



*Delivering Results for
Affordable Housing.*

Florida Housing Coalition

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TO: | **City of Pensacola**
Marcie Whitaker, Housing Administrator
420 W. Chase St.
Pensacola, FL 32502
Office: 850-858-0323
Email: mwhitaker@cityofpensacola.com

FROM: | **Florida Housing Coalition**
Jaimie Ross, President & CEO
1367 E Lafayette Street, Suite C
Tallahassee, FL 32301
Mobile : 850.212.0587
Email: ross@flhousing.org

RE: | **City of Pensacola Housing Task Force**

DATE: | September 23, 2019

Ms. Whitaker:

The Florida Housing Coalition (the Coalition) is pleased to submit this proposal to the City of Pensacola (Client) to serve as the technical consultant to the City as it forms a Housing Task Force to conduct a citywide housing needs assessment and formulate a comprehensive approach to address those needs.

The Coalition is a statewide nonprofit with over 30 years of experience. We are recognized as Florida's foremost authority on affordable housing training and technical assistance, serving as the state of Florida's sole source provider of training and technical assistance under the Catalyst Program at FHFC and sole source provider under the homeless training program at DEO. We also provide consulting services to local governments in the areas of ending homelessness, affordable housing development and preservation, nonprofit development and capacity building, community land trusts, and Consolidated Planning and fair housing planning for HUD entitlement jurisdictions.

The Coalition's approach to this project involves utilizing our team of experts that have vast experience ensuring that persons from all backgrounds - ranging from persons experiencing homeless to those in need of moderate-income workforce housing, have access to quality housing. Our professional staff is comprised of experts in growth management, land use laws, housing laws and policies, affordable housing development and finance, fair housing, and homelessness.

The Coalition team is committed to completing top quality deliverables on time and on budget. The Coalition is highly respected in the affordable housing field and we pride ourselves on having never missed a project deadline. We have deep experience completing the proposed deliverables and have a long and successful history of partnering with local government partners to develop effective, meaningful, and evidence-based housing tools.

We are excited to be a part of this initiative and believe the City will find that we are uniquely qualified to serve as a trusted partner on this important project. Thank you for this opportunity.

For questions specific to this proposal, please do not hesitate to contact me at (850) 212-0587. We look forward to exceeding your expectations on this project.

Sincerely,

A handwritten signature in blue ink that reads "Jaimie Ross". The signature is fluid and cursive, with the first name "Jaimie" and last name "Ross" clearly legible.

Jaimie Ross, President & CEO
Florida Housing Coalition

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Project Description & Deliverables

The Florida Housing Coalition proposes to serve as Technical Consultant to the City of Pensacola as it forms its Housing Task Force in early 2020. The Coalition's approach to the work will begin with an analysis of all relevant housing data for the City of Pensacola. This analysis will include a survey of the City's land use planning documents and its current housing policies and programs to identify any potential barriers to affordable housing development. The Coalition will use these analyses to craft a framework for the Housing Task Force to utilize as it creates a plan to improve the City's affordable housing stock.

The Coalition will assist the Housing Task Force with education on affordable housing tools and assist in convening the Task Force's sessions.

Our proposed Work Plan includes four (4) main components. Individual components may be added to or removed from the Work Plan at the Client's request.

1. PREPARATION AND RESEARCH. The Florida Housing Coalition team will hold a kickoff meeting with Client representatives to discuss the scope and timeline of the project. In preparation for the Task Force meetings, Coalition staff will work with Client to become familiar with the issues to be addressed by the Task Force, and will review relevant affordable housing planning documents.

Coalition staff will hold a 90 minute webinar on the basics of affordable housing available to Task Force members, and will be available to answer questions and provide information for Task Force members in advance of the first Task Force session. The webinar will be recorded so that Task Force members have access at their convenience.

2. PREPARATION AND FACILITATION OF TASK FORCE SESSIONS. Coalition staff will work with the Client to schedule each of the four in-person Task Force sessions (2 hours each). In advance of each session, Coalition staff will research issues to be discussed and will prepare materials for Task Force members, including handouts and PowerPoint presentations. At the first Task Force session, Coalition staff will discuss common affordable housing concepts and terminology, and will ensure that all Task Force members have a common understanding of the concepts and terms discussed.

The content of the Task Force sessions will address the broad issues and goals as identified by the Client in coordination with Coalition. However, in the interest of maintaining the Task Force's focus on overarching affordable housing issues, discussion of specific affordable housing development or rehabilitation projects will be kept limited. Between Task Force sessions, Coalition staff will assist Client as needed to follow up on issues raised in each session.

