



Response to RFP #54-2015

Proposal to Prepare an Analysis of Impediments to Fair Housing Choice for the Lexington-Fayette Urban County Government

Submitted on: December 16, 2015



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December 14, 2015

Purchasing Director
Lexington-Fayette Urban County Government
Room 338, Government Center
200 East Main Street
Lexington, KY 40507

Dear Purchasing Director:

On behalf of Mosaic Community Planning, LLC I am pleased to offer this response to the Lexington-Fayette Urban County Government (LFUCG)'s Request for Proposals #54-2015, regarding development of an Analysis of Impediments to Fair Housing Choice. Our proposed team brings over 60 years of combined experience assisting local governments with their planning needs, specifically including planning and analysis related to HUD grant programs. Before forming Mosaic Community Planning, Mosaic's principals worked together at WFN Consulting, where, in the last five years alone, we completed 25 fair housing analyses (22 AIs, 2 Regional AIs, and 1 FHEA). During the same period, we also produced Consolidated Plans, Annual Action Plans, and CAPERs for over 15 client jurisdictions.

We thoroughly understand HUD's AI requirements and are prepared to assist LFUCG not only with completion of the AI, but in navigating the rapidly shifting fair housing landscape. We are well aware of the AFFH Final Rule and the changes it will bring to fair housing planning. In fact, our AIs are designed to address both the current AI and the new AFH standards so that LFUCG will be as prepared as possible to meet the AFH requirements as HUD phases in the new format.

Mosaic's team offers a breadth of experience related to community planning and economic development, affordable and fair housing, stakeholder engagement, quantitative research and analysis, and GIS mapping. We provide our clients with plans tailored to address local needs, resulting in successful submissions to HUD. As our background represents both planning and grant management, our firm has a unique understanding of the work to be performed for the Lexington-Fayette Urban County, including proficiency with HUD's regulations, access to official (and unofficial) guidance, and familiarity with HUD's Office of Fair Housing and Equal Opportunity AI checklist.

As the undersigned representative, I am authorized to negotiate a potential contract on behalf of Mosaic. Please feel free to contact me by phone at (404) 831-1395, or via email at jeremy@mosaiccommunityplanning.com. Thank you for your consideration. I look forward to hearing from you.

Sincerely,

Jeremy D. Gray
Partner and Project Manager
Mosaic Community Planning, LLC



FIRM INFORMATION

COMPLETE LEGAL NAME and CONTACT INFORMATION

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DUNS NUMBER

08-007-2553

FEDERAL TAX IDENTIFICATION NUMBER

47-5615120

MBE/WBE STATUS

Mosaic Community Planning, LLC is a women-owned small business. Principal partners Shuna Mason and Melissa Mailloux own a combined two-thirds of the firm. We are committed to partnering with other women- or minority-owned small businesses, and our project team also includes sole practitioner Kelley Gray, as reflected in the MWDBE Participation Form attached to this proposal.

INSURANCE REQUIREMENTS

Proof of Mosaic Community Planning's current insurance coverage is provided as an attachment to this proposal. Should LFUCG select Mosaic as contractor, Mosaic certifies that it will obtain additional insurance coverage so as to meet the minimum limits stipulated in LFUCG's Risk Management Provisions – Insurance and Indemnification. Mosaic will provide a Certificate of Insurance showing LFUCG as an additional insured.



Additional Protected Classes

In addition to the federally protected classes of race, ethnicity/color, national origin, religion, sex, familial status, and disability status, the Lexington-Fayette Urban County Government also extends protection from housing discrimination based on **sexual orientation** and **gender identity**.

To the fullest extent possible, Mosaic will include both of these additional protected classes in all analyses, and will identify any impediments to housing choice based on sexual orientation or gender identity.

APPROACH AND METHODOLOGY

Mosaic Community Planning’s Analysis of Impediments to Fair Housing Choice (AI) will identify public and private sector barriers to housing choice in Lexington-Fayette County, and recommend customized, workable solutions to overcome them. The study will serve as a substantive basis for fair housing planning in Lexington-Fayette County, and provide essential information to policymakers, administrative staff, housing providers, lenders, and fair housing advocates. It will review regulations and administrative policies, procedures, and practices, and discuss their effects on housing location, availability, and accessibility.

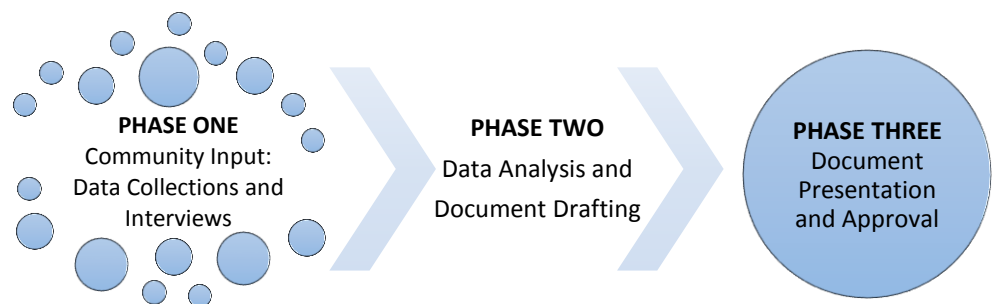
In developing this AI, Mosaic will rely on the following definitions, as outlined by HUD and contained in its *Fair Housing Planning Guide*:

1. **Fair Housing Choice** – the ability of persons of similar income levels to have available to them the same housing choices regardless of race, color, religion, sex, disability, familial status, or national origin.
2. **Impediments to Fair Housing Choice** – any actions, omissions, or decisions taken because of race, color, religion, sex, disability, familial status, or national origin, which restrict housing choices or the availability of such choices, or any actions, omissions, or decisions that have the effect of such restrictions.

In July 2015, HUD finalized a new Affirmatively Further Fair Housing (AFFH) regulation that, beginning with 2017 submissions, will require grantees to prepare an Assessment of Fair Housing (AFH) rather than an AI. The phasing-in of this new rule will exempt LFUCG from having to produce an AFH next year, however, Mosaic’s familiarity with the new AFH standards, mapping technology, and assessment tool allows us to create a document that effectively satisfies both the AI and AFH criteria. Mosaic’s AI for Lexington-Fayette County will fully comply with the requirements of the Housing and Community Development Act of 1974, the National Affordable Housing Act of 1990, and HUD’s Fair Housing Planning Guide, but also prove an excellent bridge into the new AFH requirements.

OVERVIEW OF THE AI PROCESS

Mosaic’s proposed approach to LFUCG’s AI is grounded in the collection of broad community input and thorough quantitative and qualitative data. This comprehensive research will form a solid basis for the identification of impediments and the recommendation of customized strategies to address them. Internal and public review periods will allow for refinement of the document prior to submission to HUD. The study will involve three distinct phases:





Phase 1. Community Input Activities: Data Collection and Interviews

1. Review LFUCG's 2009 Analysis of Impediments, 2015 5-Year Consolidated Plan, recent One-Year Action Plans and CAPERs, Citizen Participation Plan, 2013 Comprehensive Plan, small area plans, transportation plans, and other relevant documents.
2. Participate in a driving tour of Lexington-Fayette County to gain an understanding of its character, residential and commercial areas, and recent new development.
3. Gather demographic, socioeconomic, GIS, and land use information from LFCUG, HUD, the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, the U.S. Bureau of Economic Analysis, the Federal Financial Institutions Examination Council, and other data sources and organize into relevant charts, maps, and graphs.
4. Conduct community meetings, interviews/focus groups, and a survey to gather input regarding fair housing and other housing/community development needs.
5. Collect fair housing complaint data from HUD's Fair Housing and Equal Opportunity Office, the Lexington Fair Housing Council, the LFUCG Human Rights Commission, and from any other appropriate fair housing agencies.
6. Research zoning laws, subdivision regulations, building codes, and other local government requirements that could potentially create barriers to construction of affordable, multifamily, and/or accessible housing.

Phase 2. Data Analysis and Document Drafting

7. Analyze socioeconomic data, housing data, and lending data to identify concentrations of protected classes, factors that may be influencing the development of these concentrations, and potential fair housing implications.
8. Analyze all quantitative and qualitative data collected in Phase I to identify potential fair housing issues and draft impediments to fair housing choice.
9. Analyze the scope and impact of fair housing efforts by LFUCG, the Lexington Fair Housing Council, the LFUCG Human Rights Commission, and other agencies, including training for real estate professionals and the general public.
10. Compile a comprehensive list of potential impediments to fair housing choice in Lexington-Fayette County, along with specific supporting data. Assess the impact and analyze the scope of each impediment identified. Propose realistic solutions and recommend specific actions LFUCG can take to overcome the impediments.

Phase 3. Presentation and Approval of Documents

11. Provide a draft of the AI for review and comment by appropriate LFUCG staff prior to a public review period. With staff input, refine strategies, milestones, timetables, and result indicators for addressing impediments.
12. Hold a public review period and hearing to receive comments on the draft. As needed, make presentations before LFUCG staff, elected bodies and/or the public about impediments and recommended strategies for overcoming them.
13. Revise AI as needed based on public comments and/or staff comments.
14. Prepare appendices including data sources, interview and meeting participants, copies of flyers and other ads, stakeholder comments, and other relevant items.
15. Finalize the document and prepare for submission to HUD.



Our community engagement process will include, but will not be limited to:

- LFUCG staff and elected officials
- Lexington Fair Housing Council
- LFUCG Human Rights Commission
- Lexington Housing Authority
- Lexington Habitat for Humanity
- Lexington Community Land Trust
- Housing providers and developers
- Neighborhood association leaders
- Banks and other financial institutions
- Real estate agents and associations
- Community development corporations
- representatives
- Members of the general public

APPROACH TO COMMUNITY OUTREACH

In order to receive as much meaningful public participation as possible, Mosaic's community outreach process will include:

- A **minimum of two (2) community meetings** held at times and places convenient for public participation, including minority and low-income residents;
- **Interviews and focus groups** with LFUCG staff, elected officials, fair housing advocates, local nonprofit organizations, housing providers, real estate agents, and other key stakeholders;
- A **public hearing** on the draft AI at a time and place convenient for public participation, including minority and low-income residents; and
- A **fair housing survey** for residents and persons working in Lexington-Fayette County, including non-profit organizations and community advocates. The survey will be available online and in hard copy in English and Spanish.

