

**Proposal to Conduct
Study of the Long-Term Viability of Calistoga
Mobile Home Parks as Affordable Housing**

Submitted to

The City of Calistoga

**VERNAZZA WOLFE ASSOCIATES, INC.
2909 Shasta Road
Berkeley, CA 94708
Telephone (510) 548-8229
www.vernazzawolfe.com**

March 19, 2013



Vernazza Wolfe Associates, Inc.
2909 Shasta Road
Berkeley, CA 94708
Phone: 925-376-8612 or 510-548-8229
lvernazza@vernazzawolfe.com

March 19, 2013

Lynn Goldberg
Planning and Building Director
City of Calistoga
1232 Washington Street
Calistoga, CA 94515

Dear Ms. Goldberg:

Vernazza Wolfe Associates, Inc. (VWA) is pleased to submit this proposal to study the long-term viability of the four mobile home parks in Calistoga as an affordable housing option for seniors. This work will be funded by a CDBG grant recently awarded to the City. Calistoga Affordable Housing (CAH) has agreed to collaborate with VWA on this study. VWA is very familiar with this project and has already worked with CAH to develop a methodology to address issues concerning the parks and their senior residents.

VWA has provided housing consulting services to cities and counties since 1990. Housing needs assessments and affordable housing strategies are two of our areas of specialization and interest. In addition, we are experienced in working with groups of elected and appointed officials in developing goals and programs for affordable housing.

VWA is well qualified to undertake this challenging project. The firm's experience in the following areas is relevant:

- **Experience with Housing Needs Assessments** – The two VWA principals each have over 25 years of experience in housing needs assessments and are skilled analyzing housing needs. Much of this work has included examining the housing needs of special subgroups, such as seniors. VWA has completed many affordable housing strategies and housing elements.
- **Senior Housing Experience** - Our experience with senior housing needs and strategies has been varied, ranging from assessing needs to assessing the market for senior housing

developments to preparing Section 202 applications to submit to HUD to fund new senior housing developments. VWA has prepared a number of market studies for proposed senior housing projects as required by the Tax Credit Allocation Committee. Locations for these other developments include Woodland, Milpitas, Napa, South Lake Tahoe, Carmel Valley and South Lake Tahoe.

- **Household Survey Experience** - VWA successfully conducted a special CDBG-funded survey for the City of Susanville (1,359 household interviews completed). The work included a housing count and compiling household income data. VWA also surveyed senior homeowners in the East Bay Area, and downtown Oakland employees to determine their interest in moving to a new mixed-income rental development.
- **Familiarity with Rural Community Issues** – VWA has worked in a number of rural areas as part of its housing planning and housing element work (Siskiyou County, Butte County, Mendocino County, Lake County, Madera County and the communities of Pajaro and Chular in Monterey County). We understand that such areas often face a lack of affordable housing as well as a lack of resources, both financial and staff, to address them.

VWA would welcome the opportunity to work with you and other City staff to complete the work specified in the CDBG grant. VWA is familiar with HCD's CDBG grant requirements and will carry out the project activities in compliance with the requirements. This proposal is binding for 90 days. Please call me (925-376-8612), if you have any questions regarding this proposal.

Sincerely,

Lucina Vernazza

Lucina Vernazza, Principal

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INTRODUCTION

The four mobile home parks in Calistoga, with 552 spaces, have been serving as an important source of housing for seniors, particularly low-income seniors. However, increases in space rents have affected affordability. One of the major challenges to residents within Calistoga's senior parks is that, unlike seniors who may rent an apartment or other housing, the seniors within the parks have not one but two financial expenses, the expense of the unit or coach as well the space rent at the park. The expense of the unit is normally fixed. The resident either owns the unit outright or has a mortgage, most for less than 15 years. As a result, the homeowner is usually able to cover the expense of the home purchase or mortgage. However, space or lot rent is not fixed.

