



July 25, 2011

Mr. Steve A. Kent, Purchasing Agent
Purchasing Department, City Hall, City of Jonesboro
515 West Washington Avenue
Jonesboro, AR 72401

Re: Response to Request for Qualifications
Housing Study: A Housing Needs and Market Analysis

Dear Mr. Kent:

It is with pleasure that Western Economic Services, LLC (WES) submits to you and the City of Jonesboro a qualifications response to prepare a Housing Study: A Housing Needs and Market Analysis. While the RFQ did not so indicate, Mr. Otis Briggs suggested that two printed (2) copies of the proposal be submitted. They are enclosed along with a digital copy of the proposal on a CD-ROM, contained in a sleeve affixed to the inside of the front cover the response designated as "original."

Mr. Kent, meeting the long-term housing needs of the City of Jonesboro demands creativity and the abilities of people with diverse skills to work together toward a common goal. Researching and evaluating needs, conducting statistical and inferential analysis, fielding surveys, consulting stakeholders, facilitating a team spirit, developing consensus, and delivering a well-written report are all called for in this project.

Western Economic Services, LLC (WES) has these unique capabilities. For over 25 years, WES has conducted housing planning studies. We have both the depth of experience and the breadth of knowledge of how to evaluate housing issues that are indispensable for this type of specialty. We have an established track record for preparing and delivering housing needs assessments, Consolidated Plans and Analysis of Impediments to Fair Housing Choice specially designed for planning functions at both the state and local level, including communities with large student populations, like yours.

During the last few years, we have prepared several comprehensive housing evaluations for state and local agencies throughout the U.S.; from Los Angeles to Boston and Mississippi to Montana, our work is highly respected throughout the county. In fact, just last year we prepared studies in seven Arkansas communities: Bentonville, Conway, Fayetteville, Fort Smith, Jacksonville, North Little Rock, and West Memphis.

Mr. Kent, we look forward to talking with you and representatives of the City about our approach to this project and how we can best address the housing needs of Jonesboro. Please feel free to contact me at your earliest convenience.

Sincerely yours,

Robert M. Gaudin
Director of Research and Planning

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Enclosures

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**Proposal for Preparation of a
Housing Study:
A Housing Needs and
Market Analysis**

**Submitted to the
City of Jonesboro,
Arkansas**

July 25, 2011



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**Prepared by
Western Economic Services, LLC**

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PROPOSAL FOR PREPARATION OF A HOUSING STUDY: A HOUSING NEEDS AND MARKET ANALYSIS

**SUBMITTED TO THE
CITY OF JONESBORO, ARKANSAS**

Prepared by
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July 25, 2011



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I. Qualifications of Western Economic Services, LLC

I.A. Introduction

Over the last 25 years, Western Economic Services, LLC (WES) has provided economic, demographic and housing analysis; market research; forecasting; and policy development services. WES specializes in housing and community development planning with particular expertise in the following areas:

- Preparing housing and community development consolidated plans,
- Researching and preparing housing market evaluations,
- Conducting housing and community development evaluations and needs assessments,
- Preparing analyses of impediments to fair housing choice,
- Illuminating economic and community development opportunities, and
- Guiding and facilitating housing policy and strategic planning processes.

WES has been instrumental in the development and production of housing and community development plans in both state and local planning processes over the entire 25 year history of the firm.

I.B. WES Knowledge and Understanding of HUD Programs and Planning Processes

During this time, WES has been commended by HUD several times for work on development planning and compliance documents. After WES completed Montana's first Consolidated Plan for Housing and Community Development, an April 14, 1995 correspondence from Mr. Joseph Smith, director of the Office of Executive Services at HUD, to Ms. Sharon Haugen, then the Montana Plan Coordinator, stated the following:

In January 1995, we issued the final rule for the Consolidated Plan after considering comments from states, cities and nonprofits groups and their representatives from all over the United States. We have received 176 Consolidated Plans and approved 128 of them. The results are exciting. Your plan was one of those that we have identified as high quality . . . [The] plan was extremely comprehensive, giving a picture of the state as a whole and detailed analysis of sections of the state.

WES also has had significant experience with preparing Analysis of Impediments to Fair Housing Choice (AI) reports. In fact, after WES completed one of the first AIs in the country for the State of Montana in 1993, HUD included the Montana AI as an exhibit in HUD's Fair Housing Planning Guide, Volume I. Consequently, WES has nearly two decades of experience conducting AIs. In fact, when WES prepared Montana's fifth AI in 2009, James C. Whiteside, the HUD FHEO Denver Region representative, commented:

[The] AI demonstrated a progressive evolution of the AI process and provided [Montana] with an excellent tool for future Action and Consolidated Plans and complying with affirmatively furthering fair housing certification.

As such, WES has developed extensive experience in the preparation of AIs and Consolidated Plans and has performed long-range housing planning analyses and studies, similar in design, scope and content, for a variety of organizations in the states of Arizona, Arkansas, California, Florida, Georgia, Illinois, Massachusetts, Minnesota, Mississippi, Montana, Nebraska, Nevada, New Mexico, New

York, North Carolina, Oklahoma, Oregon, South Carolina, South Dakota, Utah, Virginia, Washington and Wyoming. Furthermore, just last year, WES prepared housing needs assessments and housing market analysis for Consolidated Plans developed for six Arkansas communities: the Cities of Bentonville, Conway, Fayetteville, Fort Smith, Jacksonville, and West Memphis.

Furthermore, WES has been very familiar with HUD's Consolidated Plan requirements since their inception and for the last 18 years has continued to follow and comply with the evolution of these requirements. For example, over the last two to three years, fair housing has come much more to the forefront of HUD's oversight, and HUD's Fair Housing and Equal Opportunity (FHEO) Division has taken a proactive role in reviewing studies by providing technical support to both state and local jurisdictions and assessing planned housing activities in Annual Action Plans and Five-Year Consolidated Plans. WES will incorporate this concern, and much of the data required for this issue, in the Jonesboro Housing Study.

I.C. Professional Qualifications of WES Personnel Serving This Contract

While WES can be considered a smaller firm, the firm has five professionals and one clerical person available to develop the City of Jonesboro Housing Study. Staff experience, expertise, and resumes of professional staff are presented below.

Robert M. Gaudin, Director of Research and Planning

Experience and Commitment. Mr. Gaudin has worked extensively for and with private and public sectors for more than 30 years, from advising officers of large companies to aiding junior employees of small government entities. Such broad experience with how both private industry and public sector planning is started, designed, implemented and completed adds value to the projects he directs.

His expertise in economic and demographic research, housing market analysis, modeling and forecasting, and strategic planning all aid delivery of both creative ideas and innovative solutions that impart long lasting enhancements to housing and community development. His understanding of salient issues and institutional barriers exemplifies his ability to fulfill the needs of communities that he has served. He has had lead responsibility for all housing market evaluations, Consolidated Plans, AIs, and all other housing, economic and demographic studies conducted by WES for both private and public sector clients.

Mr. Gaudin's comprehensive awareness of housing and community development issues allows broadly-based but focused solutions to complex circumstances. His understanding of a myriad of technical details permits the merging of theory with realism. Since establishing WES more than 25 years ago, Mr. Gaudin has enjoyed a loyal customer base due to his high ethical standards, commitment to excellence, the trust and rapport shared with clients, and the results provided over the years. Mr. Gaudin is ideally suited to manage the Jonesboro Housing Study.

