



**FULTON
COUNTY**

CONTRACT DOCUMENTS FOR

COOPERATIVE PURCHASING AGREEMENT

**20-0479, 2019 CONSOLIDATED ANNUAL
PERFORMANCE & EVALUTION REPORT (CAPER)**

For

DEPARTMENT OF COMMUNITY DEVELOPMENT

Contract Agreement

This Agreement for the Fulton County Consolidated Plan and Annual Action Plan for the Department of Community Development is made and entered into by and between Fulton County, Georgia, a political subdivision of the State of Georgia, hereinafter referred to as "County" or "Owner" and Northeast & Bucks Company dba Mullin & Lonergan Associates, Inc., (M&L) hereinafter referred to as "Consultant."

Contract Documents

County and Consultant agrees that the Agreement consists of the following contract documents:

- I. Form of this Contract Agreement
- II. City of Brunswick, GA, Assessment of Fair Housing, Consolidated Plan and Annual Action Plan, Contract Number RFP #ECD12918 by reference
- III. Scope of Services
- IV. Compensation
- V. Exhibit 1, Proposal to Prepare Fulton County's 2019 Consolidated Annual Performance & Evaluation Report ("CAPER")

This Agreement was approved by the Fulton County Board of Commissioners on July 8, 2020, BOC Item #20-0479.

Contract Term

The term of the agreement will be effective upon issuance of the Notice to Proceed for a one year period.

Modifications

If during the course of performing the Project, County and Consultant agree that it is necessary to make changes in the Project as described herein and referenced exhibits, such changes will be incorporated by written amendments in the form of Change Orders to this Agreement. Any such Change Order and/or supplemental agreement shall not become effective or binding unless approved by the Board of Commissioners and entered on the minutes. Such modifications shall conform to the requirements of Fulton County Purchasing Code §102-420 which is incorporated by reference herein.

Indemnification

Consultant shall, to the fullest extent permit by law, indemnify the County and protect, defend, indemnify and hold harmless the County, its officers, officials, employees and volunteers from and against all claims, actions, liabilities, losses (including economic losses), or costs arising out of any actual or alleged:

- a) Bodily injury, sickness, disease, or death; or injury to or destruction of tangible property including the loss of use resulting therefrom; or any other damage or loss or claims arising out of or resulting in whole or part from any actual or

alleged act or omission of the Consultant, sub-consultants/subcontractors, anyone directly or indirectly employed by any firm or sub-consultant/subcontractors; or anyone for whose acts any of them may be liable in the performance of the Contract Services;

- b) Violation of any law, statute, ordinance, governmental administrative order, rule, regulation, or infringements of patent rights or other intellectual property rights by the Consultant in the performance of Contract services; or
- c) Liens, claims or actions made by the Consultant or other party performing the Contract Services, as approved by the County. The indemnification obligations herein shall not be limited by any limitation on the amount, type of damages, compensation, or benefits payable by or for the Consultant, or its sub-consultant(s), as approved by the County, under workers' compensation acts, disability benefits acts, other employee benefit actor, or any statutory bar or insurance. The agreement to hold the County, its officer's, agents, and employees harmless shall not be limited to the limits of liability insurance requirements specified in this agreement.

Insurance

Consultant agrees to obtain and maintain insurance coverage pursuant to and based upon the Terms and Conditions of the City of Brunswick, GA, Assessment of Fair Housing, Consolidated Plan and Annual Action Plan, Contract Number RFP #ECD12918. Consultant's agrees to maintain insurance coverage during the entire term of this Agreement. The cancellation of any policy of insurance required by this Agreement shall meet the requirements of notice under the laws of the State of Georgia as presently set forth in the Georgia Code.

Notices

Notices concerning the termination of this Agreement, notices of alleged or actual violations of the terms or conditions of this Agreement, and other notices of similar importance shall be made:

By Consultant to: Deputy Director
Department of Community Development
137 Peachtree Street, SW
Atlanta, Georgia 30303
Attn: Mia Redd
Email: mia.redd@fultoncountyga.gov

With a copy to: Director
Department of Purchasing & Contract Compliance
130 Peachtree Street, S.W., Suite 1168
Atlanta, Georgia 30303
Attn: Felicia Strong-Whitaker
Email: felicia.strong-whitaker@fultoncountyga.gov

And by the County to:

Principal
Mullin & Lonergan Associates, Inc.,
800 Vinial St
Suite B414
Pittsburg, PA
Attn: Bill Wasielewski
Email: billw@mandl.net

The parties to this service agreement agree to the above referenced conditions:

OWNER:

FULTON COUNTY, GEORGIA

DocuSigned by:

Robert L. Pitts

Robert L. Pitts, Chairman
Fulton County Board of Commissioners

CONSULTANT:

**NORTHEAST & BUCKS
COMPANY DBA MULLIN &
LONERGAN ASSOCIATES, INC.**

William R. Wasielewski

Bill Wasielewski
Principal

ATTEST:

DocuSigned by:

Tonya R. Grier

Tonya R. Grier
Interim Clerk to the Commission

(Affix County Seal)

DocuSigned by:

William R. Wasielewski

Secretary/
Assistant Secretary

(Affix Corporate Seal)

APPROVED AS TO FORM:

DocuSigned by:

[Signature]

Office of the County Attorney

APPROVED AS TO CONTENT:

DocuSigned by:

Pamela Roshell

Dr. Pamela Roshell, Deputy COO
Health & Human Services
Office of the County Manager

ATTEST:

Notary Public

County: _____

Commission Expires: _____

(Affix Notary Seal)

Please select RCS or RM from the checkbox

RCS

RM

X

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2020-0479

7/8/2020

Scope of Services

The Consultant shall prepare the County's 2019 Consolidated Annual Performance & Evaluation Report ("CAPER") to be submitted to the Housing and Urban Development ("HUD") to be submitted to HUD no later than September 2020. The approach, Scope of Work and Project Deliverables are included in the Proposal attached as Exhibit 1.

