

**DATE:** January 18, 2018

**TO:** WCA Governing Board

**FROM:** Debbie Enos, Deputy Executive Officer

**THROUGH:** Mark Stanley, Executive Officer

**SUBJECT:** Item 14: Consideration of a resolution to award a professional services contract with Larry E. Smith , dba Atlas Green Works, to implement WCA funded projects.

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**RECOMMENDATION:** That the Watershed Conservation Authority Governing Board award a professional services contract to Larry E. Smith, dba Atlas Green Works, to implement WCA funded projects.

**BACKGROUND:** Since 2010, when WCA became an employer entity, staffing and capacity building for the agency has been accomplished several ways from the hiring of full-time employees, project hire, professional service consultants, volunteers, work-force investment personnel on loan, shared resources and the establishment of an on-call master agreement for construction management and specialty services for specific skills and/or delivery expertise. These various capacity filling methods has allowed the WCA flexibility to meet its project and program commitments, as well as, work within limited project and operational budget constraints.

During the last year, the WCA has experienced the loss of three key full-time staff members with two of the three positions having been filled with full-time, qualified and skilled yet entry level candidates than the positions vacated. Since February 2017, the open Sr. Project Manager PMIII role has remained unfilled due in part to a growing economy and a competitive job market. As well as, the challenge encountered over the past year of attracting senior level candidates willing and/or able to accept a position within our current salary and benefit structure.

WCA, now at a critical staff capacity moment, with several high-profile projects heading into the field this Spring and a major planning efforts is being drafted and finalized there is a pressing need for an experienced watershed management focused professional to augment current staff. Having already explored capacity building through selected firms within the Master Agreement pool and discovering general unavailability to support our needs staff sought other capacity building opportunities, Staff engaged in direct recruiting, job announcement blasts and sharing of job opening across a variety platforms through our CBO partners. Through these efforts, the Executive Officer of Long Beach Conservation Corps highly recommended the independent consulting services of Mr. Larry Smith, sole proprietor of Atlas Green Works.

While recruitment activities continued, staff reached out to Mr. Smith and over the course of two months and several conversations regarding our projects, his experience and our short and long-term needs Mr. Smith offered his services as a consultant. Mr. Smith's varied experience brings

together several specialty skill sets that would expand staff capacity in areas that have on occasion been filled by a variety of specialty consultants through the Master Agreement. Mr. Smith, possesses senior level and/or skilled expertise in a wide array of areas including project and construction management, cost-estimating, regional and site level planning and master planning, design, landscape architecture, non-profit management and administration, grant writing, funding development, and strategic planning. (Exhibit A – Consultant Experience). Additionally, as sole proprietor consultant his fee schedule is more beneficially competitive than larger firms with higher overhead and administrative structures and decreases as contracted services increases (Exhibit B: Fee Schedule Matrix and Exhibit C: Sliding Scale Fee Schedule)

Services to be rendered will support what are often complex development and implementation public park and open space projects that would benefit greatly from a senior level consultant. The following is a partial list of the WCA funded projects and planning efforts transitioning to implementation over the next several years:

- Azusa River Wilderness Park – Park Amenities Construction
- Duck Farm –Phase 1A - Step 2 – Park Amenities Construction
- South Gate Parque Dos Rios – Construction
- Oaks Picnic Area – East Fork Maintenance Project – Stair Access Improvements
- Walnut Creek – Trail Construction and Area Development
- Gateway Cities and Rivers Urban Greening Plan – Project Support

Contracted services will be managed through issuance of work orders for level of effort and specific task deliverables based on project needs and available funding utilizing the approved fee schedule. Payments to Consultant will only be made for work satisfactory provided and approved by the WCA.

**FISCAL INFORMATION:** No fiscal impact as all work will be from funded or budget approved line items. Consultant work will be paid based on the approved fee schedule (Exhibit C) for work estimated to average between 20 to 30 hours per week and may increase at periods. Budgetary funds from Personnel, specifically the budgetary line item for PM III personnel, will be used for professional services provided by Mr. Smith. The use of professional services is anticipated through the completion of the projects outlined above or until deemed unfavorable to project management. The PM III line item in FY 17-18 is \$88,844.

The consultant role will be limited to funded project deliverables with any future work to be included as a separate budget line item presented to the WCA Governing Board as part of the annual fiscal year operating and capital budget. Approved budget limit does not guarantee a minimum level of payment or funding as part of the independent contractor agreement.