Mosaic will coordinate with LFUCG staff to develop a publicity strategy for public participation that will minimize the need for assistance from the County. While the strategy will depend on input from Community Development Department staff, Mosaic anticipates developing the following:

- Newspaper notices for publication in the Lexington Herald-Leader, the Key Newsjournal, and other local papers;
- Flyers in English and Spanish for distribution to neighborhood associations, public libraries, churches, fair housing agencies, housing and community development organizations, Urban County Council members and staff, and others;
- A press release for distribution to local media;
- Scripts and schedules for social media posts, including Facebook and Twitter; and
- Scripts for advertisement on LFUCG's cable access channel and website.

We will prepare presentation materials for all meetings, along with any agendas and handouts. The AI will include documentation of the public participation process – lists of individuals and agencies consulted, public meeting sign-in sheets, complete survey results, and key themes from interviews, focus groups, surveys, public meetings, and other outreach efforts.

IMPACT Stakeholder Engagement Model

Our IMPACT Stakeholder Engagement Model combines innovative, industry-leading techniques from multiple disciplines into a methodology uniquely suited to HUD's imperative to engage those who have traditionally been marginalized from the community planning process.

Identify the Stakeholders - We know how important it is to have the right people at the table. An initial step in every client engagement is to identify stakeholders and categorize them as primary, secondary, or general, determining their level of participation and the best method to reach them.

Market the Process - Here we conduct outreach through nonprofit partners, public notices, and press releases, including foreign language and/or special interest papers.



Primary Stakeholders:

Essentially the project’s steering committee, this group includes all key decision-makers.

Secondary Stakeholders:

Persons or organizations with experience or perspectives that will provide crucial input into or feedback on the plans.

General Stakeholders:

Members of the public with a general interest in the project.

Public Participation - We understand that participants may need education and other support to participate fully and meaningfully. We design our public meetings to facilitate informed discussion and allow every voice to be heard. Because our process uses three feedback loops, there are many opportunities for refinement and course correction rather than solely during the public comment period. When possible, we coordinate with existing community meetings to reach as large an audience as possible.

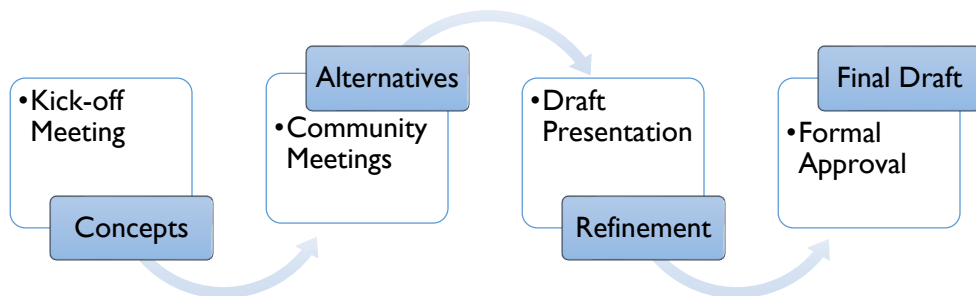
Active Listening - We employ active listening techniques to ensure greater accuracy and accountability when collecting residents’ perceptions and comments. These techniques also hold potential for conflict resolution and consensus-building.

Collaborative Review - Before a draft is published for public comment, it is internally reviewed in a collaborative process with key stakeholders. Verification of facts and research ensures the legitimacy of conclusions and findings and provides opportunity for corrections prior to public review.

Transition the Momentum - Over the course of this project, we will develop a substantial stakeholder engagement portfolio, which will include lists of stakeholders and their affiliations, spreadsheets containing contact information for participants, and web resources specifically constructed for the project. At the conclusion of our role, these resources are carefully compiled and transitioned into the client’s hands to enhance future local stakeholder engagement efforts.

AI COMPONENTS

LFUCG’s AI will include the following components to ensure a thorough examination of the local fair housing climate and potential barriers in the public and private sectors. As HUD requires, this study will go beyond intentional acts of housing discrimination to also address impediments with the effect of discrimination on protected classes. Themes from the community engagement process will be incorporated as relevant.



Introduction and Executive Summary

- a. Overview of consultant and LFUCG staff involved in conducting the AI, participation from local organizations and the public, methodologies and data sources used, funding sources, impediments identified, and recommendations to address them.

Historical and Socioeconomic Overview

- a. Review of historical settlement patterns, including any significant impacts of major national social and political events in recent history.



Our AI will rely on the most up-to-date national, regional, and local data sources, including:

- 2000 and 2010 U.S. Census
- 5-Year American Community Survey
- Bureau of Economic Analysis
- RealtyTrac
- National Low Income Housing Coalition
- Home Mortgage Disclosure Act
- Lexington-Fayette Urban County Zoning Ordinance
- Lextran
- Fayette County Public Schools
- Lexington Fair Housing Council data
- Human Rights Commission data
- HUD Picture of Subsidized Households
- HUD LIHTC database
- HUD housing complaint data
- Comprehensive Housing Affordability Strategy (CHAS)

- b. Demographic overview including population and household estimates and growth trends, household income distribution, and age distribution of the population.
- c. Economic analysis identifying major employers and employment sectors, unemployment rates, and poverty rates by race and ethnicity.

Geography of Protected Classes

- a. Analysis of residents and households by race, ethnicity, national origin, familial status, householder sex, disability status, religion, and same-sex households, including changes between the 2000 and 2010 Censuses.
- b. Concentration of protected classes by census tract. Identification of racially and ethnically concentrated areas of poverty (RCAP/ECAPs), defined by HUD as census tracts with a majority minority population and poverty rates over 40%.
- c. Levels of racial and ethnic segregation in 2000 and 2010. Comparisons with racial and ethnic segregation levels in comparable jurisdictions.

Housing Stock and Availability of Accessible Housing

- a. Housing tenure, cost, structure type, age, and condition by householder race and ethnicity, to the extent data is available.
- b. Housing affordability and incidence of cost burdens (i.e., spending over 30% of household income on housing costs) by householder race and ethnicity. Foreclosure activity and potential impacts on protected classes.
- c. Problems faced by immigrant populations who face language and cultural barriers in addition to difficulty affording housing.
- d. Demographic profile of public housing residents and voucher holders.
- e. Locations of public housing, housing choice vouchers holders, Low Income Housing Tax Credit properties, and other subsidized housing. Problems faced by Section 8 Voucher holders in being able to select housing throughout the County.
- f. Locations and availability of accessible housing. Compliance with accessibility requirements in construction of multi-family units. Problems of providing housing for persons with disabilities in residential neighborhoods.

Private Sector Policies, Procedures, and Practices

- a. Mortgage lending activity including home purchase loan applications, approval and denial rates, and reasons for denials by applicant race, ethnicity, and gender using Home Mortgage Disclosure Act (HMDA) data. Levels of lending activity by the racial/ethnic composition of Lexington-Fayette County census tracts. Summary of problems faced by African Americans and Latinos in securing mortgage loans.
- b. Summary of brokerage services, insurance sales and underwriting, property management, and property appraisal practices and any fair housing implications.

Public Sector Policies, Procedures, Regulations and Investment

- a. Comprehensive review of LFUCG's zoning ordinance and other building and land use regulations with attention to their impact on housing choice for protected classes, including:



- i. Definitions of “family”;
 - ii. Regulations regarding group homes and mobile home parks;
 - iii. Restrictions on senior housing, multifamily housing, or accessory dwelling units;
 - iv. Reasonable accommodations for persons with disabilities; and
 - v. Requirements such as minimum lot sizes or setbacks, and maximum densities.
- b. Access to transportation for protected classes, especially transit access between RCAP/ECAPs and major employment centers, and the availability of paratransit access.
 - c. Access to public and private education resources for protected classes, including a comparison of public schools in terms of indicators such as graduation rates and school ratings.
 - d. Evaluation of any potential fair housing implications related to water and sewer systems, park system, fire and police protection, or other municipal services.
 - e. Neighborhood revitalization efforts in RCAP/ECAPS.
 - f. Policies and practices of the Lexington Housing Authority and other assisted housing providers relative to tenant selection and voucher administration.
 - g. Property tax policies, including tax exemptions.
 - h. Representation by minorities, women, and persons with disabilities on public boards and commissions.

Fair Housing Organizations and Activities

- a. Public and private sector agencies offering fair housing services. These services may include education, advocacy, testing, and assistance with housing complaints. Descriptions of each entity’s services and quantifiable accomplishments.
- b. Review and summary of any fair housing testing results.
- c. Availability of housing and other services for persons with limited English proficiency.
- d. Assessment of local residents’ and real estate industry professionals’ awareness of fair housing issues.

Fair Housing Legal Status

- a. Disposition of fair housing discrimination complaints within Lexington-Fayette County filed with HUD, the State of Kentucky, and/or local fair housing agencies. Complaints will be categorized by the basis for discrimination and source of discrimination to identify any trends.
- b. Review of housing discrimination lawsuits filed in Lexington-Fayette County, along with cases filed in the region that may have bearing on the fair housing climate in Lexington-Fayette County. Identification of any potential systemic fair housing issues evidenced by these lawsuits.

Impediments and Recommendations

- a. Identification of impediments to fair housing listed in order of priority with clear supporting evidence derived from the analyses described above.



- b. Proposed methods of corrective actions to address identified impediments. Mosaic Community Planning will work with LFUCG staff to tailor recommendations into specific, workable strategies for LFUCG and its public and private sector partners to implement. Recommendations will include a timeline with milestones for measurable results.

THE HUD REVIEW AND APPROVAL PROCESS

Our goal is to provide accurate, industry-leading documents that our clients are proud to call their own. The revision process is part of our commitment to delivering the best product to our client, and will likely require collaboration between our firm and LFUCG staff. We will revise the final draft to reflect changes proposed by staff, while maintaining the integrity of the document and underlying research.