Qualifications. Mr. Gaudin's consulting qualifications pertinent to the AI include design, stewardship, analysis, document preparation and presentation of **all** studies conducted by WES. When HUD's Consolidated Plan requirements were first introduced, Mr. Gaudin led development of one of the nation's first AIs and respective Consolidated Plans for Housing and Community Development, including the detailed planning requirements contained within the housing market and needs assessment. Mr. Gaudin is the authorized representative of WES and is able to confer with chief elected officials and policy



administrators on housing issues identified by WES as well as represent WES's clients before print and video press. The City should consider Mr. Gaudin WES's key contact and he will prepare all progress review reports, direct all progress review meetings and be the presenter at all public forums and presentations.

Resume

Employment History

Director of Research and Planning, Western Economic Services, 1998 through the present. Mr. Gaudin is the team leader, designing WES' approach to all projects, providing quality controls and oversight, management of staff, liaison with all customers, and well as making all presentations at meetings, public sessions and conferences attended by WES.

Senior Economist, Western Economic Services, 1986–1998. Mr. Gaudin established WES in July 1986. During this phase of the company's development, Mr. Gaudin designed all projects, conducted all statistical programming and model building, designed all survey instruments, orchestrated all analysis, wrote client reports, and presented all research findings.

Senior Planning Analyst, PacifiCorp, 1980–1986. Designed, developed and implemented integrated long-term forecasting and planning models. Prepared scenario planning and impact assessments. Coordinated activities within the company and with regional planning committees. Chaired Pacific Northwest Utility Conference Committee's regional economic forums. Designed and oversaw market research surveys, collected raw data, and performed economic and demographic analysis. Constructed residential customer forecasts depicting single-family, multi-family and mobile home housing stock additions over 20 years.

Economist, Montana Governor's Office, Office of Commerce and Small Business Development, 1979–1980. Represented governor at various community development and economic development functions. Conducted technical analyses and prepared reports for distribution regarding prospective economic development targets. Provided additional research and analysis for the governor.

Economic Consultant, Sole Proprietor, 1978–1979. Provided secondary research and report writing to Montana industries.

Educational Background

Post-Graduate Training, Business research methods, survey design and systems theory Portland State University, Portland, OR., 1993.

Master's Degree, Applied Economics, Portland State University, Portland, OR., 1985.

Bachelor's Degree, Political Science and Economics, University of Montana, Missoula, MT., 1978.

Timothy S. Gottgetreu, Senior Economist

Experience and Commitment. Mr. Gottgetreu has an M.A. in Economics and is the lead researcher at WES. He has prepared data and analysis for AIs, housing and community development needs assessments, housing market studies, Consolidated Plans, housing and population forecasts and related studies. Mr. Gottgetreu's qualifications include evaluation, assembly and reporting of data and related information in super-computing environments. He has conducted research in systems analysis, systems modeling, econometrics and mathematical economics. Mr. Gottgetreu is committed to safeguarding the integrity and accuracy of WES' data and products.



Qualifications. Mr. Gottgetreu has recently conducted both AIs and housing market evaluations for several client organizations, such as the City of Augusta, Georgia; the City of Reno, Nevada; the City of Rockford, Illinois; the North Shore HOME Consortium; the Minneapolis/St. Paul region; the cities of Bentonville, Conway, Fayetteville, Fort Smith, Jacksonville, North Little Rock and West Memphis in Arkansas; Clackamas County, Oregon; the County of Los Angeles, California; the County of Volusia, Florida; and the states of Louisiana, Mississippi, Montana, Nebraska, New Mexico, North Dakota, North Carolina, Oregon, South Dakota, and Wyoming.

Resume

Employment History

Senior Economist, Western Economic Services, 2007 through the present. Mr. Gottgetreu implements all model building and statistical programming activities and is the lead researcher and analyst of data for WES project activities. This includes development of findings, graphical interpretation of those findings and development of reports.

U.S. Commercial Service, U.S. Embassy, 2005. Compiled data, researched and prepared market evaluations of selected Swiss markets and industrial sectors. Facilitated interactions between Swiss and American industrial firms.

SEI Private Trust, STC Asset Movement, 2004. Assessed and evaluated account transfer activity. Reconciled data. Managed selected computer processing programs.

Educational Background

Doctoral Study, Economics, University of Oregon, Eugene, OR., 2006–2007.

Master's Degree, Economics, University of Maine, Orono, ME., 2006.

Bachelor's Degree, Economics, Mary Washington College, Dearbornsburg, VA., 2003.

Suzannah M. Hamlin, Land Use Planning Analyst

Experience and Commitment. Ms. Hamlin holds an M.A. in Community and Regional Planning and an MPA. She has worked as a Policy Coordinator to the Portland METRO President and at various smaller community planning agencies. Since arriving at WES, she has been using her advanced skills in GIS to conduct spatial analysis and aid in the visual presentation of our findings as well as in processing our databases using SPSS.

Qualifications. Ms. Hamlin has utilized her proficiency with ArcGIS for data analysis. Ms. Hamlin's primary role is to assist the senior analysts in the processing and evaluation of data for housing and community development projects. In particular, she applies her skills in thematic mapping and characterizing spatial relationships, as well as interpreting land use ordinances and practices and policies. These skills have been utilized for AIs and related projects in the states of California, Nebraska, North Dakota, Oklahoma, and Wyoming.

Resume

Employment History

Land Use Planning Analyst, Western Economic Services, LLC, 2011 through the present. Ms. Hamlin provides support to sophisticated statistical programming, interprets results, and presents information in thematic mapping designs. Ms. Hamlin also conducts statistical programming in SPSS, and assesses and interprets local land use ordinances and policies at they relate to affirmatively furthering fair housing.

Policy Coordinator to the Council President, Portland METRO Council Office, 2010–2011. Conducted policy analysis and supported the Council President with data operations,



scheduling and event planning.

Economic Development Department Intern and Downtown Community Plan Intern, City of Hillsboro, 2008 and 2010. Researched tax abatement tools for economic development, assisted with buildable lands inventory using ArcGIS, mapped field research.

Graduate Teaching Fellow, University of Oregon Department of Planning, Public Policy, and Management, 2009. Coordinated with and advised students. Graded and edited assignments.

Planning Department Intern, City of Lake Oswego, 2006. Reviewed research design. Assisted with zone change and annexation processes. Updated sensitive lands and natural resources inventory.

Educational Background

Master's Degrees, Community and Regional Planning and Public Administration, University of Oregon, Eugene, OR., 2009.

Bachelor's Degree, Planning, Public Policy and Management, University of Oregon, Eugene, OR., with honors, 2007.

Rachel L. Jones, Research Editor

Experience and Commitment. Ms. Jones holds a B.A. in Communication with an emphasis on professional writing. She worked more than two years at the Washington State University Writing Center, assisting students in honing their writing skills and editing manuscripts and related text.

Qualifications. Ms. Jones's area of focus is in the research, writing, editing, design, layout, presentation and production of documents prepared by WES staff. She has recently assisted in the preparation of documents for the cities of Rockford, Illinois and Augusta, Georgia; the Minneapolis/St. Paul region; the cities of Bentonville, Conway, Fayetteville, Fort Smith, Jacksonville, North Little Rock and West Memphis in Arkansas; Clackamas County, Oregon; and the states of Louisiana, Mississippi, Montana, Nebraska, New Mexico, North Carolina, North Dakota, Oregon, South Dakota, and Wyoming.

Resume

Employment History

Research Editor, Western Economic Services, 2009 through the present. Ms. Jones conducts internet and other secondary research activities; interprets data; and writes, designs, formats, and edits research documents. She leads the document production function at WES.

Public Relations Writer, R2C Group, 2008. Researched and composed press releases regarding events, products and achievements for distribution to media outlets. Edited press releases and related copy.