## Exhibit A – Consultant Professional Background and Experience

### Larry E. Smith

#### SUMMARY

**For over 30 years, I have worked with a diverse array of stakeholders to provide sustainable project development and management services in Southern California, California and the U.S.** I have been and remain dedicated to the highest level of sustainable land stewardship possible based on the best management practices available. This has included restoring nature's services in our urban and agrarian ecosystems. My core belief is that sustainable ecosystem management is only possible when the owners of the land – both public and private – become true stewardship partners. In practice this requires team building, developing consensus across a widely diverse group of stakeholders, and extremely proactive community outreach.

**STRATEGIC PLANNING** – As Executive Director of North East Trees, a Los Angeles based 501c-3 environmental non-profit, facilitated a strategic planning process 2004-2005. Result was a new mission statement. Subsequent planning led to the development of three (3) new Programs (bulleted below) covering nearly 25-years experience establishing and managing programs.

- **Western Regional Municipal Market Manager for Davey Resource Group (1995-2000)**, developed their Western Region Urban Forestry Consulting Services Program
- **Executive Director of North East Trees (2004-2009)**, developed their first full time Youth Environmental Stewardship (YES) Program in 2005, and the “Creating Community One Tree at a Time” and “Green Way LA” Programs in 2007. This latter Program focused on developing storm water management infrastructure in existing urban neighborhoods.
- **Community Development Director, LA Conservation Corps (2015-2017)**, established the [San Fernando] Valley Program Office

**EXECUTIVE MANAGEMENT** – As Executive Director of North East Trees 2004-2009, responsibilities included putting together a strong professional senior management team, developing contract administration and project management protocols, developing employee review and evaluation procedures, and creating organization structure and communication protocols to carry out our Mission and Programs.

**FINANCIAL MANAGEMENT** – As Executive Director of North East Trees 2004-2009, established financial planning and management protocols and tools for budgeting, cash flow management, accounts payable and accounts receivable best management practices. Diversified revenue from 100% government grant based to 75%/25% government grant/private funding based. Increased revenue 300% from \$800,000 to \$2.4 million per annum.

**ENVIRONMENTAL, URBAN AND TRANSPORTATION PLANNING, URBAN DESIGN, LANDSCAPE DESIGN** – Approx. 30-years experience in these areas. Highlights include:

- **Senior Urban Designer, Daniel, Mann, Johnson & Mendenhall (DMJM/AECOM) – Los Angeles CA – 1989-1993** - Provided project management services for large scale urban design and landscape construction related to public works transportation system projects, including the 23-mile Los Angeles to Long Beach Blue Line Light Rail Landscape Design & Construction Project;

Long Beach Anaheim Street Electric Trolley Bus (ETB) Urban Design Prototype Plan & Construction Documents; the Greater Los Angeles Electric Trolley Bus (ETB) 184 Mile Environmental Assessment Project, and the North Hollywood Revitalization Project

- **Western Region Municipal Market Manager, Davey Resource Group (1995–2000), Los Angeles, CA** - Managed the development of the Lake Forest Urban Forest Inventory & Master Plan; the Los Angeles Sustainable Community Forest Ecosystem Vision Workshop Process.
- **Principal, L. E. Smith Consulting (2000 – 2004), Lake Balboa, CA** - Developed the Honolulu Tropical Urban Forestry Phase II Master Plan
- **Community Development Director, Los Angeles Conservation Corps & Principal, Atlas Green Works 2014-2017** – Facilitated and management the LA River Veteran Tribute Park Concept Plan; and was Project Manager and Author of San Pedro Urban Greening Implementation Plan

**PROJECT & CONSTRUCTION MANAGEMENT** – Approximately 30-years experience with project and construction management of public works and parks design-build and construction projects.

