



CITY of BRISBANE

Affordable Housing Subcommittee Agenda

Thursday, July 22nd, 2021 at 12:00 PM • Virtual Meeting

This meeting is compliant with the Governors Executive Order N-08-21 issued on June 11, 2021 allowing for deviation of teleconference rules required by the Brown Act. The purpose of this is to provide the safest environment for staff, Subcommittee Members and the public while allowing for public participation. The public may address the council using exclusively remote public comment options.

The Subcommittee may take action on any item listed in the agenda.

TO ADDRESS THE SUBCOMMITTEE

The meeting will be an exclusively virtual meeting. The agenda materials may be viewed online at www.brisbaneca.org at least 72 hours prior to the meeting.

REMOTE PUBLIC COMMENTS

Meeting participants are encouraged to submit public comments in writing in advance of the meeting. The following email and text line will be monitored during the meeting, and public comments received will be read into the record during Public Comment or during an Item.

Email: aibarra@brisbaneca.org

Text: 415-407-2675

Call-in number during the meeting for oral communications: 1-669-900-9128

Meeting ID: 915 3942 5729 (After entering the meeting ID and pressing #, simply press # a second time to enter the meeting waiting room. No participant code is required. Please wait on the call until a Subcommittee or Staff Member announces that the phone line is open. Dial *6 to mute/unmute and dial *9 to "raise hand")

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SPECIAL ASSISTANCE

If you need special assistance to participate in this meeting, please contact Angel Ibarra at (415) 508-2109. Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

SUBCOMMITTEE MEMBERS:

Mayor Pro-tem Lentz, Councilmember Davis

PRESENTATIONS AND DISCUSSION ITEMS

- A. Meet with Seifel Consulting, Inc. to Receive their Affordable Housing Strategic Plan Proposal

PUBLIC COMMENT**ADJOURNMENT**

A.

File Attachments for Item:

A. Meet with Seifel Consulting, Inc. to Receive their Affordable Housing Strategic Plan Proposal

RESPONSE

REQUEST FOR PROPOSALS AFFORDABLE HOUSING STRATEGIC PLAN

Prepared for:

City of Brisbane



Prepared by:

Seifel Consulting, Inc.



July 2, 2021

July 2, 2021

John A. Swiecki, AICP, Director
Julia Ayres, Senior Planner
City of Brisbane
Community Development Department
Sent via email: jswiecki@brisbaneca.org

Re: Proposal for Housing Advisory Services for the City of Brisbane

Dear Mr. Swiecki and Ms. Ayres,

We appreciate the opportunity to submit this proposal to provide housing advisory services to the City of Brisbane. The purpose of this work program is to advise the City regarding its housing programs and to prepare an affordable housing strategic plan to ensure the City invests its current and anticipated future affordable housing revenues into affordable housing projects and programs that will have the greatest impact in the community.

Seifel Consulting, Inc. has considerable experience providing housing, real estate and economic advisory services in the Bay Area, and this assignment will build on our work on numerous relevant housing studies for clients in San Mateo County and other Bay Area cities. We are dedicated to collaborating with you, members of the City Council and the community to develop a thoughtful and pragmatic strategic plan that will guide the City's housing policies, programs and activities.

This proposal follows the format requested in the RFP and is organized as follows:

- A. Project Understanding
- B. Work Program
- C. Project Staffing
- D. Project Budget and Compensation
- E. Project Schedule
- F. Statement of Qualifications
- G. References

Please do not hesitate to call with any questions or suggested modifications to the proposal to better suit your needs. We look forward to working with you.

Sincerely,



Elizabeth (Libby) Seifel
Seifel Consulting Inc.
(415) 618-0700x707; libby@seifel.com

A. Project Understanding

The purpose of this work program is to assist the City of Brisbane (City or Client) in evaluating how best to achieve its housing goals, meet its housing obligations in conformance with State housing requirements and effectively implement its housing programs. A key focus of the work program is to advise the City regarding how best to address the City's housing and to work with the City Council, City staff and community stakeholders to develop an affordable housing strategic plan. The proposed work program will incorporate community engagement throughout the plan's preparation, and the City Council Affordable Housing subcommittee will be actively involved as a steering committee for all phases of the plan's preparation. As further described below, the work program will include at a minimum the following:

- Identify short and long-term management responsibilities associated with the City's existing and future inventory of deed-restricted affordable housing units, and outline options for administering those responsibilities.
- Develop affordable housing strategies specifically for the Baylands subarea of the City.
- Identify programmatic funding goals, objectives, and priorities for the City's current affordable housing fund balance of approximately \$4 million,
- Define and evaluate options for the City to establish an ongoing revenue stream for affordable housing development.
- Review preliminary updated inclusionary and density bonus ordinance.
- Facilitate community engagement at all phases of the plan's development.
- Prepare an affordable housing strategic plan that will thoughtfully and pragmatically guide the City's housing policies, programs and activities.