Publishing Intern and Administrative Tutor, WSU Writing Center, 2005–2007. Read and diagnosed student writing for strengths, weaknesses and means of improvement. Supervised and trained tutors in policies, protocols and methods.

Educational Background

Bachelor's Degree, Communication, Washington State University, Pullman, WA., with honors, 2007.



Jessica M. Paulson, Assistant Analyst

Experience and Commitment. Ms. Paulson holds a B.A. in Psychology and an M.A. in Counseling. She conducts quality controls, data entry and verification of source information on data presented in our reports. Additionally, she develops, edits, and implements our telephone, internet, and printed survey forms.

Qualifications. Ms. Paulson provides assistance to the team under the tutelage of Mr. Gaudin and her focus area is in support of quantitative analysis and evaluations. She has recently assisted in the analysis, evaluation and preparation of documents for Tulsa, Oklahoma, Los Angeles County, California, and Nebraska, North Dakota, Minnesota and Wyoming.

Resume

Employment History

Assistant Analyst, Western Economic Services, 2011 through the present. Ms. Paulson conducts data collection, socio-economic and demographic research and analysis, data verification and survey support and analysis.

Research Survey Supervisor, Social and Economic Sciences Research Center, Washington State University, 2006 – 2011. Coordinated all phase of telephone activities, data entry, and related aspects of research projects. Monitored quality and productivity. Responded to client requests. Participated in telephone interviews.

Educational Background

Master's Degree, Education-Counseling, Washington State University, Pullman, WA., 2011.

Bachelor's Degree, Psychology, Washington State University, Pullman, WA., B.A., 2008.

Colleen L. Cook, Database Administrator

Experience and Commitment. For the last four years, Ms. Cook has been involved with the production of telephone and mail surveys, ensuring that forms are accurate and complete. She has supervised all aspects of surveys for the Nebraska Investment Finance Authority and the Wyoming Community Development Authority. Ms. Cook has collected and recorded data for the following entities: Augusta, Georgia; the Northern Shenandoah Valley; the Minneapolis/St. Paul region; Winchester, Virginia; Reno, Nevada; Rockford, Illinois, the North Shore HOME Consortium; Clackamas County Oregon; the County of Los Angeles; and the states of Louisiana, Mississippi, Montana, Nebraska, New Mexico, North Carolina, Oregon, South Dakota and Wyoming.

I.D. WES Past Experience and Expertise

WES is able to perform all quantitative and qualitative research, facilitate public and agency input, determine strategic objectives with measurable goals, make policy recommendations, design implementation strategies and expertly prepare the City's housing needs assessment and market study. The City of Jonesboro will greatly benefit from the principled standards, expertise and advanced skills related to the overall housing process experience that WES possesses. The table presented on the following page offers several types of jurisdictions for whom WES has prepared a Consolidated Plan, an Analysis of Impediments, or housing needs assessment over the past few years.

A Selection of Jurisdictions For Which WES Has Prepared Similar Studies

Jurisdiction	Consolidated Plan	AI	Housing Needs/ Market Studies	Details
Single Jurisdiction Entitlements				
Augusta, Georgia	X	X	X	Work for these single jurisdiction entitlement communities, completed over the past few years, included both quantitative and qualitative analysis, such as surveys, focus groups and public input process and public presentations of findings. Many involved preparing a forecast of anticipated housing needs, by income and family type. Findings and results were presented in geographic maps and strategic implementation policies were cast as specific activities with measurable outcomes.
Buffalo County, Nebraska			X	
Clackamas County, OR	X	X	X	
Flagstaff, Arizona		X		
Missoula, Montana			X	
Rockford, Illinois	X	X	X	
Tulsa, Oklahoma		X		
Winchester, Virginia		X		
Multi-Jurisdictional Entitlements				
The Arkansas Entitlement Cities Consortium of:				
Bentonville	X		X	Six AIs and six Consolidated Plans were produced in the course of this project in 2010. Each Consolidated Plan included a housing needs assessment and housing market analysis. Fort Smith acted as the fiscal agent, and significant economies of scale were gained by conducting all primary and secondary research, public input, and document production concurrently.
Conway	X	X	X	
Fayetteville	X	X	X	
Fort Smith	X	X	X	
Jacksonville	X	X	X	
North Little Rock		X		
West Memphis	X	X	X	
Los Angeles County, California	X	X	X	WES has produced an AI and Consolidated Plan twice for the Los Angeles Urban County, which represents 2.2 million people in 49 participating non-entitlement jurisdictions as well as the remainder of the unincorporated areas of the county. Both primary and secondary data collection processes were used, including a special survey and focus group designed to address each community's planning and zoning practices.
North Shore HOME Consortium (Boston)		X		The City of Peabody, Massachusetts, represented the lead agency for a consortium of 30 cities in an areas north of Boston. A single AI was produced for these communities.
Volusia County, Florida		X		An AI was developed for Volusia County in 2008 and covered the urban county, which comprised 12 non-entitlement cities and the remainder of the unincorporated areas of the county.
Fair Housing Implementation Council, Minneapolis/St. Paul Region		X		The Fair Housing Implementation Council (FHIC) served as the lead agency in the development of one AI for seven cities and six counties. The cities are Bloomington, Eden Prairie, Minneapolis, Minnetonka, Plymouth, St. Paul and Woodbury. The counties are Anoka, Carver, Dakota, Hennepin, Ramsey and Washington.
State Agencies				
Mississippi Development Authority	X	X	X	WES has prepared several reports for the State of Mississippi including both a statewide Consolidated Plan and AI in 2004-2005 and again in 2009-2010.
Montana Housing Division	X	X	X	WES has been conducting housing studies for this agency since 1988. WES has produced all five of the AIs, most recently in 2009.
Nebraska Investment Finance Authority/ Nebraska Department of Economic Development	X	X	X	WES is currently preparing the Nebraska AI for the DED, which addresses the state outside of Omaha and Lincoln. NIFA has been utilizing the services of WES for its annual housing needs assessment for the last 10 years.
New Mexico Mortgage Finance Authority	X	X	X	WES prepared a statewide AI and Consolidated Plan in 2010 and in 2000, as well as an Annual Action Plan and a volume of county profiles of demographics, economics and housing.
North Carolina Department of Commerce		X		WES produced a statewide AI in 2010 which addressed the entire state and included several public input opportunities.
Oregon Housing and Community Services		X		WES developed a statewide AI in 2010 for Oregon. This effort included primary and secondary research, public input opportunities, and involvement of fair housing agencies.
South Dakota Development Finance Authority		X		This AI, prepared in 2010, represented a specific effort to determine the direction of fair housing in the state in the light of the collapse of a prominent fair housing agency.
Wyoming Community Development Authority		X	X	WES began working for the WCDA in 1996 and has produced all of the state's four AIs to date.



I.E. One Page Executive Summaries of Three Prior Projects Prepared by WES

For the purposes of this proposal response, WES has selected three housing needs assessments prepared for communities that, similar to Jonesboro, have large university or college populations. These are Rockford Illinois, with the University of Illinois College of Medicine; Buffalo County, Nebraska, centered in Kearney, which has the University of Nebraska at Kearney; and Missoula Montana, where the University of Montana is located.