As the national fair housing climate continues to evolve, LFUCG should be aware that HUD's review of their AI may require revisions. With extensive experience completing these documents for jurisdictions across the country, our staff is accustomed to this process and is prepared to clarify and/or revise the document as requested by HUD. Simply put, Mosaic will work closely with both LFUCG and HUD to ensure the satisfaction of all parties.

DELIVERABLES

We will provide a draft document to the LFUCG Division of Grants and Special Programs by **March 22, 2016** and prepare subsequent revised drafts based on staff comments and public input. Revisions may include corrections to factual or typographical errors, but Mosaic will not substantially amend findings with regard to housing impediments. Should LFUCG disagree with the identified impediments, LFUCG will assume responsibility for making any desired revisions before submission to HUD.

Mosaic will provide **four (4) bound copies** of the final AI and an **electronic copy**, including all appendices to the LFUCG Division of Grants and Special Programs by **April 22, 2016**.



PARTICIPATION BY LFUCG

The Mosaic Community Planning team anticipates completing the LFUCG AI with limited assistance from the LFUCG. Participation expected from LFUCG Division of Grants and Special Programs staff includes:

- Initial meeting to finalize project parameters;
- Facilitate a community tour for the project team, highlighting neighborhoods, housing developments, employment centers, or commercial areas of particular importance to the Analysis of Impediments;
- Provide copies of or links to plans, studies, and related documents not readily available on LFUCG's website;
- Provide contact information for stakeholders for interviews, focus groups, and invitations to public meetings (note that Mosaic will be responsible for inviting participants and scheduling all interviews and focus groups);
- Select and reserve appropriate venues for public meetings as part of the community engagement strategy;
- Place public notices advertising public meetings in local papers; and
- Review and provide edits and comments on the draft AI.

In the course of our research and analysis, the Mosaic team would likely require input from LFUCG staff outside of the Division of Grants and Special Programs. For the most part, the level of participation sought would be for a one-time interview of an hour or less. For some personnel, particularly department heads, the project team may also request data or records kept by their respective departments. These personnel may include representatives from the Divisions of Planning, Building Inspection, and Code Enforcement; the Offices of Affordable Housing and Homelessness Prevention and Intervention; Parks and Recreation; Adult and Tenant Services; Planning Commission; Board of Adjustment; and the Board of Architectural Review.

The Division of Grants and Special Programs' liaison to the Mosaic project team would determine the appropriate communication protocols for reaching out to other LFUCG staff.



OUR STAFF'S MOST RECENT AI CLIENTS INCLUDE:

- Town of Babylon, New York
- Town of East Hartford, Connecticut
- Cobb County, Georgia
- Collier County, Florida
- Gwinnett County, Georgia
- Maricopa County, Arizona
- City of Mesa, Arizona
- City of Phoenix, Arizona
- San Bernardino County, California
- St. Louis County and Cities of Florissant and O'Fallon, Missouri
- Waukesha County, Wisconsin

BACKGROUND, QUALIFICATIONS & EXPERIENCE

FIRM BACKGROUND, QUALIFICATIONS, AND EXPERIENCE

Mosaic Community Planning, LLC is a limited liability company organized under Georgia law. The firm is owned and managed by its three principals, Jeremy Gray, Melissa Mailloux, and Shuna Mason.

Before forming Mosaic Community Planning, Mosaic's principals worked together at WFN Consulting, where, in just the last five years, we completed 25 fair housing analyses (22 AIs, 2 Regional AIs, and 1 FHEA). During the same period, we also produced consolidated planning documents, housing market analyses for municipal clients, a housing planning study for a state government regarding reconstruction of affordable housing lost to a natural disaster, and a disparate impact analysis for a developer denied local permission to construct an affordable rental housing complex. Our clients have included single municipalities and counties, consolidated governments, and multi-jurisdictional bodies. We've worked with rural, suburban, and urban clients, with populations ranging from less than 20,000 to more than four million residents.

Not only is Mosaic's team experienced in the development of Analyses of Impediments and other related documents, but, we have vast general knowledge of fair housing. Our principals have provided training on the Fair Housing Act for our client communities and colleagues and have been on the leading edge of recent fair housing issues, including HUD's AFFH Final Rule and the U.S. Supreme Court's *Texas Department of Housing and Community Affairs v. The Inclusive Communities Project* decision and its implications for the doctrine of disparate impact. We have provided expert witness testimony and analysis in fair housing cases and, in 2014, worked with the State of Texas on a plan involving the placement of new public housing units in a way that would affirmatively further fair housing.

We formed Mosaic to help communities plan differently. We know that planning is as much about people as it is places, which is why our work focuses on the intersection between community residents and the places they inhabit. A housing strategy must go beyond recommending what types of housing to build and how to finance them; it should also recommend how and to whom affordable units are marketed and how potential barriers to housing access can be mitigated.

Community planning is multidimensional, which is why our team is too. We are planners, but that is only the beginning: we are also published researchers, sociologists, mathematicians, public administrators, grant managers, demographers, community organizers, and market analysts. Mosaic's principals have varied backgrounds that give us a more holistic understanding of the communities where we work and allow our firm to take a multidisciplinary approach to our planning.

At Mosaic, we envision community planning as similar to completing a puzzle. We specialize in finding and bringing to the table all the pieces needed for a truly collaborative process, including stakeholders diverse in income, race, ethnicity, age, gender, physical/mental ability, and perspective. The effort is sometimes challenging, but the result is always unique, and often beautiful.



EXPERT PROJECT MANAGEMENT

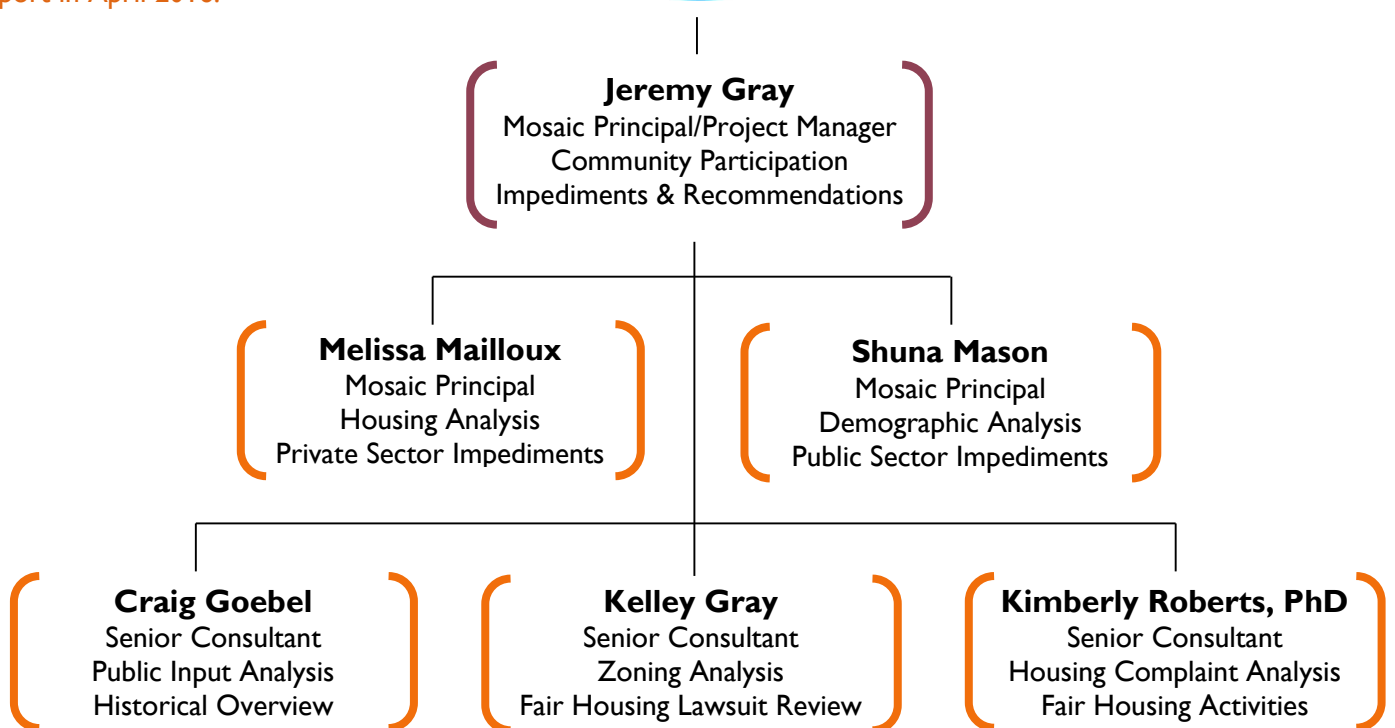
Project Manager Jeremy Gray has led over **20** community development and housing studies, all successfully delivered on-time to meet client and HUD deadlines.

Jeremy will oversee execution of the project approach, and hold regular team meetings to review progress, research findings, and upcoming milestones and deliverables, ensuring submission of the final report in April 2016.

This approach is needed now more than ever. For several years, HUD has been moving toward a higher standard for community participation in fair housing planning. The Fair Housing and Equity Assessments required of HUD’s Sustainable Communities grantees piloted many of the provisions of the new AFFH final rule and encouraged “active and meaningful engagement and participation.” Now, the Assessments of Fair Housing that are required under the AFFH Rule will necessitate execution of an integral community participation program that includes “historically excluded” individuals. Mosaic’s emphasis on public engagement strategy will set LFUCG up for success with its fair housing planning.

PERSONNEL BACKGROUND, QUALIFICATIONS, AND EXPERIENCE

The figure below outlines Mosaic’s proposed team for the LFUCG AI. It includes Mosaic principals Jeremy Gray, Melissa Mailloux, and Shuna Mason, along with senior consultants/independent contractors Kelley Gray, Kimberly Roberts, and Craig Goebel. This team has worked together for over seven years, completed more than 20 fair housing studies, and together bring over 70 years of experience in fair regulations, law, and other issues to the LFUCG AI. A summary of each team member’s qualifications follow, with complete resumes provided in the next section.



