

CONTRACT FOR PROFESSIONAL SERVICES

BY AND BETWEEN

CITY OF ROCKY MOUNT, NC

AND

MULLIN & LONERGAN ASSOCIATES

THIS AGREEMENT, entered into as of this 20 day of December 2016, by and between CITY OF ROCKY MOUNT, State of North Carolina, hereinafter referred to as the "City," and MULLIN & LONERGAN ASSOCIATES, hereinafter referred to as the "Consultant."

WITNESSETH THAT:

WHEREAS, the City is a grantee and recipient of funds under the Community Development Block Grant (CDBG) Program and is the lead entity for the Down East HOME Consortium under the HOME Investment Partnerships (HOME) Program; and

WHEREAS, the City desires to utilize a portion of these funds for professional consulting services to prepare a five-year Consolidated Plan for 2017-2022, an Annual Action Plan for 2017 and an update to its Analysis of Impediments to Fair Housing Choice as required by the U.S. Department of Housing & Urban Development (hereinafter referred to as "HUD") and pursuant to 24 CFR Part 91; and

WHEREAS, the best interests of the City will be served by retaining the Consultant to carry out the preparation of these documents based on the Consultant's experience and expertise related to the subject; and

WHEREAS, HUD permits the City to use federal funds for planning activities; and

WHEREAS, the City conducted a formal procurement process and selected Mullin & Lonergan Associates as its Consultant; and

WHEREAS, the City desires to engage the Consultant to render certain technical advice and assistance in connection with the preparation of these documents pursuant to 24 CFR Part 91.

NOW, THEREFORE, the parties to the contract do mutually agree as follows:

I. SCOPE OF SERVICES

The Consultant agrees to provide those services as outlined in the Consultant's November 15, 2016 proposal response and attached as Exhibit A, which is part of this Agreement.

II. DATA TO BE PROVIDED BY THE CONSULTANT

The Consultant will furnish the City with documents prepared on behalf of the City in hard copy format and electronic format at the request of the City and in accordance with the Scope of Services attached in Exhibit A.

III. DATA TO BE FURNISHED BY THE CITY

The City will furnish or make available to the Consultant HUD correspondence; documents related to housing, planning and other community development related issues; and, other information and data as required. The Consultant shall provide the City with a list of the documents needed to prepare the Consolidated Plan, the Annual Action Plan and the update to the Analysis of Impediments to Fair Housing Choice.

IV. TIME OF PERFORMANCE

All services to be provided by the Consultant shall commence on the date first written above and will be completed by June 30, 2017.

V. COMPENSATION AND METHOD OF PAYMENT

It is expressly agreed and understood that in no event will the total compensation and reimbursement to be paid hereunder for services rendered in conjunction with the Scope of Services exceed the maximum sum of \$40,150.

The Consultant shall invoice the City on a monthly basis for work completed to date. Invoices shall be payable within 30 days.

VI. OTHER TERMS AND CONDITIONS

This Agreement is subject to the "Contract for Professional Services, Part II - Terms and Conditions," a copy of which is attached hereto.

INTENTIONALLY LEFT BLANK – SIGNATURE PAGE TO FOLLOW

IN WITNESS WHEREOF, the City and the Consultant have executed this Agreement as of the date first written above.

CITY OF ROCKY MOUNT, NORTH CAROLINA

BY: Mullin
Keh Graves, Planning Director

Countersigned: Amy Statton _____
Amy Statton, Finance Director Date 12-21-2016

Nancy Nixon _____
Nancy Nixon, DEHC Chairperson Date 12-22-2016

STATE OF NORTH CAROLINA
COUNTY OF NASH

I, Lora R. Taylor, a Notary Public of the County and State aforesaid do hereby certify that Ken Graves appeared before me this day and acknowledged that he is the Director of Planning and Development for the City of Rocky Mount, Inc., a municipal corporation, and acknowledged the due execution of the foregoing instrument.

Witness my hand and notarial seal this 20th day of December, 2016.

Mark Taylor
Notary Public
My Commission Expires: 9-27-2020



MULLIN & LONERGAN ASSOCIATES

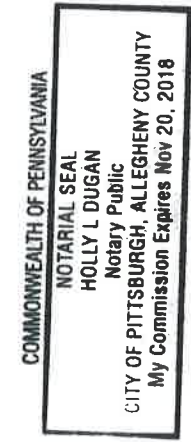
BY: [Signature]
Marjorie Willow, AICP, Principal

STATE OF PENNSYLVANIA

COUNTY OF Allegheny
I, Holly L. Dugan

a Notary Public of the County and State aforesaid do hereby certify that Marjorie Willow appeared before me this day and acknowledged that she is the Principal of Mullin & Lonerган Associates, Inc., a housing and community development consulting firm, and acknowledged the due execution of the foregoing instrument.

Witness my hand and notarial seal this 23rd day of December, 2016.



Holly L. Dugan
Notary Public
My Commission Expires: Nov 20, 2018

City of Rocky Mount, NC
**Professional Services:
2017-2022 Consolidated
Plan & 2017 Annual Plan**

RFP #1883

November 15, 2016

MULLIN &
LONERGAN
ASSOCIATES
INCORPORATED

50th
ANNIVERSARY

1965 - 2015

800 Vinal Street, Suite B414
Pittsburgh, PA 15212

www.mandl.net



Table of Contents

Technical Content.....	3
Overview of M&L	3
Project Understanding.....	3
Comparable Project Experience.....	4
Scope of Services for Consolidated Plan & Annual Plan.....	8
Scope of Services for the Analysis of Impediments to Fair Housing Choice.....	18
Project Schedule	23
Management & Staffing.....	25
Key Personnel.....	25
Comparable Projects & References.....	32
Cost Summary.....	33
Required Proposal Forms	35
Appendix A – List of Housing Studies.....	36
Appendix B – CDBG & HOME Client List.....	40

Transmittal Letter

November 15, 2016

Kelly Davis, Purchasing Clerk
The City of Rocky Mount
331 South Franklin Street
Rocky Mount, NC 27802

**RE: RFP #1883
2017-2022 Consolidated Plan & 2017 Annual Action Plan**

Dear Ms. Davis:

Mullin & Lonergan Associates is pleased to submit its proposal to prepare the Consolidated Plan, Annual Action Plan and Analysis of Impediments to Fair Housing Choice for the City of Rocky Mount. We are a full service housing and community development firm and our proposal reflects a scope of services to be carried out under a single contractual agreement.

Since 2012, our firm has completed more than 30 Consolidated Plans in HUD's eCon Planning Suite in IDIS, all of which were approved by HUD. In addition, M&L has completed more than 70 Analyses of Impediments to Fair Housing Choice. Most recently, we completed Assessments of Fair Housing for two HUD entitlements: the City of Harrisonburg, VA and the Urban County of Dauphin County, PA. We believe our credentials presented to the City of Rocky Mount demonstrate our unique qualifications to fulfill this assignment with high-quality deliverables.

Our proposal consists of a series of tasks to complete the Consolidated Plan and Annual Action Plan on schedule for a submission date to HUD on or before May 15, 2017. We have proposed the use of highly skilled personnel from our firm who have experience working together on comparable projects, within similarly short time frames, and producing high-quality, well-researched documents. Assuming a contract start date of December 1, M&L commits to meeting the City's required deadlines for this project.


Our proposal is valid and firm for 60 days from the closing date for receipt of proposals by the City.

Should you require additional information, please advise. We look forward to the possibility of working with the City of Rocky Mount.

Sincerely,



Marjorie Willow, AICP
Principal



Technical Content

Overview of M&L

Mullin & Loneragan Associates is a housing and community development consulting firm with offices in Pittsburgh and Camp Hill, PA. Formed in 1965 as a Sub S Corporation in the Commonwealth of Pennsylvania, Mullin & Loneragan was consolidated into Northeast & Bucks Company in 1979. Although the legal name of our firm is Northeast & Bucks Company, we use the trade name of Mullin & Loneragan Associates because of the goodwill and recognition that we have built with our clients and within our industry for more than 50 years. To our clients, the firm is known simply as "M&L."

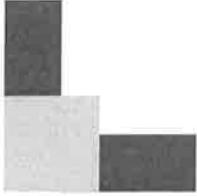
Our clients include local units of government (boroughs, townships, cities, counties, states), HUD CDBG entitlements, HOME PJs, Continuums of Care, public housing authorities, nonprofit organizations, planning agencies, state housing finance agencies, and economic development organizations. We are members of the National Association of Housing and Redevelopment Officials (NAHRO), the Pennsylvania Association of Housing and Redevelopment Authorities (PAHRA), and the National Association for County Community and Economic Development (NACCED). M&L meets the definition of a small business with a workforce comprised of 20 employees. These include housing specialists, community planners (several of whom are AICP certified), local government specialists, and finance specialists.

For the purposes of all matters relating to this proposal, M&L's contact person and Principal-in-Charge is Marjorie Willow, AICP.

Contact:	Marjorie Willow, AICP marjoriew@mandl.net
Name of Company:	Northeast and Bucks Company T/A Mullin & Loneragan Associates, Inc. www.mandl.net
Address of Office where Work will be Performed:	800 Vinial Street, Suite B-414 Pittsburgh, PA 15212
Phone:	(412) 323-1950

Project Understanding

M&L's understanding of this assignment is based on the in-depth experience of our professional staff working in all aspects of HUD's CPD programs, including the Community Development Block Grant, HOME Investment Partnerships, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS programs. Our team members have experience at nearly every level in these programs: administration, IDIS, program and project management, technical assistance, practical application, and at the consulting level.



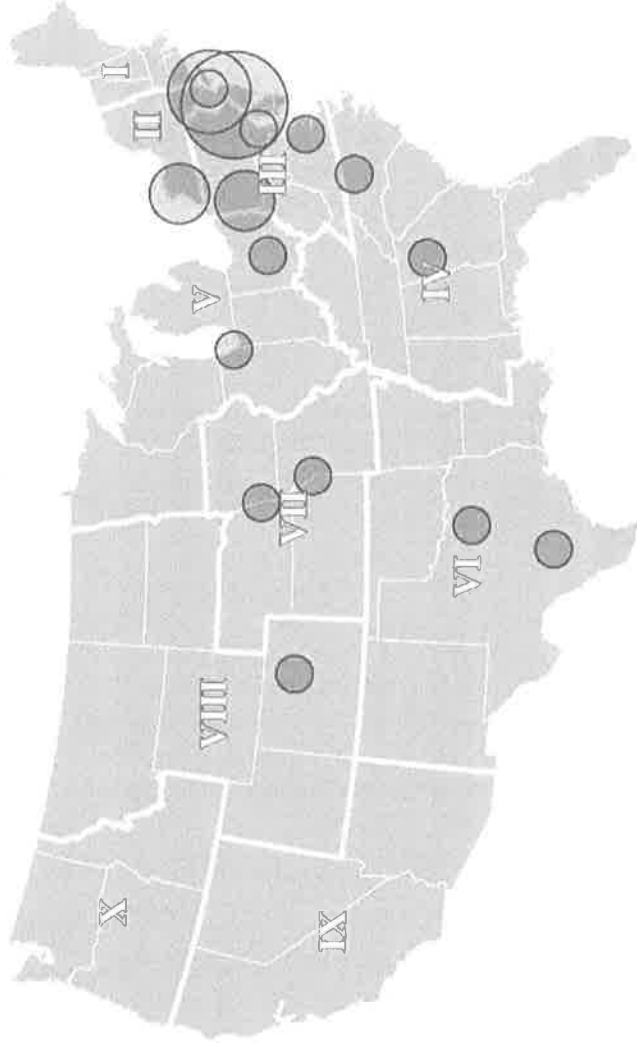
Our level of understanding of this assignment is best demonstrated by an overview of our experience as it relates to HUD CPD Programs.

