



August 28, 2013

RFP #26-2013 Comprehensive Affordable Housing Strategy

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

Dear Mr. Slatin,

czbLLC Federal Tax ID: 75-2989722

czb is pleased to submit our proposal to draft a comprehensive affordable housing strategy and implementation plan for LFUCG. Given an on-time start of October 1, 2013, czb can deliver a complete strategy on time by 6 January 2014 for a cost not to exceed \$48,250 inclusive of all fees and expenses.

Our team is comprised of the finest housing analysts and practitioners in the United States. If selected, firm co-principals Charles Buki and Karen Pooley, PhD would comprise the core of our team. Before establishing czb, Charles Buki worked for CCNV on the development of shelters for the homeless, numerous nonprofit community development corporations developing affordable rental and first time home buyer housing, the Neighborhood Reinvestment Corporation as director of its training institute, and the Millennial Housing Commission. Before joining czb, Karen Pooley worked for The Reinvestment Fund in Philadelphia and New York City's Department of Housing Preservation and Development. If selected, czb would bring to the project as advisors Richard Voith, PhD and Susan Wachter, PhD, both of the Wharton School at the University of Pennsylvania, and both internationally-recognized housing experts, as well as Al Tetrault, one of the nation's foremost experts on low income housing tax credits.

czb has a long history with housing issues, from the analysis of markets, to the evaluation and design of policy, to the finance and development of affordable homes. We have advised the Ash Institute at Harvard's Kennedy School on affordable housing innovation (2005-2009). We wrote the housing policy for Bridgeport, Connecticut (2007). We co-designed Seattle's \$110M Affordable Housing Levy (2002). We evaluated more than 500 submarkets for the Pennsylvania Housing Finance Agency, and designed new QAPs for Pennsylvania, Illinois, and Alaska. We evaluated Chicago markets for the Metropolitan Planning Council. For private foundations (MacArthur, Annie E. Casey) we evaluated housing markets in Chicago and Atlanta. At present, we are working in the high cost markets of Boulder and Park City to help those community address their complex affordability challenges.

We bring tremendous enthusiasm for asking the right questions, collecting and analyzing the right data, and helping clients co-develop appropriate responses to their housing challenges.

Respectfully

Charles Buki
Principal

czb
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703-548-3708

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Statement of Services :: Work Program

The problem of affordable housing is too little income relative to the cost of housing. This is the problem of housing costing too much, or families having too little, or some combination of the two. For the most part, middle class families make enough money in all but the most expensive markets to have some choice in the market. They may not be able to afford their first choice, but they are not completely shut out of the market. As incomes decrease, however, families have fewer and fewer choices. A good housing strategy stimulates enough supply to try and achieve two aims. First, to ensure there are choices at all price points. Second, that the choices that do exist for the lowest earners are decent and on good blocks in safe and stable neighborhoods. If selected by the Lexington-Fayette Urban County Government (LFUCG) to develop a comprehensive affordable housing strategy for the City of Lexington and the region, our team would deploy the following approach:

Analysis

The purpose of developing a baseline is to establish precisely where the market is at a given moment in time. We would establish the extent of housing need and the nature of demand across the income spectrum. We would also determine the extent to which resources exist to address need - extractable value from the market, plus local, state and federal resources. This first part of the work would take approximately ten weeks, provided the data needed (private sector market (MLS) as well as public records) is available on a timely basis. **The deliverable will be a comprehensive analysis of need and demand within LFUCG, and will contain projections for affordability gaps should there be no change in the status quo.** *To get a good sense of what an analysis might look like - the first deliverable czb would provide LFUCG - our 2012 and 2013 work for Park City (a - Housing Strategy; b - Balanced Growth Strategy), our 2007 work for Bridgeport (Housing Strategy), and our 2006 work for the Pennsylvania Housing Finance Agency are good examples. (Please see URL links shown on p. 15 of this proposal).*

Strategy

The baselines show the magnitude of the housing challenges faced by families in Lexington, and the degree to which resources may be available to address affordability gaps. After many years of helping clients tackle these and related challenges, czb has come to boil down the strategy work each client community faces as a function of having to decide which of the two paths to take at a fork in the road we help the client come to. The first path is to more or less continue doing what it has been doing. The second is to do something substantially different. Our baseline work helps not only identify where a community is, but where it is likely to be headed if it keeps doing what it has been doing. For communities that have a history of success with affordable housing, it can and often does make sense to continue down the path they've been on. Other communities without historic success addressing their housing challenges may wish to develop an alternative strategy. That is, to change course. Of course only the client has a true feel for just how aggressive their strategy should be, but one of our greatest strengths as a firm is helping clients sort through the range of local issues to find the path that works best for them. We would expect for Lexington and the region the development of a strategy will take approximately four months, some of which overlaps the development of the baselines. **The deliverable will be a clear strategy on what needs to get done, at what cost, reliant on what partnerships, with what anticipated outputs. It will include specific action steps that will need to be taken by which party when.** *To get a good sense of what our strategy might look like - our 2009 work for the Alaska Housing Finance Corporation is a very good example.*