Highlights include:

- **Community Development Director, LA Conservation Corps**, was construction manager for the \$3.4 million Laurel Canyon Blvd. Green Street Project 2015-2017
- **Principal of Atlas Green Works**, was project manager for completion of the \$3 million Phase I Compton Creek Natural Park Project 2012-2013
- **While Western Region Municipal Market Manager, Davey Resource Group (1995-2000)**, was project manager for: 1) City of Los Angeles Street Tree Inventory (\$550,000); 2) Long Beach Street Tree & Infrastructure Inventory and Analysis Project (\$250,000); 3) Honolulu Street Tree Inventory Project (\$250,000)
- **Senior Urban Designer, DMJM/AECOM 1989-1993**, was construction manager for Long Beach portion of Los Angeles-Long Beach Blue Line Landscape Construction Project, including Artesia, Del Amo, Wardlow & Willow Park & Ride Stations and 3.2-mile Long Beach Blvd. Streetscape construction design build projects

**COMMUNITY DEVELOPMENT & COMMUNITY OUTREACH** – Approximately 25-years experience with community outreach, community-based planning, and community development associated with environmental and urban planning & design projects. Highlights include:

- **Senior Urban Designer, DMJM/AECOM 1989-1993**, represented urban design team in numerous Long Beach stakeholder meetings from 1991-1993 during planning and design for the Long Beach portion of the Greater Los Angeles Electric Trolley Bus (ETB) Project; and facilitated numerous community stakeholder meetings during the development of the North Hollywood Revitalization Plan (Pro Bono)
- **Western Region Municipal Market Manager, Davey Resource Group (1995-2000), and as Chair of Los Angeles Community Forest Advisory Committee, CFAC, (1996-1998)**, presided over monthly CFAC Meetings, provided reports at numerous Los Angeles Board of Public Works Meetings, and facilitated the development of language for the General Plan Public Infrastructure Chapter
- **Community Development Director, LA Conservation Corps (2013-2017)**, facilitated the community-based planning process for the Los Angeles River Veteran Tribute Park Concept Plan Development, and the San Pedro Urban Greening Implementation Plan projects

**BUSINESS DEVELOPMENT, FUNDRAISING** – Approximately 30 years experience developing funding for environmental improvement, community benefit and public works construction projects. Highlights for

the past 15 years only include:

- **Community Development Director, LA Conservation Corps (2013-2017)**, prepared successful State Grant application of \$1.5 million for San Pedro Urban Forest Ecosystem Restoration Project; prepared successful Harbor Community Benefit Foundation (HCBF) application for \$75,000; facilitated additional \$1.4 million for Laurel Canyon Blvd. Green Street Project; facilitated additional \$1 million of grant funding needed to complete Compton Creek Natural Park Phase I; prepared successful grant applications for Debs Park (EEMP = \$300,000), BP/AQMD Reforestation Project (\$300,000), LA River Veteran Tribute Project (JIB Fund Community Building Initiative = \$130,000), Del Amo Park Implementation Plan (Shell = \$150,000)
- **Executive Director, North East Trees (2004-2009)**, acquired foundation and corporate funding for Program Development, including: \$250,000 Taper Foundation, \$250,000 Absolute Vodka for “Green Way LA” Program; prepared successful grant applications for program development and projects, including: \$1.2 million (State Resources Agency) for City of Glendale LA River Parkway Phase I; \$550,000 (US DOE & DOJ) for development and delivery of Youth Environmental Stewards (YES) Program

**URBAN FORESTRY & ARBORICULTURE** – Approximately 30-years experience within the urban forestry and arboriculture profession and community in the areas of strategic planning, program and project development, project management and education. Highlights include:

- **While Senior Urban Designer with DMJM (1989-2003)** - founding member of Los Angeles Urban Forest Task Force and author of final report recommending creation of Los Angeles Community Forest Advisory Committee (CFAC); project manager for Lankershim Blvd. Tree Planting Project, North Hollywood; responsible for procurement of specimen size trees for 3.2 mile Long Beach Blvd. Blue Line Streetscape Project
- **While Western Municipal Market Manager, Davey Resource Group (1995-2000)** – Chair of LA CFAC; developed funding for and managed municipal urban forestry projects in Western US Cities, including Los Angeles Street Tree Inventory, Long Beach Street Tree & Infrastructure Inventory & Analysis, and Honolulu Street Tree Inventory
- **As Principal, L. E. Smith Consulting (2000 – 2004), Lake Balboa, CA** - Developed the Honolulu Tropical Urban Forestry Phase II Master Plan