Comparable Project Experience

Consolidated Plans & Annual Action Plans

M&L has prepared Five-Year Consolidated Plans and Annual Action Plans for 81 entitlements representing 17 separate HUD grantees since 2005, as depicted in the following map. Since 2012, M&L has assisted 35 HUD grantees with the new eCon Planning Suite format in IDIS. In each instance, we worked with the client to complete the IDIS Access Form, which allows M&L limited access to a client's IDIS portal for the purposes of developing the Plan. Our staff are comfortable communicating with HUD AAQ when working with clients in the eCon Planning Suite.

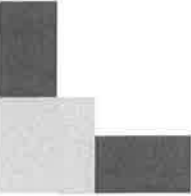
M&L Clients by Local HUD Office



CDBG and HOME Technical Assistance

Mullin & Loneragan provides CDBG and HOME technical consulting services on a regular basis to about 30 core HUD entitlement communities. Typically, we function as an extension of the grantee's staff. Our clients call upon us frequently to provide advice and background information relative to regulatory issues, both CDBG and HOME, as well as other federal requirements such as procurement and contracting, acquisition, relocation, environmental compliance, labor compliance, and equal opportunity.

M&L's clients rely on our staff's experience in CDBG and HOME issues. Whatever the project or question, chances are good that members of our firm have been involved in similar projects with other clients. We have worked extensively with CDBG since the program's inception in 1974 and



with the HOME Program since its beginning in 1991. We help our clients to resolve eligibility and statutory objective issues in the early stages of a project, which helps to eliminate problems or make problems more manageable when and if they occur. We often provide alternative strategies toward a specific client objective, then assist the client in selecting a preferred course of action.

Certain CDBG and HOME responsibilities are highly complex and may require third-party support. For example, utilizing CDBG funds in support of economic development activities can be quite challenging. We assist our clients in evaluating the potential problems and rewards of these higher risk activities. We also assist our clients in structuring relationships with sub-recipients. We prepare subsidy layering analyses and written agreements in support of HOME activities. If grantee activities result in monitoring or audit findings, we assist our clients in resolving these issues.

Many clients rely on M&L's understanding of other funding programs to leverage CDBG and HOME funds. We use our knowledge of state and federal housing and economic development programs to provide value to our clients every day. Our CDBG/HOME client list is included in **Appendix B** of our proposal.

Assessments of Fair Housing

M&L recently completed two joint AFH assignments: (1) the City of Harrisonburg, VA and Harrisonburg Redevelopment & Housing Authority and (2) the Urban County of Dauphin County, PA and Dauphin County Housing Authority. Both entitlements were part of the round of 22 "first submitters" for the AFH, and their documents were submitted to HUD by October 4, 2016. Currently, both clients are waiting through HUD's 60-day review period anticipated to conclude by December 2, 2016. M&L's experience and "lessons learned" through these two assignments have influenced our proposed scope of work for the City of Rocky Mount. For example, analysis of local demographics and the housing market receive much less emphasis than the review and assessment of key policies, programs and statutes related to housing and access to community assets. And, more emphasis is placed on local public housing authority policies and policies impacting people with disabilities.

In addition, we have become very familiar with the AFFH Assessment Tool because of these two early contracts. We have streamlined our process for data collection and necessary documents, and modified the list of stakeholders to be interviewed to cover the topics raised in the Tool.

Analyses of Impediments to Fair Housing Choice

M&L is highly experienced in the preparation of Analyses of Impediments to Fair Housing Choice (AIs). In the past nine years, our firm has prepared more than 80 AIs as depicted in the chart below. In some cases, M&L has prepared successive AIs for the same clients (marked with *).

M&L AI Client	Pop.
States	
New York (<i>includes an analysis of other entitlements' AIs and a second document devoted to the State's CDBG-DR program</i>)	19,795,791
Iowa	3,090,416
Delaware (<i>includes the City of Wilmington, City of Dover and New Castle County entitlement entities</i>)	885,122
Vermont (<i>exclusive of the City of Burlington</i>)	583,324
Multi-jurisdictional & Regional	
Baltimore Regional Commission (<i>includes Baltimore City, Baltimore County, Harford County, Howard County and Anne Arundel County entitlement entities</i>)	1,881,823
Piedmont Triad Region in North Carolina (<i>covers a 12-county region, including the entitlement cities of Burlington, Greensboro and High Point and the Surry HOME Consortium</i>)	1,641,142
Hampton Roads, VA (<i>covers seven HUD entitlement cities, including Norfolk, Hampton, Newport News, Portsmouth, Suffolk, Virginia Beach, and Chesapeake, VA</i>)*	1,349,673
Wake County / City of Raleigh / Town of Cary, NC / Housing Authority of the County of Wake / Raleigh Housing Authority	998,691
Erie County / Town of Hamburg / ACT Consortium (Amherst, Cheektowaga, Tonawanda), NY	664,132
Cities of Alliance, Canton, Massillon, and the Urban County of Stark County, OH	379,214
Waterloo / Cedar Falls, Iowa HOME Consortium	104,892
Parkersburg, Wood County, Vienna, WV HOME Consortium	34,168

M&L AI Client**Urban Counties**

	Pop.
Allegheny County, PA	925,686
Cuyahoga County, OH	876,488
Prince George's County / City of Bowie, MD	820,852
Montgomery County, PA	750,097
Bucks County / Bensalem Township, PA	621,643
Will County, IL	530,097
Passaic County / Wayne Township, NJ	505,672
Morris County / Parsippany, NJ	499,727
Chester County, PA	498,886
Williamson County, TX	422,679
Berks County, PA*	373,638
Westmoreland County, PA*	369,993
Will County, IL	338,882
Lehigh County, PA	312,090
McHenry County, IL	308,760
Cumberland County / Fayetteville, NC	302,963
Erie County, PA (<i>includes the City of Erie and Millcreek Township entitlement entities and eight non-entitlement communities</i>)	280,294
Atlantic County, NJ	252,552
Dauphin County, PA	251,798
Travis County, TX	242,519
Cumberland County / Carlisle Borough, PA	241,212
Washington County, PA*	202,897
Beaver County, PA*	181,412

Cities above 100,000

City of Colorado Springs, CO	416,427
City of Cleveland, OH	393,806
City of Sarasota / Urban County of Sarasota County, FL	379,448
City of Buffalo, NY	261,310

M&L AI Client**Cities above 100,000**

City of Jersey City, NJ	240,055
City of Yonkers, NY	195,979
City of Columbus / Muscogee County, Ga	189,885
Cities of Moline, IL / Rock Island, IL / Davenport, IA	183,311
City of Joliet, IL	152,812
City of Naperville, IL	144,864
City of Waterbury, CT	110,189
City of Erie, PA*	103,717

Cities under 100,000

City of Roanoke, VA	97,032
City of New Rochelle, NY	77,062
City of Lynchburg, VA	75,568
City of Evanston, IL	74,486
City of Bethlehem, PA	71,329
City of Iowa City, Iowa	62,220
City of Gaithersburg, MD	59,880
Lower Merion Township, PA	59,850
City of Council Bluffs, IA	58,268
Village of Oak Park, IL	52,524
Millcreek Township, PA	52,121
City of Cleveland Heights, OH	49,958
City of Harrisonburg, VA	48,914
City of Annapolis, MD	35,838
City of Atlantic City, NJ*	35,770
City of Williamsport, PA	30,706
City of Easton, PA	26,263
City of Lebanon, PA	24,461
City of Johnstown, PA*	23,906
City of Hazleton, PA	23,329
City of Ocean City, NJ	15,378

Housing Studies

M&L has prepared affordable housing needs assessments, workforce housing studies, and housing market analyses in a variety of settings. These work products demonstrate our capabilities relative to data collection and statistical analysis. Some of these assessments were designed to assist the client in complying with Five-Year Consolidated Plan requirements. Others were designed to assist state housing finance agencies in establishing housing tax credit policy. Each of these assignments involved an analysis of housing needs and affordability at various household income levels. Our completed projects are described in **Appendix A** of our proposal.



Our expertise in the HUD CPD Programs and our lengthy portfolio of Consolidated Plan documents, Analyses of Impediments to Fair Housing Choice, and regional housing plans makes our team uniquely suited to assist the City of Rocky Mount.

Scope of Services for Consolidated Plan & Annual Plan

Based on the specifications published in the RFP and our experiences with comparable assignments, M&L offers the following proposed Scope of Services and project approach for your consideration.

M&L will assist the City of Rocky Mount and the Down East HOME Consortium with preparing a Five-Year Consolidated Plan and FY 2017 Annual Action Plan for submission to HUD on or before May 15, 2017. The CP/AAP will be prepared in a manner that incorporates HUD's eCon Planning Suite in IDIS. In preparing this document, we will be guided by the April 1, 2012 update of the Part 91, Subpart D regulatory requirements; the October, 2014 *Desk Guide for Using IDIS to Prepare the Consolidated Plan, Annual Action Plan, and CAPER/PER* reflecting the release of IDIS version 11.8; our general background and experience in preparing Consolidated Plans; and, the City's CP planning procedures that have worked well in the past. Towards that end, we offer this work plan as a suggested approach to the assignment. We are prepared to adjust the work plan based on input from the City.

In developing the scope of service for this assignment, we have combined the Community Engagement Plan for the Consolidated Plan and Annual Action Plan with the Analysis of Impediments to Fair Housing Choice. Not only is this a more cost-effective and time-saving approach, but the linkages between how the Consolidated Plan and Annual Action Plan implement the fair housing goals and priorities of the AI can guide how the City and the Consortium identify housing and community development needs.

Throughout the scope of services detailed below, references to the City imply the City of Rocky Mount and the Down East HOME Consortium.

Task 1. Project Mobilization Initial Project Planning with City Staff

This task involves a series of initial organizational steps that will ensure the timely execution of subsequent tasks. We will begin by providing a Stakeholder Chart to City staff that includes a list of stakeholder categories with whom consultations will be conducted during our first visit to Rocky Mount.