Team Member Experience and Expertise

<p>Jeremy D. Gray Mosaic Principal</p> <p><u>13 years</u> of fair and affordable housing experience</p>	<ul style="list-style-type: none"> • Fair housing law and regulations • Fair, affordable, and workforce housing best practices • Stakeholder engagement and community surveying • Leadership in urban neighborhood revitalization, including integration of market-rate housing into communities while maintaining existing stock of affordable housing • Manager of affordable housing programs for a large urban county, facilitated development of multi-family and scattered-site single family affordable housing throughout a multi-jurisdictional consortium of county and municipal partners • Identifying and developing strategic partnerships • Development of strategic plans • Funding strategies for affordable housing and community development initiatives
<p>Melissa Mailloux Mosaic Principal</p> <p><u>10 years</u> of fair and affordable housing experience</p>	<ul style="list-style-type: none"> • Fair and affordable housing policy • Demographic analysis including disparate impact studies and segregation analysis • Community planning and incentives for affordable housing production and preservation • Fair, affordable, and workforce housing best practices • Stakeholder engagement and community surveying • GIS mapping • Market analysis for affordable, market-rate, and special needs housing • Strategies for increasing the availability of affordable and accessible housing
<p>Shuna Mason Mosaic Principal</p> <p><u>5 years</u> of fair and affordable housing experience</p>	<ul style="list-style-type: none"> • Community and economic development • Public housing and fair housing policy • Stakeholder engagement and community surveying • Community asset mapping, including recommendations as to where housing can be located to optimize the public amenities available to residents • Best practices for special needs and supportive housing • Best practices for research with African-American and Latino communities • Conducted and presented academic research on social phenomena including economic mobility, a factor often intertwined with fair housing access
<p>Kelly Gray, Esq. Senior Consultant</p> <p><u>7 years</u> of fair and affordable housing experience</p>	<ul style="list-style-type: none"> • Fair housing policy, law and regulations • Litigation in fair housing, zoning, land use, and landlord/tenant cases • Expert analysis of zoning and development codes • Addressing regulatory, market, financial, political, NIMBY, and other barriers to affordable housing
<p>Craig Goebel Senior Consultant RCG Consulting Solutions</p> <p><u>33 years</u> of fair and affordable housing experience</p>	<ul style="list-style-type: none"> • Affordable housing and community development • Stakeholder engagement and community surveying • Fair housing law and regulations • Management of CPD Programs • Past director of large urban county entitlement programs, including CDBG, HOME, ESG, and a top-ranked NSP program. • HUD updates for new fair housing and AFFH developments • Identification of partner organizations and coordination of community coalitions
<p>Kimberly Roberts, PhD Senior Consultant</p> <p><u>9 years</u> of fair and affordable housing experience</p>	<ul style="list-style-type: none"> • Development of fair housing plans for CDBG entitlements • Design of Limited English Proficiency outreach and engagement plans • Facilitation of fair housing workshops, seminars, and trainings • Directs CDBG and affordable housing programs for an urban county entitlement • Stakeholder engagement • Advice and consultation with HUD grantees on program design and implementation • Best practices for building non-profit collaborations



CLIENT LIST

The Mosaic project team has provided a variety of housing planning services to jurisdictions throughout the U.S. Clients for whom they have worked are shown below by product type.

Product/Key Services	Clients
Analyses of Impediments to Fair Housing Choice Fair Housing Equity Assessments	Athens-Clarke County, GA Cobb County, GA Gwinnett County, GA City of Gainesville, GA City of Rome, GA City of Roswell, GA City of Savannah, GA Wake County, NC City of Fayetteville, NC Metropolitan Nashville and Davidson County, TN Shelby County, TN City of Dothan, AL City of Mobile, AL City of Wellington, FL St. Charles County, MO St. Louis County, Cities of O’Fallon, City of Florissant, MO Lehigh Valley Economic Development Corporation, PA Westchester County, NY Town of Babylon, NY Town of East Hartford, CT Waukesha County, WI Maricopa County, AZ City of Mesa, AZ City of Phoenix, AZ County of San Bernardino, CA
Consolidated Plans, Comprehensive Plan Housing Elements, and/or Housing Needs Assessments	Cobb County, GA Columbus Consolidated Government, GA DeKalb County, GA City of Rome, GA City of High Point, NC Metropolitan Nashville and Davidson County, TN City of North Miami, FL City of Wellington, FL City of West Palm Beach, FL Town of Babylon, NY Waukesha County, WI Williamson County, TX City of Mesa, AZ County of San Bernardino, CA

Product/Key Services	Clients
Residential Market Analyses	DeKalb County, GA Henry County, GA City of Atlanta, GA City of Douglasville, GA City of Hampton, GA City of Holly Springs, GA City of Perry, GA City of Pine Lake, GA City of Rome, GA and Northwest Georgia Housing Authority City of Statesboro, GA and Statesboro Downtown Development Authority City of Blythewood, SC City of Statesville, NC City of Alabaster, AL North Little Rock Economic Development Corporation, Little Rock, AR Warren County Downtown Economic Development Authority, KY City of Iowa City, IA
Additional Clients and Products	
<ul style="list-style-type: none"> • Atlanta Housing Authority – Alternate Payment Standards for Housing Choice Vouchers (including projected need for affordable housing by income level and housing type over a 10 year period for 7 City of Atlanta rental submarkets) • Atlanta Housing Authority – Update to Alternate Payment Standards for Housing Choice Vouchers • Ezekiel Construction – Market Analysis for a Mixed-Income Rental Community in Atlanta, GA • Mayweather Enterprises – Market Study for Development of Permanent Supportive Housing at Marcy Court Apartments in Atlanta, GA • Community Concerns, Inc. – Market Study for Development of Permanent Supportive Housing at Vineyard Court Apartments in Atlanta, GA • Urban Residential Development Corporation – Rent Comparability Study for Santa Fe Villas Single Room Occupancy Apartments in Atlanta, GA • Georgia Manufactured Housing Association – Model Single-Family Residential Zoning Ordinance • LAI Engineering – Area of Influence Analyses for Developments of Regional Impact (estimated projected demand for workforce housing likely to be generated by proposed new commercial development) • Resources for Residents and Communities – Perspectives of Housing Industry Conditions in Metro Atlanta (designed to help RRC tailor their affordable housing programs to changing market conditions) 	

Note that these projects were completed by Mosaic principals as staff members of WFN Consulting and Marketek, Inc.



RESUMES OF KEY STAFF

Jeremy D. Gray, Principal

(404) 831-1395

jeremy@mosaiccommunityplanning.com



EDUCATION

Master of Public Administration
(Planning & Community
Development Concentration)
Georgia College & State Univ.
Milledgeville, Georgia, 2008

Bachelor of Arts in
Environmental Policy
Oglethorpe University
Atlanta, Georgia, 2003

CERTIFICATIONS

Accredited LEED Green Associate,
U.S. Green Building Council

Charrette System Certification,
National Charrette Institute

Certified HOME Program
Specialist – Regulations, U.S. Dept.
of Housing & Urban Development

Certified Low-Income Housing
Tax Credit (LIHTC) Professional,
Georgia Department of
Community Affairs

Certificate of Urban Leadership,
Rich Foundation/Oglethorpe
University

SELECTED PAPERS

*Improving Citizen Participation: 8
Lessons from the Charrette Model*

*If Transit is So Important, Why Aren't
We Doing More About It?*

*Beyond Collaboration: What
Communities Need from their
Nonprofits*

Jeremy is a senior-level community planner with extensive public and nonprofit sector experience designing solutions to community development needs. His background includes leadership in urban neighborhood revitalization efforts, management of regional and multi-state issue-based planning documents, and development of comprehensive plans. Other experience includes mayoral appointments to homelessness and housing policy-making bodies, a position as deputy director of the community development grant programs for a large urban county, and executive management of community research and planning engagements for a nationwide client base.

Principal, Mosaic Community Planning, Atlanta, GA, 2015-Present

- Lead project teams for community development consulting engagements, including fair housing studies, affordable housing needs assessments, comprehensive plans, and other community development studies.

VP – Consulting & Research, WFN Consulting, Marietta, GA, 2013-15

- Assign and lead project teams for community development consulting engagements, including community development and affordable housing plans, market studies, fair housing and equity analyses, and program evaluations.
- Design and oversee project methodologies and ensure product quality.
- Advance the innovation, creativity, and subject matter expertise underlying the community development solutions and products generated for WFN Consulting clients through active monitoring of industry research and best practices.
- Developed WFN's IMPACT Model for Stakeholder Engagement, an industry-leading process for enhancing public participation in community planning; train staff and clients on the model.

Deputy Director, WFN Consulting, 2012-2013

- Provided management support for WFN Consulting in the Cobb County CDBG Program Office. Assisted with development and implementation of strategic vision and work program for an office of 11 staff members, managing an annual budget exceeding \$10 million in CDBG, HOME, ESG, NSP, CSBG, JAG, and EFSP funds.
- Responsible for initiating and managing customized technical assistance engagements including coordinating production of policy and procedures manuals, sub-grantee agreements, training programs, reporting documentation and preparation of planning documents and fair housing studies.



SELECTED PROJECT MANAGEMENT EXPERIENCE

Mid-South Regional Greenprint Consortium, Memphis, TN, *Fair Housing and Equity Assessment*

St. Louis County, MO and Cities of Florissant and O'Fallon, MO, *Analysis of Impediments to Fair Housing Choice*

Waukesha County, WI, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

City of Mesa, AZ, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

County of San Bernardino, CA, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

State of Texas General Land Office, *Community Development and Housing Planning Study for Galveston, Texas*

Maricopa County, AZ, *Analysis of Impediments to Fair Housing Choice*

Metropolitan Development and Housing Agency, Nashville, TN, *2013-2018 Consolidated Plan*

Program Manager, WFN Consulting, 2009-2012

- Directly managed an annual allocation of over \$3.3 million in Cobb County grant funds from both federal and state sources.
- Managed the Georgia Urban County Consortium's Home Investment Partnerships Act (HOME) program, to include affordable housing project coordination and setup, monitoring of activities, technical assistance to sub-grantees, and project funding.
- Coordinated a contracting process with over a dozen local agencies and nonprofit organizations under the Community Services Block Grant (CSBG) program, to include monthly reporting by subcontractors, program monitoring, and regular technical assistance.