For those seniors on tight budgets, increases in space rents have caused financial problems. If they can no longer afford to pay their lot rent, they can be evicted. Eviction means that residents must remove their homes from the mobile home park. This is not the same as leaving an apartment when one cannot pay the rent. It means paying for a very expensive removal of your home or coach (\$8,000-\$12,000) and finding a new mobile home park for relocation. In practical terms, it means that the majority of seniors in this position lose their homes, and any value that they had, and without any financial backing to find a new place to live. While the City adopted the Rent Stabilization Ordinance, this has not solved the affordability problem. Thus, the purpose of this study is to examine the affordability issues, viability of the mobile home parks as affordable housing and to recommend strategies to the City.

Introduction to Vernazza Wolfe Associates, Inc. and Calistoga Affordable Housing

Vernazza Wolfe Associates, Inc. (VWA) is a Bay Area consulting firm providing services to public agencies and private organizations since 1990. Specific consulting services provided by the firm include the following:

- Planning for housing, including affordable housing strategies, studies and plans, program evaluation, and technical assistance;
- Market and financial analysis related to real estate development, including analysis of commercial and residential pro formas, feasibility of public and private development projects, and real estate market studies, and
- Fiscal impact analysis related to new developments and land use plans.

CONSULTANT TEAM

Lucina Vernazza, VWA Principal, one of the co-founders of Vernazza Wolfe Associates, Inc., will be the Project Manager. She has worked as a consultant in the areas of financial feasibility, real estate market analysis, and housing policy for over twenty-five years. Ms. Vernazza has worked for a developer of affordable housing and for several real estate consulting firms. Her work in the consulting field has encompassed numerous housing studies and market feasibility studies.

Ms. Vernazza was the project director for the Susanville Household Income Survey, funded through a grant from HCD. She has worked with Madera County to develop an inclusionary housing program and draft inclusionary ordinance, including presentations at public workshops. She worked on the Mendocino County Inclusionary Study as well. Ms. Vernazza worked with the City of Woodland to develop guidelines to implement the City's inclusionary housing program for the Spring Lake Specific Plan. She worked with Monterey County staff to prepare housing funding allocation procedures.

Ms. Vernazza has assisted the San Francisco Mayor's Office of Housing in evaluating program requirements and recommending changes to increase participation in its Down payment Assistance Loan Program (DALP). The work included analyzing information on the local housing market and identifying areas where housing was available below the program purchase price limits. As part of a study for the City of Madera, she analyzed its down payment assistance program and procedures. The work included interviewing participating real estate agents and lenders.

Since 1999, Ms. Vernazza has updated purchase price analyses for the California Housing Finance Agency's homeownership programs and undertaken other special studies for the Agency to assess program participation. Ms. Vernazza has worked on affordable housing market studies, for both rental and ownership housing.

Before forming VWA, Ms. Vernazza was a vice president at Spear Street Advisors, a San Francisco real estate consulting firm, and a senior analyst at Abt Associates, Inc. a social science research firm in Cambridge, Massachusetts. She is a past member of the Board of Directors of SHELTER, Inc., and a nonprofit affordable housing organization in Contra Costa County.

Ms. Vernazza holds a B.A. in Government from the University of Texas at Austin and graduated cum laude.

Marian Wolfe, Ph.D., VWA Principal, is a real estate economist and housing planner with over twenty-five years of experience in land use and economic impact studies, fiscal impact assessment, financial feasibility analysis, and housing program planning and evaluation. She will work with Ms. Vernazza on the study. Some of Dr. Wolfe's recent projects include Jobs/Housing Nexus Studies for the Counties of Mendocino and San Luis Obispo and for the Cities of Sunnyvale and Menlo Park; Inclusionary Fee and Ordinance Studies for the Counties of Marin, Mendocino and San Luis Obispo and for the Cities of Sebastopol, Elk Grove, Dublin, Oakland, and Menlo Park; and Impact Fee Studies for Del Puerto Health Care District and Alameda County Child Care.