B. Work Program

The following proposed tasks are presented based on our initial understanding of the work effort, subject to refinement during initial calls and meetings regarding the work program. This work will be conducted by Seifel Consulting, Inc. (Seifel or Consultant Team).

Task 1: Project Coordination and Housing Administration Recommendations

We will initiate our work program with kickoff conference call(s) and/or a meeting to review the proposed work tasks and to discuss how they can most efficiently and effectively be implemented. The key focus will be to:

- Discuss the City's Housing Priorities and how best to address them as part of the work program.
- Review what housing data that the City, developers and/or community stakeholders can provide regarding the City's current housing development conditions, opportunities and constraints.
- Review staff presentations to the City Council regarding the City's housing policies and programs.
- Review and refine the proposed scope of services based on a mutual understanding of the underlying goals, priorities and parameters of the work program.
- Determine how each work task can best be accomplished and allocate responsibilities among the Consultant Team and City staff to ensure the timely and efficient completion of each step.
- Review the proposed timeline for completion of each task, establish a schedule for the assembly of information and the preparation of draft documents, and determine how best to manage the process.

Throughout the work effort, we will conduct coordination calls as needed to ensure the work is accomplished effectively. These calls will be scheduled periodically and will serve to evaluate the progress of the project work, obtain additional information and review work performed to date.

This first task will also focus on identifying short and long-term management responsibilities associated with the City's existing and future inventory of deed-restricted affordable housing units and will outline options for administering those responsibilities. This initial work effort will include review of how the City is currently conducting these activities and what outside resources are being deployed to assist the City in administering its housing programs and monitoring the City's affordable housing developments. The Consultant Team will evaluate the City's various administrative responsibilities and options for administering them, including hiring of specialized consultants, as well as prepare recommendations that can be incorporated into the affordable housing strategic plan.

The proposed budget assumes that we will facilitate up to two meetings and five (5) conference calls with City staff to review and refine our work program and initial findings and prepare initial recommendations regarding administration of the City's housing programs.

This proposal assumes that the City, developers, community stakeholders and consultants to the City will provide relevant and accurate data in timely manner, which will include relevant City housing reports and documents, data being assembled for the Housing Element and Baylands Specific Plan process, and City staff and consultant presentations to the City Council and its Affordable Housing Subcommittee on housing policies, programs and recommendations.

Task 2: Affordable Housing Strategies for Baylands

This component of the affordable housing strategic plan will evaluate what ratio of affordable housing units may be feasible for the Baylands area given the scale of development contemplated in the Baylands Specific Plan and recommend key actions to promote affordable housing in the area. (The City's current inclusionary housing requirement ranges from 10-20%, depending on the size of a project.)

This task will evaluate the feasibility of various affordable housing strategies appropriate to the Baylands subarea in terms of project scale and types of projects, compared to the developed core of Central Brisbane. This task will also evaluate how management of affordable units constructed as part of the Baylands project shall be achieved and administered by the City.

The Consultant Team will begin this task by reviewing data that has been assembled as part of the Baylands planning process, as well as recent housing studies, reports and other resources that describe the local housing market, socioeconomic characteristics of Brisbane residents, and potential housing needs of local residents and workers.

The Consultant Team will also review relevant, recent demographic data for local residents and workers, recent employment and wage trends, future growth areas for employment, and relevant data on housing affordability gaps that is being assembled as part of the City's upcoming Housing Element process for Housing Element Cycle 2023-2031.

The Consultant Team will review relevant housing and market data regarding the most likely housing product types that could be developed on urban infill sites in the City of Brisbane and the Baylands, such as multifamily apartments, multifamily condominiums and townhomes. This data will be used to evaluate the relative financial performance of various residential development types and to identify key development opportunities and considerations for new residential development and affordable housing in Brisbane and in the Baylands area.