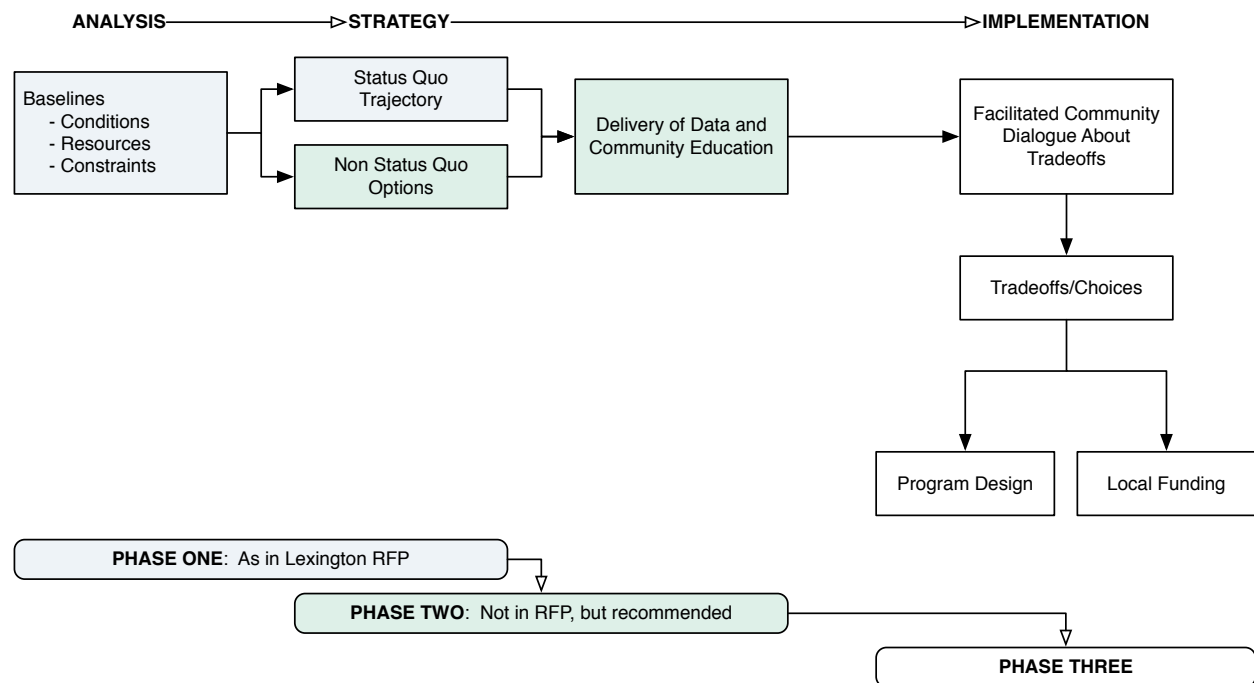
Implementation

This project does not explicitly call for comment on implementation. But we would be remiss to draw attention to the challenges of making system-wide changes (zoning, development rights trading banks, loan pool modification, et al) without a word on implementation. In our experience, housing affordability challenges are significant not only because of the expense of closing gaps. They are

complex because they involve need and demand, choice in a free market, race and class, local history and tradition, and all in the context of complicated market reality. Solving affordability challenges invariably means requires tradeoffs, as there are never enough resources to go around. *Should we do a dozen units at \$100,000 each for this market segment or 30 units at \$40,000 each for that segment?* Making decisions that require trading costs and benefits hinges substantially on how well the baseline conditions are understood, how the status quo became the status quo, and what the future likely looks like in any of a number of potential scenarios. For these reasons we encourage Lexington to give serious consideration to budgeting for implementation guidance at some point.

czb

Flow Chart for Affordable Housing Strategy That Impacts Lexington Neighborhoods and Markets Positively



If czb is selected to work with LFUCG, we envision the project unfolding in two overlapping phases as illustrated above. Analysis (Phase One) would take approximately ten weeks, followed (and overlapped) by strategy development lasting about four months. It's one thing to create an Affordable Housing Trust Fund Commission - as was done, and then for that Commission to recommend a 1% increase in the local insurance premium tax as a way to raise resources for affordable housing, as happened. It's another to have such a recommendation obtain widespread support and pass. czb's approach is to co-develop a strategy that the community can support. This is an important reason we recommend not rushing the analysis and strategy development, and also eventually budgeting for implementation. These timelines can be shortened if necessary, though in our experience it is better to take more time to work through data and its implications.

Statement of Services :: Specific Approach

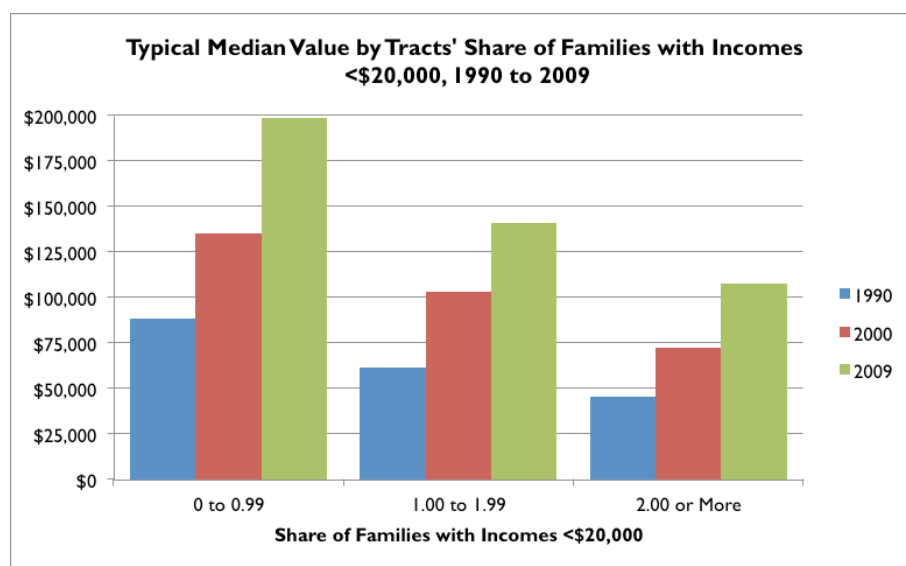
As we understand the project, Lexington is looking to identify an appropriate strategy – comprised of one program or a coordinated series of programs – to increase the stock of affordable housing units in a way that best addresses existing gaps in a cost-effective and sustainable manner. The strategy should

be based on trusted data about local conditions and trends, and informed by national realities and best-practices. The strategy should be mindful of the community’s social and political environment, and be able to be approved and supported by local residents and stakeholders. The strategy should be well-linked to recent, current and upcoming planning efforts, and answer specific questions regarding constituency, clients, means of achieving affordability, program structure, and outputs. Lexington is in an excellent position to pursue such a thoughtful initiative. The decision to procure a comprehensive affordable housing strategy is a serious one, indicating a serious commitment to housing. In more detail, our proposed approach is as follows:

1. **First, the czb team proposes to collect and analyze existing secondary data to understand conditions within the Lexington area as well as to put the city and its neighborhoods into a larger, regional context.** Indicators will quantify people-based characteristics (demographic and socio-economic conditions and trends, as well as migration patterns) and place-based characteristics (housing type, age, quality, value, and occupancy status). The data will be used to illustrate housing needs (highlighting key affordability issues), housing demand (through sale prices and the time properties spend on the market, the split between primary residences and second homes, and rent levels and rental vacancy rates), and the nature of housing investments (the scale of new construction or rehabilitation work, the presence and extent of public funding going into development projects).

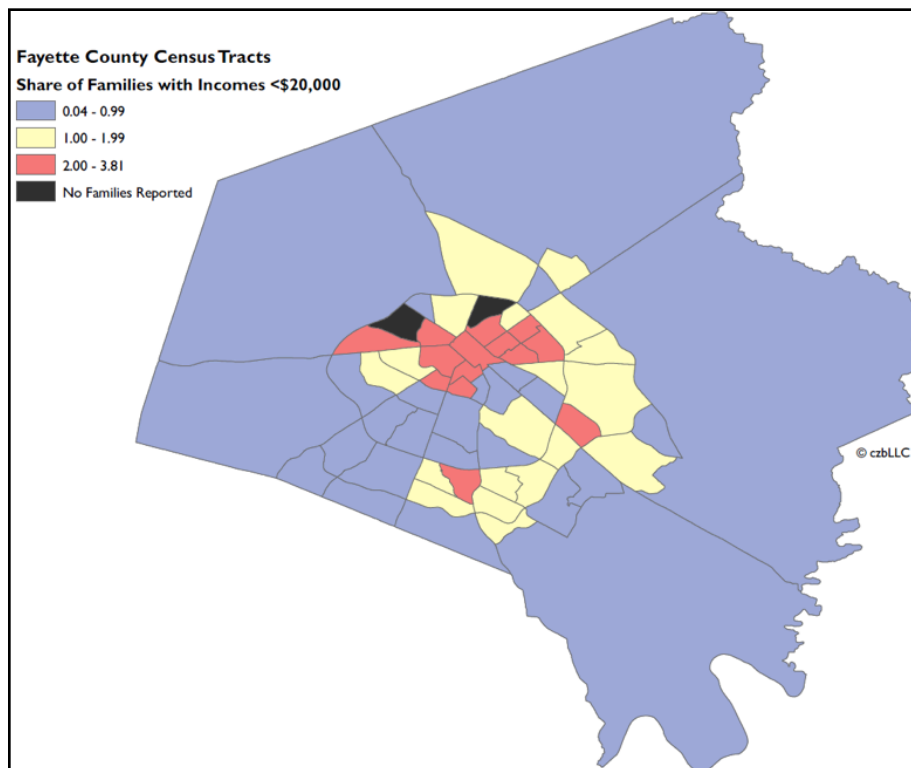
For this stage, we plan to review data from the U.S. Census, HMDA, RealtyTrac, government agencies (on the local, state, and federal levels) that conduct housing-related programs, the multiple listing service, and County Business Patterns, as well as important secondary sources, including “For the Greater Good, Report of the Mayor’s Commission on Homelessness, 2013” and all recent studies done by or for Lexington. Our analysis of this data will specify which households are currently underserved by Lexington’s housing market (and where these households are living instead) and what it might take (more units, different units, more financing, etc.) to house them in the community. This stage will also include a look into similar conditions and trends nationwide and in comparable communities both within the region and across the country. We will pay special attention to the extent to which the location of housing for low income households relates to market strength.

Median Value Trends by Concentration of Low-Income Families in Lexington



2. **Second, czb proposes to complement this information by collecting and analyzing primary data through resident surveys, focus groups, and interviews with key informants (including area Realtors, lenders, community groups, local agencies, and service providers).** This type of outreach is essential to “ground” the quantitative data and analysis – to be sure that findings and conclusions based on the data make sense to area residents and stakeholders. This type of outreach is also necessary to build support and buy-in for proposed recommendations and strategies, and also to “test” how possible recommendations might fare in the larger political and social environment. This step will help us understand regional settlement realities.