Before forming VWA with Ms. Vernazza, Dr. Wolfe worked as an urban economist at Hausrath Economics Group, an Oakland economics firm, and as a housing consultant at a social science research firm, Abt Associates, Inc., Cambridge, Massachusetts. Dr. Wolfe was an Assistant Professor at the University of Wisconsin at Madison, where she held a joint appointment with the School of Urban and Regional Planning and the Department of Real Estate, School of Business. She has also taught as a lecturer at the University of California at Berkeley. In 2008 and 2009, Dr. Wolfe taught Urban Economics to graduate planning students at U.C. Berkeley.

She has published articles in both the APA Northern News and California Planner. In December 2004, NPH requested that she submit a guest opinion article on Inclusionary Housing to the San Francisco Business Times. Finally, Dr. Wolfe serves as a Housing Commissioner for the City of Berkeley and is a former Public Works Commissioner, also for Berkeley.

Dr. Wolfe holds a B.A. in History from the University of California at Berkeley, an M.A. in History from the University of California at Los Angeles, and the MCP and Ph.D. degrees in City and Regional Planning from the University of California at Berkeley.

Calistoga Affordable Housing (CAH) was incorporated as a nonprofit housing advocate in 2001. The organization was founded because of Calistoga's lack of housing for families whose incomes made it necessary for them to spend more than 30 percent of their income on housing. Much of CAH's work has involved seniors at the mobile home parks. CAH created Rebuilding Calistoga, a housing repair program for senior and disabled homeowners. In 2012 there were 73 projects completed as part of the Rebuilding Calistoga program. As in 2010 and 2011, the majority of the projects were in the three senior mobile home parks.

Larry Kromann, CAH, is President of the CAH Board of Directors. Since 2006, he has been a board member of the Calistoga Springs Mobile Home Park Homeowner's Association and has been a primary figure in CAH's work with seniors in the mobile home parks.

Primary project tasks for CAH will include the following:

- Provide available background information on operation of the four mobile home parks.
- Assist in developing the sampling plan and drawing and monitoring the sample.
- Review the items to be included on the survey and participate in pretesting the survey on a few residents and providing comments on the survey.
- Publicize the survey.
- Select and supervise interviewers for the survey.

SCOPE OF WORK

The Request for Proposal provides a detailed outline for the scope of work, which was part of the grant application to HCD. VWA understands that the Scope of Work cannot be substantially altered without State approval. The Scope of Work presented here adheres to the Scope of Work included in the grant application while providing more details for the methodology.

As indicated above, Ms. Vernazza will be the Project Manager, with overall responsibility for project tasks. Dr. Wolfe will work with Ms. Vernazza, primarily on developing the sampling plan and survey and writing the study report.

Task 1: Start-Up, Project Planning and Gather and Assess Available Background Information

The project will begin with a start-up meeting with City staff to clarify City concerns for the study, project tasks and the schedule. This meeting will also provide an opportunity to discuss the best ways to publicize the study and survey.

Background Information Related to the Mobile Home Parks and the Rent Stabilization Ordinance

First, this would include an overview of the four parks, amenities, number of spaces, current rents, past rent increases and vacancies, assuming that this information is available from park management. Information on the number of residents owning or renting their coaches and the number of occupants will be gathered on the survey. The Napa County Housing Authority will be contacted to find out the number of households with housing vouchers.

VWA will review the City's Rent Stabilization Ordinance (RSO) and compile information on the RSO, past actions of the City relating to the RSO, annual rent increases allowed over the past ten years, and other issues related to operation of the mobile home parks. This task will include a review of the minutes, including mobile home park owners' requests for increases and other RSO issues.

In addition, if possible, VWA will compile information on the number of residents that have been forced to move because of the rent increases. We would also summarize information on residents who faced a financial hardship but were able to remain in their space because of help from CAH or other entities.