The Consultant Team will summarize initial findings iteratively in the form of draft summary work products consisting of presentation slides supported by tables, charts and maps that will be presented at the housing study sessions. As further described in this work program, we will participate in conference calls with City staff to review the initial findings and to prepare for the housing study sessions.

Task 3. Programmatic Funding Goals, Objectives and Priorities

This task will focus on evaluating a variety of options for how funding can be utilized and identify the reach or impact of each potential option considering the available \$4 million fund balance in the Low and Moderate Income Housing Asset Fund. This evaluation will focus on the following types of programs but may include others that will be identified during Task 1 or as work progresses:

- Subsidize Affordable Housing Projects– Provide gap financing (loans or grants) for 100% affordable housing projects in the City.
- Homebuyer Assistance– Provide down payment assistance (loans or grants) for low and moderate income households to buy market rate homes.
- ADU Construction Grants– Provide construction grants or loans for accessory dwelling units (ADUs) in return for affordability restrictions on the constructed ADU.
- Renter Assistance– Provide financial assistance for renters at risk of losing housing via an annual revolving fund.
- At-Risk Property Acquisition– Acquire existing deed-restricted units at risk of conversion to market-rate housing to ensure they remain affordable.

Task 4. Evaluation of Housing Revenue Options

This task will focus on evaluating the variety of ongoing affordable housing funding sources available to cities under current State law. The potential housing revenue sources to be evaluated will include inclusionary housing in-lieu fees and housing nexus fees that were previously evaluated by the City but not adopted. These housing revenue options will be informed by relevant findings and considerations that emerge from the Baylands Specific Plan process and the upcoming Housing Element process. The Consultant Team will recommend the most viable options for the City to pursue based on consultation with City staff and stakeholders, as well as findings and analysis conducted as part of other tasks.

Task 5. Inclusionary Housing and Density Bonus Ordinance Review

This task will focus on review of the City’s draft inclusionary housing and density bonus ordinance to ensure that the Planning Commission’s recommendations are consistent with the larger policy issues being addressed in the City’s Housing Element and affordable housing strategic plan. While the Planning Commission recommended an updated ordinance for approval by the City Council, the City Council has not yet considered the draft ordinance. This review will also be informed by relevant findings and considerations that emerge from the Baylands Specific Plan process and the upcoming Housing Element process. The Consultant Team will develop recommendations based on consultation with City staff and stakeholders, as well as findings and analysis conducted as part of other tasks.

Task 6: Engagement with Community and City Council Subcommittee

Seifel Consulting President, Elizabeth (Libby) Seifel, will serve as the Lead Facilitator and will work closely with City staff to facilitate housing study sessions with community stakeholders and the City Council Affordable Housing Subcommittee. As discussed with City staff, the stakeholder process is proposed to be conducted in collaboration with the community outreach and stakeholder process for the upcoming Housing Element process and the Baylands Specific Plan process.

The first step in this task will be to develop a schedule and potential agenda for the housing study sessions and provide recommendations regarding how best to select and involve community stakeholders in the study sessions in collaboration with City staff and the Affordable Housing Subcommittee. The following topics are proposed to be addressed in the housing study sessions, subject to refinement during Task 1:

- Review key State housing requirements for cities, including recent housing legislation that has been signed into law, as well as City policies, such as the draft inclusionary housing and density bonus ordinance.
- Evaluate city-owned and privately-owned vacant/unused properties for opportunities to develop housing that will support the City's goals and strategies.
- Assess how best to produce, preserve and protect housing options in Brisbane, which will incorporate a review of a broad variety of housing options, including market rate housing, mixed income housing, affordable housing for special population groups (local public employees, seniors, veterans, homeless, and those with special service needs).
- Review potential local initiatives and investment goals that could advance housing, which would include the evaluation of potential funding sources that are currently available, such as the Low Moderate Income Housing Asset Fund that currently has a cash balance of \$4 million, as well as additional funds that could be generated locally (such as housing fees) and a local "toolbox" of incentives to encourage housing development by small and large developers.
- Review potential recommendations for a housing policy framework and recommend implementation steps for the next one to five years to address the City's housing priorities.

This proposal assumes that three housing study sessions will be facilitated with community stakeholders and two City Council study sessions will be conducted to present final recommendations.