After each Task Force session, Coalition staff will hold a 2-hour telephonic debrief with Client representatives to discuss the progress of the previous meeting and prepare for the next meeting. Client representatives will identify issues that should be addressed at the next Task Force session, if applicable, and will raise any concerns about the trajectory of the previous Task Force

discussion. The Coalition strongly believes that the Task Force sessions will be most productive and focused if Coalition staff and Client representatives communicate (debrief) after each session.

3. AFFORDABLE HOUSING PLAN PREPARATION. Coalition staff will compile the Task Force recommendations into a written Affordable Housing Plan for Pensacola. This Plan will include the results of the Coalition's analysis of the City's housing policies and relevant housing data, a set of recommendations based on best practices for housing policies and tools/strategies to increase and preserve affordable housing, and an implementation plan/timeline. Client representatives and Task Force members will have an opportunity to review and comment on a draft of the Plan before it is finalized by the Coalition for Client approval.

This Plan will make recommendations and offer guidelines for an approach to affordable housing/redevelopment that: a) maximizes coordination and collaboration of government entities and the private sector, both for profit and nonprofit; 2) emphasizes robust and effective land use planning and design, both for the residents of the housing and the community at large; 3) embraces innovative housing solutions to improve and increase the continuum of housing stock needed to help end homelessness and provide housing opportunities for the income eligible populations, targeting resources based upon the analysis that results from this Task Force work.

4. PRESENTATION OF HOUSING PLAN: Coalition staff, at Client's request, will assist City staff with presentation of the Housing Plan to the Council at a meeting in late August, 2020. Coalition staff will be on-site to answer questions from the Council members, if any.

Relevant Experience

The Coalition's technical expertise and local knowledge of affordable housing issues across the state is unparalleled. Our consultants will be lending their expertise to the completion of the project and will be part of our Consultant Team. The primary team consists of members that will be direct contacts to the City of Pensacola. The primary team includes: Jaimie Ross, President and CEO of the Coalition; Kody Glazer, Legal Director; and Michael Chaney and Blaise Denton, Technical Advisors.

Affordable Housing Experience

The Coalition is the premier provider of training and technical assistance on affordable housing and related issues in Florida. We help our local government partners to leverage their resources, apply the most effective strategies to meet local need, and improve the quality and availability of affordable housing in their jurisdiction. We take great pride in excelling. We are a mission driven organization; and when we are providing consulting services for local governments our mission is to help that local government achieve its goals. The Coalition has a strong reputation for superior quality consulting and technical assistance and the Coalition Team is proficient in all areas related to this proposal.

Annually, the Coalition publishes the *Home Matters for Florida* report which provides an overview of affordable housing needs for low- and moderate-income Floridians as evidenced by the rate of housing cost burden and homelessness. The statewide Home Matters report also highlights the benefits of affordable housing on the economy as well as the health and education benefits to low-income Florida households. The Coalition has also developed local Home Matters reports modeled on the statewide report for several jurisdictions including Palm Beach County, Sarasota County, Escambia County, St. John's County, and most recently, the City of Jacksonville.

The research and data collection that the Coalition conducts for the Home Matters Report as well as our experience in working with jurisdictions to identify the best strategies to address the unique housing needs in their communities has led to the Coalition conducting housing forums in numerous localities. The purpose of these housing forums is to educate elected officials, local government staff, housing providers, and other stakeholders about affordable housing needs and strategies to overcome the barriers to the development and preservation of affordable housing. The housing forums the Coalition facilitates are one-day sessions that are tailored to each community and where residents and interested parties have an opportunity to share their experiences and hear about potential solutions to the affordable housing crisis including inclusionary zoning, surplus land policies, accessory dwelling units, and community land trusts.

Other recent projects completed by the Coalition that are similar in nature to this proposed project include, the Sarasota County Blueprint for Workforce Housing – an Action Plan for the County and City of Sarasota which included a detailed listing of immediately actionable and long-term strategies based on thorough review and analysis of existing planning documents, land development regulations, current housing data, and stakeholder interviews. The Coalition also recently completed the Manatee County Community Land Trust Feasibility Study – an assessment to determine the applicability and feasibility of a community land trust in Manatee County focusing on an analysis of housing need, a report on the history of CLTs and the value of this strategy for permanent affordability, and a review of options and costs associated with establishing a CLT.