Background Information on the Calistoga Housing Market

The purpose of this task is to put the mobile home parks in context with housing available in Calistoga, with the emphasis on available affordable housing. VWA will compile information on current housing prices and rents in the local housing market, including any affordable projects. This will provide information on the alternatives available to mobile home park residents who can no longer afford to pay the space rents and the local mobile home parks.

Task 2: Survey of Mobile Home Park Residents

The purpose of this task is to develop information about current mobile home park residents and their financial situations. VWA and CAH will work together to accomplish this task. VWA will take the lead in most of the subtasks with assistance from CAH. CAH will publicize the survey and will supervise interviewers. Subtasks for the survey are discussed below.

a. Develop and review sampling plan

VWA, with assistance from CAH, will develop a plan to interview residents of the three Calistoga mobile home parks that are reserved for seniors (55 years and up) and the fourth mobile home park, Fairway Manor, that has some senior residents but is not restricted to seniors. The numbers of spaces at the four mobile home parks are as follows:

• Rancho de Calistoga	185
• Château Calistoga	192
• Calistoga Springs	143
Subtotal Senior Parks	520
• Fairway Manor	32
Total	552

This subtask will include compiling a list of all mobile home spaces in the parks so that the sample can be selected. At this time, we estimate interviewing a sample of about 75 to 100 residents. The final number will depend on the sampling plan.

b. Develop survey instrument

VWA will design the survey to obtain the information needed for the study. The emphasis will be on keeping the survey simple so that it is easy to administer and record responses. Most of the questions will be designed as closed ended. However, we anticipate including a limited number of open-ended questions so that respondents can elaborate on their responses.

It may be possible to enter some information on the survey before the interview, for example the address of the unit and the park. If a list of the current rents and utility charges for each park is available, that information could be entered as well. Information to be included on the survey will be refined as the survey instrument is developed and tested. Information to be included on the survey is listed below.

Potential information to be included in the survey includes the following:

- Name of park
- Number of occupants
- Length of residency in park
- Length of residency in Calistoga
- Current space rent
- Own or rent coach
- If owned, is there loan/mortgage on the unit?
- If rented, home rental amount
- Monthly mortgage payment (if applicable)
- Current utility charges
- Other park related charges
- Monthly income for all unit occupants
 - Social security
 - Government or private pension
 - If employed, monthly/weekly wages
 - Other income
- Amount of savings (categories to be provided)

- Unit Information
 - Year built
 - Number of rooms
 - Number of bathrooms
 - Square footage
 - Condition (Use categories or the interviewer will assess)
 - Major repairs needed

c. Publicize survey

CAH will encourage participation in the survey by publicizing it to mobile home residents through the park associations and requesting their cooperation to answer the questions and possibly sending letters to the residents selected to be interviewed. In addition, CAH will

prepare press releases about the survey for the two weekly newspapers, with prior approval by the City.

We will consider the necessity for CAH (or possibly a City representative) of sending letters to residents selected for the interview explaining the purpose of the survey and the fact that it is being undertaken at the request of the City and notifying them that an interviewer will contact them. If letters are not sent before the interview, interviewers will provide a letter at the time of the interview.

d. Pretest survey and contact procedures

VWA will pretest the survey on several residents before it is distributed to identify any problems with the questions or the length of the survey. The results will be reviewed and changes made as necessary. VWA will develop guidelines for fielding the survey, including how interviewers will be trained and supervised. Procedures will be developed to minimize non-response bias.

e. Conduct survey

The survey will be conducted in person during the day or early evening. VWA will work with CAH to obtain student interviewers from Pacific Union College, whom CAH will supervise in the field. CAH has worked with Pacific Union students on other projects.

f. Tabulate and analyze survey data

VWA will tabulate and analyze the data from the interviews.

g. Summarize survey results

The survey report will present the findings from the survey. This report will also include full documentation of the survey methodology. This information will be incorporated in the final report as an appendix.