Task 7. Affordable Housing Strategic Plan

Based on the input received from the Affordable Housing Subcommittee, community stakeholders and City staff, the Consultant Team will develop an affordable housing strategic plan that will recommend key implementation steps to be undertaken over the next five years to address the City's priorities, the City's current and future housing needs and the City's housing development conditions. This report will consist of an executive summary and supporting information that will leverage the presentation slides from the housing study sessions. A draft report will be presented to the City Council, which will then be finalized. The Consultant Team will prepare for and attend a City Council meeting to present the report. This report will build upon and be prepared in conjunction with the City's Housing Element.

Task 8. Additional Services

This scope of services is based on our initial understanding of our role and tasks to be performed for this assignment. The Consultant Team will provide additional services upon client approval and within a separate additional services budget to be mutually agreed upon, which may include, but are not limited to:

- Prepare presentations for and/or participate in additional meetings beyond those described above.
- Gather substantial additional data through survey research, focus groups and/or interviews of stakeholders.
- Prepare additional analyses or written products, as mutually agreed upon.
- Provide additional advisory services, as mutually agreed upon.

These additional services will be billed on a time and expenses basis based on the attached billing rates.

Work Products

We will provide work products through the performance of this contract, which will consist of electronic correspondence, tables, presentation slides and the deliverables identified on page 6 of the RFP. As described above, the Consultant Team will summarize its initial findings in presentation slides to inform the housing study sessions, which will be supported by tables, charts and maps. Based on input received during the housing study sessions and comments received from City staff, the Consultant Team will prepare a draft affordable housing strategic plan, which will be finalized based on feedback from staff and the City Council.

This proposal assumes that no major additional research and analysis will be required after the preparation of the draft report. Most interim and all final work products will be submitted in electronic PDF format to City staff, with the understanding that all work is confidential unless released by the City.

C. Project Staffing

At Seifel, we tailor our approach to individual assignments based on the goals of the work effort, and through ongoing communication with clients such as the City of Brisbane. At the initiation of this project, Seifel will organize and facilitate a kick off work session to discuss the primary goals and objectives for the assignment, refine our proposed work program, review our initial information needs request, and discuss key questions regarding the assignment. In order that our work effort may be as efficient and effective as possible, we will seek review and approval at key project milestones. Through this practice, we will keep the City informed, ensure that our efforts align with project expectations, and discuss policy and process issues as they arise.

Given the advisory nature of the proposed work program, the proposed work program may need to evolve as work continues and the need for future work products may need to be refined. For this reason, we will collaborate closely with City staff to ensure that our work effort best meets the City's objectives.

Seifel staff are skilled in approaching new assignments, overcoming project challenges and are committed to producing results. Our integrated approach to strategic planning, economic analysis and project management is the key to our successful track record. For this project, firm President, Libby Seifel, would be responsible for overall leadership, strategic management and project execution. Depending on the scope, project coordination and management of individual tasks may be performed by Senior Managing Consultant Kohki Shiga or other Seifel staff.

Key Project Staff

Firm President **Elizabeth (Libby) Seifel** will serve as principal-in-charge and will be the main point of contact. Ms. Seifel has applied the principles of real estate economics and planning to property development and community revitalization for more than 30 years. Since founding her firm in 1990, Ms. Seifel has managed more than 1,000 consulting assignments. She has advised private developers, investors and governments on residential, commercial, industrial and mixed-use projects ranging in value from \$5 million to \$4 billion, with a particular focus on urban infill, mixed-income developments involving affordable housing and public private partnerships.

Prior to founding her firm, Ms. Seifel was Associate-in-Charge of Williams-Kuebelbeck & Associates, overseeing their Bay Area real estate economic and management consulting practice and was the founding executive director of a non-profit development corporation that built 270 units of mixed income housing in downtown Boston. Ms. Seifel has prepared financial, affordable housing, and economic analyses in order to evaluate and recommend a broad variety of plans, public policies and programs.

Ms. Seifel received her Bachelor of Science and Master in City Planning from the Massachusetts Institute of Technology. She is an elected member of Lambda Alpha International, the Honorary Society of Land Economists and a certified planner with the American Institute of Certified Planners. She has been honored for her positive influence on real estate development, joining the Hall of Fame for Northern California Real Estate Women of Influence. She is currently the co-chair of the Steering Committee for the ULI San Francisco Housing the Bay Initiative to enhance the production and preservation of housing in the Bay Area. She also teaches a graduate level course at the University of California Berkeley College of Environmental Design in the Masters in Real Estate Development + Design Program.