Director of Community Development, Centenary Church, Macon, GA, 2005-2008

- Planned and implemented a mixed-income neighborhood revitalization project using HOME, CDBG, and HOPE VI funds through regular collaboration with the City of Macon and other public, private, and non-profit community partners.
- Planned and advocated strategy for maintaining balance of low-, moderate-, and middle-income housing units as part of the Beall's Hill Developers' Committee.
- Led the design and implementation of a transitional housing program for homeless, addicted men.

Community Organizer, Charis Community Housing, Atlanta, GA, 2002-2003

- Organized a project for the dissemination of information on homestead exemptions to senior citizens and assisted them in obtaining the appropriate exemptions, protecting them from the negative effects of gentrification.
- Organized and assisted the creation of three Neighborhood Watch programs.

COMMUNITY LEADERSHIP

Chairman, Emergency Food and Shelter Program Local Board, Cobb County, GA, 2012-2013

- Served as a Board Member on Allocations Committee, annually reviewing performance of funded organizations, adopting funding priorities, and approving allocations, 2010-2012.

Commissioner, College Hill Corridor Commission, Macon, GA, 2007-2008

- Hosted public meetings to capture a community vision for better use of the corridor linking Mercer University with downtown Macon.
- Worked to integrate multiple housing types, including student rental housing, into a master plan for the downtown neighborhood.

Advisory Team, Mayor's Housing First Task Force, Macon, GA, 2006

- Built strategy and provided technical support and consultation for a local 10-Year Plan to end chronic homelessness.



EDUCATION

Master of City & Regional Planning
Georgia Institute of Technology
Atlanta, Georgia, 2006

Bachelor of Science in Mathematics
Berry College
Rome, Georgia, 2003

AFFILIATIONS

American Planning Association
Georgia Planning Association

SAMPLE PROJECT EXPERIENCE

Atlanta Housing Authority, Atlanta, GA, *Alternate Payment Standards for Housing Choice Vouchers*

City of Rome, GA, *Housing Market Analysis and Needs Assessment*

City of Rome, GA, *Residential and Retail Market Analysis for the East Rome Revitalization Plan*

Vineyard Court Apartments and Marcy Court Apartments Atlanta, GA, *Market Study for Development of Permanent Supportive Housing*

Resources for Residents and Communities (formerly Reynoldstown Revitalization Corp), Atlanta, GA, *Perspectives of Housing Industry Conditions in Metro Atlanta*

Mid-South Regional Greenprint Consortium, Memphis, TN, *Fair Housing and Equity Assessment*

City of Phoenix, AZ, *Analysis of Impediments to Fair Housing Choice*

Melissa M. Mailloux, Principal
(770) 366-7893
melissa@mosaiccommunityplanning.com



Melissa has extensive experience in housing and community development research and analysis. She provided housing studies, market analyses, community development plans, and economic revitalization strategies for over 50 neighborhoods, municipalities, counties, and targeted sites for public and private sector clients throughout the country. Specific assignments have included housing needs assessments, analyses of impediments to fair housing choice, consolidated plans, market analyses for affordable and market-rate housing, and economic development plans. She has prepared housing recommendations for master plans, comprehensive plans, and corridor studies, including strategies and resources to promote the development and preservation of affordable housing.

Melissa's background also includes stakeholder outreach, from community workshops and focus groups to public opinion surveying. She has presented research findings and recommendations to planning staff, city and county elected officials and advisory boards, nonprofit agency leaders, and the public.

Principal, Mosaic Community Planning, Atlanta, GA, 2015-Present

- Serve on project teams for community development consulting engagements, including fair housing studies, affordable housing needs assessments, comprehensive plans, and other community development studies.

Senior Research Consultant, WFN Consulting, Marietta, GA, 2014-2015

- Provided consultation services to assist public sector clients identify housing, community development, economic development, and fair housing needs through comprehensive plans, analyses of impediments to fair housing, fair housing equity assessments, consolidated plans, and market analyses.
- Analyzed demographic patterns to determine levels of segregation, areas of concentrated poverty, and access to economic, educational, and health opportunity factors by race and ethnicity.
- Examined mortgage lending patterns to identify access to home loans by applicant income, race, ethnicity, and gender.
- Assessed schools, transit, transportation, and other public facilities for any fair housing and community development implications.
- Mapped community assets, demographic and economic data, assisted/subsidized housing locations, and other data.
- Facilitated community workshops, public meetings, focus groups, interviews, and other public outreach efforts.
- Designed and administered statistically valid community opinion surveys.
- Managed research assignments and teams to ensure client satisfaction and approval by HUD.



SAMPLE PROJECT EXPERIENCE (continued)

St. Louis County, MO and Cities of Florissant and O'Fallon, MO, Analysis of Impediments to Fair Housing Choice

Waukesha County, WI, Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan

City of Mesa, AZ, Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan

County of San Bernardino, CA, Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan

Town of East Hartford, CT, Analysis of Impediments to Fair Housing Choice

Maricopa County, AZ, Analysis of Impediments to Fair Housing Choice

Senior Associate, Marketek, Inc., Atlanta, GA, 2005-2014

- Prepared analyses of impediments to fair housing choice, housing needs studies, residential market analyses, master plans, comprehensive plans, corridor studies, and downtown revitalization strategies for over 35 public and private sector clients throughout the U.S.
- Assessed fair housing, housing needs, and disparate impacts through analyses of Census, American Community Survey, and other data.
- Provided expert witness research for fair housing lawsuits in metro Atlanta.
- Conducted community outreach via public workshops, project steering committee meetings, focus groups, interviews, and surveys.
- Presented findings and recommendations to clients, policymakers, and other community stakeholders in written, graphic and oral formats.
- Managed simultaneous research assignments to ensure satisfaction of clients and project partners.
- Established and maintained client relationships through proposal presentations, marketing presentations, and ongoing project management.

Project Coordinator, Community Design Center of Atlanta, Atlanta, GA, 2005

- Designed and administered community satisfaction surveys to Habitat for Humanity and Charis Community Housing residents in South Atlanta.
- Coordinated project assisting Metropolitan Atlanta Rapid Transit Authority (MARTA) in locating bus shelters in low-income Atlanta neighborhoods.

Graduate Research Assistant, Georgia Institute of Technology City and Regional Planning Program, Atlanta, GA, 2004-2005

- Co-authored housing elements of the Comprehensive Development Plans for the Cities of Atlanta and Peachtree City, Georgia and the 2008-2012 Consolidated Plan for DeKalb County, Georgia.
- Developed database quantifying housing needs and characteristics of households with needs for over 350 Georgia cities and counties.



EDUCATION

Ph.D. in Social Work,
University of Kentucky
Lexington, Kentucky,
Anticipated May 2016

Master of Social Service and
Master of Law and Social Policy
Bryn Mawr College Graduate
School of Social Work and Social
Research, Bryn Mawr,
Pennsylvania, May 2003

Bachelor of Arts in Sociology/
Anthropology
Hendrix College
Conway, Arkansas, June 2001

SAMPLE PROJECT EXPERIENCE

Waukesha County, WI, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

City of Mesa, AZ, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

County of San Bernardino, CA, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

Town of East Hartford, CT, *Analysis of Impediments to Fair Housing Choice*

City of Phoenix, AZ, *Analysis of Impediments to Fair Housing Choice*

Maricopa County, AZ, *Analysis of Impediments to Fair Housing Choice*

Shuna L. Mason, ABD, Principal
(901) 233-8762
shuna@mosaiccommunityplanning.com



Shuna is a public policy and research analyst with extensive experience in fair and affordable housing, community economic development, social science research, academia, and non-profit management. Her specializations include the impact of socioeconomic factors on labor development, economic mobility, community economic development, and health and educational disparities. Her background includes housing and community needs assessments, fair housing studies, community revitalization plans, public opinion surveys, technical assistance to federal grantees, project management for federal grants, and legislative consultation on health, education, and economic development.

Shuna's research experience includes the impact of housing and federal funding on business and community development, the impact of capital access on small business and workforce development, and ethnographic research on land use policies. She has presented research findings at national and international conferences.

Principal, Mosaic Community Planning, Atlanta, GA, 2015-Present

- Serve on project teams for community development consulting engagements, including fair housing studies, affordable housing needs assessments, comprehensive plans, and other community development studies.

Research Consultant, WFN Consulting, Marietta, GA, 2014-2015

- Assisted public sector clients in identifying housing, community development, economic development, and fair housing needs through analyses of impediments to fair housing, fair housing equity assessments, consolidated plans, comprehensive plans, and market analyses.
- Designed and implemented quantitative and qualitative data analysis, including surveys, focus groups, and interviewing processes.
- Conducted research and analysis in socioeconomics, housing, economic development, health, education, and poverty in varying geographical areas.
- Analyzed demographic patterns to determine levels of access to economic, educational, health, and housing opportunity factors.
- Identified community assets and gaps in access, along with strategies for encouraging small business development and community economic revitalization.

Bachelor of Social Work Program Director & Assistant Professor Union University, Memphis, TN, 2010-2014

- Designed and taught Social Work and Sociology courses in research, statistics, social policy, and community development.



SAMPLE PRESENTATIONS

Poverty and Childhood Mental Well-Being: Understanding the Social Context

Poverty, Stigma, and Objectification: Understanding the Role of Policy in Crafting Community and Identity

Modeling Cultural Competency in Social Work Education

Multicultural Theory: A Treatment of Race, Cultural Relativism, and Identity Formation

- Partnered with community organizations to conduct community asset mapping, needs assessments, revitalization efforts, workforce development, and promote positive educational and health outcomes.
- Provided training and technical assistance to over 75 practice sites including community organizations, educational institutions, non-profits, and public and private institutions.