Obtaining IDIS Access

This task will involve the completion and submission of the IDIS Online Access Request Form to the City. This form is required by HUD HQ for our team to have limited access to the City's IDIS system for the exclusive purpose of preparing the CP and AAP in the eCon Planning Suite template. It has been our experience that IDIS approval can require up to several weeks from HUD HQ.

Identification of Stakeholders

At the outset of the consolidated planning process, M&L will work with City staff to refine the list of stakeholders whose input would be sought during the preparation of the CP and the AI. We will work with staff to identify key stakeholders consisting of public and private entities whose input can assist in generating a comprehensive profile relative to housing and community development

needs as well as fair housing goals across the community. The manner through which outreach to stakeholders will be conducted will be refined upon contract execution.

Based on HUD requirements, the following stakeholder consultations are recommended:

- Public and private agencies that provide assisted housing, health services, and social and fair housing services, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, immigrants and persons with limited English proficiency, homeless persons and families, and other member of the protected classes
- Public housing authorities and residents
- Health and child welfare agencies concerning lead-based paint hazards
- The Continuum of Care lead entity to address the development of policies, performance standards and program evaluation
- Public and private agencies that address housing, health, social services, victim services, employment, and education needs of low-income, homeless, and special needs populations
- Community-based and regionally-based organizations that represent protected class members and organizations that enforce fair housing laws
- Neighborhood and community-based organizations
- Business and civic leaders
- Municipal departments or agencies such as Planning, Public Works, Engineering, Code Enforcement, Police, etc.
- Affordable housing developers, both nonprofit and for-profit

Finalize Planning for Stakeholder Outreach

Once the general approach to the CP and AI outreach and consultation process is established, M&L will prepare a suggested Interview Schedule. We would require the assistance of City staff in contacting stakeholders, scheduling all interviews and meetings, and providing meeting space. Finally, the Project Schedule will be finalized in collaboration with City staff for the duration of the project.

Task 2. Community Engagement Plan

The following list includes a series of tasks proposed to maximize citizen participation and stakeholder outreach as part of the CP/AAP/AI planning process. All citizen participation and stakeholder outreach activities will be conducted in accordance with the City's approved Citizen Participation Plan. The final Community Engagement Plan will be finalized with City staff input.

During our first trip to Rocky Mount, our staff will facilitate:

- Stakeholder interviews (number will be determined by the final stakeholder list)
- Four neighborhood/community meetings

Preparation for Initial Meeting with City Staff



Prior to our initial meeting, we will provide City staff with a list of documents that will be required to prepare the CP and AI. We will establish a Dropbox folder for the storing of all reference materials provided by staff to M&L.

Participation in Initial Meeting with City Staff

Our first trip to Rocky Mount will be 3-4 days in duration and will include at least one principal of our firm. At the initial meeting, we will discuss the prior CP and AI planning processes in an effort to build upon past successes, overcome any perceived shortcomings and improve upon the processes and the end products. We will also discuss the process through which the City's housing, community development and fair housing priorities will be defined.

Conduct Face-to-Face Stakeholder Interviews

We will conduct face-to-face interviews in accordance with the Interview Schedule. After each consultation, we will prepare a written summary of the issues discussed and information exchanged. Through these consultations, we expect to gain an understanding of the agency or organization, their function, the priority needs of their clients, and other relevant information.

Facilitation of Four Neighborhood/Community Meetings

Our project team will assist in the facilitation of four neighborhood or community meetings. The first two meetings will be held during our first trip to Rocky Mount for the purposes of presenting a summary of trends and conditions for the City and the Consortium, explaining the CP and AI processes, and seeking input on affordable housing, community development and fair housing issues. The third and fourth meetings will be held during our second trip to Rocky Mount and will focus on presenting a summary of major findings and recommended strategies and activities.

For each meeting, M&L will prepare and provide:

- An agenda and sign-in sheets
- Power Point presentations of the information to be presented
- Appropriate handouts to foster discussion needs, and
- Large scale maps of the City's and Consortium's racially and ethnically concentrated areas of poverty

M&L will furnish adequate copies of all agendas, presentations, handouts, maps, etc. at least one week prior to each trip for City staff review and approval.

Web-based Survey

M&L will provide City staff with a draft survey instrument appropriate for distribution throughout the City and Consortium to identify housing and community development needs. The web-based survey will be designed to accommodate responses from community leaders, social service assistance organizations, and the general public. The logic survey will be hosted online by Survey Monkey and will be suitable for posting on the City's website. Paper copies can also be made available at all meetings, interviews and forums conducted as part of this process. All surveys will be tabulated and analyzed for incorporation into the CP and AI documents.

A detailed distribution method and advertising campaign for the survey and community meetings can be developed upon contract execution.

Summary of Public Participation and Stakeholder Outreach

M&L will provide a written summary of the community engagement initiatives, including a summary of all comments received organized by major category (e.g., affordable housing, neighborhood improvements, fair housing, etc.). The summary will be provided to City staff within ten days of M&L completing the visit. This summary will serve as a useful tool for City staff to determine and prioritize housing, community development and fair housing needs.

Deliverable #1: Summary of Public Participation and Stakeholder Outreach

Task 3. Needs Assessment (NA 05-50)

The CP will describe the Consortium's estimated housing needs and needs for supportive services projected for the next five years. Housing data will reflect consultations conducted with housing provider agencies, nonprofit organizations and social service agencies (including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and homeless persons) that provide assisted housing, health services and social services.

Categories of Persons Affected

The CP will describe the Consortium's need for assistance for extremely low income, very low income, low income and moderate income families, for renters and owners, elderly persons, large families and persons with disabilities. The description of housing needs will also include a discussion of the degree of cost burden and severe cost burden, overcrowding (especially for large families), and standard housing conditions being experienced by extremely low income, very low income, low income and moderate income renters and owners compared to the Consortium as a whole.

For any of the categories of households enumerated above, to the extent that any racial or ethnic group is identified to have a disproportionately greater need in comparison to the needs of that category of household as a whole, an assessment of that specific housing need will be included. (Disproportionately greater need exists when the percentage of persons in a category of housing need who are members of a particular racial or ethnic group is at least 10 percentage points higher than the percentage of persons in the category as a whole.)


Public Housing Residents

M&L will describe the needs of current public housing and Housing Choice Voucher households, as well as families on the waiting lists for public housing and Section 8 vouchers.

Homeless Needs

The CP will describe the nature and extent of homelessness within the Consortium using HMIS and the most recent PIT count as the basis for this section, if available. M&L will utilize the region's Continuum of Care documents for this purpose. The CP will include an estimate of the special needs of various categories of families and individuals who are chronically homeless or are threatened with homelessness (such as persons with mental illness or with substance abuse problems). The CP will also contain a narrative description of the nature and extent of homelessness by racial and ethnic group, to the extent that information is available.

Non-Homeless Special Needs



To the extent practicable, the CP will describe the level of housing need for persons who are not homeless but require supportive housing, including the elderly, frail elderly, persons with disabilities, persons with substance addiction, persons with HIV/AIDS and their families, public housing residents, and other categories that may be appropriate in the Consortium.

Non-Housing Community Development Needs

The CP will include a concise summary of the Consortium’s priority non-housing community development needs, including public facilities, public improvements, public services and other eligible uses of CDBG funding. The basis for this section will be the summary of public participation and stakeholder outreach.

Deliverable #2: Draft of Needs Assessment (NA-05 to NA-50)

Task 4. Market Analysis (MA 05-50)

General Characteristics

The CP will describe the significant characteristics of the housing market, including such aspects as the supply, demand, condition and cost of housing, including lead-based paint hazards. The CP will identify and describe any racially or ethnically concentrated areas of poverty within the Consortium.

Lead-Based Paint Hazards

The CP will estimate the number of housing units that may potentially contain lead-based paint hazards and are occupied by LMI families with children.

Public Housing

M&L will communicate directly with local public housing authorities in preparing this element of the CP. We will describe the number of public housing units, the physical condition of these units, the restoration and revitalization needs, results from the Section 504 needs assessments and the authorities’ strategies for improving the management and operation of public housing. The CP will include the authorities’ strategies for improving the living environment of low and very low-income families residing in public housing. The Plan will also identify the public housing residential communities that will be improved with Capital Fund resources from HUD.

Assisted Housing

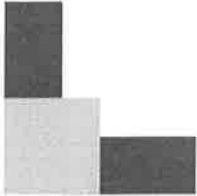
The CP will include a description of the number and targeting (by income and type of family) of units currently assisted by public funds and an assessment of whether any such units are expected to be lost from the local inventory, including expiring Section 8 contracts.

Homeless Facilities

The CP will include a brief inventory of facilities and services that meet the emergency shelter, transitional housing, permanent supportive housing and permanent housing needs of homeless persons. We will review data available from the Continuum of Care.

Special Need Facilities and Services

This section of the CP will describe the housing stock available to persons with disabilities and other LMI persons with special needs, including persons with HIV/AIDS and their families. To the



extent information is available, the CP will describe the facilities and services that assist persons who are not homeless but who require supportive housing and supportive programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.

Barriers to Affordable Housing

The CP will explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing in the Consortium are affected by local public policies. The information included in this section will be obtained through the research conducted for the AI.

Non-Housing Community Development Assets

We will provide a concise summary of the priority non-housing community development needs that are eligible for assistance.

Deliverable #3; Draft of Market Analysis (MA-05 to MA-50)

Task 5. Strategic Plan (SP 05-80)

M&L will prepare the Strategic Plan in accordance with 24 CFR Part 91.315. This section will include priorities, objectives, actions, and benchmarks for affordable housing, homeless and other special needs populations. It will also include sections related to barriers to affordable housing, lead-based paint hazards, and reducing poverty.

General Characteristics

Based on input received through outreach efforts and the statistical analysis, M&L will define priority needs. For each of the priority needs identified, the CP will include:

- The reasons for the choice of priority needs, describing the choice in terms of housing need (income, tenure, housing problems) and identifying obstacles for addressing the underserved needs;
- The specific objectives with each objective identifying the key goals in quantitative terms along with numeric and other measurable indicators of progress and a target date for completion; and
- A description of the resource allocation geographically and among different activities.

Resources

M&L will describe the full range of federal and other resources that are available to assist the Consortium in meeting its housing and community development needs.

- Federal Resources – The expected federal resources to be available to address the needs identified within the CP.
- Other Resources – The resources from private and non-federal public sources that are reasonably expected to be available to address the needs. The Plan will include an explanation of how federal resources will leverage additional resources, including a description of how matching requirements of HUD programs will be satisfied.

Institutional Structure

The CP will describe the strategy to overcome the gaps in the institutional structure for carrying out its strategy for addressing its priority needs.

Goals

The Strategic Plan will include summaries of the objectives the Consortium intends to initiate and/or complete during the five-year period. For each objective, the Plan will identify proposed accomplishments and quantitative outcomes, as provided in the IDIS Goal Outcome Indicators (GOI).