Kohki Shiga—Senior Managing Consultant at Seifel Consulting—will serve as senior project consultant. Mr. Shiga has provided strategic advisory services and project management on a wide variety of assignments in urban economics and real estate. Mr. Shiga brings over 20 years of professional experience in economics, real estate finance, housing, transportation, business consulting, and project management. His professional expertise includes pro forma modeling, economic, financial feasibility and due diligence analysis, economic development strategies, fiscal and economic impact analyses, cost benefit analysis, real estate due diligence and land use advisory services. Mr. Shiga has performed real estate analyses and fiscal studies of mixed-use communities and housing developments throughout the Bay Area for small- and large-scale projects ranging in scale from \$100 million to several billion dollars, with a particular focus on evaluating the feasibility of developing affordable housing and mixed income housing. Mr. Shiga has performed comprehensive updates of development impact fee programs, developed funding strategies for numerous California cities and prepared fiscal consultant reports for tax exempt bond issuances.

D. Project Budget and Compensation

As the work program for this assignment will evolve over time and given the number of potential meetings that may be undertaken within the work program, we will bill on a time and materials basis up to an agreed upon budget for each task, including a budget allowance for meetings. (See Exhibit A for proposed compensation terms.)

E. Project Schedule

The schedule of the work effort will be determined during Task 1, which is anticipated to commence upon contract execution. Based on discussions with staff, we anticipate completing this assignment within 6 to 12 months depending on how the proposed work program will be coordinated with the City's Housing Element and Baylands Specific Plan process and related stakeholder meetings and how quickly relevant data and analysis can be prepared. We anticipate that the initial stakeholder meetings will be conducted in Fall 2021, and the draft housing strategy will likely be released in the Winter of 2022. Based on the process that is agreed upon, the housing strategy will be refined and finalized during Spring 2022.

F. Statement of Qualifications

Seifel Consulting (Seifel) is a real estate economic consulting firm that advises public and private clients on the planning, funding and development of high-quality infill development, with a particular focus on the development of affordable and mixed-income housing. Since 1990, we have advised more than 100 public agencies throughout California and completed over 1,000 consulting assignments. *The following page lists representative public and private clients of Seifel Consulting, Inc.*

Representative Public Sector Clients of Seifel Consulting, Inc.			
Berkeley Rent Stabilization Board		San Diego Association of Governments	
California Department of Real Estate		San Francisco Housing Authority	
California Department of Justice		Santa Monica Rent Control Board	
California Housing Finance Agency		Sunnyvale School District	
Clovis Unified School District		The Presidio Trust	
Hastings College of Law		Transbay Joint Powers Authority	
Housing & Community Development Corporation of		Treasure Island Development Authority	
Port of San Francisco		US General Services Administration	
San Buenaventura (Ventura) Housing Authority		University of California	
California Cities and Towns			
Alameda	Hercules	Petaluma	San Marcos
Albany	Hesperia	Pleasant Hill	San Rafael
Berkeley	Lafayette	Portola	Santa Cruz
Brentwood	Livermore	Rancho Cordova	Santa Monica
Capitola	Lodi	Richmond	Santa Rosa
Chico	Long Beach	Rocklin	Santee
Cloverdale	Los Angeles	Rohnert Park	Seaside
Concord	Los Gatos	Roseville	Soledad
Cupertino	Monterey	Sacramento	South San Francisco
Dublin	Moraga	Salinas	Stockton
East Palo Alto	Morgan Hill	San Carlos	Sunnyvale
El Cerrito	Mountain View	San Diego	Tehachapi
Elk Grove	Napa	San Fernando	Temple City
Emeryville	Novato	San Francisco	Truckee
Fairfield	National City	San Jose	Ukiah
Folsom	Oakdale	San Leandro	Union City
Fremont	Oakland	San Luis Obispo	Watsonville
Hayward	Palo Alto	San Mateo	West Sacramento
California Counties			
Alameda	Los Angeles	Nevada	San Joaquin
Butte	Marin	Placer	Santa Cruz
Contra Costa	Mendocino	Plumas	Sonoma
Fresno	Monterey	San Diego	Stanislaus
Kern	Napa	San Francisco	Yolo
Representative Private Sector Clients of Seifel Consulting, Inc.			
Asian Inc.		Kenwood Investment	
Bay Area Council		Kilroy Realty Corporation	
Best, Best & Krieger		Kronick Moskowitz Tiedemann & Girard	
BRIDGE Housing		Legacy Partners	
Carmel Partners		Lennar Communities	
Catellus Development Corporation		LINC Housing	
CCH of Northern California		Mercy Housing	
Centex Homes		Meyers, Nave, Riback, Silver & Wilson	
Chinatown Community Development Center		Mid-Peninsula Housing Coalition	
Civic Center Associates		salesforce.com, inc.	
Ford Foundation		Related California	
Forest City Development Company		salesforce.com, inc.	
Goldfarb & Lipman		Solano Affordable Housing Foundation	
Grosvenor		Sobrato Development Company	
Heritage Partners		The Real Estate and Land Use Institute	
The John Stewart Company		The RREEF Funds	