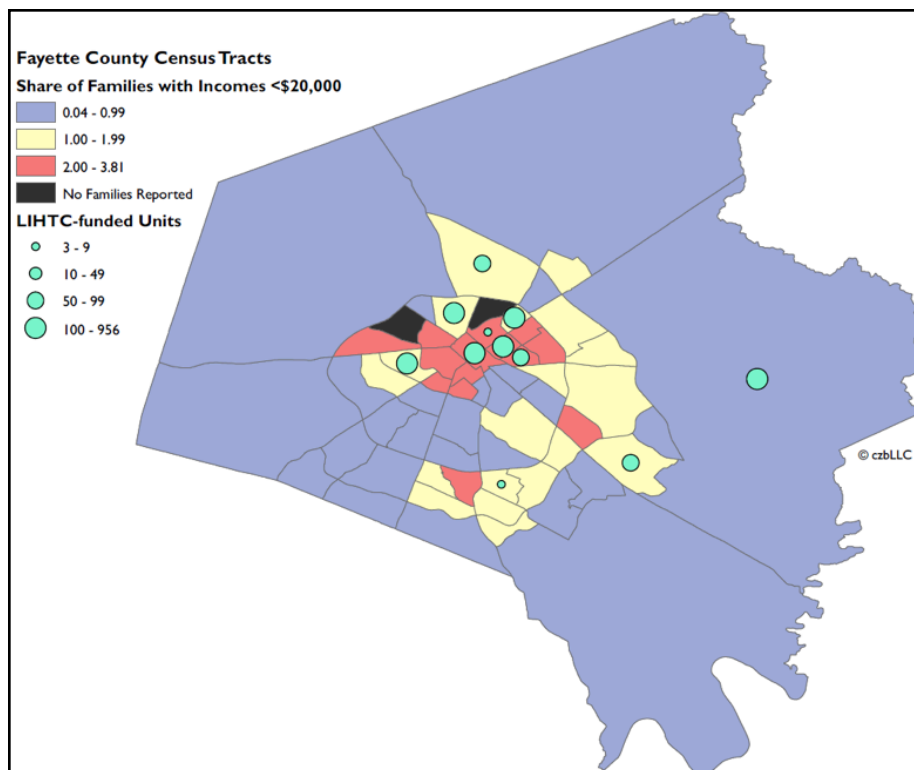
For example, in the map below, the salmon-colored areas show areas where there is a significant concentration of very low income families. The maps and chart we provide in this proposal show that places with concentrations of low-income families are losing ground in terms of property values. Tracts with more than their share of low-income families have significantly lower median values and they’re rising more slowly – most tracts with more than twice their share of low-income families are losing ground relative to the county as a whole (median values are rising more slowly in the tracts than countywide) and just 23% of them are outpacing the county in terms of property appreciation. A careful strategy development process that is highly collaborative will surface complex issues like this and create a forum to determine whether or not such issues should be tackled in a strategy.



3. **Third, czb proposes to examine programs and policies that can affect housing demand by reviewing the range of financing available for housing and housing-related investments, the existing policies and regulations influencing the development of affordable housing, “best practice” approaches used in communities with a similar array of policies and regulations, and the capacities of key housing policy partners (such as non-profit developers and large local institutions).** Gathered through document-based research and informational interviews and

focus groups with key informants, czb will use this review to recommend ways that public funding, as well as local building and zoning regulations and tax policies, might be adjusted to facilitate the development of affordable housing as well as the preservation of the existing housing stock. This stage will also link this process with other complementary planning efforts and decision-making processes.

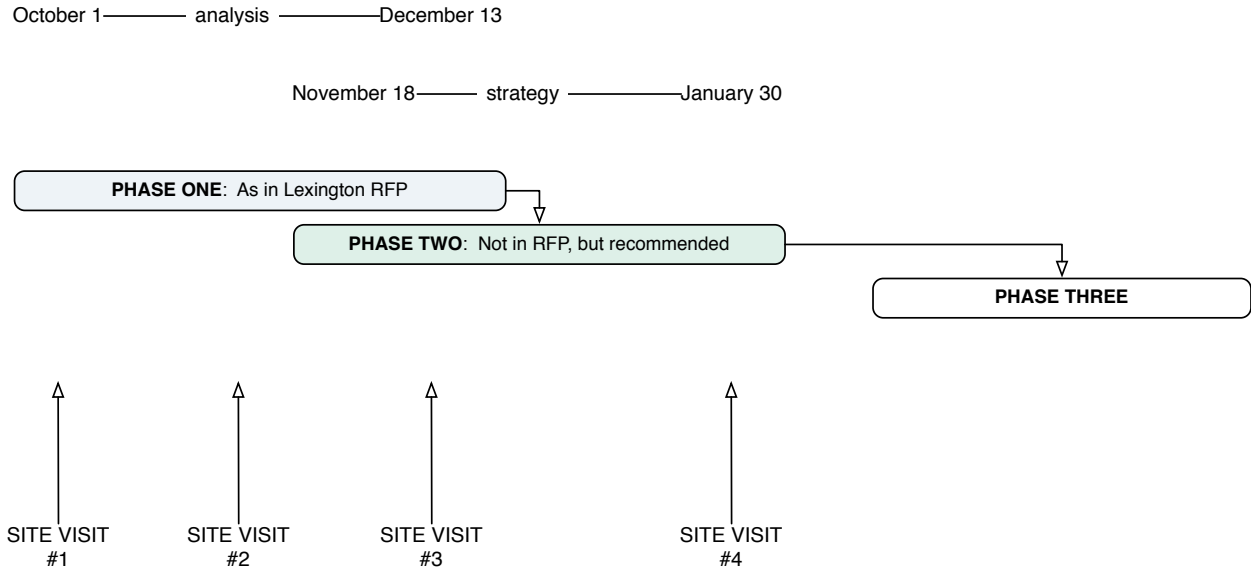
4. **Fourth, czb will do what we do best – use data to tell an important story.** Our team will show how a strong tourist economy and second home market are generating a large low-wage service-sector workforce and also spurring intensive housing price appreciation by attracting a large cadre of buyers at the very top of the income spectrum. More specifically, our team will show how these pressures create significant gaps between households at certain income levels and units available at levels they can afford to rent or own. Our team will marry this with information on which local stakeholders are responding in what ways to these gaps, and to what degree recent or present city planning efforts have identified particular gaps as priorities to address. Blending this understanding of housing needs with an overview of the local organizational capacity (REACH, FCLDC, LHA) make housing more affordable, as well as any limitations to development that local land use policies create, will ultimately result in an affordable housing strategy uniquely tailored to Lexington and the surrounding area.



In all steps, czb will endeavor to work closely with our client, with local housing providers, with local housing authorities, private sector partners such as lenders and Realtors, and with elected and appointed officials. Our approach in all projects is highly collaborative, by design, so that our team - in this case Charles Buki, Karen Pooley, and Al Tetrault - becomes thoroughly knowledgeable about the issues that will affect affordability: cost of land, settlement trends and histories, cost of local labor, lending patterns, zoning, taxing, and permitting.