Compensation

The County agrees to compensate the Consultant as follows:

County agrees to compensate Consultant for all services performed under this Agreement in an amount not to exceed \$80,000.00 (Eighty Thousand Dollars and No Cents). The detailed cost is provided below:

DELIVERABLES PER TASK	
	COST
TASK 1: Consolidated Annual Performance and Evaluation Report (FY2019 CAPER)	\$8,500.00
TASK 2: HUD Annual Action Plan	\$9,000.00
TASK 3: Environmental Review Record	\$6,000.00
TASK 4: Language Access Plan (LAP)	\$4,000.00
TASK 5: Technical Assistance	\$35,500.00
TASK 6: HOME Policy & Procedures Manual	\$8,500.00
TASK 7: CDBG Policy & Procedures Manual	\$8,500.00
GRAND TOTAL	\$80,000.00

M&L HOURLY RATE SCHEDULE	
	HRLY RATE
PRINCIPALS	\$200.00
William Wasielewski, AICP Marjorie Willow, AICP	
SENIOR PROJECT MANAGER	\$165.00
Karen Parish, AICP Kate Molinaro, MPA	
SUPPORT/TECHNICAL STAFF	\$140.00
Christine DeRunk Jessica Lurz Kari Smith Kevin Tang	
ADMINISTRATIVE SUPPORT	\$55.00

EXHIBIT 1

Proposal for Providing Technical Assistance related to HUD Community Planning & Development Programs

Fulton County, GA

Qualifications for Providing Technical Assistance related to HUD Community Planning & Development Programs

April 22, 2020

MULLIN &
LONERGAN
ASSOCIATES
INCORPORATED

50th
ANNIVERSARY
1965 - 2015

800 Vinial Street, Suite B414
Pittsburgh, PA 15212

www.mandl.net



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Overview of M&L

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

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

Contacts:	Bill Wasielewski, AICP billw@mandl.net
Name of Company:	Northeast and Bucks Company T/A Mullin & Lonergan Associates, Inc. www.mandl.net
Corporate Office:	2 Kacey Court, Suite 201 Mechanicsburg, PA 17055
Address of Office where Work will be Performed:	800 Vinial Street, Suite B-414 Pittsburgh, PA 15212
Phone:	(412) 323-1950

Qualifications and Experience

Experience with HUD CPD Programs

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

Consolidated Plans and Annual Action Plans

M&L has prepared Five-Year Consolidated Plans and Annual Action Plans for more than 85 entitlements representing 17 separate HUD offices since 2005. The chart below provides an overview of our Consolidated Planning experience.

NEW YORK		SAN ANTONIO		PITTSBURGH	
New Rochelle, NY*	77,062	Bexar County, TX	430,000	Allegheny County, PA*	897,394
Yonkers, NY	195,979	Round Rock, TX	112,840	Beaver County, PA*	181,412
Orange County, NY	382,226	Williamson County, TX*	422,679	Erie, PA*	103,717
OMAHA		Corpus Christi, TX	325,733	Johnstown, PA*	23,906
State of Iowa	3,090,416	ATLANTA		McKeesport, PA	19,728
Iowa City, IA*	62,220	Columbus/Muskogee County, GA	189,885	Millcreek Township, PA*	52,121
Sioux City, IA	82,831	Henry County, GA	217,739	Pittsburgh, PA	306,878
Waterloo/Cedar Falls, IA*	107,742	Brunswick, GA	16,287	Washington County, PA*	202,897
PHILADELPHIA		BALTIMORE		Westmoreland County, PA*	369,993
Abington Township, PA	55,310	Annapolis, MD	35,838	RALEIGH	
Allentown, PA	120,443	Bowie, MD*	58,227	Burlington, NC	52,709
Bensalem Township, PA*	60,427	Hagerstown, MD*	39,766	Cumberland County, NC	119,973
Berks County, PA*	373,638	BUFFALO		Fayetteville, NC	195,234
Bucks County, PA	621,643	Amherst/Cheektowaga/Tonawanda, NY	284,159	High Point, NC	104,596
Carlisle, PA*	19,162	Buffalo, NY	261,310	RICHMOND	
Chester, PA	33,988	Erie County, NY	380,068	Hampton, VA	137,448
Cumberland County, PA*	241,242	Hamburg, NY	56,936	Harrisonburg, VA*	48,914
Dauphin County, PA	251,798	Rochester, NY*	210,624	Lynchburg, VA*	75,568
New Castle County, DE	556,779	CHICAGO		Waynesboro, VA	21,064
Norristown, PA	34,370	McHenry County, IL	308,760	Staunton, VA	24,528
Reading, PA	87,575	Oak Park, IL	52,524	NEWARK	
Williamsport, PA*	30,706	COLUMBUS		Atlantic City, NJ*	39,416
Wilmington, DE	71,442	Dayton/Kettering, OH	197,723	Atlantic County, NJ*	213,136
York, PA*	40,220	Springfield, OH	60,573	Bloomfield, NJ	47,683
Delaware County, PA	552,126	Youngstown, OH	66,909	Camden County, NJ	443,139
Easton, PA	26,263	DENVER		Jersey City, NJ	240,055
Hazleton, PA*	23,329	Colorado Springs, CO	416,427	Morris County, NJ*	446,212
Lehigh County, PA	312,090	Rapid City, SD	68,667	Ocean City, NJ*	15,378
Lower Merion Township, PA	59,850	FORT WORTH		Parsippany-Troy Hills, NJ*	53,515
Montgomery County, PA*	750,097	Waco, TX*	136,436	Passaic County, NJ*	505,672
KANSAS CITY		JACKSONVILLE		Paterson, NJ	146,484
State of Kansas*	2,907,000	Brevard County, FL	578,088	Wayne Township, NJ*	55,049
Wyandotte Co/Kansas City, KS	163,369	Lake County, FL	346,017	Trenton, NY	84,964

Fair Housing Planning

M&L is highly experienced in the preparation of Analyses of Impediments to Fair Housing Choice (AI). Over the past 12 years, our firm has prepared more than 80 AIs as depicted in the following chart. In some cases, M&L has prepared successive AIs for the same clients (marked with *).