Task 3: Gather and Assess Information Regarding Mobile Home Parks in Other Cities

The purpose of this task is to learn how other cities have addressed affordability problems at mobile home parks and whether or not the approaches identified could work in Calistoga.

We will gather information on ten mobile home parks in other areas, with the emphasis on parks in areas similar to Calistoga. One source of potential contacts is the Golden State Manufactured Home League (GSMOL). We will write a description of each of the parks included and techniques used to maintain affordability.

Task 4: Assess the Future Operation of Parks in Calistoga

VWA will define several scenarios for future rent increases at the mobile home parks and will relate the increase in rents to residents' ability to pay. For example, have increases in Social Security benefits kept pace with increases in mobile home space rents? We will develop several scenarios of the potential impact on the local housing market of a possible closing of one or more of the parks.

In addition, we will assess statewide trends in mobile home regulation that could affect future operations of the parks in Calistoga.

Task 5: Develop Strategies and Recommendations and Write Report

VWA will prepare a report summarizing the findings and will develop potential strategies to recommend to the City. Information from the survey of mobile home park residents will be used to describe the situation of seniors in the parks. This task will include compiling information on alternatives for the residents, such as purchasing their park through a nonprofit or resident ownership and investigating the possibility of obtaining financing through HCD's MPROP program. Approaches identified from other mobile home parks (Task 3) will also be considered.

Task 6: Meetings, Presentations and Deliverables

VWA will keep in touch with city staff via telephone calls and e-mails as the study progresses and meetings in Calistoga as needed. There are four trips to Calistoga included in the budget. The start-up meeting and training session with interviewers will take place at the beginning of the project. At the conclusion, VWA will present the study results and potential strategies at a meeting of City staff members. The final report will be presented to the City Council at a public meeting. The cost of attendance at additional meetings is \$800.

Deliverables

Project deliverables include the following:

- Survey instrument for the interviews with residents of the mobile home parks
- Summary of results from the survey
- Draft study report
- Final study report – 5 copies, one in PDF file format
- Display materials and copies for presentations and public hearings

ROLE OF CITY STAFF

VWA understands that City staff has limited time to assist with the study. Areas where City assistance is needed include the following:

- Assistance in publicizing the study so that mobile home residents are reassured that the interviews are sanctioned by the City. VWA may request that the City provide a letter from a City official explaining the purpose of the study and requesting cooperation. (VWA will draft such a letter for review by City staff.)
- Historical information on the operation of the Rent Stabilization Ordinance, including allowed annual increases.
- Timely review of the draft and final study reports.
- Convene public meeting.

PROJECT SCHEDULE

The schedule presented below starts as soon as VWA receives authorization to proceed with this assignment. Because we are planning have college students do the interviewing, we would like to start as soon as possible so that the interview work can take place while classes are in session. The schedule will be revised as necessary after the project initiation meeting and discussions with City staff and CAH. Tentative timing for the tasks is shown below.

Task 1: Start-Up, Project Planning and Gather and Assess Background Information	Weeks 1-3
Task 2: Survey of Mobile Home Park Residents -Develop Survey Sampling Plan -Develop Survey Instrument -Pretest survey and contact procedures -Conduct Survey -Tabulate and analyze survey data -Analyze and report survey results -Summarize survey results	Weeks 2-3 Weeks 2-3 Weeks 4-5 Weeks 6-8 Weeks 9-11 Weeks 11-12 Weeks 13
Task 3: Gather and Assess Information from Mobile Home Parks in Other Cities	Weeks 6-9
Task 4: Assess Future Operation of Parks in Calistoga	Week 11-13
Task 5: Develop Strategies and Recommendations and Write Report	Weeks 16-19
Task 6: Meetings and Presentations	To be determined

RELATED EXPERIENCE AND REFERENCES

Related Experience

VWA provides consulting services to local governments to assist them in needs assessment and affordable housing planning.