Statement of Services :: Schedule + Deliverables

We understand LFUCG's desire to start on October 1 and have a completed strategy delivered the first week of January. That is a very ambitious timeline. We are able to deliver a completed project in that timeframe provided a negotiated scope and contract are ratified by September 20, 2013. But we would encourage LFUCG to consider expanding the timeline to allow us - or any selected client - to work towards an end-of-March 2014 deadline. This will allow for the inevitable scheduling difficulties that occur through the holiday season, more time to sort through data, and more time to develop the quality strategy Lexington wants, and can implement.



If selected, we would deliver all data sets (raw, scrubbed, and analyzed) in MS Excel or Access format, or SPSS if requested, as well as all geocoded and mapped files (.shp format). These would be delivered in early December.

A final report with a presentation would be delivered in January (unless a later date can be negotiated). This would be in MS Word format, along with a presentation in pdf form. We would anticipate making a presentation in Lexington in the Spring, if selected, and if helpful.

If selected, we would plan on three to four trips to Lexington. The first at project inception to meet with the housing authorities, the Mayor's office, LFUCG, area nonprofit housing providers, local lenders, and Realtors. The second would be in late October to visit various projects in the area, and perform qualitative analysis of the region's neighborhood housing markets. A third visit (if desired) would be in early December; this would be to deliver the analysis in person, and to present an early draft of the emergent strategy for discussion and collaboration purposes with LFUCG.

On the subject of our capacity to deliver on time and within budget to LFUCG a gold-standard analysis of the Lexington region's housing affordability challenges and a strategy for addressing cost gaps: czb was established more than ten years ago and has not ever been late on a deliverable or failed to work within a proposed budget.

Statement of Qualifications :: Experience Relevant to LFUCG Challenges

Relevant to the work this project entails, czb has extensive experience at a variety of scales.

At the statewide scale:

1. czb analyzed more than 500 markets in Pennsylvania for the state housing finance agency and made specific policy and program recommendations regarding growth management in some markets, right-sizing in others, and addressing jobs-housing spatial mismatches in a variety of suburban areas.
2. czb analyzed more than 600 markets in Alaska for the state housing finance corporation and made specific policy and program recommendations regarding growth management in Anchorage and the Mat-Su, and right-sizing in extreme rural areas.

At the regional level:

1. czb evaluated the regional market across Virginia's Northern Neck, working with Virginia Tech to analyze population growth, impacts of second/retirement home development along the coast, affordable housing impacts, and made policy recommendations for preserving affordability in a four county area.
2. czb analyzed the collar counties for affordable housing challenges amid fast paced growth in the Chicago suburbs for the Metropolitan Planning Council, and made recommendations for producing and preserving affordable housing.

At the local level:

Strong Market

1. czb just completed a multi-decade affordable housing strategy for Park City, Utah, one of the most expensive housing markets in the US.
2. czb worked with The Planning Center to develop a balanced growth study for Park City. This included analyzing tens of thousands of sales records for the Summit and Wasatch County areas to determine price/value variability location to location as a basis for recommending adoption of a transfer development bank designed by czb.
3. For the University of North Carolina and the Self Help Credit Union, czb analyzed the housing markets in the Research Triangle Park as part of a strategic effort to develop housing policies for the Town of Chapel Hill, with a focus on preserving neighborhood character in traditionally African American neighborhoods, distributing affordable units equitably throughout the region, creating a formal linkage program for developers, and focusing intently on the issue of gentrification pressure.
4. For the City of Seattle czb evaluated 40,000 sales records and developed a policy and program framework for housing affordability that included design of an eventually adopted \$110M affordable housing levy.
5. For Boulder, Colorado czb evaluated ten years of residential sales as well as rental housing development activity to develop an overview of the affordability challenges facing the community from 2013-2025.

Weak Market

1. czb developed a citywide housing strategy for the City of Bridgeport, CT. The work included a deep dive analysis of more than 100,000 sales and rental property development records to determine precise neighborhood and block strength as a basis for establishing a housing strategy capable of addressing severe and widespread foreclosure problems. (2007)
2. For St. Bernard Parish, Louisiana, czb evaluated pre-and post Katrina housing patterns to develop a Parish-wide strategy for stabilizing land values, rebuilding a housing market, and ensuring affordability in the long term. (2012)
3. For the Annie E. Casey Foundation, czb analyzed foreclosure-ridden Atlanta to develop neighborhood housing strategies in distressed sections of the city. (2009)

Statement of Qualifications :: Firm Expertise

czb is a Virginia-based neighborhood planning practice. We focus on revitalization in struggling markets and affordability and sustainability work in strong areas. Our business model brings together highly experienced community development professionals with seasoning in a variety of markets.

From our inception in 2001, we've been comprised of and advised by the most knowledgeable practitioners in the field. Our individual and collective abilities have been used in strong markets like Seattle, Santa Fe, Snowmass, Los Angeles, Park City, and Washington, DC, and in struggling markets like central Michigan, upstate NY, western Pennsylvania, and eastern Ohio. We've consulted to small communities (Park City, UT; Brevard, NC; and Covington, LA), county government (Venango County, PA; Virginia's Northern Neck); complex regional planning entities (Chicago MPC); rural jurisdictions spanning several counties (from coastal Virginia to the entire State of Alaska and Commonwealth of Pennsylvania), and suburban communities (collar counties around Chicago) - all to help them understand their market, and learn how to intervene to make them healthy.

To maximize our effectiveness, we bring more than experience to the table. We bring specific and deep expertise in key areas: econometrics, hedonic and other housing analysis, GIS, strategy, planning, ethnographic research capacity, predictive modeling, group dynamics expertise, and public policy analysis. To these skill sets we bring a reservoir of abilities in nonprofit community development, portfolio analysis, real estate development and finance, and organizational and group dynamics. We tie all this together with our key skill set: strategic planning of neighborhoods, towns, and counties through specific, data-driven interventions. In short, we ask the right questions.