A few examples of our more recent AI/AFH documents are also provided on the following pages.

M&L Clients by Local HUD Office

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

M&L AI Client	Pop.
Urban Counties	
Allegheny County, PA	925,686
Cuyahoga County, OH	876,488
Prince George's County / City of Bowie, MD	820,852
Montgomery County, PA	750,097
Bucks County / Bensalem Township, PA	621,643
Will County, IL	530,097
Passaic County / Wayne Township, NJ	505,672
Morris County / Parsippany, NJ	499,727
Chester County, PA	498,886
Williamson County, TX	422,679
Berks County, PA*	373,638
Westmoreland County, PA*	369,993
Will County, IL	338,882
Lehigh County, PA	312,090
McHenry County, IL	308,760
Cumberland County / Fayetteville, NC	302,963
Erie County, PA (<i>includes the City of Erie and Millcreek Township entitlement entities and eight non-entitlement communities</i>)	280,294
Atlantic County, NJ	252,552
Dauphin County, PA	251,798
Travis County, TX	242,519
Cumberland County / Carlisle Borough, PA	241,212
Washington County, PA*	202,897
Beaver County, PA*	181,412
Cities above 100,000	
City of Colorado Springs, CO	416,427
City of Cleveland, OH	393,806
City of Sarasota / Urban County of Sarasota County, FL	379,448
City of Buffalo, NY	261,310

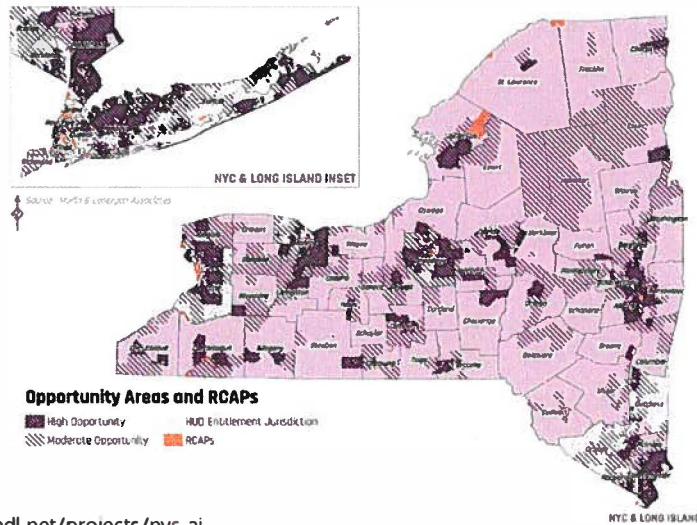
M&L AI Client	Pop.
Cities above 100,000	
City of Jersey City, NJ	240,055
City of Yonkers, NY	195,979
City of Columbus / Muscogee County, Ga	189,885
Cities of Moline, IL / Rock Island, IL / Davenport, IA	183,311
City of Joliet, IL	152,812
City of Naperville, IL	144,864
City of Waterbury, CT	110,189
City of Erie, PA*	103,717
Cities under 100,000	
City of Roanoke, VA	97,032
City of New Rochelle, NY	77,062
City of Lynchburg, VA	75,568
City of Evanston, IL	74,486
City of Bethlehem, PA	71,329
City of Iowa City, Iowa	62,220
City of Gaithersburg, MD	59,880
Lower Merion Township, PA	59,850
City of Council Bluffs, IA	58,268
Village of Oak Park, IL	52,524
Millcreek Township, PA	52,121
City of Cleveland Heights, OH	49,958
City of Harrisonburg, VA	48,914
City of Annapolis, MD	35,838
City of Atlantic City, NJ*	35,770
City of Williamsport, PA	30,706
City of Easton, PA	26,263
City of Lebanon, PA	24,461
City of Johnstown, PA*	23,906
City of Hazleton, PA	23,329
City of Ocean City, NJ	15,378

State of New York

ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING CHOICE, 2016

M&L led a team of over 40 experts across eight firms to produce two unique AI documents for New York State Homes and Community Renewal (HCR). In addition to the components standard to every AI, HCR's principal AI included a detailed investigation of the design of

their own policies and programs, as well as an unprecedented multi-point analysis of the AI of every HUD entitlement in the state. A second AI was comprised of only those counties that received CDBG Disaster Recovery funding following the series of severe weather events in 2011-2012, and included an in-depth assessment of the Governor's Office of Storm Recovery's implementation of the CDBG-DR program.



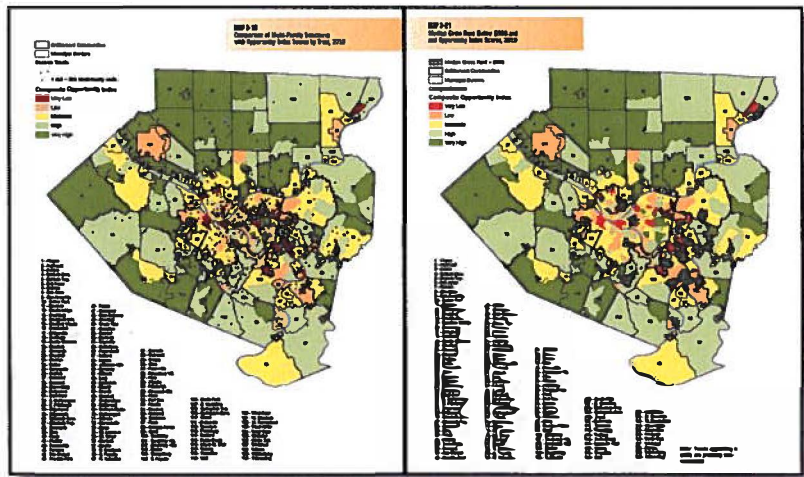
mandl.net/projects/nys-ai

Allegheny County, PA

ANALYSIS OF IMPEDIMENTS TO FAIR HOUSING CHOICE, 2015

Aided by an extensive stakeholder consultation process, Allegheny County set the context for this analysis as expanding access to housing opportunities. Allegheny Places, the County's first comprehensive land use plan, was taken as a model for incorporating equal opportunity principles.