Housing Advisory Services

For the past three decades, Seifel Consulting has helped clients finance, rehabilitate, preserve and/or develop affordable and market-rate housing for rental and ownership. Seifel has facilitated the construction of thousands of housing units for households of all income levels, helping clients leverage limited resources to meet the unique housing needs of their communities.

Seifel Consulting specializes in market assessments, funding strategies (including the preparation of grant applications), developer selection and negotiation assistance, and due diligence on housing development proposals. Seifel also brings expertise in evaluating the potential for reuse/redevelopment of sites for housing. We evaluate properties in terms of development opportunities and constraints, market potential, potential for increased housing density, and importance toward broader area planning goals, including Area Plans and General Plans. We are familiar with the intricacies of local land use planning processes and the California Environmental Quality Act (CEQA), and we have advised on numerous specific or area plan processes in California, including for the communities of American Canyon, Hayward, Lafayette, Livermore, Mountain View, Napa, Richmond, Sacramento, San Francisco, and Sunnyvale. Seifel has also advised on the planning, development and financing of mixed income communities and a broad range of housing developments that include supportive housing, affordable and market-rate rental and/or ownership units, as well as the preservation of affordable rental units.

We project long term net revenue potential of development and work with clients to identify funding strategies. We identify catalyst development sites and formulate strategies to encourage redevelopment and attract additional neighborhood investment, including funding strategies to achieve development success. Seifel conducts housing needs assessments and market analyses for housing. We have extensive experience analyzing value premiums generated by proximity to transit. Our analyses aid planning efforts by helping clients to select among alternative land use scenarios and fine-tune development regulations (e.g., building heights and parking requirements), based on considerations such as economic feasibility, job generation potential, community impact and the provision of affordable housing.

We prepare developer solicitation strategies and RFP packages to attract potential development teams to develop properties in partnership with our clients. We review and evaluate proposals received from developers, including performing due diligence review of the proposed real estate pro forma assumptions, methodologies and alternative funding options to ensure project feasibility. We also advise clients on how to evaluate the qualifications and expertise of potential developers, negotiate and structure deal terms, and perform due diligence on financial proposals. We have advised on the solicitation, evaluation, selection and/or negotiation with more than 20 developers of publicly owned sites on behalf of public agencies, including the cities of Alameda, Berkeley, Livermore, Mountain View, Richmond, San Francisco, San Mateo, San Jose, South San Francisco, and the counties of Alameda, Contra Costa and Sonoma.

Through our work advising clients and performing due diligence and seeking funding for a broad range of affordable housing developments, we have reviewed and/or prepared funding applications from the following key sources of funding for affordable housing:

- California Tax Credit Allocation Committee (CTCAC) and California Debt Limit Allocation Committee (CDLAC)
- California Housing Finance Agency (CalHFA)
- California Housing and Community Development (HCD)
- Federally funded programs for affordable housing, including Section 8, Section 202/811, CDBG, HOME, HOPE VI, Choice Neighborhoods and National Stabilization Program
- Federal Home Loan Bank's Affordable Housing Program (AHP)

We have developed, reviewed and/or helped to implement housing policies and programs for numerous communities related to 100% affordable housing and mixed income housing development, inclusionary housing, housing fee and density bonus programs and first-time homebuyer programs. We also provide technical and policy advice related to the development of funding solicitations by public agencies (Notice of Funding Availability), perform underwriting advisory services, develop affordable housing program guidelines, and perform a broad range of due diligence advisory services related to proposals by developers that are seeking loans or grants from a public agency to fund affordable housing projects. We have performed these types of services for numerous cities in California including the cities of Alameda, Berkeley, Los Angeles, Livermore, Mountain View, Richmond, San Carlos, San Francisco, San Jose, and South San Francisco.