Public Housing

The CP will describe activities to encourage resident involvement in management and to participate in homeownership. The Plan will also describe how the Consortium will address the needs of public housing.

Barriers to Affordable Housing

The CP will describe the Consortium's strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing. M&L will use the research conducted for the AI to inform this section of the Plan.

Homelessness Strategy

The Plan will include a description of the Consortium's strategy for identifying resources to be used for the following:

- Helping low income families avoid homelessness;
- Reaching out to homeless persons and assessing their individual needs;
- Addressing the emergency shelter and transitional housing needs of homeless persons; and
- Helping homeless persons make the transition to permanent housing and independent living.

Lead-Based Paint Hazards

The CP will outline the actions proposed or being taken to evaluate and reduce lead-based paint hazards, and a description of how lead-based paint hazard reduction will be integrated into housing policies and programs.

Anti-Poverty Strategy

The Plan will describe the Consortium's goals, programs and policies for reducing the number of poverty level households and how the goals, programs and policies for producing and preserving affordable housing will be coordinated with other programs and services for which the Consortium is responsible and the extent to which they will reduce or assist in reducing the number of households with incomes below the poverty line. How these initiatives will be coordinated with other programs will be concisely summarized.

Monitoring



The Plan will describe the standards and procedures which the Consortium uses to monitor activities to be carried out in furtherance of the CP. Current Monitoring Plans utilized by the Consortium will be the basis for this section.

Certifications

The CP will contain the current certifications required by HUD.

Deliverable #4: Draft of Strategic Plan (SP-05 to SP-80)

Draft of Process (PR-05 to PR-15) and Executive Summary (ES-05)

Following completion of the draft Strategic Plan, we will provide a draft of the Process section and the Executive Summary section to City staff for review and comment. Upon receipt of these two final sections, City staff will have received a complete draft of the Consolidated Plan document in the IDIS Word template for review and comment.

Deliverable #5: Draft of PR and ES Sections

Task 6. Revisions to CP Document

Based on feedback from City staff, M&L will make revisions to the draft CP and prepare the document for public display. We normally exchange information via day-to-day email and telephone conversations. We will provide content in MS Word format and Adobe Acrobat.

Deliverable #6: Revised CP Document

Task 7. Preparation of Annual Action Plan (AP 15-90)

Following staff's approval of the draft CP, M&L will prepare the draft Annual Action Plan using the following methodology:

Expected Resources

The AAP will include a concise summary of the federal resources expected to be available including grant funds, anticipated program income, and other resources such as private and non-federal public sources that are reasonably expected to be available to carry out its Strategic Plan over the course of the program year. M&L will explain how federal funds will leverage these additional resources, including a description of how matching requirements of the HUD programs will be satisfied.

Annual Goals and Objectives

M&L will summarize the specific goals the Consortium intends to initiate and/or complete within the program year. Goals from the AI will be included for implementation beginning in 2017.

Allocation Priorities

M&L will describe the reasons for the Consortium's allocation priorities and how the proposed distribution of funds will address the priority needs and goals of the Strategic Plan.

Method of Distribution

M&L will describe the criteria that will be used to select grant applications, the relative importance of these criteria, how resources will be allocated among funding categories, threshold factors and grant size limits, and outcome measurements expected as a result of the method of distribution.



Projects

M&L will provide a concise summary of the eligible programs or activities that will take place during the program year to address the priority needs and specific objectives identified in the Strategic Plan. Activities to achieve the goals established in the AI will be included for implementation beginning in 2017.

Geographic Distribution

We will describe the geographic areas in which the Consortium will direct assistance during the program year and provide the rationale for its priorities in allocating investment geographically.

Affordable Housing

The Action Plan will specify goals for the number of homeless, non-homeless, and special needs households to be provided affordable housing within the program year. The AAP will also indicate the number of affordable housing units that will be provided by program type, including rental assistance, production of new units, rehabilitation of existing units, or acquisition of existing units.

Public Housing

M&L will describe what actions the Consortium will take in the program year to carry out the public housing portion of the Strategic Plan.

Homeless and Other Special Needs Activities

M&L will describe the Consortium's one-year goals and the specific actions steps it will undertake in the program year to carry out the homeless strategy outlined in SP-60 Homelessness Strategy. The AAP will also describe the one-year goals and specify the activities to be undertaken to serve the housing and supportive service needs of non-homeless populations who require supportive housing.

Barriers to Affordable Housing

M&L will describe planned actions to remove or ameliorate the negative effects of local policies that serve as barriers to affordable housing. M&L will summarize appropriate barriers identified in the Consortium's AI for this purpose.

Other Actions

The AAP will describe the planned actions to carry out the strategies outlined in the CP relative to fostering and maintaining affordable housing, evaluating and reducing lead-based paint hazards, reducing the number of poverty-level families, developing institutional structure, enhancing coordination and identifying obstacles to meeting underserved needs and propose actions to overcome those obstacles.

Program-Specific Requirements

The AAP will include, where applicable, the following:

- CDBG Program: The method of distribution, including all selection criteria for funding, how resources will be allocated among funding categories, the threshold factors and grant limits to be applied.

- HOME Program: Homebuyers –Resale or recapture guidelines will be discussed; refinancing of existing debt for multi-family housing rehabilitation –refinancing guidelines will be included.

Deliverable #7: Draft Annual Action Plan

Task 8. Revisions to Draft Annual Action Plan

Based on feedback from City staff, M&L will make revisions to the draft AAP and prepare the document for public display.

Deliverable #8: Display-ready Annual Action Plan

Task 9. CP and AAP 30-Day Public Display / Review Period & IDIS Entry

Once the Revised CP and AAP documents are provided to the City for the public review period, M&L will initiate the IDIS entry process for these documents. Based on our experiences using the eCon Planning Suite template, the later IDIS entry occurs in the development of the CP and AAP documents, the more efficient the process.

Task 10. Final Revisions, Local Approval & Submission to HUD

Following the completion of the 30-day public display and review period, M&L will work with staff to summarize the comments received for incorporation into the CP and AAP.

M&L will provide the most current HUD certifications and 424 forms to City staff for completion and obtaining official signatures. Final IDIS entry will be completed for the CP and AAP, and electronic submission of these two documents by M&L will occur on or before May 15, 2017 in collaboration with City staff. E-files of both documents will be provided.

Deliverable #9: Final CP and AAP Documents submitted to HUD

Task 11. Technical Support during HUD’s Review Process of the CP and AAP

M&L will remain available to City staff throughout the 45-day HUD review period for the CP and AAP. We will assist in responding to any HUD questions that may arise relative to these two documents.



Scope of Services for the Analysis of Impediments to Fair Housing Choice

The following is our proposed scope of services for the Analysis of Impediments to Fair Housing Choice. Our scope mirrors HUD's new Assessment of Fair Housing (AFH). For the City of Rocky Mount and the Down East HOME Consortium, we propose using the HUD-provided data and AFH Tool for local governments. We will develop a document that complies with the provisions at 24 CFR Part 5 along with the conforming amendments found at Parts 91, 570 and 903. In addition, we will also be guided by HUD CPD Notices and Memos issued periodically on the AFH.

As stated previously, the initial organizational steps and community engagement plan for the AI have been combined with the same steps in the CP and AAP.

Task 1. Amendment of the Consortium's Citizen Participation Plan

In a HUD CPD Memorandum issued March 14, 2016, HUD provided specific guidance on how entitlements must incorporate the Affirmatively Furthering Fair Housing requirements into their Consolidated Planning process. The most significant requirement is that a grantee's Citizen Participation Plan must be amended prior to the initiation of the AFH process to comply with the new provisions at Section 91.105. Although the City and the Consortium are not yet required to prepare an AFH, we are happy to assist in amending the CPP for this purpose.

M&L has drafted several amended CPPs for clients who are undertaking this step well advance of their AFH submission dates. As a result, we have developed a series of templates that reflect the new requirements at Section 91.105 for cities and urban counties. Our first step for this assignment would be to work with City staff to draft an Amended CPP within days of being awarded the contract.

Deliverable #1: Draft Amended Citizen Participation Plan

Task 2. Fair Housing Analysis

As part of this task, we will utilize the AFH Tool's HUD-provided maps and tables to generate the following elements. In addition, M&L will obtain relevant studies, reports and other information from the Consortium that would be appropriate for incorporation into the AFH. These will be identified and discussed at the initial meeting with City staff.

A **Demographic Summary** describing patterns and trends since 1990, and the location of renters and homeowners, both in the City and the Consortium

General Issues including:

- Segregation and integration
- Racially/Ethnically Concentrated Areas of Poverty (R/ECAPs)
- Disparities in Access to Opportunity
- Disproportionate Housing Need
- Contributing Factors to fair housing

A **Publicly Supported Housing Analysis** including:

- Demographics
- Location and Occupancy of Publicly Supported Housing
- Disparities in Access to Opportunity
- Contributing Factors to fair housing

A Disability and Access Analysis including:

- A geographic profile of persons with disabilities
- Housing Accessibility in the region for persons with disabilities
- Integration of Persons with Disabilities living in Institutions and Other Segregated Settings
- Disparities in Access to Opportunity
- Disproportionate Housing Need
- Contributing Factors to fair housing

A Fair Housing Enforcement, Outreach Capacity and Resource Analysis including:

- Any unresolved charges, findings, determinations from a substantially equivalent state or local fair housing agency;
- Any letter or finding or lawsuit issued or filed by the Department of Justice alleging a pattern or practice or systemic violation of fair housing or civil rights law
- Any claim under the False Claims Act related to fair housing, nondiscrimination or civil rights, generally, including an alleged failure to affirmatively further fair housing
- A summary discussion of local and state fair housing laws, including the classes protected under each
- Any local or regional agencies and organizations that provide fair housing information, outreach, and enforcement, including their capacity and resources available to carry out such work
- Contributing Factors to fair housing

Many resources will be reviewed and evaluated as part of Task 2. As the AFH is primarily a policy analysis document, much of the information related to describing past trends and current conditions, as well as contributing factors to fair housing issues, will be found in local policies. A potential list of these local resources include, but are not limited to, the following:

- **CDBG and HOME Program** – We will review the local application processes and project selection criteria to determine how AFFH factors are considered in funding decisions. We will inquire about efforts to implement AFFH initiatives. We will review any restrictions placed on the City or Consortium by HUD and progress in achieving compliance.
- **Comprehensive Plan** – We will review the City’s comprehensive plan to understand how local government has:
 - Advocated for affordable housing opportunities outside of areas of concentration of low income minorities
 - Promoted integrative principles for the purpose of de-segregating areas of concentration of low income minorities
 - Facilitated initiatives that address the elimination of poverty as an impediment to fair housing choice, and
 - Included fair housing policies in its long-range planning document. Specifically, we will look for strong connections between where lower income neighborhoods are located in relation to public transportation services and employment centers.
- **Zoning** – We will review the zoning ordinances for the City of Rocky Mount and up to five municipalities within the Consortium to learn more about local zoning and land use administrative processes that affect fair housing choice. In conducting our assessment, we

will use a standardized assessment tool created by M&L to evaluate zoning provisions that impact, or have the potential to impact, protected classes. These include:

- The definition of “family”
- The definition and regulatory requirements for “group homes” for persons with disabilities and the identification of group home locations, to the extent data is available
- Minimum lot sizes and dwelling unit types/sizes permitted by residential zoning district
- The regulatory requirements for multi-family housing (i.e., permitted vs. conditional use, number of zoning districts where permitted, development standards, etc.)
- The definition and regulatory requirements of “accessory dwelling units”
- Inclusionary zoning
- Other innovative design standards that promote affordable housing options

• **Anti-Displacement Plans** – We will review the City’s Anti-Displacement and Relocation Plans and how these impact members of the protected classes when economic pressures are exerted in lower income neighborhoods for redevelopment and revitalization initiatives.