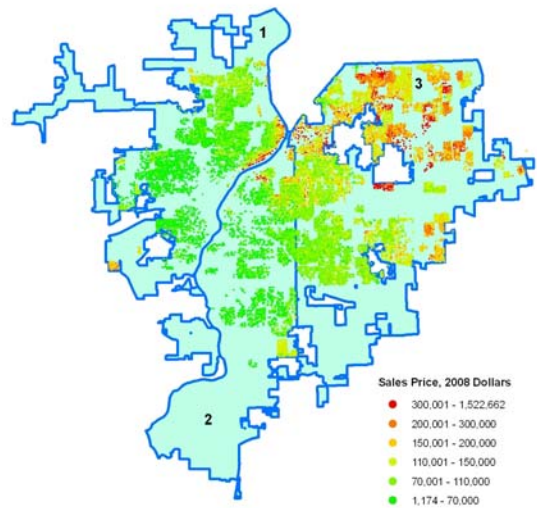
I.E.i. Rockford, Illinois

The *2010 – 2014 Housing and Community Development Consolidated Plan for Rockford, Illinois* was developed as the comprehensive five-year planning document identifying the needs and priority resource investments in the city's housing, homeless, non-homeless special needs population, community development and economic development areas. The study was conducted for the Rockford Department of Community Development (DCD), which serves as the lead agency for housing and community development activities in the city. The goals of the Rockford DCD are to provide decent housing, a suitable living environment and expanded economic opportunities for its low- and moderate-income residents. A large section of the plan detailed housing availability as well as housing needs. The plan also included eight housing and community development objectives, each containing one or more implementation strategies, which further had one or more actions, described with measurable performance criteria.

The City of Rockford is located about 75 miles west of Chicago, Illinois, and 10 miles south of the Wisconsin border. For purposes of the consolidated planning process, the city was segmented into three planning districts.

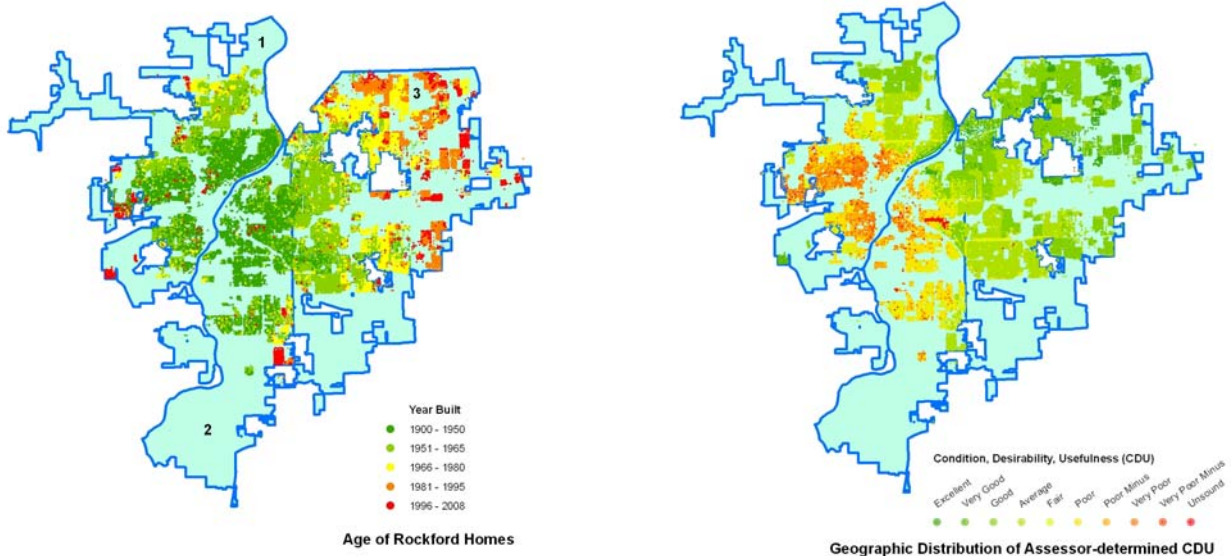
Demographic, economic, and housing statistics for the Consolidated Plan were collected from the Census Bureau, state and local sources, and other pertinent places and methodologies, such as surveys and public input meetings. Each of these sources contributed valuable information to build the assessment of available and needed housing in the city.

Of particular mention was the importance of the role and the value of data received from the Assessor. Through use of the Assessor data, housing sales values were presented for the city, such as that at right. For the housing needs assessment and housing market analysis, these kinds of concepts were also teamed with housing conditions and vintage of construction distributed throughout the city. These are portrayed on the top of the following page. This type of analysis allowed the City of Rockford to see precisely the age of housing in areas of the city and where housing conditions need to be improved throughout the city. Ultimately, the findings helped to determine that most housing rehabilitation and development should be directed to districts 1 and 2.



Single Family Home Sales, 1985 - 2008

WES is proposing to collect similar information from the Craigshead County Assessor for the purposes of the Jonesboro Housing Study.



I.E.ii. Kearney, Nebraska

In 2008, each of the nine cities and villages in Buffalo County, Nebraska along with the remainder of the rural areas of the county were inspected in a county-wide housing needs evaluation. The philosophical approach can be summarized as one in which the identification of prospective housing need flowed logically from extensive quantitative and qualitative analysis. This was implemented through evaluation of existing data, such as economic, demographic, and housing statistics, as well as assessment of qualitative data, those feelings, opinions, experiences, and thoughts gathered through a series of survey techniques.

Findings provided significant insight to actions needed to be taken in the county. Housing in the rural communities, outside the City of Kearney, tended to need more repair or enhancement than housing in Kearney. While there was significant housing available in Kearney, few desirable units were available in the smaller communities. This appeared true for both homeownership opportunities and rental housing. Results from the survey showed that while there were many reasons for Kearney’s higher housing prices, such as the cost of building materials, respondents did indicate that some public policy mechanisms could be implemented to reduce the cost of housing. These generally adhered to land use and zoning regulations or permitting and building fees.



The study concluded with substantive recommendations about enhancing communication of needs among the communities, suggestions for community beautification, enhancing each community’s ability to absorb growth, and paths to enhance housing production, both new housing construction and the preservation of existing housing stock.

Of interest for the City of Jonesboro, during development of the research data, WES was able to collect Assessor data and evaluate selected attributes of single-family homes that had been recently sold. This included the age, quality of materials and workmanship used in the original construction of the dwelling and current physical condition. Use of these data enabled precise description of the needs for rehabilitation. As a sample, the number of units by vintage of construction and the Assessors' opinion of physical condition are presented in the table below.

Kearney Sample Table									
Condition of Residential Dwellings									
Buffalo County, Single-family Homes by Vintage									
Condition	Before 1930	1931-1960	1961-1970	1971-1980	1981-1990	1991-2000	2001-2006	Missing	Total
Worn Out	38	8	2	1	2	1	0	0	52
Badly Worn	166	52	10	16	7	1	1	1	254
Average	678	487	275	441	181	260	4	7	2,333
Good	378	634	321	513	235	772	617	8	3,478
Very Good	0	0	0	0	1	1	9	0	11
Excellent	0	0	0	0	0	0	0	0	0
Missing	2	1	1	1	2	1	1	0	9
Total	1,262	1,182	609	972	428	1,036	632	16	6,137

I.E.iii. Missoula, Montana

Missoula Montana is home to the University of Montana. Over the years, the marketplace for housing in the City of Missoula can be characterized as one of scarcity, high cost, and constraints to development. As the City grew, these problems mounted. Lot prices doubled in just a few years. The City of Missoula faced seven difficulties:

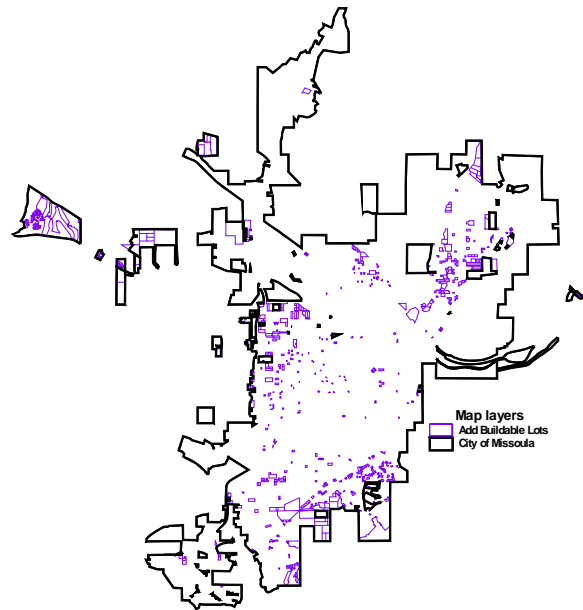
- Lack of selected financial mechanisms to promote housing production,
- Lack of understanding of the housing development process,
- Insufficient land properly zoned for residential development,
- Inaccurate public perception of "affordable housing,"
- Lack of compatible neighborhood standards for rehab and redevelopment,
- Poor tracking of land-use mechanisms designed to promote more affordable housing, and
- Inconsistent and occasionally confusing public policy, demonstrating a lack of focus.

This was tightly bound to a rather pronounced increase in the student enrollment. All indications pointed to the University of Montana continuing to increase student enrollment. Furthermore, the overall community population was also expected to continue rising. A 20-year housing demand forecast was prepared and it was discovered that the city had insufficient land zoned for such increased demand in housing. The tabular data shows the expected capacity needed by zoning classification.

Additional Buildable Lots			
City of Missoula			
Permitted Residential/Land Use	Zoning Code	Lots	Units
SF detached	A, LSR, R-I, RLD-1, RLD-2, RR-I, SRR	253	2,008
SF attached, Townhome, Condo, etc.	R-II, RLD-4, R-VIII	170	1,306
Multifamily	B, R-III, R-IV, R-V, R-XII	140	591
Mobile Home	R-VI	5	227
Special District	SD	79	1,157
Total		647	5,289

Geographic maps, such as that presented at right, demonstrated some of the more difficult choices and where housing would need to be developed to resolve such problems for the City of Missoula. This also included areas that might need to be annexed to the city to resolve the housing demands unfolding for the City of Missoula.

Such considerations may also be incorporated with the City of Jonesboro housing needs assessment and housing market analysis. This analysis will be able to determine the number units, by income and family type, that will be demanded over the upcoming planning period, and fit nicely within Jonesboro's overall Vision 2030 process.



I.F. WES Attitude, Professional Qualities and Methodologies

I.F.i. WES Attitude: Ethics and Operating Philosophy

Our quality control mechanisms are driven in large part by our commitment, ethics and operating philosophy. At WES, we conduct customized research to meet each client's specific needs and then work closely with those clients to ensure that our research findings and implications are fully understood. We are dedicated to ensuring that our clients are proud of their choices, our products and the outcomes of their planning activities. Additionally, WES offers a unique set of skills and experiences geared to high-quality work for both the public and private sectors. This work represents a synergy; the whole is much greater than the sum of its parts. The following list represents the most salient parts of our valued business philosophy and explains why clients continue to use us:

- WES utilizes a comprehensive approach to all engagements. This orientation emphasizes long-term, beneficial relationships that result in effective client accomplishments.
- Having a long-term vision allows WES to create strategic solutions to operations, marketing and planning activities.
- WES consistently demonstrates a firm grasp of the depth and breadth of key planning processes and the difficulties likely to be encountered. Our 25 years of experience encompasses activities in both the public and private sectors and work that delivered valid and reliable results.
- Because of our small size, we have the flexibility to adapt quickly to new situations while still maintaining full attention and dedication to client needs. Our proven track record for adapting to eleventh-hour modifications while still remaining on-budget and on-schedule is a major factor behind the high level of repeat business that we enjoy from our loyal client base.

- A key to our ability to adapt is our individualized approach to every project. Each client engagement has a customized design, emphasizing the unique characteristics of the project. With such tailored methodologies, WES is able to offer highly valued products and services for cost-effective fees, in concert with schedules that meet the planning needs of our clients' overall operations.
- WES' project designs acknowledge the influence of the political climate. WES understands the critical need within both the private and public sectors for an approval body review process, either of which may be open to competing interests. WES skillfully navigates projects through potentially conflicting opinions while easily fostering a collaborative team spirit.

I.F.ii. WES Methodologies: Service Delivery Standards

Throughout the entire process, WES is committed to delivering a well-designed, fully-documented, and completely-communicated set of products. This will be assured by delivering a series of progress review reports. A meeting agenda also will accompany every progress review meeting, with a progress review memo following that meeting recording our shared understandings and agreements and documenting the tone and content of our meetings. Such documentation will also follow the prospective focus groups, the proposed forums and optional final formal presentation.

The progress review meetings are scheduled to occur approximately monthly. Furthermore, about every two weeks, a progress review packet will be delivered to the City documenting all work conducted to date, as well as advising the City of the status of all tasks currently being undertaken. This will better enable the City to remain continuously apprised of the process, understand what is occurring during project development, and, finally, be assured of a successful project.

WES has an earned reputation for delivering products and services on time and budget. The City can reap the benefits of such high standards by utilizing the services of WES for preparation of its housing needs and market analysis study.

I.F.iii. Problem Reporting and Resolution Procedures

WES does not anticipate any problems in researching, identifying, and reporting on housing needs or the housing market in Jonesboro. However, this does not mean that tough decisions will be ignored during the project deliberations. Our focus will be on working together toward a common goal, especially in light of the fact that various stakeholders may tend to have differing viewpoints and vantage points. All of this will be documented in our periodic progress review memos, as noted immediately above. WES continues to implement successful housing needs assessments and housing market studies throughout the U.S., and will do so for the City of Jonesboro.

I.F.iv. Client Endorsements

At WES, every project is extremely important and our utmost concern is for the needs of our clients. We consider each client engagement a distinct situation with specific concerns, special

conditions and unique challenges to address. Moreover, we stand for creative ideas and innovative solutions, each reliably rock solid. Our clients have made comments such as:

"You've done a tremendous job, and we sure hope to be working with you in the future on other projects." —Lana A. Burczek, HOME Coordinator, Anoka County Government Center

"WES did a wonderful job on this [AI]. It was a daunting task and they accomplished it with ease." —Stephanie Newburg, HOME Program Coordinator, the Dakota County Community Development Agency

"I wasn't just impressed; I was amazed at how [they] were able to draw interesting, relevant and key relationships out of the data. It will prove pivotal for our housing planning and program activities." —Tim Kenny, Executive Director, the Nebraska Investment Finance Authority

"WES makes everything look so easy." —Vicki Manson, Neighborhood Development Administrator, City of Rockford, Illinois

"WES has done an excellent job on a tight schedule. They are intimately familiar with HUD's requirements, make effective use of their time, and are very easy to work with." —Ben Mokry, Ph.D., Senior Vice President, Home Corporation

I.G. Three of WES's References for Very Recent Projects

The following list represents a few state and local agency references for whom WES has prepared a housing needs evaluation and housing market study. WES is willing and able to provide additional references, if requested.

1. Mr. Matt Jennings, Community Development Director, City of Fort Smith, PO Box 1908, Room 331, Fort Smith, AR 72902-1908, 479-784-2209. Mr. Jennings and the City of Fort Smith was the fiscal agent for the Arkansas Consortium of Cities, comprising Bentonville, Conway, Fayetteville, Jacksonville, Fort Smith, and West Memphis. WES prepared housing needs and housing market studies for each of these cities.
2. Ms. Cathy Criswell, Interim Director, Department of Grants Administration, City of Tulsa, 175 E. 2nd Street, Tulsa, OK 74103, 918-596-784.
3. Ms. Cheryl Gillum, Deputy Director, Wyoming Community Development Authority, 155 North Beech Street, Casper, WY 82601, 307-265-0603.