Representative Housing Advisory Experience

The following is a list of representative Bay Area consulting assignments that we have performed:

- Affordable Housing Loan Underwriting Services—City of Mountain View
- Alice Griffith HUD Choice Neighborhood Application—City/County of San Francisco and OCII
- Balboa Park Rental Feasibility Study— San Francisco Planning Department
- Balboa Park Real Estate and Economic Advisory Services — San Francisco PUC
- Bay Area Workforce Housing Program Design—AF Evans
- Brentwood Affordable Housing Advisory Services – City of Brentwood
- Downtown Parking (Lootens) Property Reuse—City of San Rafael
- Downtown TOD (4th and 5th Streets) Public Private Partnership—City of San Mateo
- Financial Analysis of Proposed Affordable Housing Program —City of Burlingame
- Financial Analysis of Housing Fee and Inclusionary Housing Programs —City of Livermore
- Home-SF/Affordable Housing Density Bonus Program Analysis—San Francisco Planning
- Hunters Point Shipyard Affordable Housing Strategy— City/County of San Francisco and SFRA
- Inclusionary Housing Financial Analysis—San Francisco Mayor's Office of Housing and Community Development
- Inclusionary Housing and First Time Homebuyer Program Development—City of Brentwood and its former Community Redevelopment Agency
- Financial Feasibility Analysis of Affordable Housing Programs —City of Livermore
- Study of Housing Displacement Risks—City of Livermore
- Middle Income Housing Feasibility Analysis—San Francisco Mayor's Office of Housing and Community Development
- Milpitas Affordable Housing Advisory Services – City of Milpitas
- Mission Rock (Giants) Seawall Lot 337/Pier 48 Term Sheet Real Estate Advisory Services—Port of San Francisco
- Mixed Income Housing Due Diligence Services– City of Lafayette
- Mixed Income Housing Feasibility Analysis—City of Mountain View
- Moving Silicon Valley Forward—NPH of Northern California/Urban Habitat
- North Bayshore Precise Plan Economic and Housing Services—City of Mountain View
- North Bayshore Affordable Housing Administrative Guidelines—City of Mountain View
- Oxford Parking Lot Reuse/Public Private Partnership—City of Berkeley

- Residential Growth Control Initiative 9212 Analysis—City of Morgan Hill
- San Francisco Public Utility Commission Property Analysis—City of South San Francisco
- San Pablo Avenue/West MacArthur Housing Developer Selection, Negotiation and Development Funding Due Diligence Services—City of Emeryville
- State of the Housing Market—San Francisco Mayor's Office of Housing and Community Development
- Transportation Sustainability Program and Central SoMa Plan Financial Analysis—San Francisco Planning Department
- Treasure Island Affordable Housing Strategy—Treasure Island Community Development
- Vallejo Housing Strategy—City of Vallejo
- Villa Vasona Senior Housing Due Diligence—Town of Los Gatos

G. References

The following three assignments are representative of our housing advisory services, and each client representative can provide a reference regarding these assignments.

City of Mountain View

Summary: Continue to provide a broad range of economic, real estate, and housing consulting services to the City of Mountain View. Seifel has provided strategic advice on funding strategies for a variety of plans and proposed projects, prepared fiscal analyses, advised on the development of publicly owned properties, prepared due diligence analysis for affordable housing development and prepared implementation plans and housing policy reports. For example, Seifel served as the City's economic, fiscal, funding and housing strategy consultant on the North Bayshore Precise Plan—a plan for the City's Priority Development Area (PDA) to the north of Highway 101 adjacent to the San Francisco Bay shoreline. The proposed plan update allows up to 9,850 new residential units and neighborhood-serving retail to be developed in North Bayshore in compact, transit friendly development that includes high-rise development. Seifel is currently advising on a public private partnership development on an existing surface parking lot (Lot 12) in downtown Mountain View and performing a broad array of affordable housing consulting services, including performing due diligence on affordable housing developments, preparing, underwriting guidelines for multifamily affordable housing and strategic advice on City housing programs and initiatives.