Using the result of this analysis, Allegheny County Economic Development will carry out their federal programs in ways that attempt to balance the revitalization of impacted areas with the creation of new affordable housing choices in high-opportunity areas.



mandl.net/projects/allegheny-county-ai



New Rochelle, NY

ASSESSMENT OF FAIR HOUSING, 2017

Despite being within one of the wealthiest counties in New York State and only a 30-minute commute to Midtown Manhattan, the City of New Rochelle has retained its own local character and relative affordability. However, the city is not immune to regional trends and is now experiencing **new residential development downtown** in a significant way for the first time. As a result, residents are worried about the **potential for displacement affecting low-income and non-white communities**. In addition to the standard analysis required for any AFH, this project called for special **strategies to manage the city's standalone Housing Choice Voucher program and Affordable Housing Fund**.

mandl.net/projects/new-rochelle-afh

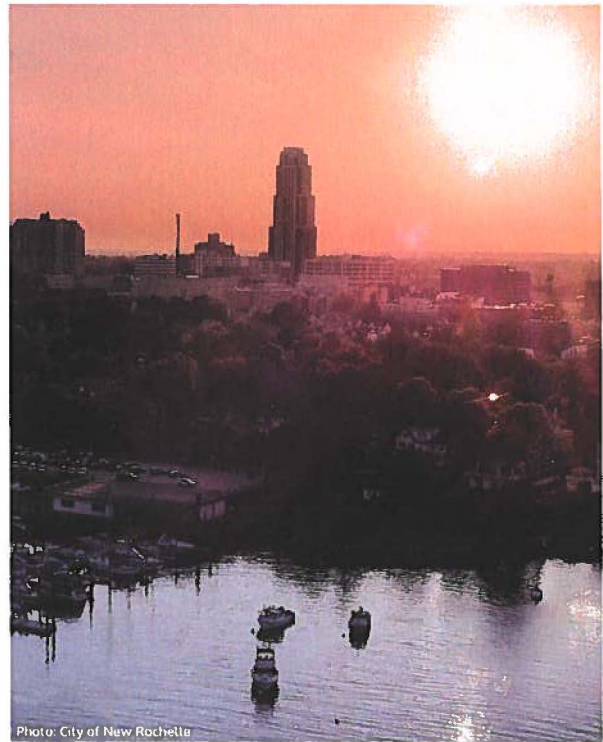


Photo: City of New Rochelle

CAPERs

M&L has prepared CAPERs for more than 80 entitlements representing 16 separate HUD offices for CDBG grantees and HOME Consortia. Typically, we work with our clients to verify if any IDIS clean-up should be completed before beginning the CAPER. We also provide a list of documents to our clients that will assist M&L in drafting the document. The CAPER is completed in IDIS and e remain available to our clients to address any questions raised by HUD during its review.

Environmental Review Records

In the last five years, our firm has completed more than 150 environmental review records that meet these federal regulatory standards. M&L has extensive ERR experience in completed 24 CFR Part 58/51/55 and 36 CFR Part 800 ERRs annually for the over 45 entitlement clients and many public housing authorities over the last five years. As part of our environmental work, we have carried out numerous noise assessments, floodplain noticing, historic recordation documentation and SHPO clearances for our clients over the past five years—all in accordance with HUD statutory and regulatory requirements.

We have a breadth of knowledge and experience in helping clients fulfill HUD requirements concerning environmental review responsibilities. We are thoroughly familiar and experienced with the environmental review procedures described in 24 CFR 58 and 36 CFR Part 800.

M&L has extensive experience using a host of web-based platforms to conduct and document HUD ERRs. This includes use of federal and state agency websites, including the EPA Enviromapper, EPA Superfund Site Information, the U.S Fish and Wildlife Service National



Wetlands Inventory Wetlands Mapper, FEMA map service center, the National Mine Map Repository Center, USGS topographical maps, NJ DEP Geoweb, HUD CPD online mapping, Pennsylvania CRGIS, and the ESRI Community Maps program.

Our CDBG-DR work in Pennsylvania and New Jersey over the last four years included a complete environmental review record for more than 25 projects that constitute the CDBG-DR programs for various urban counties and entitlement cities. The reviews included a record using data supplied by FEMA for 27 properties for a multi-hazard mitigation project.