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II. WES Proposed Approach

The following narrative presents the proposed scope of work for the City of Jonesboro Housing Study: A Housing Needs and Market Analysis.

II.A. Purposes, Goals and Objectives of this Project

This project has five main purposes: collect and evaluate both quantitative and qualitative information, prepare a housing needs and market analysis study suitable for incorporation with the 2012 – 2016 Consolidated Plan and the 2011 Analysis of Impediments to Fair Housing Choice, and prepare additional information in support of the Jonesboro Vision 2030.

The overriding goals for the Housing Study are very simple. We wish to produce housing research and planning document that has sprung from a city-wide collaborative effort that has drawn upon the diverse knowledge and experiences present throughout the city, uniting people around the same table and engendering a shared community vision. They will also contain measurable actions that can be implemented and monitored to ensure progress is made. Furthermore, the scope of work that WES is proposing has three main design parameters to aid in assuring the City of Jonesboro of successful attainment of these goals. These are: surveys that guarantee respondent anonymity, an open and transparent process, and a strong blend of quantitative and qualitative analysis.

The Guarantee of Anonymity, as part of the survey process, is designed to foster trust, allowing people to feel open and expressive about where they see difficulties, complications and nuances within the housing preservation and development arena. These feelings, opinions and expressed preferences will only be reported anonymously. Building a cooperative team, encompassing the broad array of opinions and differing feelings within the community, and respecting diversity are absolutely imperative.

The Open and Transparent Process, associated with the entire process, and especially the public input and public involvement opportunities, is designed to bring both providers and consumers of housing and housing development activities to the table in a non-threatening environment lacking any judgmental overtones. Our emphasis is to build a constructive setting, exchanging information and experiences and garnering a team spirit that works toward building consensus about the City's housing preservation and development needs. With a neutral yet exploratory tone, the process emphasizes consensus building and reaching conclusions together as a team.

The Blend of Quantitative and Qualitative Analysis represents our best efforts to build only the most balanced, even and strong cases relating to housing preservation and development needs. Both analytical approaches will be used to reinforce each other, thereby avoiding wishful, unsupported or inflammatory pronouncements. These approaches will be used to bridge differences in perceptions and focus on measurable goals and identifiable objectives relating to building a viable community future. WES will do this in such a way as to build collective spirit.

While one objective of this process is to prepare the housing study efficiently, another is to participate in the review, development and refinement of the longer-term Jonesboro 2030 Vision. This vision is created out of the cooperative efforts of the citizens and stakeholders in the planning process. WES will ensure that such vision and the strategies and planning objectives derived from the vision reflect both the needs and desires of the actions the City may take.

II.B. General Project Requirements

The following narrative explores the process of developing the housing needs assessment and the housing market analysis for the City of Jonesboro.

While several goals are to be attained in this evaluation process, one is to satisfy requirements for HUDs Consolidated Planning process. The philosophical approach that HUD wants jurisdictions to adopt in the development of the a housing needs assessment and housing market analysis can be summarized as one in which needs flow logically from both quantitative and qualitative analysis to specification of desired strategic goals.

To efficiently deliver services, a few components of the previous or existing plans will be incorporated, as they will require minor modification, while other parts will demand significant research effort to create. Furthermore, continuing emphasis will be placed on integrating performance measures in the planning process. Attaining these requirements encompasses a wide variety of analysis and tasks, with both primary and supporting roles for WES, as described in this proposal response.

Furthermore, WES envisions this work as potentially shedding new light on housing issues. In our research activities, a significant amount of new data will be created to addresses current and emerging problems. WES will highlight trends in affordable housing development, complexities encountered in residential rehabilitation, changing demands for housing and prospective gaps in the ability to deliver housing, among other important considerations. WES will conduct an online survey of stakeholders, which will solicit input on housing and related housing service needs. Hence, WES will address all components of the project requirements described herein, such as:

- Working closely with the City to refine and further develop the work plan, specifically the Housing Market Analysis and the Housing Needs Assessment, the housing elements required for the Consolidated Plan strategic plan, and populating the required City's CHAS tables pertinent to housing; i.e., CHAS Priority Table 2A – Priority Housing Needs.
- Conducting all research and analysis, fulfilling HUD's requirements for very detailed aspects of the planning process.
- Attending and making oral presentations of findings at all public input sessions, accompanied by PowerPoint presentations, as well as at periodic review meetings with City policy makers and staff, as deemed necessary.
- Carefully coordinating the needs assessment and five-year strategies, and creating the goals and objectives, as well as any subsequent measurement criteria to align and integrate smoothly with the soon to be developed Consolidated Plan and Annual Action Plan. This will ensure that the funding mechanisms used for selecting projects are consistent with the Plan's priority ranking and strategic objectives and scoring criteria.
- Providing a preliminary draft of the housing needs and housing market analysis for internal staff review, a draft report for public review and a final report. The report will contain an Executive Summary and will also have more detailed information that addresses the plan development process, the socio-economic profile of the City, the housing market, and priority needs for housing.



II.C. Detailed Methodological Approach

WES will conduct five methodological activities during development of the Jonesboro Housing Needs and Market Analysis: primary research, secondary research, quantitative analysis, qualitative analysis and public involvement. These five key methodological actions are described below.

1. *Primary Research.* Primary research is defined as the creation of data that do not yet exist. In general, such activities involve using a survey instrument, whether implemented via the Internet, on-site visits, exit interviews, telephone, mail or video recording. For the work performed by WES, data are collected by asking for a response to a statement, in written or spoken form. Responses can be open (i.e., “Tell me what you think”) or closed (i.e., “Select one of the following choices”). In this project, WES is proposing implementing a survey of citizens, agencies and stakeholders: the **2011 Housing Needs Survey**. From this effort, WES will be able to measure the level of need for housing preservation and development of both renter and homeowner housing. Through this process, we will be able to identify possible barriers and constraints on housing production and preservation, such as perceived real estate or insurance practices, lending patterns, problems in the rental markets, difficulties experienced by persons with disabilities, or policies or practices that may confound affordable housing development.
2. *Secondary Research.* Secondary research concerns the collection of information that already exists. Simple examples might be the downloading of data from the U.S. Census Bureau website, local planning departments or local building permit organizations. More complicated examples of secondary data collection might be the assimilation, receipt and processing of 2010 census or 2009 ACS data. Despite the vast amount of competing and sometimes contradictory data sources, WES understands how to determine which sources are reliable and which are not. WES will describe for the City each piece of secondary data needed for the AI, including the information that will accurately describe the current housing profile in Jonesboro.
3. *Qualitative Analysis.* Qualitative analysis is the evaluation of subjective data related to non-numerical values, such as opinions, feelings, beliefs and experiences. Much of the data for this research activity will come from the 2011 Housing Needs Survey, noted above, as well as a public input meeting. Qualitative analysis is vital to the development of a housing needs assessment because these opinions and feelings are often addressed in terms of their relative importance to the community. However, input from selected stakeholder groups is often a preferred way to focus on selected and perhaps difficult topics. Hence, WES is offering **Option I – Three Focus Groups** as an opportunity to provide a forum for stakeholders to address three separate topics: home ownership; rental activity; and public administrative, zoning, and housing development policies and practices.
4. *Quantitative Analysis.* This type of analysis results in numbers. Perhaps through econometric analysis and forecasting, optimization, linear programming, cost/benefit analysis, or other types of evaluations, specific values are identified. Sometimes this analysis is very simple, such as compiling household data by race. Other times it is very complicated such as evaluating individual banking records. WES is highly skilled at developing systems of analysis that can produce results in many categories. This type of analysis will be used to describe the current socio-economic context, as extracted from a variety of trusted sources, but also in evaluating land use patterns in Jonesboro.