Contact: Mr. Wayne Chen, Assistant Community Development Director, City of Mountain View, wayne.chen@mountainview.gov

Burlingame Affordable Housing Program Analysis

Summary: Evaluated the financial implications of the potential adoption of new impact fees on residential development and recommended strategies to incentivize the onsite provision of affordable housing within new development. Prepared residential market data for a broad range of housing product types to inform the study. Prepared presentations for the City Council that summarized current housing conditions in the City and presented a series of financial analyses to evaluate and recommend various housing policy alternatives for the City's affordable housing program.

Contact: Mr. Kevin Gardiner, AICP, Planning Manager, City of Burlingame, kgardiner@burlingame.org

Livermore Affordable Housing Program Analysis

Summary: Analyzed the City's housing market conditions and performed a financial feasibility analysis for two alternative housing compliance options for the City's affordable housing program: on-site provision of affordable housing and payment of the housing fee. Evaluated each of these housing options under three alternative City policy scenarios that would govern new development.

Contact: Ms. Fran Reisner; Housing Programs Manager, City of Livermore,
fdreisner@cityoflivermore.net

Exhibit A

Compensation

Basic Services

For the basic services, the Consultant Team proposes a basic budget ranging between \$85,000 to \$115,000, depending on the availability of data, the complexity of the evaluation and housing analysis, how the outreach process is conducted. The following preliminary budget ranges are proposed subject to refinement in collaboration with City staff:

- Task 1– \$10,000– \$15,000 for Project Coordination and Housing Administration Recommendations
- Task 2– \$12,000– \$20,000 for Affordable Housing Strategies for Baylands (depending on process and key tasks to be performed)*
- Task 3– \$8,000– \$12,000 for Programmatic Funding Goals, Objectives and Priorities*
- Task 4– \$10,000– \$13,000 for Evaluation of Housing Revenue Options*
- Task 5– \$8,000– \$10,000 for Inclusionary Housing and Density Bonus Ordinance Review*
- Task 6– \$12,000– \$15,000 for Engagement with Community and City Council Subcommittee*
- Task 7– \$25,000– \$30,000 for Affordable Housing Strategic Plan*

** These services are anticipated to be performed in collaboration with the Baylands Specific Plan process and the upcoming Housing Element process. All or a portion of the budget for these tasks may be considered reimbursable expenses from the Baylands Specific Plan process.*

Additional Services

If additional services are needed, the Consultant Team will prepare a written request for additional services as outlined in Task 8 and will not proceed without prior written authorization and agreement on additional work program and tasks.

Consultant services will be billed on a time and materials basis, based on the following rates for 2021. Billing rates are subject to annual revision.

2021 Hourly Rates (Time)

Seifel Consulting Inc.

President	\$275
Senior Managing Consultant	\$200
Consultant	\$135
Technical Staff	\$115
Administrative Support	\$90

Expenses (Materials)

Expenses will be billed as follows:

- Photocopying/report reproduction charges will be billed at 10 cents per black & white single-sided letter page (20 cents for a ledger-sized page) and one dollar per color single-sided letter page (two dollars for a ledger-sized page), except for bulk reproduction of reports, which is charged on a direct reimbursable basis.

- Delivery service charges above \$25 per month will be billed at cost.
- Travel costs will be billed on a direct reimbursable basis. Automobile mileage charges will be billed based on the Internal Revenue Service Optional Standard Mileage Rate. Other travel and per diem expenses, including airfare, automobile rental and hotel (if necessary) are charged at actual cost.
- Interest on all outstanding invoices that are past 30 days will be calculated based on a 10% yearly rate or a daily rate of .0274%.

Invoicing

Invoices are due and payable by Client within thirty (30) days of invoice date.

Good Faith Disputes

In the event of any good faith dispute with regard to any portion of any invoice, the undisputed portion shall be paid as provided herein. Any disputes concerning invoices must be addressed by Client in writing within thirty (30) days of the invoice date. The absence of any such inquiries within the thirty (30) day period shall be deemed an unequivocal acceptance of the Consultant services and an agreement with the charges for all such services/materials.