Housing Studies

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

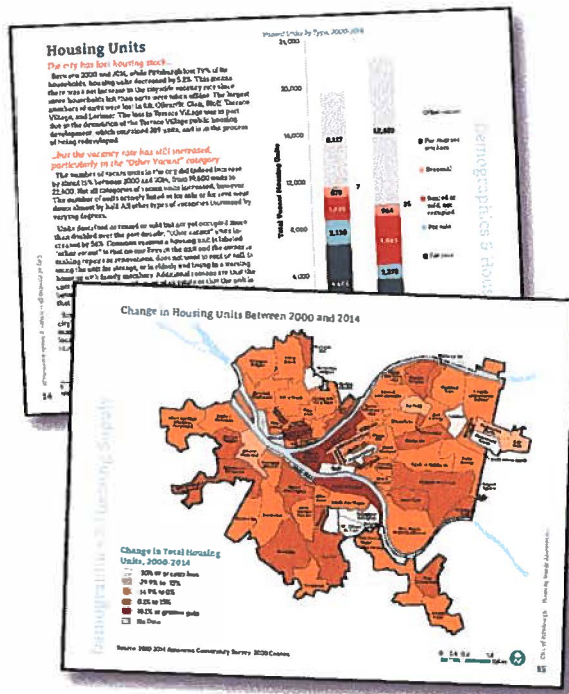
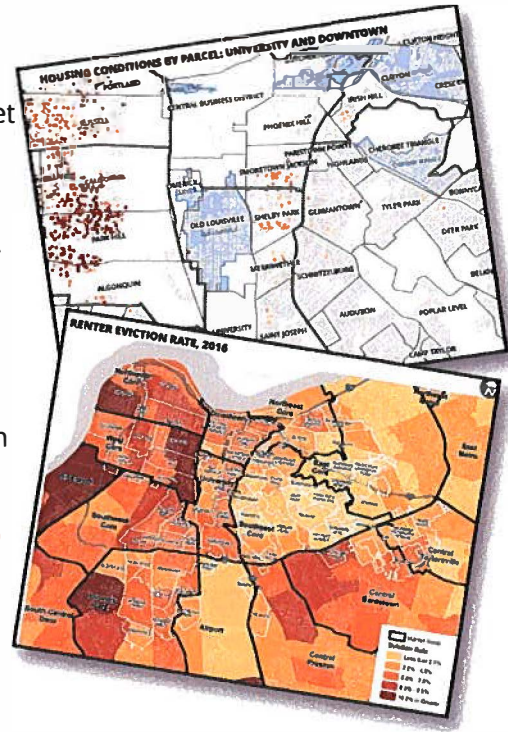
Several of our recent housing studies are highlighted below.

Louisville, KY

HOUSING NEEDS ASSESSMENT, 2019

To complete this study of Louisville's 21 housing market areas for Louisville Metro Government and Louisville Affordable Housing Trust Fund, M&L built on ample qualitative data with a number of analytical methods that defined and quantified Louisville's housing needs.

A windshield survey to assess exterior housing conditions fleshed out a profile of market conditions and pinpointed neighborhoods with rehabilitation needs. **An analysis of housing affordability gaps**, completed with methodologies developed by the National Low Income Housing Coalition and the Urban Land Institute, specified rental and purchase price points that were missing from Louisville's housing market. **An assessment of resident vulnerability to displacement** highlighted neighborhoods with the greatest risk of involuntary residential turnover. These analyses, along with socioeconomic and housing market indicators mined from the census and local sources, were used to geographically target M&L's recommended strategies for tackling identified needs.



mandl.net/projects/pittsburgh-hna

Pittsburgh, PA

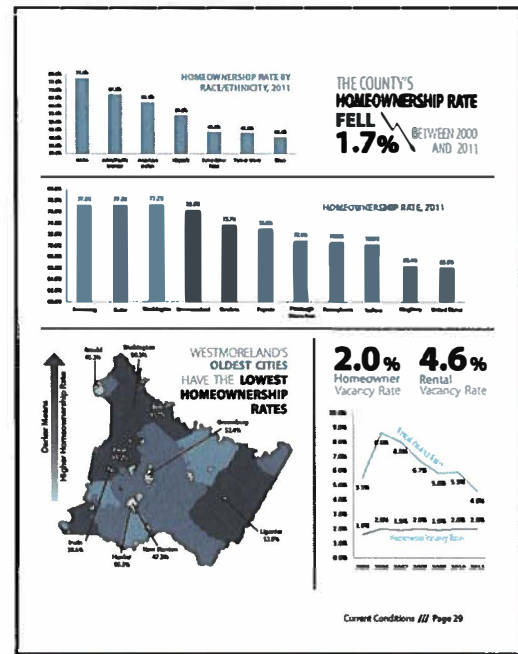
HOUSING NEEDS ASSESSMENT, 2016

The City of Pittsburgh created the Affordable Housing Task Force in 2015 to **assess the current and future landscape of housing affordability** in the city, evaluate current programs and initiatives to produce new affordable units and preserve existing ones, and make recommendations to the Mayor and City Council. M&L worked with the Task Force's Needs Assessment subcommittee to study and analyze the **data, trends, and characteristics associated with the local housing market**. This involved describing supply and demand, identifying housing gaps, and **modeling residents' vulnerability to displacement** at the neighborhood level. The Task Force used the final report to support and inform the policy recommendations presented to Council and the Mayor.

Westmoreland County, PA

HOUSING PLAN, 2014

This Housing Plan provides a narrative of major findings regarding Westmoreland County's housing market, addresses future goals, **sets housing policy**, and provides a **strategic plan to address housing needs**. Recommendations include steps that will improve the living environment for residents, preserve the existing housing stock, assist community groups to enhance neighborhoods, target investments and incentives to identified needs, and establish a framework for focusing investments. Beyond that, the Plan contains **recommendations specific to the diverse communities** in Westmoreland County using a "typology" system; for instance, actions that would be appropriate in strong vs. weak housing markets, in urban vs. rural areas. This **specialized array of tools** will ensure that the county's policies consider the wide range of issues affecting its diverse communities while still advancing overall housing goals.