The Consultant Team



Michael Chaney is a Technical Advisor for the Florida Housing Coalition. He has 21 years of experience providing technical assistance to local government, nonprofit housing professionals, and consumers throughout Florida. Chaney offers training and technical assistance to the advisors implementing Florida's Hardest Hit foreclosure prevention program. He also serves as a trainer for the Coalition's Housing Workshops, where his focus includes monitoring

Michael Chaney
TECHNICAL ADVISOR

nonprofit sponsors, enhancing rehabilitation strategies, and general housing program administration. Michael is certified by NeighborWorks for both Homebuyer Counseling and Foreclosure Prevention and served as a NeighborWorks instructor for Florida-based 5-day certification trainings for housing counselors. He has written several articles for the Coalition's journal on topics related to foreclosure prevention, SHIP and housing for people with disabilities. Mr. Chaney holds a Bachelor's degree from Loyola University in New Orleans and a Masters of Social Work Administration from Florida State University, where he has served as an adjunct faculty member of the housing department.



Blaise Denton
TECHNICAL ADVISOR

Blaise Denton is a Technical Advisor for the Florida Housing Coalition. He has years of experience working with state and local government focusing on affordable housing, transportation-oriented development, historic preservation, and special populations issues. Prior to joining the Coalition, Blaise worked as a training and policy specialist at the Florida Department of Elder Affairs, where he designed E-Learning courses used to train hundreds of adult day care administrators, created budgeting systems to help manage over two million federal grant dollars, and provided planning and policy services. He has facilitated stakeholder meetings while researching transportation-oriented development and community safety issues in Tallahassee, Orlando, and nationally. Previously he has worked with the Florida Main Street Program, where he provided local communities with access to research, marketing, and ArcGIS services. Blaise specializes in ArcGIS, land use planning and practices, community stakeholder engagement, technical writing, and training services across the spectrum of the Coalition's work. Blaise holds a Master's Degree in Urban and Regional Planning and a dual Bachelors in Literature and Religion from Florida State University.



Kody Glazer is the Legal Director of the Florida Housing Coalition. He graduated Magna Cum Laude from the Florida State University College of Law and has experience with local and state governmental affairs, fair housing, land use, and environmental law. Prior to joining the Coalition, Kody clerked for the National Fair Housing Alliance in Washington D.C. where he gained valuable insight into federal funding mechanisms and discrimination laws that affect affordable housing and opportunity. Kody has also clerked for the Leon County Attorney's Office and Hopping Green & Sams P.A. where he specialized in land use and environmental law focusing on the land development process of various local governments and

Kody Glazer
LEGAL DIRECTOR

other processes that affect the makeup of the human environment. Kody was a member of the Florida State University Law Review, the Journal of Land Use & Environmental Law, and in 2019, was chosen to represent the FSU College of Law as an outstanding law student by the City, County and Local Government Section of the Florida Bar.



Jaimie Ross
PRESIDENT & CEO

Jaimie Ross is the President and CEO of the Florida Housing Coalition. Jaimie has more than 30 years of affordable housing expertise as a land use, real estate, and public interest lawyer. In 1991, she initiated the broad-based coalition that successfully advocated the passage of the William E. Sadowski Affordable Housing Act, providing a dedicated revenue source for affordable housing in Florida. Jaimie continues to facilitate the Sadowski Coalition to ensure funding for Florida's state and local housing programs. Her work includes all forms of legislative and administrative advocacy and education related to the planning and financing of affordable housing. Jaimie is a frequent keynote speaker within Florida and nationally and has authored numerous articles on the planning and financing of affordable housing and smart growth tools for producing and preserving affordable housing. With funding from the Rockefeller Foundation, she conducted the primary research that led to the production of best practices for inclusionary housing programs and the founding of the Florida Community Land Trust Institute in January 2000. She is the past chair of the Affordable Housing Committee for the Florida Bar. Nationally, Jaimie serves on the Executive Committee of the Grounded Solutions Network Board. She is a nationally recognized expert in avoiding and overcoming Not in My Back Yard (NIMBY) opposition to affordable housing.

Project Timeframe and Compensation

The dates in the timeline shown will be modified as appropriate prior to contract execution between the Florida Housing Coalition and the Client.

| Task | Tentative Completion Dates | Cost |
|---|----------------------------|-----------------|
| Kickoff meeting, document review | 1/15/2020 | \$4,000 |
| Produce and present 90-minute Webinar for Taskforce | 1/30/2020 | \$1,500 |
| Preparation and facilitation of four (4) Task Force sessions; includes four (4) pre-and post-session debriefs with Client | 8/1/2020 | \$18,000 |
| Draft and deliver Affordable Housing Plan (including layout; client will provide printing) | 8/1/2020 | \$ 6,000 |
| Presentation of Housing Plan to City Council | 9/1/2020 | \$3,000 |
| Total | | \$32,500 |

The time for completion of the project is anticipated to be 10 months from the date of contract. The final timeline will be determined at project kickoff.

In the event the City determines additional services are needed, the Coalition will provide those services at a rate of \$150.00 per hour.



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