• **Public Transit** – Through discussions with the regional and local transit agencies, we will determine the extent to which public transit links racially/ethnically concentrated areas of poverty (R/ECAPs) with higher opportunity areas. We will analyze the long-term transportation plan of the agencies and the degree to which housing-employment linkages are considered and proposed.

• **PHA Tenant / Applicant Demographics** – We will analyze occupancy and waiting list characteristics for public housing and Housing Choice Vouchers to determine the relative presence of members of the protected classes. We will also review tenant selection policies to determine if they have a discriminatory impact on members of the protected classes.

• **Location of Major Employers and Employment Opportunities** – We will identify where employment opportunities are located in relation to R/ECAPs and the public transit linkages between them.

• **Assisted Housing Location Patterns** – We will analyze the geographic distribution of affordable housing including public housing, project-based Section 8 Housing Choice Vouchers, Low Income Housing Tax Credit-financed developments, and other assisted housing relative to their location and/or concentration in R/ECAPs. This task will also involve the analysis of the State’s QAP site selection policies, practices and decisions for publicly-supported housing.

• **Immigrants and Persons with Limited English Proficiency** – We will review administrative actions that influence housing and housing related services for immigrants and persons with limited English language proficiency. We will review the Language Access Plans (LAP) of the City and the Consortium.

• **Lending Discrimination** – The Home Mortgage Disclosure Act database provides information concerning mortgage lending. We will evaluate loan denial data for members

of the protected classes for 2013, 2014 and 2015 across the Consortium. We will also research high-cost loan data and trends, and use this data to define whether mortgage loan products are available equally to persons in similar economic circumstances by race and ethnicity.

In this task, we will also define the function of the agencies involved in the day-to-day process of responding to fair housing questions and complaints for Consortium residents. We will explore how members of the protected classes become aware of the existence and function of fair housing organizations serving the Consortium. This will involve an assessment of outreach and communication efforts, including informational programming offered by the City and any other fair housing advocacy organizations.

We will review the results of any testing that has taken place in the City, as well as other specific enforcement actions that may have resulted from the paired testing.

We will assess organizational strengths and weaknesses and the extent to which the agencies operate as part of a broader framework of organizations that work collectively to provide information, expand knowledge, promote public awareness and generally expand opportunities for fair housing choice in the City. We will assess the effectiveness of intake, processing and investigation procedures at the local level.

We will describe the extent to which the Consortium has provided resources to agencies or organizations that may assist in fair housing analysis and investigation. We will review state and local fair housing laws and whether the local laws are substantially equivalent to the federal Fair Housing Act. At the outset of the project, we will draft suggested letters to HUD and the North Carolina Human Relations Commission requesting status reports of housing discrimination complaints filed by Consortium residents. The letters will request summaries of complaints received since the date of the previous AI.

Upon completion of Task 2, M&L will provide the City with an Interim AFH Draft consisting of the research, analysis and mapping conducted in Task 2.

Deliverable #2: Interim AFH Drafts

Task 3. Development of Fair Housing Goals and Priorities

At this point in the project, M&L will recommend a prioritization of identified contributing factors for review by City staff. We will draft the justification for the recommended prioritization that will eventually be addressed by established fair housing goals. Highest priority will be given to those factors that limit or deny fair housing choice or access to opportunity, or negatively impact fair housing or civil rights compliance. We will generate a list of priorities for the City of Rocky Mount relating to the factors that fall under the authority of the City and a separate list for the Consortium relating to factors that fall under its jurisdiction.

For each fair housing issue with significant contributing factors identified, we will establish one or more goals designed to overcome the identified contributing factor and related fair housing issues. For each goal, metrics and milestones for determining what fair housing results will be achieved will also be identified. Finally, a timeframe for implementation will be noted.

Upon completion of Task 3, M&L will provide the City with the Draft Fair Housing Goals and Priorities.

Task 4. Publish Draft AFH

Once we have received revisions and comments from City staff, M&L will provide a complete Draft AFH Report that includes the research performed in Tasks 1 through 3. The format for this deliverable will be in the AFH Tool and will follow the outline provided in the Tool. This will include the following elements:

- **Cover Sheet**
- **Executive Summary** – overview of the process, a summary of the factors contributing to fair housing choice, and the list of goals and priorities to address the fair housing issues
- **Community Participation Process** – a summary of the outreach and engagement initiatives undertaken to solicit citizen participation, a list of the stakeholders invited to participate in the AFH process, a summary of the key fair housing issues identified through the process, summaries of the surveys distributed, and a summary of the public comments received on the Draft AFH
- **Assessment of Past Goals and Actions** – a summary review of the City's and the Consortium's actions undertaken in the past to affirmatively further fair housing
- **Fair Housing Analysis** – an analysis of the following:
 - Demographic Summary
 - General Issues
 - Publicly Supported Housing Analysis
 - Disability and Access Analysis
 - Fair Housing Enforcement, Outreach Capacity, and Resources Analysis
- **Fair Housing Goals and Priorities** – a prioritization of identified contributing factors with one or more goals to address each one for the City and the Consortium.

Task 5. Revisions to Draft AFH

In this step, we will incorporate comments and revisions provided by City staff. We will create a polished document appropriate for public display and comment.

Task 6. Publish Final AFH Document

At the direction of City staff, M&L will incorporate any final revisions into the AFH document. We will publish and distribute to the City final copies of the report on CD in MS Word and Adobe Acrobat formats.

Task 7. Public Display and Comment Period

M&L can provide the City with a sample public notice for publishing the availability of the Draft AFH, how residents can access a copy for review, how comments should be provided, and the steps to be taken by the City following the end of the comment period.

Upon the completion of the 30-day period, M&L will assist the City with reviewing all comments received, including developing appropriate responses, where required. A summary of all comments received and the City's responses to them will be compiled into an appendix to the AFH.

Task 8. Approval by Local Bodies

M&L will provide adequate copies of the AFH document to the City and Consortium for approval and signatures.

Task 9. Submission of AFH to HUD

M&L will assist the City with formally submitting the locally-approved AFH to HUD.

Project Schedule

To meet the Consortium's requirement to provide the CP and AAP to HUD no later than May 15, 2017, this assignment will need to be carried out with much attention to the timing of the tasks. Assuming a contract start date of December 1, 2016, the following schedule is suggested. If the City needs more time to prepare its AFH beyond the May 15 date, the schedule can be modified accordingly.

2016

December

Contract Start Date

M&L provides (1) draft Amended Citizen Participation Plan, (2) IDIS access forms, and (3) letters requesting housing discrimination data from HUD and State

City publishes notice of Amended CPP, display period begins

M&L begins data collection and analysis for CP and AFH

2017

January

M&L's trip #1 to Rocky Mount to conduct stakeholder interviews, meet with City staff, facilitate first two public meetings

M&L provides summary of public participation from trip #1

M&L provides draft NA and MA sections of CP

February

M&L provides draft SP section of CP

M&L provides draft ES and Process sections of CP

end City provides comments on CP sections to M&L



March

M&L provides Interim AFH Report
M&L provides complete draft AAP
City/Consortium provide comments on Draft AFH to M&L
M&L provides draft AFH Goals and Priorities

April

1 City/Consortium begin 30-day public display for CP/AAP/AFH
M&L's trip #2 to Rocky Mount to facilitate last two public meetings
M&L provides summary of public participation from trip #2
30 City ends 30-day public display for documents

May

15 City Council/Consortium take action on CP/AAP
M&L submits CP/AAP/AFH to HUD on behalf of City

July

1 City's/Consortium's five-year program cycle begins



Management & Staffing

Key Personnel

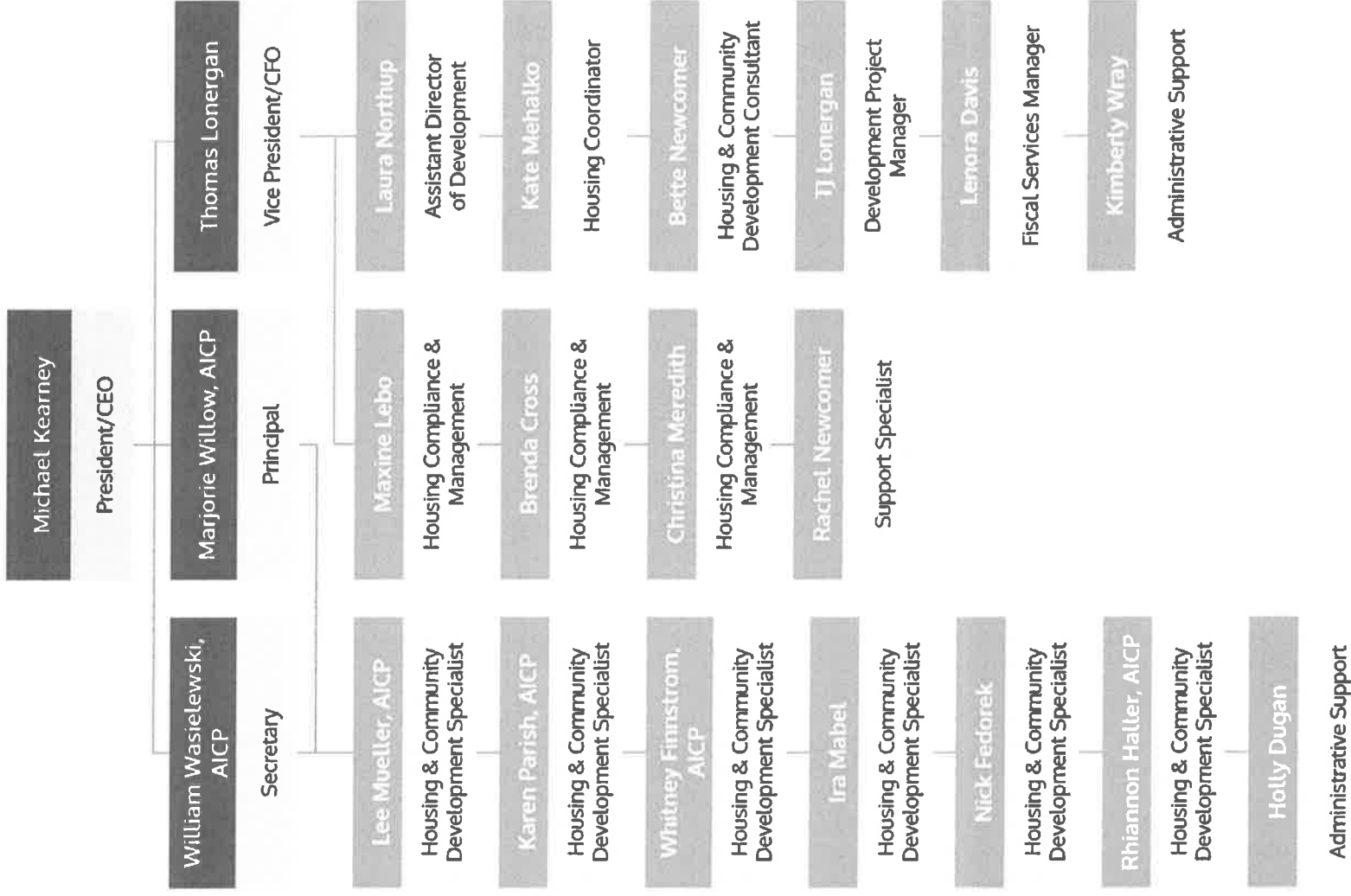
The key personnel assigned to this project are described on the following pages.