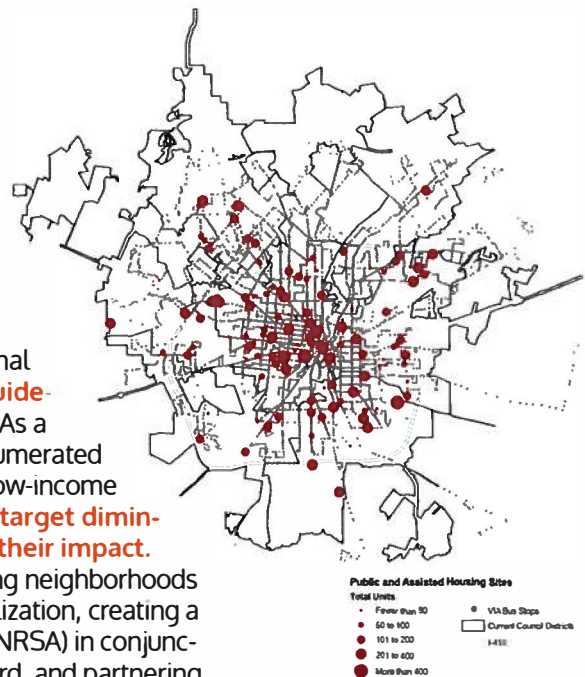


mandl.net/projects/westmoreland-housing-plan

San Antonio, TX

HOUSING NEEDS ASSESSMENT & STRATEGIC HOUSING PLAN, 2013

San Antonio, the fastest-growing large city in the US between 2000 and 2010, commissioned a needs assessment to **review housing policies and programs** to determine effectiveness on current market conditions, **analyze the existing inventory** of sales and rental housing, and **project net housing demand** for the next five years. A final strategic plan component offered **specific guidelines to adjust the city's housing policies**. As a sub-consultant on the project team, M&L enumerated the current and projected housing need for low-income households and crafted specific initiatives to **target diminishing resources in ways that maximized their impact**. These recommendations included designating neighborhoods for intensive community development revitalization, creating a Neighborhood Revitalization Strategy Area (NRSA) in conjunction with a recent Choice Neighborhood award, and partnering with the public housing authority to implement an acquisition/rehabilitation initiative for vacant multi-family rental properties.



mandl.net/projects/san-antonio-hna



CDBG and HOME Technical Assistance

Mullin & Lonergan provides CDBG and HOME technical consulting services on a regular basis to about 20 core HUD entitlement communities across the nation. Typically, we function as an extension of the grantee's staff. Our clients call upon us frequently to provide advice and background information relative to regulatory issues, both CDBG and HOME, as well as other federal requirements such as procurement and contracting, acquisition, relocation, environmental compliance, labor compliance, and equal opportunity.

M&L's clients rely on our staff's experience in CDBG and HOME issues. Whatever the project or question, chances are good that members of our firm have been involved in similar projects with other clients. We have worked extensively with CDBG since the program's inception in 1974 and with the HOME Program since its beginning in 1991.

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

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

Many clients rely on M&L's understanding of other funding programs to leverage CDBG and HOME funds. We use our knowledge of state and federal housing and economic development programs to provide value to our clients every day.

Our CDBG/HOME client list is included in Appendix A of our proposal.

Recently, our technical services have included developing Policy & Procedure Manuals for clients to assist in the administration of their CDBG and HOME Programs. We also have developed similar manuals for the environmental review process to assist clients in this aspect of their entitlement grant administration.

Specific Client Services Provided

The following chart provides an overview of the professional services we have provided over the last five years to several clients.



Client/Location	Specific CDBG/ESG Program Services Provided	Date
Westmoreland County, PA	Developed CDBG Monitoring and Risk Assessment Policy Drafted project specific CDBG agreements annually CDBG projects General CDBG and ESG Technical Assistance Provide guidance on CDBG monitoring Helped update ESG Program Monitoring requirement Prepared CDBG substantial amendments Helped with IDIS clean-up Prepared CDBG/ESG ERRs annually	2013-2019
Erie, PA	General CDBG TA Assisted in addressing various CDBG OIG monitoring findings/concerns related to a public services, demolition and public facility funded projects Drafted a CDBG subrecipient agreement related to a rehabilitation project	2017-2019
Beaver County, PA	General CDBG TA Assisted in addressing various HOME OIG monitoring findings/concerns Prepared Section 108 Loan Application for downtown revitalization projects in two communities	2017-2019
Washington County, PA	General CDBG/ESG Technical Assistance Provide assistance on CDBG eligibility questions Provided assistance related HUD monitoring finding related to CDBG program policies and procedures, Financial Management and Indirect Cost Allocations Assisted with CDBG/ESG funded ERRs Provided guidance related to CDBG public facilities and improvements projects	2013-2019
Jersey City, NJ	Provided guidance related to project eligibility General CDBG/ESG Technical Assistance	2015-16



Trenton, NJ	<p>Provided guidance related to project eligibility</p> <p>Helped the City develop a CDBG staffing Plan for submission to HUD</p> <p>Revised CDBG Financial Management Policies</p> <p>Provided assistance on CDBG IDIS clean-up</p> <p>Prepared CDBG program amendment to reallocate older CDBG funds</p> <p>Reviewed stalled CDBG projects and provided guidance related to addressing issues to address timeliness issues</p> <p>Prepared various substantial amendments</p> <p>Assisted the City in addressing various monitoring findings</p> <p>Prepared CDBG subrecipient agreements</p> <p>Prepared CDBG/ESG ERRs</p> <p>Prepared City's HUD Annual Action Plans</p> <p>Prepare CAPER annually</p> <p>Currently assisting city in</p> <p>General CDBG Technical Assistance</p>	2015-19
Morris County, NJ	<p>Prepare CDBG subrecipient agreements</p> <p>Provided guidance on various CDBG projects related to eligibility</p> <p>Prepare Annual Action Plan annually and the last two Five Year CPs</p> <p>Prepare ERR/CAPER annually</p> <p>General CDBG TA</p>	2014-2019
Palm Bay, FL	<p>Assisted in addressing CDBG monitoring findings</p> <p>Drafted CDBG Policies and Procedures manual</p> <p>Provided guidance related to CDBG public facilities and improvements projects</p> <p>Prepared a CAPER</p>	2016-2018
Passaic County, NJ	<p>Prepare CDBG subrecipient agreements</p> <p>Provided guidance on various CDBG projects related to eligibility</p> <p>Managed and Administered CDBG-DR Program</p> <p>Prepare Annual Action Plan and last 2 Five Year CPs</p> <p>Prepared CAPER/ERR annually</p> <p>General CDBG TA</p>	Since 2010
Orange County, NY	<p>Assistance in preparing for HUD CDBG Monitoring Findings</p> <p>Review of Rehabilitation Program</p> <p>Prepare ERRs for various CDBG projects</p> <p>Prepared a substantial amendment to CDBG program</p> <p>Working on Five Year CP and Annual Action Plan</p> <p>General CDBG TA</p>	2019-2020