Experience with Household Surveys – VWA successfully conducted a special CDBG-funded survey for the City of Susanville (1,359 household interviews completed). This project involved coordination with the City, development of the survey instrument, pretesting, hiring and training of local interviewers, and field supervision as well as solving numerous problems to achieve a 50 percent response rate. VWA also prepared a survey for the residents of Kents Court in Pajaro in unincorporated Monterey County. Other survey experience is included in the appendix.

Experience with Key Informant Interviews - VWA is skilled in using key informant interviews as a data collection technique, including developing interview guidelines, conducting the interviews and summarizing the results. VWA has used key informant interviews in many of its projects. For example, for the Housing Element update work in South Lake Tahoe, VWA interviewed almost 50 individuals in the community to solicit opinions on the housing issues and challenges facing the City and held two special focus groups.

Experience with Housing Needs Assessments – VWA is skilled in compiling demographic data and analyzing housing needs. We have worked on more than 20 housing element updates, which have included analyses of special needs, including those of seniors.

References

Jorge Rojas, Program Manager – Grants

City of Madera

559-661-3693 x359

jrojas@cityofmadera.com

VWA prepared the City's Analysis of Impediments to Fair Housing and assisted with an amendment to the City's Consolidated Plan. This work included developing quantifiable objectives and goals for non-housing activities, developing ranking criteria for the CDBG

Advisory Committee to use in evaluation projects and working with City staff to increase public participation.

Lynn Berard, Project Manager
Ecumenical Association for Housing
415-295-8825
lberard@eahhousing.org

VWA prepared the tax credit market study for Rohlff's Manor Senior Housing, an acquisition and rehabilitation project (355 existing units) in Napa. The project included independent living units as well as congregate units with meals and other services available.

Felix Reliford, Principal Housing Planner
City of Milpitas
408-586-3071
freliford@ci.milpitas.ca.gov

VWA was responsible for researching and writing the City's 2009-2014 Housing Element and managed the Initial Study CEQA document. HCD adopted the Element in 2010. Earlier, VWA prepared a Housing Market Study for the City.

Additional references are available upon request.

Projects Undertaken in the Last Three Years

- Affordable Housing and Commercial Linkage Fee Study, San Luis Obispo County
- Housing Impact and Commercial Linkage Fee Study, City of Napa
- Jacobs Foundation, San Diego – Economic Assessment of a Proposed Big-Box Store (with Brion & Associates)
- In-Lieu Fee Study and Nexus Study for Inclusionary Zoning Ordinance, County of Marin
- Analysis of Impediments to Fair Housing, City of Madera (with Mintier Harnish)
- Analysis of Impediments to Fair Housing, San Joaquin County/City of Stockton (with Mintier Harnish)
- 2010 Consolidated Plan, City of Fresno (with Mintier Harnish)
- Technical Assistance with Inclusionary Housing Program, City of Union City (annual)
- Housing Purchase Price and Household Income Data, Los Angeles County (annual)
- Assistance with 2011 Consolidated Plan Amendment, City of Madera
- Analysis of Home Purchase Price Data for California Counties, California Housing Finance Agency
- Analysis of Potential Impact of Proposed Annexations, Alameda County (on call)

- Affordable Housing Consulting Services, City of Folsom
- Fiscal Analysis of Proposed Facebook Expansion, Menlo Park (with Brion & Associates)
- Financial Feasibility of Re-Use of Selected Sites in East Oakland, City of Oakland
- Economic Analysis of Film-Making, Film Office, City of Oakland
- Low-Income Housing Tax Credit Application Market Studies (Rohlf's Manor in Napa, senior housing; Foss Creek Court in Healdsburg, family housing; Pacific Meadows in Carmel Valley, senior housing; and Rochdale Grange in Woodland, family housing.
- Oakland Housing Element EIR (as sub to PBS&J)
- Economic Impacts of Big Wave Office Park and Wellness Center (San Mateo County)

PROJECT BUDGET

The project budget is presented below. The not-to-exceed amount is \$44,750. As discussed in the Scope of Work, CAH will be assisting VWA with a number of tasks. In compensation for this work, VWA will make a lump sum payment to CAH (\$4,500). CAH will make a contribution of part of its payment to Pacific Union College, which will provide student interviewers for the survey.