5. *Public and Agency Involvement.* Participation from both citizens and stakeholders in the city is essential for the process to be successful, and WES is a strong proponent of such involvement. This is partly why we are suggesting the implementation of the 2011 Housing Needs Survey. However, HUD expresses that a minimum of one public input meeting is desirable to gain broad input and three meetings might better provide the public ample opportunity to participate. Thus, WES is proposing **Option II – Two Additional Public Input Meetings**. This option is designed to afford the public plentiful opportunities to contribute testimonials and experiences as well as present additional opinions as they relate to real estate sales and practices, public agency actions, administrative policies, state and local statutes, land use policy implications, and prospective activities to promote affordable housing. The meetings will enhance local ownership of the housing needs assessment process. Furthermore, WES is suggesting the City consider one concluding public involvement task, the final public review presentation, which is proposed as **Option III – Formal Presentation**. WES feels strongly that this will afford citizens, stakeholders, agencies and other interested parties within the city one last opportunity to offer further perspective and commentary on the draft report for public review. Consequently, this step will aid in further compliance with HUD public involvement processes associated with developing planning components of the Consolidated Plan.

II.D. Project Implementation Proceeds in Three Steps

WES envisions this research project proceeding methodically and initiating by August 15, 2011 with the research, analysis, needs assessments and ranking, and submittal of a draft report for internal review October 3, 2011. The City will provide WES with comments on these documents very quickly, and WES will submit the draft for public review documents by October 10, 2011. Following a thirty-day public review period, scheduled to start on October 10 and conclude November 9, WES will submit the final reports by November 10, enabling the City to incorporate the housing needs assessment and housing market analysis with the Consolidated Plan for submittal to HUD. This process and development of the housing study will proceed in three phases.

Phase I starts with an Orientation Meeting to confirm our respective responsibilities, the schedule and product deliverables. During the Orientation, we will also review several pieces of information relating to the housing survey and its e-mail announcement. WES may also receive other data from the City, such as the most recent Annual Action Plan or CAPER.

Phase II represents data collection and analysis, including evaluation of economic, and demographic influences at work in the Jonesboro housing market. It will incorporate the required housing needs and market analysis but will also include implementing an online survey of stakeholders, advocates, units of local government, and other agencies and interested parties. The Internet-based **2011 Jonesboro Housing Survey** will be announced via e-mail, with a link embedded in the announcement guiding the e-mail recipient to a site to complete the survey. The e-mail list will be drawn, in part, from City files and records of individuals and parties interested in the Consolidated Plan and planning process. This survey will also be distributed at the public input meeting. It will be posted on the City's website and distributed throughout the city in other fashions. This phase proceeds to evaluating to preliminary quantitative and qualitative findings and offers them to the public in a public input meeting tentatively scheduled to be held the week of September 19. This meeting will be immediately followed by a WES and City staff strategy session. This phase concludes with the preliminary strategies and performance measurement issues associated with the Five-Year Plan housing activities.

Phase III represents the preparation of the Housing Needs and Market Analysis, draft for internal review. It incorporates the findings with the internal strategy session, prioritizing needs and developing strategies to address the needs, along with identification of measurement criteria. WES will provide a draft report for public review, make an optional presentation of the housing study, and then soon thereafter submit the final Housing Study.

II.E. Specific Tasks to be Conducted for the Jonesboro Housing Study

Several key research activities are planned or offered as optional enhancements to the Scope of Work for the Jonesboro Housing Study. Each of these types of activities are addressed below.

Task 1. Agency, Stakeholder, and Citizen Participation and Public Involvement Activities.

- A. WES will build and manage the 2011 Housing Needs Survey. This will be a survey of individuals in the housing and housing-related services arenas, as well as all other stakeholders and interested citizens. The survey can have any number of respondents. The survey protocol involves the City sending the initial batch of survey announcements via e-mail, with an embedded survey link, but printed copies of the survey will be distributed at the public input meeting, presentations, and all other citizen participation opportunities, as well as posted on the City's website.
- B. WES is herewith suggesting that the city consider **Option I – Three Focus Groups**. WES will prepare a PowerPoint presentation specific to each meeting topic, facilitate group discussion, and audio record and make a set of minutes of these meetings. The three meetings, designed to last up to two hours each and run consecutively, will be constructed to review three specific topic areas: homeowner housing, the rental housing market, and public policies and practices that may be construed to be as barriers or constraints on the promotion and development or preservation of affordable housing.
- C. WES is also planning one public input meeting prior to the release of the Housing Needs and Market Analysis, draft for public review. Yet, to further extend the public outreach and public involvement component, WES is also offering **Option II – Two More Public Input Meetings**, so that additional opportunities for the public are available.
- D. WES is also offering to make a formal presentation of the housing study, following release of the draft for public review document. This additional public involvement opportunity is called **Option III – Formal Presentation**

Task 2. Housing Needs Assessment. WES will implement data collection and analysis that depicts housing needs seem throughout the city.

- A. WES will estimate the number and type of families in need of housing assistance for several income groups, depicting data sufficient to determine these housing needs for the Housing Priority Needs Table 2A, as specified by HUD, for both renters and homeowners. Data sources will include census 2010 data, American Community Survey information, and other sources as needed.
 - a. These housing needs will interpret cost burdens, severe cost burdens, overcrowding, and substandard housing conditions being experienced by these lower income households. This will include definitions of "standard condition" and "substandard condition but suitable for rehabilitation."
 - b. Any racial or ethnic group that experiences a disproportionate share of need for affordable housing will be identified as well, depicting these data in both tabular and geographic map formats.

- c. Interpretation of need will be buttressed by the use of the 2011 Housing Needs Survey, an online instrument. WES will design the survey and the e-mail announcement and the City will distribute the surveys via e-mail to all known stakeholders and interested parties. Printed copies will be e-mailed to others to distribute during any and all public meetings and presentations. A series of questions will be related to housing, housing activities (such as rental rehabilitation, new construction, homeownership, etc.) and ask respondents to indicate a degree of need. Degree of need will mimic the “High, Medium, Low, and None” classification system HUD requires for the Priority Housing Needs Table.
- B. As specified in the Housing Priority Table, WES will provide estimates of the number of other special needs persons who are not homeless, but require supporting housing. These groups tend to include the elderly, the frail elderly, persons with disabilities, persons with alcohol and drug addictions, and persons with HIV/AIDS.
- C. WES will also determine the number of housing units are occupied by lower-income households and contain prospective lead-based paint hazards.

Task 3. Housing Market Analysis. WES will characterize the status of the housing market throughout the city. Sources of data will include building permit information, 2010 census data, 2009 Five-Year American Community Survey data, the 2011 Housing Needs Survey, and other indicators of housing market activity. Median rents and median values will be identified and presented in geographic maps by census tract.