Policy & Procedures Manuals for CDBG and HOME Programs

M&L has assisted clients with the design and implementation of local procedures for both CDBG and HOME Programs. This has included preparing local applications and development of related forms to assist in review, selection and award process. Examples of our work include:

- ***City of Trenton NJ:*** The city hired M&L to address various HUD CDBG and HOME timeliness and expenditure issues. Our work included identifying higher-cost eligible projects that could be funded and implemented immediately. We worked with CDBG/HOME staff and other city departments to prepare a local RFP for contractors to solicit bids on a number of streets projects and the rehabilitation of local senior centers to be funded with CDBG funds. We worked with the Public Works Department to identify qualified streets and determine the number that could reasonably be expected to be paved by in-house employees and those that would have to be completed by outside contractors. M&L reviewed the bid specs for regulatory compliance and assisted the City in reviewing the proposals. We also assisted with the selection of contractors based on bids received.
- ***Beaver County, PA:*** M&L developed a set of local HOME program forms that the county uses to request developers to complete as part of their local HOME RFP process. The forms assist in obtaining the required information on affordable housing projects in order to make funding determinations, determine HOME eligibility and prepare a HOME subsidy layering analysis. This has streamlined the county's HOME program and made it more efficient from a management standpoint.
- ***City of Palm Bay, FL:*** M&L assisted the city with the preparation of a CDBG and HOME Policy and Procedures manual. As part of the preparation of this document, M&L worked with city staff to identify the local procedure for awarding CDBG funds to sub-recipients. This included developing new local forms needed to document CDBG compliance with bidding and awarding of funds.

Specific HOME Technical Assistance

M&L assists a number of our HOME PJ clients in structuring the use of HOME funds in rental housing and homeownership projects. We are frequently called upon to perform subsidy layering analyses and prepare written agreements for HOME-assisted activities. Our firm also provides financial consulting services to many of our clients such as nonprofit as well as for-profit housing developers. These services include:

- Preparation of financial models for homeownership projects, tax credit projects and other HOME-assisted transactions including sources and uses of funds, operating budget assumptions, and preparation of Internal Rates of Return (IRR) analysis.
- Preparation of Low Income Housing Tax Credit applications on behalf of private nonprofit and for-profit developers. To date, M&L has assisted in the development of more than 4,200 tax credit housing units.
- Preparation of HUD Section 202/811 applications on behalf of private nonprofit and for-profit developers. Recent developments total of 661 units under these HUD programs.

- M&L also provides tax credit syndication services for projects that have received tax credits and need an investor who will purchase the credits and provide equity (cash) that will be used to construct the units.

We believe that this experience uniquely qualifies M&L to prepare HUD HOME subsidy layering analysis. This development experience provides us with insights into the development process related to the creation of affordable housing units. We understand how developers think and structure these types of projects. These skills further qualify us to prepare the underwriting documents necessary for affordable housing projects that utilize federal HOME funds.

M&L understands the development process and know how to analyze real estate development transactions. More specifically, we have worked extensively in packaging rental housing projects that are financed in part with equity from the sale of low income housing tax credits.

The HOME subsidy layering document that M&L provides to its clients complies with the most recent HUD regulatory requirements for subsidy layering found at 24 CFR Part 92.250(b) and HUD CPD Notice 98-01. HUD requires the completion of a subsidy layering review before committing HOME funds to a project to insure that the community will not invest any more HOME funds, in combination with other governmental assistance, than is necessary to provide affordable housing.


In addition, M&L has recently updated its HOME subsidy layering documents to include the recent changes from HUD's Final Rule for HOME. Some of these changes include a review of the housing market to ensure there is sufficient need for the proposed HOME project, a more in-depth review of the proposed project costs as they relate to the current development costs in the area (which ensures that developers of homeownership projects address the issue of what happens to the unit should it not sell within six months of a certificate of occupancy), and a focus on the requirements of the housing post-development.

Since HUD issued the Final Rule for the HOME Program on July 24, 2013, M&L has assisted numerous clients to become compliant with the new HOME regulatory requirements. Our services have included the following:

- Preparing new HOME Subsidy Layering and Underwriting Policies per 24 CFR Part 92.250 (b)
- Updating existing HOME subrecipient and CHDO written agreements to comply with the new Final HOME Rule
- Development HOME Policy and Procedures Manuals
- Updating policies and procedures to reflect the new CHDO definitions for owner, developer, and sponsor per 24 CFR Part 92.300(a)(2)-(6), and
- Assisting in the development of internal HOME program policies and procedures and risk-based monitoring per 24 CFR Part 92.504(a).