Research Assistant, University of Kentucky – Green Dot Project, Lexington, KY, 2011-2013

- Provided research support for a project designed to prevent community violence through bystander education.
- Conducted and analyzed results of stakeholder interviews, focus groups, and community surveys.
- Assisted in data management and analysis, training and technical assistance, and literature reviews.

Patient Services Manager, Leukemia & Lymphoma Society, Memphis, TN, 2007-2010

- Coordinated community outreach initiatives and health advocacy campaigns.
- Completed community public health programming on health disparities and clinical trials access in African- American and Latino communities.
- Designed, planned, and implemented state public health conferences and campaigns through collaboration with government officials, community stakeholders, local hospitals and clinics, educational institutions, and the media.



Kelley B. Gray, Esq.
(404) 831-1397
kellybgray@gmail.com

PROFESSIONAL EXPERIENCE

Fair Housing Law/Land Use & Zoning

- Provided legal review, research, and narrative for the fair housing/land use and zoning portions of 11+ city, county, and regional HUD Analysis of Impediment documents (AIs), including:
 - Research and analysis of the nature, extent, and disposition of significant state and federal housing discrimination lawsuits and HUD ALJ decisions and consent decrees which could impact future legislation and litigation or fair housing choice within the relevant study areas.
 - Review of zoning ordinances/land use codes, building codes, and state zoning laws for the relevant study areas and analysis and discussion of findings regarding how such codes, statutes, and local policies impact housing affordability and fair housing choice.
 - Recommendations for amendments to land use regulations that would expand housing affordability and support the municipality's commitment to affirmatively further fair housing.
- Represented clients in all stages of applications for land use zoning and permitting, including presenting at public hearings before city and county zoning authorities.
- Co-authored an article on recent developments in Zoning and Land Use Law, which was published in the *Mercer Law Review* in the Fall of 2009.

Litigation

- Federal fair housing litigation, including representation of a provider of community housing for persons with disabilities against a county government following denial of a conditional use permit, and representation of a developer of senior housing against a city following denial of rezoning/development applications; assisted in negotiation of successful settlements for clients.
- Commercial litigation representing clients in contract disputes, debtor/creditor litigation claims, and landlord/tenant disputes.

EMPLOYMENT HISTORY

Solo Practitioner, **Kelley B. Gray, Esq.**, Atlanta, GA (2012-Present)
Associate Attorney, **Smith, Gambrell & Russell, LLP**, Atlanta, GA (2008-2011)

AFFILIATIONS

Advisor & Community Ambassador. **Enduring Hearts** – a nonprofit that funds innovative medical research to increase the longevity of pediatric organ transplants and improve the quality of life for transplant recipients.

EDUCATION

Juris Doctor, *cum laude*
Managing Board, *Journal of the Legal Profession*
The University of Alabama Law School, Tuscaloosa, AL, 2008

Bachelor of Science in Business Administration, *summa cum laude*
Oglethorpe University
Atlanta, Georgia, 2003

SAMPLE PROJECT EXPERIENCE

Waukesha County, WI, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

City of Mesa, AZ, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

County of San Bernardino, CA, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

Town of East Hartford, CT, *Analysis of Impediments to Fair Housing Choice*

City of Phoenix, AZ, *Analysis of Impediments to Fair Housing Choice*

St. Louis County, MO and Cities of Florissant and O'Fallon, MO, *Analysis of Impediments to Fair Housing Choice*

Collier County, FL, *Analysis of Impediments to Fair Housing Choice*



EDUCATION

Master of Arts in Political Science (Specialties in Public Administration and Public Law), University of Tennessee (Knoxville) 1972

Bachelor of Arts (B.A.) Political Science, Louisiana Tech University, 1968

SAMPLE PROJECT EXPERIENCE

County of San Bernardino, CA, *Analysis of Impediments to Fair Housing Choice, Consolidated Plan, Annual Action Plan*

Town of East Hartford, CT, *Analysis of Impediments to Fair Housing Choice*

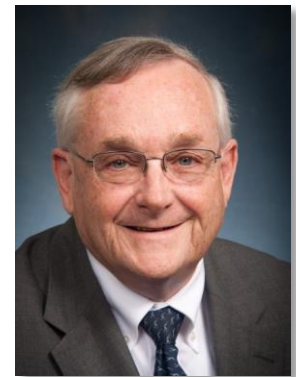
St. Louis County, MO and Cities of Florissant and O’Fallon, MO, *Analysis of Impediments to Fair Housing Choice*

Mid-South Regional Greenprint Consortium, Memphis, TN, *Fair Housing and Equity Assessment*

City of Phoenix, AZ, *Analysis of Impediments to Fair Housing Choice*

State of Texas General Land Office, *Community Development and Housing Planning Study for Galveston, Texas*

Craig Goebel, RCG Consulting Solutions
(470) 375-2155
craig.goebel@outlook.com



Senior Consultant providing consultation services for Analyses of Impediments to Fair Housing Choice, Fair Housing and Equity Assessments, Consolidated Plans, Action Plans, and CAPERs. Craig also provides training, develops training materials and instruments, and prepares research on topics pertinent to HUD programs and activities. Mr. Goebel served 27 years as the Director for Gwinnett County Georgia’s Community Development Program.

Principal and Founder, RCG Consulting Solutions, Lawrenceville, GA, 2015-Present

- Provide fair housing, consolidated planning, and HUD program management consulting services to public sector clients.

Senior Consultant, 2013-2015; Director, 1998-2013; Assistant Director, 1983-1998, WFN Consulting, Marietta, GA

- Served as Director of Gwinnett County, Georgia’s Community Development Program. Responsible for all program development and implementation.
- Supervised staff in program planning, financial management, project development and grants management for the CDBG, HOME, ESG, NSP, HPRP, and CDBG-R Programs in Gwinnett County.
- Prepared and supervised preparation of fair housing analyses, Consolidated Plans, Annual Action Plans, CAPERs, and other documents and reports required by HUD.
- Supervised preparation of all applications, training workshops, training materials, and contracts and agreements with other local government agencies, private businesses, and non-profit.
- Served as Director and Assistant Director with similar duties in Cobb County from 1983-1998 and in Clayton County from 1998-2009.

Assistant Commissioner, Intergovernmental Assistance, Georgia Department of Community Affairs, Atlanta, Georgia, 1981-1983

- Managed a staff of 12 professionals who provided assistance to local governments and citizens concerning government finance and operations, housing, community development, and federal and state laws and regulations applicable to Georgia local governments.
- Supervised the preparation of the first analysis of public housing authority finances in Georgia, initiation of the first statewide report on housing issues facing local governments in the state, and the first comprehensive analysis of local government finances in Georgia.
- Served as the DCA representative to the National Council of State Community Affairs Agencies in Washington, D.C. Through this post, had contact with staff from the White House, Office of Management and Budget, various U.S. Senate and House Committees, the Housing Assistance Council, and a number of Federal agencies (HUD, Agriculture, Interior, etc.).



EDUCATION

Doctorate of Philosophy
University of Phoenix
Atlanta, GA, 2013

Master of Public
Administration
California Central University
Durham, NC, 2002

Bachelor of Science, Georgia
Southern University
Statesboro, GA, 1999

CERTIFICATIONS

Certified HOME Program
Specialist – Regulations, U.S.
Dept. of Housing & Urban
Development

**SAMPLE PROJECT
EXPERIENCE**

Mid-South Regional
Greenprint Consortium,
Memphis, TN, *Fair Housing and
Equity Assessment*

City of Phoenix, AZ, *Analysis of
Impediments to Fair Housing
Choice*

County of San Bernardino, CA,
*Analysis of Impediments to Fair
Housing Choice, Consolidated
Plan, Annual Action Plan*

Waukesha County, WI,
*Analysis of Impediments to Fair
Housing Choice, Consolidated
Plan, Annual Action Plan*

City of Mesa, AZ, *Analysis of
Impediments to Fair Housing
Choice, Consolidated Plan, Annual
Action Plan*

Kimberly Roberts, Ph.D.
(404) 391-8972
robertsk02@yahoo.com



Responsible for initiating and managing customized technical assistance and capacity building engagements; Possesses extensive experience in managing multiple CPD Programs and coordinating production of materials to include CPD policy and procedures manuals, organizational charts, subrecipient agreements, training programs, reporting documentation and preparation of Five Year Consolidated Plans, Annual Action Plans, and Analyses of Impediments to Fair Housing Choice Plans.

Managing Director, 2012-Present; Deputy Director, 2010-2011, WFN Consulting, Marietta, GA

- Directs Cobb County’s Community Development Block Grant Program (CDBG), Home Investments Partnership Act (HOME) Program, Emergency Shelter Grant Program (ESG), and Neighborhood Stabilization Program (NSP).
- Supervises program staff in various aspects of program planning, financial management, project development, and grants management.

Affordable Housing Programs Administrator, WFN Consulting, 2008-2009

- Served as the Affordable Housing Programs Administrator for Cobb County’s Community Development Block Grant Program (CDBG), Home Investments Partnership Act (HOME) Program, Neighborhood Stabilization Program (NSP) and Emergency Shelter Grant Program (ESG).
- Conducted monitoring of HOME subrecipients and Housing Rehabilitation Program files.
- Maintained oversight of all expenditures for HOME subrecipients and Housing Rehabilitation projects.
- Monitored Housing Rehabilitation contractors and their obligations under the contract for quality, and timely workmanship for the Housing Rehabilitation Program.
- Prepared CDBG and HOME Program data for Cobb County Action Plans & CAPER.

CDBG & ESG Program Manager (2006 – 2008) WFN Consulting

- Ensured all CDBG and ESG projects and activities conformed with applicable Federal, State, and local regulations, particularly those pertaining to project eligibility, environmental clearance, and contract compliance.
- Monitored contractors and their obligations under the contract for quality, timely workmanship and Davis Bacon Requirements
- Performed environmental review for all upcoming CDBG/HOME & ESG Projects
- Prepared CDBG and HOME Program data for Cobb County Action Plans & CAPER



REFERENCES AND SAMPLE WORK

A sample of public sector clients for whom Mosaic Community Planning staff conducted fair housing studies are provided below. Note that Mosaic principals completed this work while employed together at WFN Consulting.

