance, a \$100 optional benefit (which can be used for health costs not covered by insurance or to participate in a 457 plan) and participation in PERS (both the employee and employer contribution).

2. Subcontractors & Consultants

List all subcontractors and consultants. Also submit separate Budget Submittal Form for each subcontractor and consultant.

	Subcontractor or consultant	Cost
A.		
B.		
C.		
D.		

(use additional page if necessary)

Subtotal: \$0

Cost justifications. Describe exactly why each subcontractor is needed in this project (i.e., their role in the project). Describe, for each subcontractor, why the specified rate is reasonable or competitive. (Use additional page if necessary).

3. Equipment (Itemize)

	Item	Cost
A.		
B.		
C.		
D.		

Subtotal: \$0

Cost justifications. Describe exactly why each listed equipment item is needed in this project, and why the cost is reasonable. (Use additional page if necessary). (Refer to Exhibit E, page 19)

4. Travel and Subsistence (Itemize). Use State Rates (Appendix IV). NO FOREIGN TRAVEL ALLOWED.

	Description	Cost
A.	Air transportation	\$1,000
B.	Ground transportation	\$336
C.	Per diem or subsistence	
D.	Other (Lodging & Parking)	

Subtotal: \$1,336

Cost justifications. Describe the purpose and duration of each trip and explain why the travel is necessary. (Use additional page if necessary).

Travel is estimated to include two trips to southern California (\$500 each), plus two trips to the SF bay area (\$336).

5. Electronic Data Processing (Itemize)

	Description	Cost
A.		
B.		
C.		
D.		

Subtotal: \$0

Cost justifications. Explain the need for the expenditure and the basis for the costs. (Use additional page if necessary).

6. Photocopying & Printing (Itemize)

Description of product	Cost
A.	
B.	

Subtotal: \$0

Cost justifications. Explain the need for the expenditure and the basis for the costs. (Use additional page if necessary).

7. Mail, Telephone & Fax (Itemize)

Item	Cost
A.	
B.	
C.	

Subtotal: \$0

Cost justifications. Explain the need for the expenditure and the basis for the costs. (Use additional page if necessary).

8. Materials & Supplies (Itemize)

Item	Cost
A.	
B.	
C.	

Subtotal: \$3,069

Cost justifications. Describe exactly why each item listed above is needed in this project. Explain why the proposed cost is reasonable. (Use additional page if necessary).

Items 5-8 on both budgets are combined to reflect that the League of California Cities provides these services on an aggregate basis for an aggregate fee of \$11,863 charged per FTE. This contract contemplates 0.13 FTE.

9. Analyses (Itemize)

Description	Cost
A.	
B.	
C.	

Subtotal: \$0

Cost justifications. Describe the purpose of each different analysis and explain why it is needed in this project. Explain why the proposed rate is reasonable. (Use additional page if necessary).

10. Miscellaneous (Itemize)

Item	Cost
A.	
B.	
C.	
D.	

Subtotal: \$0

Cost justifications. Justify all costs not included in the categories above. Explain the need for the expenditure and the basis for the costs. (Use additional page if necessary).

Total Direct Costs (add subtotals for categories 1-10): \$25,123

II. Indirect Costs

11. Overhead and Other Indirect Costs

	Base (Salaries, total direct costs, etc.) (\$)	Rate (%)	Cost
A.	\$25,122.00	15.00%	\$3,768
B.			
C.			\$0

Subtotal:	\$3,768
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Total Indirect Cost:	\$3,768
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Total Project Cost:	\$28,891
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Budget Summary

Budget details must be supplied on pages 3-11 and on additional pages if necessary.
Instructions and definitions of terms are provided in Attachment 1 of the Guidelines for Proposals.

NOTE: Totals in categories in this summary are automatically updated from pages 3-11 when using Excel file.