Marjorie Willow, AICP	Principal	Principal-in-Charge; assist with community engagement, meeting presentations, project oversight
Nick Fedorek	Project Manager	Coordination and oversight of research and analysis, mapping, community engagement initiatives, AI document editor
Ira Mabel	Community Planner	Research, stakeholder interviews, community engagement initiatives, drafting documents
Rhiannon Haller, AICP	Community Planner	Research, stakeholder interviews, community engagement initiatives, drafting document
Whitney Finnstrom, AICP	Community Planner	Research, drafting documents

Marjorie Willow, AICP will serve as the Principal-in-Charge for this contract. Assisting Ms. Willow will be the following individuals. Our team is experienced in working together, and every member brings specialized skills to the assignment. We assign tasks and sub-tasks to team members on the basis of their expertise, interest, and experience. All personnel assigned to this project are permanent, full-time employees of M&L. No subconsultants will be utilized on this project.

The key personnel assigned within this proposal will be made available for this assignment should a contract be awarded to M&L. We understand the restrictions on time to assist the Consortium with submitting the completed CP and AAP documents to HUD by May 15, 2017. For this reason, we will provide several skilled staff members to work concurrently on this assignment to meet the established deadlines.

Mullin & Lonerger Associates Organizational Structure





Marjorie Willow, AICP

Marjorie Willow is a Principal of M&L. She began her career as an intern with M&L while completing her Master's Degree in Urban and Regional Planning from the University of Pittsburgh. Upon graduation, she assumed a full-time position in the firm's Philadelphia office where she prepared comprehensive plans, zoning ordinances, and worked extensively with HUD entitlement communities in the eastern U.S. As a community planner, she assisted HUD entitlements with budgeting annual allocations, assessing annual performance, and preparing environmental review record requirements.

From 1997 through 2001, Ms. Willow served as the county planning director in Putnam County, WV. During her tenure, she oversaw the expansion of water service to rural areas in one of the fastest-growing counties in the state. Following a brief period with Benatec Associates as a planner, Ms. Willow returned to Mullin & LonerGAN Associates in August 2004 where she currently is a partner in the firm's Pittsburgh office.

Ms. Willow is highly active in housing policy analysis, housing needs assessments and fair housing analyses. She serves as principal-in-charge and project manager for the housing studies undertaken by M&L. Most recently, she has served as the project manager for AIs in the State of New York, the State of Iowa, Allegheny County, PA, Wake County, NC, Erie County, NY, and Morris County, NJ. Her CP work includes the State of Iowa, the Consolidated Government of Wyandotte County/Kansas City, KS, and the Consolidated Government of Columbus, GA.

Education

Master of Urban & Regional Planning *Bachelor of Arts,*
University of Pittsburgh; 1991 *Political Science*
University of New Orleans; 1989

Professional Experience

Mullin & LonerGAN Associates, Inc. *Benatec Associates*
Principal Senior Planner; 2001 – 2004
Pittsburgh, PA; 2004 – present
Putnam County, WV *City of Huntington, WV*
Office of Planning and Infrastructure *Dept of Development & Planning*
Director; 1997 – 2001 Community Planner; 1995 – 1997

Mullin & LonerGAN Associates, Inc.
Urban Planner
Pittsburgh, PA; 1991-1994

Affiliations

American Institute of Certified Planners Pennsylvania Planning Association
American Planning Association National Association of County
Community & Economic
Development

Nicholas Fedorek



Nick Fedorek has professional experience in community and economic development from the non-profit, public, and private sectors, providing him with a comprehensive and holistic perspective on urban development and housing issues. For the State of Washington Housing Needs Assessment, he designed a number of econometric models to test the current and projected mismatch between affordable housing supply and demand by income tier and tenure. He has also used GIS analysis to examine the relationship between affordable housing locations and local access to community assets and socioeconomic opportunity in North Carolina, ultimately providing an optimal set of high-potential sites for affordable housing projects.

Prior to joining M&L, Mr. Fedorek served as a community and economic development specialist for the Pennsylvania State Senate. He has interned with the Urban Redevelopment Authority of Pittsburgh, where he devised an econometric model to test the relationship between commercial corridor revitalization projects and changes in surrounding property values. While working at the Worcester Business Development Corporation in Massachusetts, he served as a member of the Worcester Job Growth and Retention Task Force, co-authoring an extensive report for City Council. He has also interned as a project manager at the Worcester Green Jobs Coalition.

During his tenure as a graduate student, Mr. Fedorek taught quantitative and qualitative research methods, including workshops on GIS and Census data analysis. He has extensive experience in spatial statistics, local labor market mapping and analysis, and econometric modeling. His recent AI assignments include Wake County, NC and Colorado Springs, CO. Recent CP assignments include Erie County, NY and Westmoreland County, PA.

Education

Master of Arts, Community Development and Planning
Clark University; 2012

Bachelor of Arts, Economics and Geography
Clark University; 2010

Professional Experience

Mullin & Lonergan Associates, Inc.
Urban Planner
Pittsburgh, PA; 2014 – present

Office of State Senator Jim Ferlo
Community Development Specialist
Pittsburgh, PA; 2013 – 2014

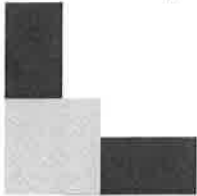
Bloomfield-Garfield Corporation
Researcher
Pittsburgh, PA; 2012 – 2013

Carnegie Mellon University
Research Assistant
Pittsburgh, PA; 2013

Affiliations

American Planning Association
Pennsylvania Planning Association
Sierra Club
Pittsburgh Hostel Project

Green Drinks Pittsburgh
Preservation Pittsburgh
Bike Pittsburgh



Rhiannon Haller, AICP

Rhiannon Haller has professional experience working with rural and urban clients on community and economic development projects in nonprofit, public, and private settings. Prior to joining M&L in 2015, Ms. Haller served as a planner for a regional organization in northern Michigan, where she assisted local units of government with a variety of planning and zoning projects and managed a multi-jurisdictional economic development initiative. She has interned with the Detroit Economic Growth Corporation, and has provided GIS and planning consulting services to several private, nonprofit, and public organizations.

As a graduate student, Ms. Haller taught an introductory course on Geographic Information Systems and held a Research Associate position with the University's Institute for Research on Labor, Employment, and the Economy. Her recent AI assignments include the State of New York and Morris County, NJ. Recent CP assignments include Passaic County, NJ, the Consolidated Government of Wyandotte County/Kansas City, KS, and the Consolidated Government of Columbus, GA.

Education

Master of Urban Planning
University of Michigan; 2013

*Bachelor of Arts,
Political Science*
University of Michigan; 2011

Professional Experience

Mullin & Loneragan Associates, Inc.
Urban Planner
Pittsburgh, PA; 2015 – present

*Central Upper Peninsula Planning
& Development Regional
Commission*
Community Planner
Escanaba, MI; 2013 – 2015

*Institute for Research on Labor,
Employment, and the Economy*
Research Associate
Ann Arbor, MI; 2012 – 2013

Metro Consulting Associates
GIS & Planning Analyst
Plymouth, MI; 2012

Affiliations

American Planning Association
Michigan Association of Planning



Whitney Finnstrom, AICP

Whitney Finnstrom has been employed by M&L since 2004 as a staff planner specializing in developing HUD Consolidated Plans, housing needs assessments, and special economic studies for clients across the country. He has worked with a wide range of clients on developing Consolidated Plans using the new eCon Plan tool, from municipalities to state agencies. In addition, he has worked on Comprehensive Plans in communities that are working to better understand the link between housing, transportation, economic development, and recreation. Additionally, he has provided technical assistance related to all aspects of community development program administration, including HUD compliance and reporting, to clients on an ongoing basis.

Mr. Finnstrom is well-versed in redevelopment plans, economic projections, cost-benefit studies, and main street downtown revitalization plans. He has experience interfacing with a variety of groups and organizations. He has a strong background in HUD CDBG and HOME programs. Additional skills include project management, use of Arc GIS (mapping) and advanced Excel tools. Mr. Finnstrom helped create the East Liberty Comprehensive Plan for a low-income and troubled community in Pittsburgh, which has resulted in millions of dollars in private investment in the community. He wrote the \$500,000 HHS grant for a planned Whole Foods development in the community, in addition to predevelopment planning and funding. He has experience in affordable housing development in the City of Pittsburgh, including working with local banks and foundations on project financing.

Mr. Finnstrom has prepared many of Consolidated Plans for M&L's urban county clients including Morris County, NJ, the Brevard County, FL HOME Consortium, and Erie County, NY.

Education

Master of Urban & Regional Planning *Bachelor of Arts, Economics*
University of Pittsburgh; 1995 Indiana University; 1985

Professional Experience

Mullin & Lonergan Associates, Inc. *Environmental Planning and Design*
Urban Planner Associate
Pittsburgh, PA; 2004 – present Pittsburgh, PA; 2002 – 2004

East Liberty Development, Inc. *Pittsburgh Partnership for Neighborhood Development*
Director of Research and Planning Community Economic Development Coordinator
Pittsburgh, PA; 1997 – 2002 Pittsburgh, PA; 1995 – 1997

Affiliations

American Institute of Certified Planners Peace Corps (Nepal)
American Planning Association



Comparable Projects & References

Four projects recently completed by M&L are detailed below along with individual client references. Should the City require additional information, we will gladly provide it.