- A. WES will report the overall supply of housing, by tenure, the demand, indicators of vacancy rates, housing conditions, costs, disposition of vacant housing stock and whether the current level of the vacant housing stock seems to be increasing or decreasing, particularly that portion of the housing market that has dwelling units that are vacant but not available to the marketplace.
- B. WES will retrieve from the Craigshead County Assessor a digital and analytical file of residential properties in the City of Jonesboro. These data will depict the quality of materials and workmanship used in the original construction of the residential unit, the building original construction year, the current effective age and physical condition of the dwelling. This too will include recent sales prices of properties sold. All data will be tabulated for evaluation in the document and, if physical addresses are supplied by the Assessor, WES will prepare geographic maps depicting the distribution of housing by sales price, average condition, age, and quality.
- C. WES will address barriers to the production of affordable housing. These tend to be the cost of housing, or the incentives to develop, maintain, or improve affordable housing that are affected by public and private policies and actions. Much of this information will be collected through the 2011 Housing Needs Survey, when direct questions will be asked of prospective respondents related to tax policies, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and other policies and practices that limit the production of affordable housing, or the preservation of existing housing.

Task 4. Strategic Plan. WES will work closely with the City to prepare strategic activities that address the housing needs, including the implementation of such strategies. This will involve preparing several policy statements; some may be new and others may be revisions of existing policy statements. These will include the general priorities for allocating investment geographically within the city and among different housing needs and related housing service needs and specific housing activities. This may also include the rationale for establishing the priorities used, such as in scoring applications.

- A. WES will address affordable housing and identify obstacles to meeting underserved needs. These data will be interpreted from both quantitative data, including the 2011 Housing Needs Survey, public input meetings, and public comment received at the optional Formal Presentation of findings.
- B. WES will complete the priority housing needs table and how the characteristics of the housing market and the housing needs identified previously aided in establishing allocation priorities for housing. This will include a description of proposed accomplishments over the five-year time period and will be implemented through analysis of five-year ACS data, public input, and the survey.
- C. WES will provide a concise summary of the priority housing needs of other special populations, such as the elderly, frail elderly, persons with disabilities, HIV/AIDS, and public housing residents. This will be used in the Priority Housing Needs Table.
- D. WES will accumulate and identify the barriers to the production of affordable housing noted in the 2011 Housing Needs Survey responses. WES will work closely with the City to craft and explain the City's strategy to overcome these barriers.

Task 5. Draft Report, Public Presentation, and Final Report. WES will submit a draft report for internal review.

- A. WES will receive any comments on the draft reports, make the appropriate edits and modifications and submit the draft report for public review. Following this, the 30-day public review process will be initiated.
- B. WES is offering to make one formal presentation of the Housing Needs and Market Analysis during the 30-day public review period at a place to be stipulated by the City.
- C. WES will receive any final comments from the City, include digital copies of any comments received, and assemble and submit the final reports.

II.F. Data and Services to be Provided by the City

WES and the City will become partners in the housing needs and market analysis development process. As such, both will have extremely important roles. For WES to complete the methodologies noted above, the City will need to provide a few pieces of information and offer a few services to the study development process. These are as follows:

1. Provide selected mapping layers, such as low-mod income areas, locations of job training centers, employment centers and public transit routes.
2. Provide physical addresses of the Section 8 vouchers, Section 202 and 811 projects, tax credit, and public and assisted housing projects, including the race and ethnicity of the householder and presence of disabilities, particularly ambulatory disabilities.
3. Gather list of e-mail addresses for stakeholders for distribution of 2011 Housing Needs Survey and distribute the online survey through mass e-mailing.
4. Secure meeting places, including the optional final presentation, and conduct all advertisements and public notifications in accordance with the City's Consolidated Plan's Citizen Participation Plan.
5. If special needs are requested, including translation of the survey into other languages besides English, the City will provide those services.
6. WES will not require any workspace to be provided by the City, aside from meeting space for our period progress review meetings, the forums noted above, and the final presentation.



II.G. Proposed Schedule and Timeline

WES is willing to initiate this project as soon as the City can provide authorization to proceed. It is expected that such authorization can be provided and contract documents can be fully executed by August 15, 2011, with all tasks completed by November 10, 2011.

The schedule presented below lays out the anticipated sequence of service activities and product deliverables, assuming that the project will get underway by August 15.

Exhibit 1
Proposed Schedule by Month
 A week is equal to "●"

Tasks	Aug	Sept	Oct	Nov	Dec
Meetings or teleconferences with the City of Jonesboro	●	●	●		
PHASE I – ORIENTATION					
WES receives authorization to proceed	●				
WES conducts selected on-site face to face meetings	●				
WES Orientation Meeting occurs the week of August 15	●				
WES presents draft of 2011 Housing Needs Survey	●				
City initiates 2011 Housing Needs Survey	●				
PHASE II – DATA COLLECTION AND ANALYSIS OF DATA					
WES begins collecting economic and demographic information	●●	●			
WES begins collection of additional housing information	●●	●			
WES begins assembling housing needs data		●●			
WES begins research of print media		●●●			
WES wraps up analysis of economic, demographic and housing data		●			
WES conducts strategy/progress review meeting with City		●			
WES closes the online 2011 Housing Needs Survey		●			
WES prepares final analysis of survey data		●			
WES assimilates census and other data		●			
WES conducts analysis and begins drawing inferences		●			
WES prepares preliminary findings of research		●			
WES submit preliminary findings and draft report for internal review October 3		●			
WES talks with City to discuss strategies and actions			●		
PHASE III – DRAFT REPORTS, PRESENTATION AND FINAL REPORTS					
WES prepares draft AI reports for internal review			●		
WES submits draft AI to the City			●		
WES receives comments on draft report for internal review			●		
WES submits draft report for public review by October 10			●		
City initiates 30-day public review period			●		
WES makes optional formal presentation			●●		
WES submits final report by November 10				●	
WES submits final bill December 1, 2011					●

II.H. Proposed Project Budget

The identified budget presented on the following page represents the sum of all labor categories, estimated hours, hourly rates, purchased materials, travel expenses and all other related direct and indirect costs, including supplies, overhead and profit for completion of the Jonesboro Housing Needs and Market Analysis. It includes all preparatory and progress review meetings, data processing, surveys, analysis of findings, development of draft and final reports, as well as all research presentations and inter-agency and related coordination activities.

Western Economic Services is proposing to provide the products and services herein described on a “fixed cost” basis. This estimate may be modified if significant changes to the scope of work or contract conditions occur. The total will be billed in four equal amounts, to be paid to WES by check each month.

Exhibit 2
Jonesboro Housing Needs and Market Analysis
Estimated Budget

STAFF COSTS	Rate	Hours	Total
Mr. Robert M. Gaudin, Director	195	54	10,530
Mr. Timothy S. Gottgetreu, Senior Economist	145	76	11,020
Ms. Rachel L. Jones, Research Editor	115	72	8,280
Ms. Suzannah M. Hamlin, Land Use Planning Analyst	105	20	2,100
Ms. Jessica M. Paulson, Assistant Analyst	80	16	1,280
Ms. Colleen L. Cook, Database Administrator	60	12	720
Surveyors/Clerical	50	0	0
SUBTOTAL			33,930
PRODUCTION COSTS	# Units	Unit \$	
Airfare	2	495	990
Lodging	2	100	200
Meals	2	75	150
Car Rental	2	100	200
Parking	2	20	40
Shipping and Delivery	3	65	195
Telephone Expense	25	3	75
Printing, Copies, & Other Charges	10	10	100
SUBTOTAL			1,950
ESTIMATED PROJECT COST			\$35,880

The City of Jonesboro has the opportunity to incorporate other optional project tasks, as noted previously in this proposal response. The costs associated with these tasks are as follows:

Core Project	\$35,880
Option I – Three Focus Groups	\$4,200
Option II – Two Additional Public Input Meetings	\$1,855
Option III – Formal Presentation	\$2,355

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