Direct Costs--Task Two

1.	Labor & Employee Fringe Benefits	\$16,183
2.	Subcontractor(s)/Consultant(s)	\$0
3.	Equipment	\$0
4.	Travel & Subsistence	\$0
5.	Electronic Data Processing	
6.	Photocopying & Printing	
7.	Mail, Telephone, and Fax	
8.	Materials & Supplies and Rent	\$2,173
9.	Analyses	\$0
10.	Miscellaneous (Rent)	
Total Direct Cost		\$18,356

Indirect Costs

11.	Overhead (15%)	\$2,753
Total Indirect Cost		\$2,753

Total Direct and Indirect Cost:

\$21,109

I. Direct Costs

1a. Labor Charges for Universities and Other State Agencies

Note: Total Salary Requested cells automatically calculate when using Excel file.

	Individual's Name	Work Title	Mo. Salary	Est. Hours	% of Effort or % of Salary	Total Salary Requested
A.	Yvonne Hunter	Program Director	\$73.00	45.40	100.00%	\$3,314
B.	JoAnne Speers	Executive Director	\$103.00	10.00	100.00%	\$1,030
C.	Terry Amsler	Program Director	\$60.60	18.00	100.00%	\$1,091
D.	Steve Sanders	Program Director	\$73.00	0.00	100.00%	\$0
E.	Charles Summerell	Program Analyst	\$33.00	40.00	100.00%	\$1,320
F.	Jeffrey Porcar	Marketing/Program Assistant	\$23.00	90.10	100.00%	\$2,072
G.	Ken Loman	Program Director	\$65.00	50.00	100.00%	\$3,250
H.						\$0
I.						\$0

(use additional page if necessary)

Subtotal:	\$12,077
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Cost justifications. Describe exactly why each individual listed in the Budget Detail is needed in this project (i.e., their role in the project), why this particular person was chosen for this role, and why their proposed level of effort is necessary. Describe, for each position listed, why the specified rate is reasonable or competitive. (Use additional page if necessary).

For detailed information about ILG personnel who will be participating in the project, please see the SOW narrative, which includes a short bio-sketch of each individual, plus a resume.

1b. Fringe Benefits

Note: COST cells automatically calculate when using Excel file.

	Individual's Name	BASE (\$)	RATE (%)	COST
A.	Yvonne Hunter	\$3,314	34.00%	\$1,127
B.	JoAnne Speers	\$1,030	34.00%	\$350
C.	Terry Amsler	\$1,091	34.00%	\$371
D.	Steve Sanders	\$0	34.00%	\$0
E.	Charles Summerfell	\$1,320	34.00%	\$449
F.	Jeffrey Porcar	\$2,072	34.00%	\$704
G.	Ken Loman	\$3,250	34.00%	\$1,105
H.				\$0
I.				\$0

(use additional page if necessary)

Subtotal: \$4,106

Cost justifications. Provide the Basis for the Fringe Benefit Rates. (Use additional page if necessary).

The general rate at which benefits are calculated are 34% of base salary. This includes payroll taxes (FICA and Medicare), a portion of health and dental insurance costs for the employee and family, life insurance, long term disability insurance, short-term disability insurance, parking, workers compensation insurance, a \$100 optional benefit (which can be used for health costs not covered by insurance or to participate in a 457 plan) and participation in PERS (both the employee and employer contribution).

2. Subcontractors & Consultants

List all subcontractors and consultants. Also submit separate Budget Submittal Form for each subcontractor and consultant.

	Subcontractor or consultant	Cost
A.		
B.		
C.		
D.		

(use additional page if necessary)

Subtotal: \$0

Cost justifications. Describe exactly why each subcontractor is needed in this project (i.e., their role in the project). Describe, for each subcontractor, why the specified rate is reasonable or competitive. (Use additional page if necessary).

3. Equipment (Itemize)

	Item	Cost
A.		
B.		
C.		
D.		

Subtotal: \$0

Cost justifications. Describe exactly why each listed equipment item is needed in this project, and why the cost is reasonable. (Use additional page if necessary). (Refer to Exhibit E, page 19)

4. Travel and Subsistence (Itemize). Use State Rates (Appendix IV). NO FOREIGN TRAVEL ALLOWED.

	Description	Cost
A.	Air transportation	
B.	Ground transportation	
C.	Per diem or subsistence	
D.	Other (Lodging & Parking)	

Subtotal: \$0

Cost justifications. Describe the purpose and duration of each trip and explain why the travel is necessary. (Use additional page if necessary).