We harness all of our skills not to pursue generalized notions of social equity in the form of affordable housing, or to fuel unbridled redevelopment, but to specific, measurable improvements in market conditions at the neighborhood level with a focused aim of lasting, measurable vitality. We try to help find ways to ensure housing affordability in stable and thriving neighborhoods.

These skills and our experience enable our team to quickly understand a market, break it down into its viable subcomponents, determine which submarkets possess what qualities that can become factors in recovery if revitalization is the goal, or value that can be leveraged if the aim is affordability. We are able to collect tremendous amounts of complex and often disconnected data through a mixed method approach czb has refined over a ten year period, so that we develop a deep understanding of a community both quantitatively and qualitatively. We reduce our findings to key insights, work very closely with our clients to extract central truths about a market, and then focus on deploying scarce resources to the greatest meaningful impact.

To every project we also bring our own bias, which is never to accommodate poverty or in general honor a status quo that has failed to serve hard working families. We avoid helping markets keep places in lousy condition so affordability is preserved, and we don't help markets add affordable housing where we think the market is burdened by concentrations of poverty or subsidy. Our team is comprised of professionals whose entire careers have been focused on helping to make neighborhoods healthy places to raise families, for families to make investments in homes that pay off, and where it makes sense to invest a family's time, energy, and financial resources.

Each member of the czb team for this project has conducted program review and evaluation of numerous nonprofit housing groups. Various team members continue to advise national organizations and their local affiliates on housing development by nonprofits, organizational management, and organizational development and board and staff development.

Statement of Qualifications :: Core Team for LFUCG Affordable Housing Strategy Development

Charles Buki founded czb in 2001 and at that time served as a consultant to the Millennial Housing Commission of the United States Congress, where he focused on the intersection of affordable housing and smart growth. Before founding czb, Buki was director of training at the Neighborhood Reinvestment Corporation, director of the Design for Housing program of the National Endowment for the Arts, and director of affordable housing for The American Institute of Architects. He was a Loeb Fellow in Advanced Environmental Studies at the Graduate School of Design at Harvard University, and a Mesa Fellow with the Common Counsel Foundation. He was a member of the Advisory Committee on Organizational Effectiveness for the Fannie Mae Foundation and is on the board of directors of the International Sonoran Desert Alliance. He has advised the Office of Management and Budget on CDBG measures and indicators, the Office of the Comptroller on banking reform, and the Federal Reserve Bank on the role of subsidy in community development. He has 25 years of community development experience.

Karen Beck Pooley received her Ph.D. in City Planning at the University of Pennsylvania, and has been a full-time associate with czb since 2003. Her dissertation, recognized as the best project addressing housing and community development issues, focuses on the impact of subsidized neighborhood revitalization strategies in Philadelphia. Pooley has applied her expertise to neighborhood analyses and needs assessments for a range of clients, including Philadelphia-based The Reinvestment Fund, Mt. Airy USA (a local community development corporation), the Rosenberg Housing Group, and the University of Pennsylvania's Center for Community Partnerships, Center for Urban Redevelopment Excellence, and Institute for Urban Research. Pooley worked at NYC's Department of Housing Preservation & Development (HPD). As HPD's Deputy Director of the Third Party Transfer and Tax Lien Sale Unit, she targeted tax delinquent properties for reinvestment and coordinated a citywide needs assessment. Pooley received her BA from Wellesley College and a Master of Urban Planning & Policy from New School University's Milano Graduate School.

Al Tetrault has 40 years of experience in real estate development, construction, financial analysis and public policy planning. He has completed a wide range of feasibility studies for residential, commercial, institutional, and industrial development for both public and private sector clients. He has worked with czb since 2002. His focus is real estate development, financial analysis, project feasibility analysis, tax credit services, construction process consultancy, residential/commercial/retail/industrial rehabilitation, financing, sale of tax credits, low- and moderate-income housing development, historic property development, due diligence assessments, loan underwriting, and real estate organizational operations assessment and training. Public policy and planning work includes analysis and recommendations related to urban development, central area revitalization, neighborhood preservation, historic preservation policies, heritage development, tax increment financing (TIF), transfer of development rights (TDR's), business improvement districts (BID's), revolving funds, grant programs (CDBG, HOME, old UDAG's), downtown development authorities (DDA's), historic preservation programs and the development of incentives to stimulate reinvestment. Mr. Tetrault has been extensively involved in community development planning and in the development and implementation of neighborhood revitalization strategies and is familiar with major Federal programs such as mark-to-market, Hope VI, and the new market tax credits. Mr. Tetrault was a partner in Rouse & Associates' Urban Housing Group located in Philadelphia, PA; Mr. Tetrault was both an instructor and department head at the Kiambu Institute of Science and Technology in Kiambu, Kenya as a Peace Corps volunteer and currently is a lecturer in Preservation Economics at the University of Maryland, Planning and Historic Preservation. He holds a Master of Urban and Environmental Planning, Housing and Historic Preservation University of Virginia, Charlottesville, VA Master of Business Administration, Real Estate and Urban Development American University, Washington, DC Bachelor of Science in Business Administration, Real Estate and Urban Development American University, Washington, DC.

Statement of Qualifications :: czb Advisory Board

czb has an internationally-acclaimed Advisory Board with expertise in econometrics, predictive modeling, mortgage finance, community engagement, architecture and design, and housing policy. Our advisors provide guidance and insight as necessary on projects and would be brought on board to assist with the LFUCG project.

Susan Wachter, PhD joined the czb board in 2013. She is the Richard Worley Professor of Financial Management at the Wharton School of the University of Pennsylvania. She is also Director of the Penn Institute for Urban Research at the University of Pennsylvania. She has held numerous positions at Wharton, serves on the boards of the Journal of Housing Economics, Housing Policy Debate, and the Journal of Housing Research. She has been extensively published, most recently having written "Immigration and the Neighborhood" (with Albert Saiz, 2011) in the American Economic Journal of Economic Policy. She has made guest appearances on The NewsHour, NPR, and NBC to comment on housing markets.