City of Burlington, NC

*Five-Year Consolidated Plan (Consortium member)
Annual Action Plan*

Ms. Shawna Tillery, CD Administrator
stillery@ci.burlington.nc.us
(336)222-5094

Urban County of Westmoreland County, PA

*Five-Year Consolidated Plan for a HOME Consortium
Analysis of Impediments to Fair Housing Choice
Annual Action Plan
Environmental Review Record*

Mr. Bert Getto, Deputy Director
Dept. of Planning & Development
Westmoreland County, PA
getto@co.westmoreland.pa.us
(724) 830-3615

Unified Government of Wyandotte County/Kansas City, KS

*Five-Year Consolidated Plan
Annual Action Plan*

Ms. Stephanie M. Moore, MPA
HOME Program Supervisor
Certified HOME Program Specialist:
Regulations & Administration
Community Development
smmoore@wycokck.org
(913)573-5123

City of Naperville, IL

*Analysis of Impediments to Fair Housing Choice
prepared using the AFH format*

Ms. Ruth Broder, AICP
Community Planner/Community Grants
Coordinator
(630)305-5315
BroderR@naperville.il.us

Cost Summary

M&L proposes to complete this assignment for a lump sum, not-to-exceed amount of **\$40,150**. This total budget includes all expenses associated with the work to be performed. A sample invoice is included on the following page.

TASKS		MULLIN & LONERGAN ASSOCIATES						Total
		Principal @ \$175/hr.		Professional Staff @ \$125/hr.				
Consolidated Plan & Annual Action Plan								
1	Project Mobilization	8	\$ 1,400	8	\$ 1,000	\$ 2,400		
2	Community Engagement Plan	32	\$ 5,600	32	\$ 4,000	\$ 9,600		
3	Needs Assessment	1	\$ 175	12	\$ 1,500	\$ 1,675		
4	Market Analysis	1	\$ 175	12	\$ 1,500	\$ 1,675		
5	Strategic Plan	1	\$ 175	16	\$ 2,000	\$ 2,175		
6	Revisions to CP Document	1	\$ 175	8	\$ 1,000	\$ 1,175		
7	Preparation of AAP	1	\$ 175	8	\$ 1,000	\$ 1,175		
8	Revisions to AAP Document	1	\$ 175	2	\$ 250	\$ 425		
9	Public Display & Comment Period	0	\$ -	1	\$ 125	\$ 125		
10	Final Revisions, Local Approval, Submission to HUD	1	\$ 175	4	\$ 500	\$ 675		
11	Technical Support during HUD Review	0	\$ -	0	\$ -	\$ -		
		47	\$ 8,225	103	\$ 12,875	\$ 21,100		
		CP/AAP SUBTOTAL						
ASSESSMENT OF FAIR HOUSING								
1	Amendment to Citizen Participation Plan	2	\$ 350		\$ -	\$ 350		
2	Fair Housing Analysis	8	\$ 1,400	80	\$ 10,000	\$ 11,400		
3	Fair Housing Goals & Priorities	2	\$ 350	8	\$ 1,000	\$ 1,350		
4	Publish Draft AFH	1	\$ 175	4	\$ 500	\$ 675		
5	Revisions to Draft AFH	1	\$ 175	8	\$ 1,000	\$ 1,175		
6	Publish Final AFH	1	\$ 175	4	\$ 500	\$ 675		
7	Public Display & Comment Period	0	\$ -	1	\$ 125	\$ 125		
8	Approval by Local Bodies	0	\$ -	2	\$ 250	\$ 250		
9	Submission of AFH to HUD	1	\$ 175	1	\$ 125	\$ 300		
		16	\$ 2,800	108	\$ 13,500	\$ 16,300		
		AFH SUBTOTAL						
TRAVEL ALLOWANCE						\$ 2,500		
REPRODUCTION, PUBLICATION, SURVEY, MAILING EXPENSES						\$ 250		
		GRAND TOTAL				\$ 40,150		

M&L SAMPLE INVOICE

FEDERAL ID#23-2095300

date

FOR SERVICES RENDERED THROUGH [date]

Name
 Title
 Address
 Address
 City, State ZIP

M&L acct # \$ Amt Due -

INVOICE

Invoice for professional services rendered in accordance with our contract dated April 8, 2016, to prepare the FY'17-'22 Five Year Consolidated Plan and FY'17 Annual Plan.

RFP#2016003-CDBG-P

Amount due for work (23% X\$14,100)
 Less Amount Previously Billed
 Total

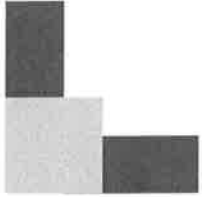
\$0.00
 \$0.00
 \$0.00

Task	(Five Year Consolidated Plan FY'17-'22)	Budget	% Complete	Total Billed
1	Project Mobilization	\$600.00	0%	\$0.00
2	Community Engagement Plan	\$4,800.00	0%	\$0.00
3	Needs Assessment	\$1,175.00	0%	\$0.00
4	Market Analysis	\$1,175.00	0%	\$0.00
5	Strategic Plan	\$1,175.00	0%	\$0.00
6	Revisions to CP Document	\$675.00	0%	\$0.00
7	Preparation of Annual Action Plan	\$675.00	0%	\$0.00
8	Revisions to Draft Annual Action Plan	\$425.00	0%	\$0.00
9	Public Display & Comment Period	\$125.00	0%	\$0.00
10	Final Revisions, Approval, Submission to HUD	\$425.00	0%	\$0.00
11	Technical support during HUD review of Cons Plan	\$0.00	0%	\$0.00
	Total	\$11,250.00		\$0.00

Task	(Direct expenses)	Budget	% Complete	Total Billed
	Travel Allowance	\$2,500.00	0%	\$0.00
	Reproduction/Mailing Expenses	\$350.00	0%	\$0.00
	Total	\$2,850.00		\$0.00

TOTAL AMOUNT DUE THIS INVOICE..... \$ -

INVOICE IS DUE AND PAYABLE WITHIN 30 DAYS



Required Proposal Forms

Pennsylvania
STATE OF NORTH CAROLINA

COUNTY OF Allegheny

AFFIDAVIT

I, Marjorie Willow (the individual attesting below), being duly authorized by and on behalf of Northeast & Bucks Co. T/A Mullin & Lonergan Associates (the entity bidding on project hereinafter "Employer")

after first being duly sworn hereby swears or affirms as follows:

1. Employer understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hires employees pursuant to federal law in accordance with NCGS 64-25(5).
2. Employer understands that Employers Must Use E-Verify. Each employer, after hiring an employee to work in the United States, shall verify the work authorization of the employee through E-Verify in accordance with NCSG 64-25(a).
3. Employer is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in this State. (mark Yes or No)
 - a. YES , or
 - b. NO X
4. Employer's subcontractors comply with E-Verify, and if Employer is the winning bidder on this project Employer will ensure compliance with E-Verify by any subcontractors subsequently hired by Employer. This 3rd day of November, 2016.



Signature of Affiant
Print or Type Name: Marjorie Willow

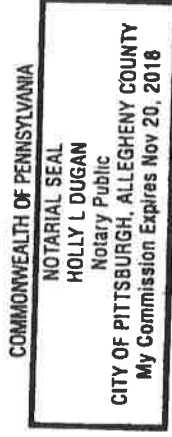
State of Pennsylvania, County of Allegheny

Signed and sworn to (or affirmed) before me, this the 3rd
day of November, 2016

My Commission Expires: Nov 20, 2018

Holly L Dugan

Notary Public



(Affix Official/Notarial Seal)

**IRAN DIVESTMENT ACT CERTIFICATION REQUIRED BY N.C.G.S.
143C-6A-5(a)**

Name of Contractor, Vendor or Bidder: Northeast & Bucks Co. T/A Mullin & Lonergan Associates

As of the date listed below, the contractor, vendor or bidder listed above, and all subcontractors utilized by the contractor, vendor or bidder listed above, is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. 143-6A-4.

The undersigned hereby certifies that he or she is authorized by the contractor, vendor or bidder listed above to make the foregoing statement.



Signature

11.03.16

Date

Marjorie Willow

Printed Name

Principal

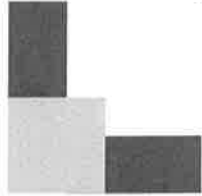
Title

Notes to persons signing this form:

N.C.G.S. 143C-6A-5(a) requires this certification for bids or contracts with the State of North Carolina, a North Carolina local government, or any other political subdivision of the State of North Carolina. The certification is required at the following times:

- When a bid is submitted
- When a contract is entered into (if the certification was not already made when the vendor made its bid)
- When a contract is renewed or assigned

N.C.G.S. 143C-6A-5(b) requires that contractors with the State, a North Carolina local government, or any other political subdivision of the State of North Carolina must not utilize any subcontractor found on the State Treasurer's Final Divestment List. The State Treasurer's Final Divestment List can be found on the State Treasurer's website at the address www.nctreasurer.com/Iran and will be updated every 180 days.



Appendix A – List of Housing Studies

Organization	Project Name	Contact Person	Contact Information
City of Pittsburgh, PA	Affordable Housing Needs Assessment	Mr. Michael Smith, AICP Neighborhood Planner	Dept. of City Planning 200 Ross Street, Fourth Floor Pittsburgh, PA 15219 (412) 255-2233 Michael.h.smith@pittsburghpa.gov
City of Colorado Springs / El Paso County, CO	Affordable Housing Needs Assessment	Ms. Aimee Cox Senior Economic Vitality Specialist	City of Colorado Springs 30 S. Nevada Ave., Suite 604 Colorado Springs, CO 80903 (719) 385-6609 aiCox@springsgov.com
State of Washington – Dept. of Commerce	Housing Needs Assessment	Mr. Cary Retlin Project Manager	Dept. of Commerce 1011 Plum Street SE POB 42525 Olympia, WA 98504-2525 (360) 725-4000 Cary.retlin@commerce.wa.gov
Westmoreland County, PA	Westmoreland County Housing Plan (2014)	Mr. Bert Getto Deputy Director	Westmoreland County Dept. of Planning & Development 5 th Floor, Suite 520 40 North Pennsylvania Avenue Greensburg, PA 15601 (724) 830-3600 fgetto@co.westmoreland.pa.us
Indiana County, PA	Indiana County Housing Plan (2014)	Ms. LuAnn Zak Deputy Director	Community Development & Housing Indiana Office of Planning & Development 801 Water Street – Courthouse Annex Indiana, PA 15701 (724) 465-3875 lzak@ceo.co.indiana.pa.us
Cloudburst Group	San Antonio, TX Comprehensive Housing Needs Assessment (Phase 1 in 2012)	Mr. T. J. Martzial Project Manager	Cloudburst Group 8100 Corporate Drive, Suite 320 Landover, MD 20785-2231 (301) 918-4400 Terrence.martzial@cloudburstgroup.com
City of Erie, PA	Erie, PA Neighborhood Housing Market Analysis (Phase 1 in 2011)	Mr. Dave Deter Assistant Director	Department of Economic & Community Development 626 State Street, Room 404 Erie, PA 16501 (814) 870-1277 ddeter@erie.pa.us
Cloudburst Group	Commonwealth of Puerto Rico Housing Needs Assessment (Phases 1 & 2 in 2011)	Mr. T. J. Martzial Project Manager	Cloudburst Group 8100 Corporate Drive, Suite 320 Landover, MD 20785-2231 (301) 918-4400 Terrence.martzial@cloudburstgroup.com