5. Electronic Data Processing (Itemize)

	Description	Cost
A.		
B.		
C.		
D.		

Subtotal: \$0

Cost justifications. Explain the need for the expenditure and the basis for the costs. (Use additional page if necessary).

6. Photocopying & Printing (Itemize)

Description of product	Cost
A.	
B.	

Subtotal: \$0

Cost justifications. Explain the need for the expenditure and the basis for the costs. (Use additional page if necessary).

7. Mail, Telephone & Fax (Itemize)

Item	Cost
A.	
B.	
C.	

Subtotal: \$0

Cost justifications. Explain the need for the expenditure and the basis for the costs. (Use additional page if necessary).

8. Materials & Supplies (Itemize)

Item	Cost
A.	
B.	

Subtotal: \$2,173

Cost justifications. Describe exactly why each item listed above is needed in this project. Explain why the proposed cost is reasonable. (Use additional page if necessary).

Items 5-8 on both budgets are combined to reflect that the League of California Cities provides these services on an aggregate basis for an aggregate fee of \$11,863 charged per FTE. This contract contemplates 0.13 FTE.

9. Analyses (Itemize)

Description	Cost
A.	
B.	
C.	

Subtotal:	\$0
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Cost justifications. Describe the purpose of each different analysis and explain why it is needed in this project. Explain why the proposed rate is reasonable. (Use additional page if necessary).

10. Miscellaneous (Itemize)

Item	Cost
A.	
B.	
C.	
D.	

Subtotal:	\$0
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Cost justifications. Justify all costs not included in the categories above. Explain the need for the expenditure and the basis for the costs. (Use additional page if necessary).

Total Direct Costs (add subtotals for categories 1-10):	\$18,356
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II. Indirect Costs

11. Overhead and Other Indirect Costs

	Base (Salaries, total direct costs, etc.) (\$)	Rate (%)	Cost
A.	\$18,356.00	15.00%	\$2,753
B.			\$0
C.			\$0

Subtotal: \$2,753

Total Indirect Cost: \$2,753

Total Project Cost: \$21,110

EXHIBIT D

SPECIAL TERMS AND CONDITIONS

1. Excise Tax

The State of California is exempt from federal excise taxes, and no payment will be made for any taxes levied on employees' wages. The State will pay for any applicable State of California or local sales or use taxes on the services rendered or equipment or parts supplied pursuant to this Agreement. California may pay any applicable sales and use tax imposed by another state.

2. Settlement of Disputes

- A. In the event of a dispute, Contractor shall file a "Notice of Dispute" with Air Resources Board within ten (10) days of discovery of the problem. Within ten (10) days, the Air Resources Board shall meet with the Contractor and Project Manager for purposes of resolving the dispute.
- B. Any dispute concerning a question of fact arising under the terms of this Agreement which is not disposed of within a reasonable period of time by Contractor and State employees normally responsible for the administration of this Agreement shall be brought to the attention of the Executive Officer or designated representative of each organization for resolution. The decision of the State Executive Officer or designated representative shall be final.
- C. In the event of a dispute, the language contained within this Agreement shall prevail over any other language including that of the bid proposal.
- D. The existence of a dispute not fully resolved shall not delay Contractor to continue with the responsibilities under this Agreement which are not affected by the dispute.

3. Potential Subcontractors

Nothing contained in this Agreement or otherwise, shall create any contractual relation between the State and any subcontractors, and no subcontract shall relieve the Contractor of his responsibilities and obligations hereunder. The Contractor agrees to be as fully responsible to the State for the acts and omissions of its subcontractors and of persons either directly or indirectly employed by any of them as it is for the acts and omissions of persons directly employed by the Contractor. The Contractor's obligation to pay its subcontractors is an independent obligation from the State's obligation to make payments to the Contractor. As a result, the State shall have no obligation to pay or to enforce the payment of any moneys to any subcontractor.