Scott E Page, PhD is Leonid Hurwicz Collegiate Professor of Complex Systems, Political Science, and Economics at the University of Michigan and an external faculty member of the Santa Fe Institute. He is the author of "The Difference: How the Power of Diversity Creates Better Firms, Groups, Schools and Societies" and of "Complex Adaptive Systems: An Introduction to Computational Models of Social Life." He serves on advisory boards to universities, high schools, and non profits.

Alan Mallach is a Nonresident Senior Fellow at the Metropolitan Policy Program of The Brookings Institution in Washington, DC, where his work focuses on foreclosures, neighborhood stabilization and the revitalization of older industrial cities. He is also a visiting scholar in the community affairs department of the Federal Reserve Bank of Philadelphia, and a lecturer in the graduate city planning program at Rutgers University. He has been a consultant, advocate and public official, including serving as Director of the Department of Housing & Development in Trenton, New Jersey from 1990 to 1999. His latest book, A Decent Home: Planning, Building and Preserving Affordable Housing has just been published by Planners Press and the University of Chicago Press. He is also the author of Bringing Buildings Back: From Vacant Properties to Community Assets and many other works on city planning, housing and Italian opera. He is a member of the College of Fellows of the American Institute of Certified Planners, and holds a B.A. degree from Yale.

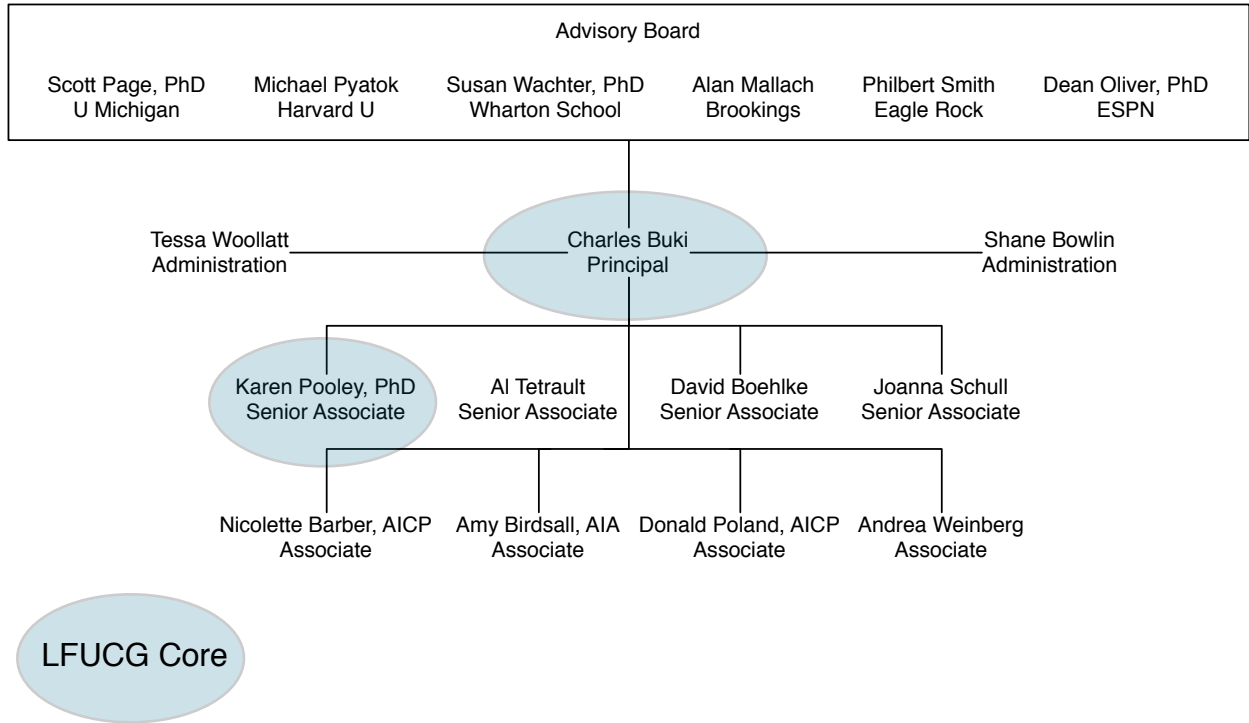
Michael Pyatok, FAIA, is the nation's leading low-income housing architect. He has been in practice for 42 years, is a graduate of Pratt Institute's School of Architecture and the Harvard Graduate School of Design. He was a Fulbright Fellow and a Loeb Fellow at Harvard, is a member of the College of Fellows of the AIA, and the author of Good Neighbors: Affordable Family Housing. He is the Buchsbaum Professor of Affordable Housing at Harvard University, Professor Emeritus at the University of Washington, and the winner of more than 150 local and national design awards. Michael's practice - Pyatok Associates based in Oakland, has designed over 35,000 units of affordable housing for low-income households.

Philbert Smith developed a passion for working with young people when a friend, who was a Social Worker, recommended he work for St. Francis Home for Boys while he attended Wayne State University. That turned into a 37 yearlong journey with youth through their vicissitudes of life. Philbert is a proud native of Detroit, Michigan and has worked with youth in the inner city of Detroit, Clinton, Michigan, street kids in Houston, Texas. While in Houston, he witnessed firsthand the ravishes of streetlife and the then little known infection call AIDS upon street kids. At present, Philbert works at Eagle Rock School where he serves as Director of Students. As Director of Students, Philbert deals directly with disciplinary issues, student support, admissions, and myriad other matters. He lives in Estes Park with his wife and two daughters.