*Education Certificate Landscape Architecture, UCLA (1994)*

*Master’s Study Forest Ecology, Univ. Washington (1978-1980)*

*BA Geography – Ecosystems Analysis, UCLA (1978)*

*Registration Certified Arborist #WC-5096A, Since 1997*

**Exhibit B – Fee Schedule Comparison**

<b>CONSULTANT/FIRM</b>	<b>CLASSIFICATION</b>	<b>HOURLY FEE</b>	
Larry E. Smith, dba Atlas Green Works	Senior Pm/CM	\$71.00	\$95.00
<b>MASTER AGREEMENT FEE SCHEDULES</b>			
<b>CONSULTANT/FIRM</b>	<b>CLASSIFICATION</b>	<b>LOW</b>	<b>HIGH</b>
B&E Engineers	Project Coordinator	\$116.00	
	Project Engineer	\$150.00	
Blue Green Cons	Landscape Architect	\$165.00	
Gateway Science & Engineering	Construction Manager	\$117.00	\$122.00
	Project Manager	\$117.00	\$122.00
	Sr. Construction Manager	\$128.00	\$133.00
	Sr. Project Manager	\$128.00	\$133.00
Harris & Associates	Construction Manager	\$125.00	\$220.00
	Project Manager	\$150.00	\$270.00
Tetra Tech	Construction Manager 1	\$145.00	
	Construction Manager 2	\$180.00	
	Project Manager 1	\$195.00	
	Project Manager 2	\$207.00	
Willdan Engineering	Construction Manager Project Manager	\$180.00	
	Labor Compliance Manager	\$120.00	
	Labor Compliance Specialist	\$95.00	

## **Exhibit C – Consultant Proposed Fee Schedule**

### **FEE SCHEDULE**

The following is a sliding scale fee schedule with discounts based on the cumulative hours contracted and invoiced for up to a 12-month period:

First 640 hours = \$95 per hour  
641-960 hours = \$86 per hour (10% reduction)  
961-1440 hours = \$76 per hour (20% reduction)  
>1440 hours = \$71 per hour (25% reduction)

These rates are valid through end of calendar year 2019 and covers any scope of work in the following areas:

1. Environmental Planning, Urban Design, Landscape Design
2. Program Development & Management
3. Project & Construction Management
4. Community Development/Outreach

Maximum \$71 per hour fee for work in the following non-project related areas:

1. Strategic Planning
2. Grant Writing

### **TERMS**

It is understood that hours will be invoiced monthly as percent complete as approved by the WCA for contracted scope of work deliverables.

Payment Net 30 days.

January 18, 2018 - Item 14

**RESOLUTION 2018-04**

**RESOLUTION OF THE WATERSHED CONSERVATION AUTHORITY TO AUTHORIZE  
A CONTRACT WITH LARRY E. SMITH, DBA ATLAS GREEN WORKS, TO IMPLEMENT  
WATERSHED CONSERVATION AUTHORITY FUNDED PROJECTS.**

**WHEREAS**, the Watershed Conservation Authority (WCA) has been established as a joint powers agency between the Rivers and Mountains Conservancy and the Los Angeles County Flood Control District; and

**WHEREAS**, the Watershed Conservation Authority (WCA) has further been established to focus on projects which will provide open space, habitat restoration, and watershed improvement projects in both the San Gabriel and Lower Los Angeles Rivers watershed; and

**WHEREAS**, this action will award a professional services contract to Larry E. Smith, dba Atlas Green Works, to implement Watershed Conservation Authority funded projects; and

**WHEREAS**, the proposed action is exempt from the provisions of the California Environmental Quality Act (CEQA); NOW

*Therefore be it resolved that the WCA hereby:*

1. **FINDS** that this action is consistent with the purposes and objectives of the WCA.
2. **FINDS** that the actions contemplated by this resolution are exempt from the environmental impact report requirements of the California Environmental Quality Act (CEQA).
3. **ADOPTS** the staff report dated January 18, 2018.
4. **AWARDS** a professional services contract to Larry E. Smith, dba Atlas Green Works, to implement Watershed Conservation Authority funded projects.

*~ End of Resolution ~*

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Resolution 2018-04

Motion: \_\_\_\_\_ Second: \_\_\_\_\_

Ayes: \_\_\_\_\_ Nays: \_\_\_\_\_ Abstentions: \_\_\_\_\_

Passed and Adopted by the Board of the  
**WATERSHED CONSERVATION AUTHORITY**  
On January 18, 2018

\_\_\_\_\_  
M. Janet Chin, Governing Board Chair

ATTEST: \_\_\_\_\_  
David Edsall  
Deputy Attorney General