Contractor shall not subcontract any services under this Agreement without prior approval of the State.

EXHIBIT D

4. Stop Work Order

State reserves the right to issue an order to stop work in the event that a dispute should arise, or in the event that State gives Contractor a notice that the Agreement will be terminated. The stop-work order will be in effect until the dispute has been resolved or the Agreement has been terminated.

5. Termination

- A. In addition to the rights under Exhibit C of the Standard Agreement, State reserves the right to terminate this Agreement at its sole discretion at any time upon thirty (30) days prior written notice to Contractor.
- B. In the case of early termination, Contractor shall submit an invoice in triplicate and a report in triplicate covering services to termination date, following the invoice and progress report requirements of this Agreement. A copy and description of any data collected up to termination date shall also be provided to State.
- C. Upon receipt of the invoice, progress report, and data, a final payment will be made to Contractor. This payment shall be for all State-approved, actually-incurred costs that in the opinion of State are justified, and shall include labor, and materials purchased or utilized (including all non-cancellable commitments) to termination date, and pro rata indirect costs as specified in the proposal budget.

6. Amendments

ARB reserves the right to amend this agreement for additional time and/or additional funding.

EXHIBIT E

ADDITIONAL PROVISIONS

1. Travel & Per Diem

- A. Any reimbursement for necessary travel and per diem shall be at rates not to exceed those amounts paid to State of California employees or verification supplied that indicates such rates are not available to Contractor.
- B. No travel outside the State of California shall be reimbursed unless prior written authorization is obtained from State.

5. Meetings

- A. Initial meeting. Before work on the contract begins, Contractor will meet with the State's Contract Manager and other staff to discuss the overall plan, details of performing the tasks, the project schedule, items related to personnel or changes in personnel, and any issues that may need to be resolved before work can begin.
- B. Progress review meetings. Contractor and appropriate members of his or her staff will meet with the State's Contract Manager at monthly intervals to discuss the progress of the project. This meeting may be conducted by phone, if appropriate.

6. Priority Hiring Considerations

Contractor shall give priority consideration in filling vacancies in positions funded by this Agreement to qualified recipients of aid under Welfare and Institutions Code Section 11200.

7. Copyrightable Materials

Both parties agree to the following with respect to rights in data and copyrights under this Agreement:

- A. The term "Subject Data" shall mean all original and raw research data, notes, computer programs, writings, sound recordings, pictorial reproductions, drawings or other graphical representations, and works of any similar nature, produced by Contractor in performance of this Agreement, but specifically excluding "Reports," as defined in this Agreement. Subject Data also excludes financial reports, cost analyses, and similar information incidental to contract administration.

- C. Ownership of all Subject Data and copyrights arising from Subject Data shall be vested in Contractor while ownership of all Reports and copyrights arising from the Reports delivered under this Agreement shall be vested in ARB. Contractor agrees to make available to the public for public benefit, to the extent the Contractor shall have the legal right to do so, without license or fee, any scholarly articles which are published from the Subject Data.
- D. Nothing in this exhibit or Agreement shall be construed to limit the right of Contractor to publish the Subject Data in the form of scholarly articles in academic journals nor to affect, abrogate or limit the right of Contractor to make use of the Subject Data.

8. **Confidentiality**

- A. It is understood that in the course of carrying out this Agreement, State may wish to provide Contractor with proprietary or confidential information of State (Proprietary Information). Contractor agrees to use its best efforts to hold proprietary information in confidence and shall return it to State upon the completion of the project.
- B. This obligation shall apply only to proprietary information that is designated or identified as such in writing by State prior to the disclosure thereof. All proprietary information shall be sent only to the Principal Investigator. Moreover, this obligation shall not apply to any proprietary information which: a) is or becomes publicly known through no wrongful or negligent act on the part of Contractor; b) is already known to Contractor at the time of disclosure; c) independently developed by Contractor without breach of this agreement; or d) is generally disclosed to third parties by State without similar restrictions on such third parties.