Organization**Project Name****Contact Person****Contact Information**

City of Wilmington,
DE

RISE Neighborhood
Study
(2011)

Ms. Nailah Gilliam
Director

Department of Real Estate and Housing
800 French Street
Wilmington, DE 19801
(302) 576-3019
ngilliam@ci.wilmington.de.us

City of DuBois, PA

Elm Street Plan (2010)

Mr. Lance Marshall
Executive Director

P. O. Box 711
DuBois, PA 15801
(814) 371-2000

City of Council Bluffs,
IA

Housing Market
Analysis (2010)

Mr. Donald Gross,
Director

Community Development
209 Pearl Street
Council Bluffs, IA 51503
(712) 328-4629
dgross@councilbluffs-ia.gov

Columbia County (PA)
Housing Corporation

Affordable Housing
Needs Assessment
(2009)

Mr. Rich Kisner
Executive Director

Columbia County Housing Corporation
700 Sawmill Road
Bloomsburg, PA 17815
(570) 784-9373 Ext. 115
rkisner@columbiacountyhousing.com

City of Georgetown,
TX

Housing Element of
Comprehensive Plan
(2008)

Ms. Jennifer C. Bills
Housing Coordinator

City of Georgetown
P. O. Box 1485
Georgetown, TX 78627-1485
(512) 930-8477
jbills@georgetowntx.org

Delaware State
Housing Authority

Statewide Housing
Needs Analysis
(2003-2007 and 2008-
2012)

Ms. Karen Horton
Principal Planner

18 The Green
Dover, DE 19901
(302) 739-4263
karenh@dsha.state.de.us

Gloucester County
(VA) Department of
Housing

Affordable Housing
Needs Assessment
(2007)

Mr. Michael Shifflett
Director,
Dept. of Housing

Gloucester County Department of
Housing
P.O. Box 665
Gloucester, VA 23061
(804) 693-2850

Iowa City (IA)
Department of
Planning and
Community
Development

Affordable Housing
Market Analysis
(2007)

Mr. Stephen Long
CD Coordinator
Dept. of Planning and
Community
Development

Iowa City Dept. of Planning & Community
Development
410 E. Washington Street
Iowa City, IA 52240
(319) 356-5250
Steve-long@iowa-city.org

Lehigh Valley (PA)
Planning Commission

Affordable Housing
Needs Assessment
(2007)

Mr. Michael Kaiser
Executive Director

Lehigh Valley Planning Commission
961 Marcon Blvd., Suite 310
Allentown, PA 18109-9397
(610) 264-4544

Healthy York County
(PA) Coalition

Affordable Housing
Assessment
(2006)

Ms. Robin Rohrbaugh
Executive Director

Healthy York County Coalition
1101 South Edgar Street, Suite F
York, PA 17403
(717) 851-2333

Organization	Project Name	Contact Person	Contact Information
Fayette County (PA) Housing County	Fayette County Housing Market Analysis (2005)	Mr. Andrew French Executive Director	Fayette County Redevelopment Authority 500 Court Plaza Tower 45 East Main Street Uniontown, PA 15401 (724) 437-1547 afrench@racfcpa.org
South Dakota Housing Development Authority	Statewide Housing Needs Analysis (2003)	Ms. Vona Johnson Director of Rental Housing Management	SDHDA P. O. Box 1237 Pierre, SD 57501 (605) 773-4567
Accomack- Northampton Planning Development Commission (VA)	Eastern Shore Housing Needs Assessment and Strategic Plan (2002)	Mr. Paul Berge Executive Director	A-NPDC P. O. Box 417 23372 Front Street Accomack, VA 23301 (757) 787-2936



Appendix B – CDBG & HOME Client List

CDBG and HOME Client List

Entitlement/Participating Jurisdiction	State	Category	Cp	APP	CAPER	AI	AFH	ERR	Technical Services
Birmingham	AL	City				◆			
Colorado Springs	CO	City	◆	◆		◆			
Waterbury	CT	City				◆			
Delaware State Housing Authority	DE	State	◆			◆			
New Castle County	DE	County	◆			◆			
Wilmington	DE	City	◆	◆		◆			
Brevard County HOME Consortium	FL	County	◆	◆	◆				
Palm Bay	FL	City	◆	◆	◆				
Sarasota	FL	City				◆			
Sarasota County	FL	County				◆			
Columbus Consolidated Government	GA	City	◆	◆					
Henry County	GA	County	◆	◆	◆				◆
Council Bluffs	IA	City				◆			
Davenport	IA	City				◆			
Iowa City	IA	City	◆	◆	◆				
Iowa Economic Development Authority	IA	Region	◆	◆		◆			
Sioux City	IA	City	◆	◆					
Waterloo - Cedar Falls, IA HOME Consortium	IA	Region	◆	◆		◆			
Evanston	IL	City				◆			
Joliet	IL	City				◆			
McHenry County	IL	County	◆	◆					
Moline	IL	City				◆			
Naperville	IL	City					◆		
Oak Park	IL	City	◆			◆			
Rock Island	IL	City				◆			
Will County	IL	County				◆			
Kansas Department of Commerce	KS	State	◆	◆					
Wyandotte County & Kansas City Unified Govt.	KS	City	◆	◆					
Annapolis	MD	City	◆			◆			
Arundel Community Services, Inc.	MD	Org.				◆			
Baltimore County	MD	County				◆			
Bowie	MD	City	◆	◆		◆			
Gaithersburg	MD	City				◆			
Prince George's County	MD	County				◆			
Grand Rapids	MI	City	◆	◆					
Jackson	MI	City	◆	◆					
Burlington	NC	City	◆	◆		◆			
High Point	NC	City	◆			◆		◆	
Piedmont Triad Region	NC	Region				◆			
Wake County	NC	County				◆			
Atlantic County Improvement Authority	NJ	County	◆	◆	◆	◆		◆	◆

CDBG and HOME Client List

Entitlement/Participating Jurisdiction	State	Category	CP	AAP	CAPER	AI	AFH	ERR	Technical Services
Camden County	NJ	County	◆	◆	◆	◆			◆
Gloucester Township	NJ	City				◆			
Jersey City	NJ	City	◆	◆	◆				◆
Monmouth County	NJ	County							◆
Morris County	NJ	County	◆	◆	◆	◆			◆
Ocean City	NJ	City	◆	◆	◆	◆		◆	◆
Parsippany Township - Troy Hills	NJ	City	◆	◆	◆	◆			◆
Passaic County	NJ	County	◆	◆	◆	◆		◆	◆
Paterson	NJ	City	◆	◆	◆				◆
Trenton	NJ	City	◆	◆					◆
Wayne Township	NJ	City	◆	◆	◆	◆		◆	◆
Buffalo	NY	City	◆	◆		◆			◆
County of Erie, ACT HOME Consortium	NY	Region	◆	◆		◆			
New Rochelle	NY	City	◆			◆			
New York (State of)	NY	State				◆			
Rochester	NY	City	◆						
Yonkers	NY	City	◆			◆			
Cleveland	OH	City				◆			
Cleveland Heights	OH	City				◆			
Cuyahoga County	OH	County				◆			
Dayton/Kettering, OH - HOME Consortium	OH	Region	◆	◆					
Springfield	OH	City	◆						
Abington Township (Montgomery County)	PA	City	◆			◆		◆	
Allegheny County	PA	County	◆	◆	◆	◆			
Allentown	PA	City	◆	◆		◆			
Beaver County	PA	County	◆	◆	◆	◆		◆	◆
Bensalem Township	PA	City	◆	◆		◆		◆	◆
Berks County	PA	County	◆	◆	◆	◆		◆	◆
Buck County	PA	County				◆			
Carlisle Borough (Cumberland County)	PA	City	◆	◆		◆			
Chester	PA	City	◆	◆		◆			
Chester County	PA	County				◆			
Coal Township	PA	City						◆	◆
Cumberland County	PA	County	◆	◆		◆			
Dauphin County	PA	County					◆		
Dauphin County Housing Authority	PA	Org.						◆	
East Stroudsburg	PA	City						◆	◆
Easton	PA	City		◆	◆			◆	◆
Erie	PA	City	◆	◆	◆	◆		◆	◆
Erie County	PA	County				◆			◆
Hazleton	PA	City	◆	◆	◆	◆		◆	◆
Johnstown	PA	City	◆	◆	◆	◆		◆	◆

CDBG and HOME Client List

Entitlement/Participating Jurisdiction	State	Category	CP	AAP	CAPER	AI	AFH	FRR	Technical Services
Lebanon County	PA	County						◆	◆
Lehigh County	PA	County	◆	◆	◆	◆		◆	◆
McKeesport	PA	City	◆			◆		◆	◆
McKeesport Housing Authority	PA	Org.						◆	◆
Millcreek Township	PA	City	◆	◆		◆			
Montgomery County	PA	County	◆	◆	◆	◆		◆	◆
Norristown	PA	City	◆						
Pittsburgh	PA	City	◆	◆					
Pittston Redevelopment Authority	PA	Org.						◆	◆
Pottsville	PA	City		◆				◆	◆
Reading	PA	City	◆	◆	◆	◆		◆	◆
Redevelopment Authority of County of Washington	PA	County	◆	◆	◆	◆		◆	◆
Rush Township (Carbon County)	PA	City						◆	◆
Schuylkill County	PA	County						◆	◆
Schuylkill Township (Schuylkill County)	PA	City						◆	◆
Shamokin	PA	City						◆	◆
Somerset County Redevelopment Authority	PA	Org.						◆	
St. Clair Borough (Schuylkill County)	PA	City						◆	◆
Uniontown Redevelopment Authority	PA	Org.						◆	◆
Westmoreland County	PA	County	◆	◆	◆	◆		◆	◆
Williamsport	PA	City	◆	◆	◆	◆		◆	◆
York	PA	City	◆	◆	◆	◆		◆	◆
Bexar County	TX	County	◆	◆					
Round Rock	TX	City	◆	◆					
Travis County	TX	County		◆		◆			
Waco	TX	City	◆	◆					
Williamson County	TX	County	◆	◆		◆			
Hampton	VA	City	◆	◆		◆			
Hampton Roads Region	VA	Region				◆			
Harrisonburg	VA	City	◆			◆	◆		
Lynchburg	VA	City	◆	◆		◆			
Portsmouth	VA	City							◆
Roanoke	VA	City				◆			
Waynesboro	VA	City	◆	◆					
Vermont Agency of Commerce & Community Dev.	VT	State				◆			
Parkersburg	WV	City				◆			