EAST HARTFORD, CONNECTICUT

Services included completion of an Analysis of Impediments to Fair Housing Choice for the Town of East Hartford. Key analyses involved a socioeconomic overview, profile of the housing stock, geography of protected classes and levels of segregation, mapping, analysis of mortgage lending data, compilation of housing complaint data and fair housing lawsuits, and identification of public and private sector impediments to fair housing choice. The team also provided recommendations for actions the Town could take to address each impediment.

A copy of the 2015-2019 Analysis of Impediments to Fair Housing Choice for the Town of East Hartford, CT is provided as a sample of work completed by the proposed project team.

Project team: Jeremy Gray, Melissa Mailloux, Shuna Mason, Kelley Gray, Craig Goebel
Timeframe: March 2015 – July 2015
Contact: Sara Ross, Housing Planning Analyst
Town of East Hartford Grants Administration Division
740 Main Street, East Hartford, Connecticut 06108
ross@easthartfordct.gov – (860) 291-7210

ST. LOUIS COUNTY and the CITIES of FLORISSANT and O’FALLON, MISSOURI

Services included completion of an Analysis of Impediments to Fair Housing Choice covering each of the three jurisdictions. The process involved four community meetings, 30 stakeholder interviews, a survey with 57 respondents, and three public hearings. Key components of the study included an analysis of protected classes, an examination of housing stock and affordability, a review of local zoning ordinances, assessments of other public and private sector policies and practices, identification of impediments to fair housing choice, and recommended strategies for addressing barriers.

Project team: Jeremy Gray, Melissa Mailloux, Kelley Gray, Craig Goebel
Timeframe: February 2014 – November 2014
Contact: Jim Holtzman, Director
St. Louis County Office of Community Development
41 S. Central, 5th Floor, Clayton, Missouri 63105
JHoltzman2@stlouisco.com – (314) 615-4414

WAUKESHA COUNTY, WISCONSIN

Services included completion of an Analysis of Impediments to Fair Housing Choice, Consolidated Plan, and Annual Action Plan. Public outreach involved five public meetings, input from 56 organizations, and a community survey with 383 respondents. The study included a protected class analysis, an examination of housing affordability, assessments of public and private sector policies and practices, identification of impediments to fair housing choice, and recommendations to address barriers.



Project staff: Jeremy Gray, Melissa Mailloux, Shuna Mason, Kelley Gray, Kimberly Roberts
Timeframe: July 2014 – November 2014
Contact: Kristin Silva, Community Development Coordinator
Waukesha County Department of Parks and Land Use
515 W. Moreland Blvd., Room AC 320, Waukesha, WI 53188
ksilva@waukeshacounty.gov – (262) 896-3370

COUNTY of SAN BERNARDINO, CALIFORNIA

Services included completion of an Analysis of Impediments to Fair Housing Choice, Consolidated Plan, and Annual Action Plan. Mosaic principals performed community engagement, public outreach, and designed and implemented a community survey. These activities focused on identifying priority community development, economic development, and fair and affordable housing needs, and then developing strategies and programs to address them over a five-year timeframe. Over 800 residents completed the survey, 14 organizations participated in interviews, and the team held 6 community meetings.

The Analysis of Impediments included a protected class analysis, an examination of housing affordability, assessments of public and private sector policies and practices, identification of impediments to fair housing choice, and recommendations to address barriers.

Project staff: Jeremy Gray, Melissa Mailloux, Shuna Mason, Kelley Gray, Craig Goebel, Kimberly Roberts
Timeline: July 2014 – May 2015
Contact: Debbie Kamarani, Deputy Director
County of San Bernardino Community Development and Housing Department
385 N. Arrowhead Avenue, 3rd Floor, San Bernardino, CA 92415
dkamarnai@cd.sbcounty.gov – (909) 387-4327

MIDSOUTH REGIONAL GREENPRINT, SHELBY COUNTY, TENNESSEE

Services included completion of a Fair Housing and Equity Assessment (FHEA) for the Mid-South Regional Greenprint and Sustainability Plan. The FHEA examined housing and infrastructure dynamics in the region to identify barriers for racial/ethnic minorities. This work evaluated the housing supply, land use and zoning, demographic patterns, public infrastructure investment, and neighborhood opportunity factors. It culminated with identification of housing barriers in the region and strategies to address them.

Project staff: Jeremy Gray, Melissa Mailloux, Kelley Gray, Craig Goebel, Kimberly Roberts
Timeline: September 2013 – September 2014
Contact: John Zeanah, Administrator
Memphis and Shelby County Office of Sustainability
125 North Main, Suite 468
john.zeanah@memphistn.gov – (901) 576-7167



TIMELINE

The table on the following page outlines project benchmarks and individual responsibilities for completion of the AI by phase, including data collection and analysis, drafting and revision processes and presentation of final findings and recommendations.

Based on a start date of January 22, 2016, Mosaic Community Planning proposes to complete a draft AI document by **March 22, 2016** for comment by LFUCG staff and the public. Based on comments received, Mosaic will submit a final document by **April 22, 2016**. We will provide **four (4) bound copies** of the final AI and an **electronic copy**, including all appendices. Please note that Mosaic is available to begin the project prior to January 22, 2016, depending on LFUCG's schedule for proposal review and consultant selection.

Team members are identified by their initials, as follows:

- Jeremy Gray (JG)
- Melissa Mailloux (MM)
- Shuna Mason (SM)
- Kelley Gray (KG)
- Craig Goebel (CG)
- Kimberly Roberts (KR)



BUDGET

For the performance of the scope of services detailed herein, Mosaic proposes a firm fixed price inclusive of all costs associated with the project. Specifically, Mosaic's fixed price includes cost of staff to oversee, manage, and perform the specified services, cost of office supplies, and the costs to prepare, print, and bind the final product.

Mosaic proposes a \$36,275 fixed, not-to-exceed fee for the research and development of an Analysis of Impediments to Fair Housing Choice for the LFUCG, as detailed below.

Fee Schedule by Major Project Component	Cost
Personnel Costs	
Phase 1: Community Input and Data Collection	\$11,750
Phase 2: Data Analysis & Document Drafting	\$12,500
Phase 3: Presentation & Approval of Documents	\$8,250
Subtotal	\$32,500
Travel	
Community workshops and one-on-one interviews	\$2,500
Public hearing	\$950
Subtotal	\$3,450
Printing / Report Production	
Production of final AI; copies of surveys and meeting materials	\$325
Subtotal	\$325
Total Proposed Project Fee	\$36,275



REQUIRED FORMS



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/8/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER EPIC Insurance Brokers & Consultants 2405 Satellite Blvd #200 Duluth GA 30096-5808		CONTACT NAME: Lorie Anslem PHONE (A/C, No, Ext): (770) 232-0202 FAX (A/C, No): (770) 232-9202 E-MAIL ADDRESS: lorie.anslem@epicbrokers.com	
INSURED Mosaic Community Planning, LLC 195 Arizona Ave NE, Ste. 123 Atlanta GA 30307		INSURER(S) AFFORDING COVERAGE INSURER A: Mass Bay NAIC # 22306 INSURER B: Hanover Specialty Industrial INSURER C: INSURER D: INSURER E: INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** 15-16 Master **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			ODA A796204 00	12/1/2015	12/1/2016	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		X				MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
							\$
A	AUTOMOBILE LIABILITY			ODA A796204 00 Liability Only	12/1/2015	12/1/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input checked="" type="checkbox"/> HIRED AUTOS		X				PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	DED						\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WDA A796166 00	12/1/2015	12/1/2016	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)		Y/N				E.L. EACH ACCIDENT \$ 100,000
	If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				E.L. DISEASE - EA EMPLOYEE \$ 100,000
							E.L. DISEASE - POLICY LIMIT \$ 500,000
B	Professional Liability			LHA A797485 00	12/1/2015	12/1/2016	Per Occurrence 1,000,000
							Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER	CANCELLATION
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Lorie Anslem/LORANS

AFFIDAVIT

Comes the Affiant, Melissa M. Mailloux, and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Melissa M. Mailloux and he/she is the individual submitting the proposal or is the authorized representative of Mosaic Community Planning, LLC, the entity submitting the proposal (hereinafter referred to as "Proposer").

2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.

3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.

4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.

5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.

6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

Continued on next page

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

Further, Affiant sayeth naught.

Melissa M. Mailloux

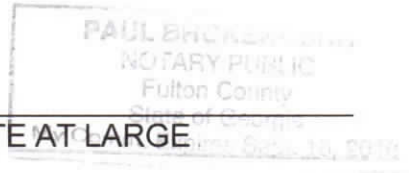
STATE OF GA

COUNTY OF Fulton

The foregoing instrument was subscribed, sworn to and acknowledged before me by Melissa Mailloux on this the 9 day of Dec, 2015.

My Commission expires: Sept 18, 2016

Paul Brock



NOTARY PUBLIC, STATE AT-LARGE

EQUAL OPPORTUNITY AGREEMENT

The Law

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.
- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.
- Section 503 of the Rehabilitation Act of 1973 states:

The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap.

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.
- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

Bidders

I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.



Signature

Mosaic Community Planning, LLC

Name of Business

WORKFORCE ANALYSIS FORM

Name of Organization: Mosaic Community Planning, LLC

Date: 12 / 13 / 2015

Categories	Total	White		Latino		Black		Other		Total	
		M	F	M	F	M	F	M	F	M	F
Administrators											
Professionals	3	1	1				1			1	2
Superintendents											
Supervisors											
Foremen											
Technicians											
Protective Service											
Para-Professionals											
Office/Clerical											
Skilled Craft											
Service/Maintenance											
Total:	3	1	1				1			1	2

Prepared by: Melissa Mailloux, Principal Partner

Name & Title



LFUCG MWDBE PARTICIPATION FORM

Bid/RFP/Quote Reference # 54-2015

The MWDBE subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to Central Purchasing for approval immediately.