Task	L. Vernazza Project Manager	M. Wolfe Principal	Research Assistant	Larry Kromann CAH	Survey Interviewers	Total Hours by Task	Total Costs by Task (1)
1: Start-Up, Project Planning and Gather and Assess Background Information	22	7		5		34	\$4,350
2: Survey of Mobile Home Residents							
2a: Develop Survey Sampling Plan		8				8	\$1,200
2b: Develop Survey Instrument	14	8		5		27	\$3,300
2c: Publicize Survey				15			\$0
2c: Pretest survey and contact procedures	20	5		15		40	\$3,750
2d: Conduct Survey	20			35	150	205	\$3,000
2e: Tabulate and analyze survey data	20		40			60	\$4,200
2f: Summarize survey results	15	8				23	\$3,450
3: Gather and Assess Information from Mobile Home Parks in Other Cities	25		10			35	\$4,050
4: Assess Future Operation of Parks in Calistoga	22			10		32	\$3,300
5: Develop Strategies and Recommendations and Write Report	20	14				34	\$5,100
Task 6: Meetings and Presentations	25					25	\$3,750
Hourly Rates	\$150	\$150	\$30	NA	NA		
Total Hours by Staff	203	50	50	85	150	523	
Total Budget by Staff	\$30,450	\$7,500	\$1,500				\$39,450
Contributions to CAH and Pacific Union (2)				\$4,500			\$4,500
Expenses							
Travel (3)	\$300						
Survey and outreach materials	500						
	\$800						\$800
Total							\$44,750

(1) Amounts may vary by task.

(2) Note that these two nonprofit organizations have agreed to have staff and students participate in this project. The budget includes contributions to these two organizations in appreciation for their participation in the study.

(3) Includes travel expenses for start-up meeting, interviewer training, presentation to City staff and presentation to City Council.

AVAILABILITY

VWA is available to start work upon award of a contract and notification to proceed. As noted in the discussion about the proposed schedule, beginning work right away would allow us to have Pacific Union interviewers in the field before the semester ends.

COMMENTS ON CITY'S CONSULTANT CONTRACT

We have reviewed the standard contract included with the RFP for this assignment and can comply with its terms with one exception. At this time, we do not carry professional liability insurance. As a cost savings, we discontinued this coverage two months ago. Most of our clients who have a professional liability requirement have waived the requirement for our work. We can discuss this issue further with the City's risk manager and will be prepared to purchase this coverage if necessary.

VWA is insured by The Hartford, with \$4 million in general liability coverage and \$2 million for autos. The State Fund provides workers compensation coverage.

ATTACHMENTS

VWA'S RELEVANT EXPERIENCE

City of Folsom, Community Development – *Affordable Housing Consulting Services*

VWA assisted city staff in implementing its inclusionary housing program and examining alternatives for developments that are part of the Specific Plan Area to meet the requirements. Other work included compiling information on funding sources for affordable housing and developing criteria to be used in allocating the City's housing trust funds and set-aside funds.

City of Fresno – *2010 Consolidated Plan*

Working with Mintier Harnish, VWA updated the City of Fresno Consolidated Plan in 2010. This project consisted of preparing a detailed housing plan for the city as required by HUD in order to continue receiving Federal funds. This plan consisted of sections covering the needs of residents, inventory of affordable housing in the city, and development of a five-year housing strategy and one-year action plan. An aspect of this work was working with several public agencies, analyzing funding sources, and giving presentations at public meetings.