Statement of Qualifications :: czb Organizational Structure

czb is a consulting practice and has no full time employees. Everyone at czb works on a contract basis.

czbLLC
Organization Chart -2013



Evidence of Ability to Perform :: czb Projects

Below are URL links to recent and relevant czb work on housing analysis and strategy:

Client	Type	URL
Bridgeport, CT	Housing Strategy	http://czb.org/wp-content/uploads/2012/07/czb_bridgeport.pdf
Park City, UT	Growth Strategy	http://www.parkcity.org/Modules/ShowDocument.aspx?documentid=9435
Alaska	Housing Analysis	http://czb.org/wp-content/uploads/2012/07/AHFC.pdf
Northern Neck, VA	Housing Analysis	http://czb.org/wp-content/uploads/2012/07/RoH_on_Virginia.pdf
Pennsylvania	Housing Analysis	http://www.phfa.org/hsgresources/housing_study/2006/czb_report.aspx
Pennsylvania	Housing Strategy	http://www.phfa.org/forms/housing_study/2007/czb_PHFA_mar2007.pdf
US Congress	Housing Analysis	http://govinfo.library.unt.edu/mhc/papers/buki.pdf
Park City, UT	Housing Strategy	http://www.parkcity.org/Modules/ShowDocument.aspx?documentid=11619

Evidence of Ability to Perform :: czb References

Reference	Client Type			
	Federal	State	Municipal	Other
Marcus Jones, City Manager City of Norfolk, VA Marcus.Jones@norfolk.gov			X	
Candace Watkins, Director of Community Development St. Bernard Parish, LA cwatkins@sbgp.net			X	
Eric Ameigh, Director of Special Projects City of Boulder, CO AmeighE@bouldercolorado.gov			X	
Dave Evans, Director of Multifamily Housing Pennsylvania Housing Finance Agency DEvans@phfa.org		X		
Mark Romick, Director of Policy Alaska Housing Finance Corporation mromick@ahfc.state.ak.us		X		
Marco Cocito-Monic, PhD, Director Greater New Orleans Foundation marco@gnof.org				X
Conrad Egan, former Executive Director National Housing Center conradeegan@gmail.com				X
Jennifer Lavoral, Deputy Assistant Secretary Public and Indian Housing, HUD conradeegan@gmail.com	X			
Kathy McCormick, Director of Development San Antonio Housing Authority Kathy_McCormick@SAHA.org			X	
Jim Taubert, Executive Director Madera, CA Redevelopment Authority jtaubert@cityofmadera.com				X
Gordon Merklein, Director University of North Carolina Real Estate Foundation merklein@unc.edu				X

Principals, Staff, and Fee

czb is prepared to deliver a final report by January 6, 2014 (provided there is an on time start) for a fixed priced of \$48,250, inclusive of all professional fees, travel costs, and projects expense. Our proposed budget is as follows:

Task	Assignment	Est Hours	Rate	Total
Project Management	Charles Buki	12	\$150	\$1,800
Interviews on Site	Charles Buki	32	\$150	\$4,800
1 Data Collection	Andrea Weinberg	80	\$50	\$4,000
Data Analysis	Karen Pooley, PhD	72	\$150	\$10,800
2 Strategy Development	Charles Buki	54	\$150	\$8,100
	Karen Pooley, PhD	36	\$125	\$4,500
	Al Tetrault	16	\$250	\$4,000
	David Boehlke	36	\$125	\$4,500
				\$42,500
Travel (# trips) (est/trip costs)	Charles Buki	4	\$1,000	\$4,000
	David Boehlke	1	\$1,000	\$1,000
MLS/ESRI Data Purchases				\$750
				\$48,250
Contingency	3.00%			\$1,448
TOTAL				\$49,698

If selected by LFUCG for this project, czb proposes to complete a first draft by December 6 at which time we would invoice for approximately half the project budget. A second and final invoice for the balance would be submitted along with the final report in early January 2014.

APPENDIX A: AFFIRMATIVE ACTION PLAN

AFFIDAVIT

Comes the Affiant, _____, and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is _____ and he/she is the individual submitting the proposal or is the authorized representative of _____, 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."

APPENDIX A: AFFIRMATIVE ACTION PLAN (CONTINUED)

AFFIDAVIT

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.

F u r t h e r , A f f i a n t s a y e t h
n a u g h t .

STATE OF _____

COUNTY OF _____

The foregoing instrument was subscribed, sworn to and acknowledged before me by
_____ on this the _____ day of
_____, 2013.

My Commission expires: _____

NOTARY PUBLIC, STATE AT LARGE

APPENDIX B: 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

Name of Business

APPENDIX C: WORKFORCE ANALYSIS FORM

Name of Organization: czbLLC

Date: September 2, 2013

Categories	Total	White		Latino		Black		Other		Total	
		M	F	M	F	M	F	M	F	M	F
Administrators	NOTE TO LFUCG: czb is a Virginia-based limited liability company with zero employees. All czb team members work on contract.										
Professionals											
Superintendents											
Supervisors											
Foremen											
Technicians											
Protective Service											
Para-Professionals											
Office/Clerical											
Skilled Craft											
czb Co-Principal	2	1	1								
czb Associates	3	2	1								
czb Advisors	6	4	1			1					
czb Support (accounting/admin)	2		2								
Service/Maintenance											
Total:	13	7	5	0	0	1	0	0	0	0	0

Prepared by: _____ **Name & Title**

APPENDIX D: LFUCG STATEMENT OF GOOD FAITH EFFORTS
Bid/RFP/Quote # RFP 26-2013 Comprehensive Affordable Housing Strategy

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 MWBDE firms to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.
- _____ Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs soliciting their participation in the contract not less that seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.
- _____ Followed up initial solicitations by contacting MWDBEs to determine their level of interest.
- _____ Provided the interested MWBDE 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 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.

Company

Company Representative

Date

Title