MWDBE Company, Name, Address, Phone, Email	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1. Kelley Gray, Esq. 879 Confederate Ave SE Atlanta, GA 30312 404.831.1397 kelleybgray@gmail.com	Zoning Analysis and Review of Fair Housing Lawsuits	\$3,500	10%
2.			
3.			
4.			

The undersigned company representative submits the above list of MWDBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

Mosaic Community Planning, LLC

Company

12/14/2015

Date

Melissa M. Mailloux

Company Representative

Melissa Mailloux, Principal Partner

Title



MWDBE QUOTE SUMMARY FORM

Bid/RFP/Quote Reference # 54-2015

The undersigned acknowledges that the minority subcontractors listed on this form did submit a quote to participate on this project.

Company Name Mosaic Community Planning, LLC	Contact Person Melissa Mailloux
Address/Phone/Email 195 Arizona Ave NE, Suite 123, Atlanta, GA 30307 770.366.7893 melissa@mosaiccommunityplanning.com	Bid Package / Bid Date RFP#54-2015 / Due December 16, 2015

MWDBE Company Address	Contact Person	Contact Information (work phone, Email, cell)	Date Contacted	Services to be performed	Method of Communication (email, phone meeting, ad, event etc)	Total dollars \$\$ Do Not Leave Blank (Attach Documentation)	MBE * AA HA AS NA Female
None							

(MBE designation / AA=African American / HA= Hispanic American/AS = Asian American/Pacific Islander/ NA= Native American)

The undersigned acknowledges that all information is accurate. Any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Mosaic Community Planning, LLC
Company


Company Representative

12/14/2015
Date

Melissa Mailloux, Principal Partner
Title

LFUCG STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote # 54-2015

By the signature below of an authorized company representative, we certify that we have utilized the following Good Faith Efforts to obtain the maximum participation by MWDBE business enterprises on the project and can supply the appropriate documentation.

_____ Advertised opportunities to participate in the contract in at least two (2) publications of general circulation media; trade and professional association publications; small and minority business or trade publications; and publications or trades targeting minority, women and disadvantaged businesses not less than fifteen (15) days prior to the deadline for submission of bids to allow MWDBE firms to participate.

_____ Included documentation of advertising in the above publications with the bidders good faith efforts package

_____ Attended LFUCG Central Purchasing Economic Inclusion Outreach event

_____ Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs of subcontracting opportunities

_____ Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms

_____ Requested a list of MWDBE subcontractors or suppliers from LFUCG Economic Engine and showed evidence of contacting the companies on the list(s).

_____ Contacted organizations that work with MWDBE companies for assistance in finding certified MWDBE firms to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.

 X Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs soliciting their participation in the contract not less than seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.

 X Followed up initial solicitations by contacting MWDBEs to determine their level of interest.

- Provided the interested MWDBE firm with adequate and timely information about the plans, specifications, and requirements of the contract.
- Selected portions of the work to be performed by MWDBE firms in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items into economically feasible units to facilitate MWDBE participation, even when the prime contractor may otherwise perform these work items with its own workforce
- Negotiated in good faith with interested MWDBE firms not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.
- Included documentation of quotations received from interested MWDBE firms which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.
- Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE goals.
- Made an effort to offer assistance to or refer interested MWDBE firms to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal
- Made efforts to expand the search for MWBE firms beyond the usual geographic boundaries.
- Other - any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE participation.

Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement. Documentation of Good Faith Efforts are to be submitted with the Bid, if the participation Goal is not met.

The undersigned acknowledges that all information is accurate. Any misrepresentations may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Mosaic Community Planning, LLC

Company



Company Representative

12/14/2015

Date

Melissa Mailloux, Principal Partner

Title

GENERAL PROVISIONS

1. Each Respondent shall comply with all Federal, State & Local regulations concerning this type of service or good.

The Respondent agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, 29 U.S.C. 650 *et. seq.*, as amended, and KRS Chapter 338. The Respondent also agrees to notify the LFUCG in writing immediately upon detection of any unsafe and/or unhealthful working conditions at the job site. The Respondent agrees to indemnify, defend and hold the LFUCG harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.

2. Failure to submit ALL forms and information required in this RFP may be grounds for disqualification.
3. Addenda: All addenda, if any, shall be considered in making the proposal, and such addenda shall be made a part of this RFP. Before submitting a proposal, it is incumbent upon each proposer to be informed as to whether any addenda have been issued, and the failure to cover in the bid any such addenda may result in disqualification of that proposal.
4. Proposal Reservations: LFUCG reserves the right to reject any or all proposals, to award in whole or part, and to waive minor immaterial defects in proposals. LFUCG may consider any alternative proposal that meets its basic needs.
5. Liability: LFUCG is not responsible for any cost incurred by a Respondent in the preparation of proposals.
6. Changes/Alterations: Respondent may change or withdraw a proposal at any time prior to the opening; however, no oral modifications will be allowed. Only letters, or other formal written requests for modifications or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by LFUCG prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened, will then be corrected in accordance with such written request(s), provided that the written request is contained in a sealed envelope which is plainly marked "modifications of proposal".
7. Clarification of Submittal: LFUCG reserves the right to obtain clarification of any point in a bid or to obtain additional information from a Respondent.
8. Bribery Clause: By his/her signature on the bid, Respondent certifies that no employee of his/hers, any affiliate or Subcontractor, has bribed or

attempted to bribe an officer or employee of the LFUCG.

9. Additional Information: While not necessary, the Respondent may include any product brochures, software documentation, sample reports, or other documentation that may assist LFUCG in better understanding and evaluating the Respondent's response. Additional documentation shall not serve as a substitute for other documentation which is required by this RFP to be submitted with the proposal,
10. Ambiguity, Conflict or other Errors in RFP: If a Respondent discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP, it shall immediately notify LFUCG of such error in writing and request modification or clarification of the document if allowable by the LFUCG.
11. Agreement to Bid Terms: In submitting this proposal, the Respondent agrees that it has carefully examined the specifications and all provisions relating to the work to be done attached hereto and made part of this proposal. By acceptance of a Contract under this RFP, proposer states that it understands the meaning, intent and requirements of the RFP and agrees to the same. The successful Respondent shall warrant that it is familiar with and understands all provisions herein and shall warrant that it can comply with them. No additional compensation to Respondent shall be authorized for services or expenses reasonably covered under these provisions that the proposer omits from its Proposal.
12. Cancellation: If the services to be performed hereunder by the Respondent are not performed in an acceptable manner to the LFUCG, the LFUCG may cancel this contract for cause by providing written notice to the proposer, giving at least thirty (30) days notice of the proposed cancellation and the reasons for same. During that time period, the proposer may seek to bring the performance of services hereunder to a level that is acceptable to the LFUCG, and the LFUCG may rescind the cancellation if such action is in its best interest.

A. Termination for Cause

- (1) LFUCG may terminate a contract because of the contractor's failure to perform its contractual duties
- (2) If a contractor is determined to be in default, LFUCG shall notify the contractor of the determination in writing, and may include a specified date by which the contractor shall cure the identified deficiencies. LFUCG may proceed with termination if the contractor fails to cure the deficiencies within the specified time.

- (3) A default in performance by a contractor for which a contract may be terminated shall include, but shall not necessarily be limited to:
- (a) Failure to perform the contract according to its terms, conditions and specifications;
 - (b) Failure to make delivery within the time specified or according to a delivery schedule fixed by the contract;
 - (c) Late payment or nonpayment of bills for labor, materials, supplies, or equipment furnished in connection with a contract for construction services as evidenced by mechanics' liens filed pursuant to the provisions of KRS Chapter 376, or letters of indebtedness received from creditors by the purchasing agency;
 - (d) Failure to diligently advance the work under a contract for construction services;
 - (e) The filing of a bankruptcy petition by or against the contractor; or
 - (f) Actions that endanger the health, safety or welfare of the LFUCG or its citizens.

B. At Will Termination

Notwithstanding the above provisions, the LFUCG may terminate this contract at will in accordance with the law upon providing thirty (30) days written notice of that intent, Payment for services or goods received prior to termination shall be made by the LFUCG provided these goods or services were provided in a manner acceptable to the LFUCG. Payment for those goods and services shall not be unreasonably withheld.

13. **Assignment of Contract:** The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated to consent to any request for assignment or subcontract; and further that such refusal to consent can be for any or no reason, fully within the sole discretion of LFUCG.
14. **No Waiver:** No failure or delay by LFUCG in exercising any right, remedy, power or privilege hereunder, nor any single or partial exercise thereof, nor the exercise of any other right, remedy, power or privilege shall operate as a waiver hereof or thereof. No failure or delay by LFUCG in exercising any right, remedy, power or privilege under or in respect of this Contract shall affect the rights, remedies, powers or privileges of LFUCG hereunder or shall operate as a waiver thereof.

15. Authority to do Business: The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must be signed by a duly authorized officer, agent or employee of the Respondent.
16. Governing Law: This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.
17. Ability to Meet Obligations: Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.
18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.
19. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.

Melissa M. Meiller
Signature

12/14/2015
Date



Lexington-Fayette Urban County Government
DEPARTMENT OF FINANCE & ADMINISTRATION

Jim Gray
Mayor

William O'Mara
Commissioner

ADDENDUM #1

Bid Number: **#RFP 54-2015**

Date: December 10, 2015

Subject: Analysis of Impediments to Fair Housing

Address inquiries to:
Todd Slatin
(859) 258-3320

TO ALL PROSPECTIVE SUBMITTERS:

Please be advised of the following clarifications to the above referenced RFP:

Specification No. 8. **REQUIRED PROPOSAL FORMAT.**

Delete requirement for submittals No. 3 and 16 - 19. All pages in RFP package requiring signature should be submitted with proposal.

Todd Slatin, Director
Division of Central Purchasing

All other terms and conditions of the Bid and specifications are unchanged.
This letter should be signed, attached to and become a part of your Bid.

COMPANY NAME: Mosaic Community Planning, LLC

ADDRESS: 195 Arizona Ave NE, Suite 123, Atlanta, GA 30307

SIGNATURE OF BIDDER: Melissa M. Mailer