San Joaquin County/City of Stockton Consortium – *Analysis of Impediments to Fair Housing*

In association with VWA, Mintier Harnish completed the Analysis of Impediments to Fair Housing Choice (AI) for San Joaquin County and the City of Stockton in 2010. Mintier Harnish and VWA designed a public outreach process that involved the City of Stockton, San Joaquin County, participating jurisdictions, and agency representatives from several housing and social service providers. The San Joaquin County Board of Supervisors and City of Stockton City Council adopted the plan in May 2010. HUD accepted the plan without recommending changes.

City of Susanville - *Household Income Survey and Inventory of Housing Units*

VWA conducted a door-to-door citywide survey (1,359 completed interviews) to determine the number of households with incomes below 80 percent of the County median income (the Targeted Income Group, or TIG). The City used this information to identify areas eligible for CDBG funding for public infrastructure improvements. In addition, VWA prepared an updated inventory of housing units in Susanville.

Monterey County, Office of Intergovernmental Affairs - *Pajaro Housing Study*

Included within the Pajaro Housing Study was a door-to-door household survey of Kent's Court residents (34 households). VWA designed the survey, which included questions on demographics and housing characteristics, and analyzed the results. The survey was administered by the Center for Community Advocacy, a nonprofit housing advocacy group

working in the area. The purpose of the study was to assess whether an existing farmworker housing project with multiple housing code violations should be rehabilitated or demolished and to locate additional sites in the Pajaro area that could be rezoned for low income housing residential development.

City of Napa – *Commercial and Residential Development Housing Impact Nexus Studies*

Recent litigation regarding inclusionary housing required that the jurisdictions in California to change their inclusionary zoning policies for rental developments that currently require developers to provide affordable units on-site. Because of this legal change and because Napa had not updated its housing fees charged on residential and commercial developments, VWA was retained to undertake nexus studies to support higher fees on both commercial and residential developments. Included in this work is the policy assessment of various policy and fee options.

Legal Assistance for Seniors (LAS), Oakland - *Foreclosure Prevention Research Project*

The purpose of the research component of the foreclosure prevention project was to gather information useful for both community outreach as well as for LAS's litigation strategy designed to reduce the incidence of elderly homeowners' foreclosures. The work included a survey designed by VWA to obtain information on elderly homeowners who sought assistance from LAS.

County of Madera – *Development of Inclusionary Housing Ordinance*

VWA prepared a report on inclusionary housing, including the preparation of a draft inclusionary housing ordinance based on the work program from the Housing Element Update. The work included several public workshops to discuss components of a potential inclusionary program.

City of Menlo Park – *Oak Grove Project Design Concept*

The purpose of this project was to develop a project concept for a new, multifamily development targeted to city employees to be built on air rights above a downtown commercial parking garage. Work on this project included design and analysis of employee questionnaires, focus groups with potential residents and developers, presentations to the Chamber of Commerce, and a Design Workshop. The City Council did not approve the project

State of California Department of Real Estate (DRE) - *Evaluation of the Availability of Mortgage Credit in the Inner-Cities*

The purpose of this study was to gather and present information to DRE and its licensees to help facilitate lending in the inner cities of California. Telephone surveys were conducted with key

informants in the lending community as well as with inner-city mortgage brokers. One of the goals of the study was to identify positive factors that could be used by real estate licensees and their clients for successful packaging of loan applications in inner-city areas.

Catholic Charities Housing Development Corporation - *Market Analysis of a Downtown Oakland Mixed Use Project*

VWA, in conjunction with another economics consulting firm, conducted a study of the market feasibility of a mixed-use project (Gateway) to be developed near the new State Office Building in downtown Oakland. Primary responsibilities included the development of protocols used in the focus group interviews with potential tenants, convening of the groups, and analysis of results to determine the demand for affordable and market-rate residential units.