IDIS Technical Assistance

M&L provides direct IDIS technical support and administrative services to about 20 clients an annual basis. In some cases, our clients rely on us to perform all aspects of IDIS from



project entry, to funding drawdowns to project closeout and all required reports. Specifically, these services include:

- Project set-up
- IDIS clean-up
- Five-Year Consolidated Plan preparation
- Annual Plan preparation
- Project revisions
- HUD Substantial Amendments and modifications
- Beneficiary data entry
- Review of project eligibility
- Preparation of drawdown requests on the basis of supporting documentation for project costs
- Preparation of all IDIS reports required for insertion into the CAPER.
- Staff training on using IDIS

In addition, we provide technical services to various HUD entitlement clients who request our services to address various HUD/OIG programmatic audit findings related to IDIS issues and/or CDBG/HOME issues. For example, M&L has assisted Trenton, NJ, City of Erie, PA and Lake County, FL with addressing HUD and/or OIG audit findings.

CDBG-DR Experience

M&L has worked closely with the CDBG Disaster Recovery grants in both Pennsylvania and New Jersey communities. Specifically, M&L has the following experience:

Schuylkill County, PA (Pine Grove Borough)-Swatara Creek Floodplain Restoration Phase 1

- A Disaster Recovery project due to flood events in 2011 and 2016, M&L submitted the \$2M grant application and assisted in coordinating the recovery projects.
- Prepared the ERR
- Provided on-going technical assistance.

Passaic County, NJ (City of Passaic) – Flood Control Project 2014-present

- Through a grant in the amount of \$2.1M from the New Jersey Department of Community Affairs, Division of Community Resources, New Jersey Community Development Block Grant – Disaster Recovery Program, the city is working on flood control projects, including 12 residential property buyouts, public infrastructure improvements, and the McDonald's Brook Flood Control Project Phase 3 & 4.

Columbia County, PA – Silk Mills CDBG-DR Project

- M&L is currently under contract with Columbia County and a developer of the PA DCED CDBG-DR housing project to assist in the implementation of the Bloom Mills redevelopment site known as Silk Mill for 2018-2020. This work calls for ERRs, development related consulting and CDBG-DR consulting services.



NSP Services

M&L has assisted a number of communities in preparing applications for financial assistance under the NSP1 Program. These applications were prepared for our clients in Pennsylvania and New Jersey that competed for NSP funds from their respective state government. We have assisted a number of these communities in the program design and implementation of these NSP projects in PA. Our services have included monitoring of NSP projects, assistance with PA DCED close-outs and other related NSP technical assistance. These clients included Westmoreland County, Washington County and Beaver County in western PA.

We have also assisted a number of our clients in NSP close-out documentation and overall program compliance.


Neighborhood Revitalization Strategy Areas (NRSAs) and Other Neighborhood Plans

M&L has worked with the following clients to prepare NRSA plans in compliance with 24 CFR 91.215(e)(2).

In *Erie, PA*, M&L worked closely with the Department of Economic and Community Development to create three NRSAs, beginning in 2004. One NRSA was located in the Bayfront neighborhood along Lake Erie and sought to create opportunities for economic development and housing improvement. The work of the NRSA contributed to the development of a redeveloped and revitalized waterfront, complete with a major hotel resort destination for warm weather tourists. Human service activities and housing rehabilitation initiatives brought enhancements to the year-round residents.

Five years after the Bayfront NRSA was established, our firm assisted with the creation of NRSA in the Little Italy and Central City areas of Erie, PA. In Central City, we assisted the City with an application to the Pennsylvania Housing Finance Agency for Homeownership Choice funds to finance the new construction and rehabilitation of existing vacant homes for 50 new homeowners. In addition, HANDS, a local nonprofit affordable housing developer sought and received Low Income Housing Tax Credits for the development of 15 new units of rental housing for persons with disabilities. The Little Italy NRSA resulted in commercial revitalization of its primary corridor in the form of façade improvements. Social service initiatives in the form of recreational activities for neighborhood youth were implemented and significant transportation enhancements (sidewalk and street repairs) were completed.

In *Greensburg, PA*, M&L's initial work (on behalf of the Westmoreland County Department of Planning and Development) involved a Redevelopment Area Plan in the heart of the city, and included land owned by Seton Hill University. The NRSA Plan resulted in the acquisition of vacant parcels by the university for the purpose of constructing of its Performing Arts Center just off the main corridor in Greensburg. Our work also facilitated the redevelopment of the Troutman Department Store building in downtown Greensburg. Following a ten-year vacancy, the building was acquired by the Westmoreland County Housing Authority and converted to 36 one-bedroom apartments for the elderly with two lower level floors of new commercial space for the downtown. M&L prepared the financing plan for this project, which included a \$1.8 million Section 108 loan as part of the \$4.6 million total development costs. Phase II of this project is now underway and housing rehabilitation is a key focus.



Although not a NRSA, our firm also assisted the *City of Wilmington, DE* with the 2010 Study of the City of Wilmington's Residential Improvement and Stabilization Effort (RISE) Neighborhoods. This NRSA-like project focused on three lower income neighborhoods: Boulevard/North Brandywine, West Center City/West Side and Browntown/Hedgeville. Lead by Wilmington Housing Partnership, the study involved comparable field work (land use and structural conditions surveys), real estate trends, foreclosure analysis and crime data analysis as found in many NRSA Plans. This 2010 report was a re-assessment and update of the original 2004 report on the same neighborhoods.

Experience in Georgia

M&L has been working in Georgia for several years. Our client list includes the following:

- In 2012, M&L completed the Citizen Participation Plan, Consolidated Plan, Annual Action Plan and Analysis of Impediments to Fair Housing Choice for Henry County when it first received Urban County entitlement status from HUD. We completed the County's AI Update in 2018.
- In 2017, the Columbus Consolidated Government contracted with M&L to prepare its Consolidated Plan, Annual Action Plan and Analysis of Impediments to Fair Housing Choice.
- M&L began working in the City of Brunswick in 2018 with the development of the Annual Action Plan, Consolidated Plan, ERR work and technical assistance.



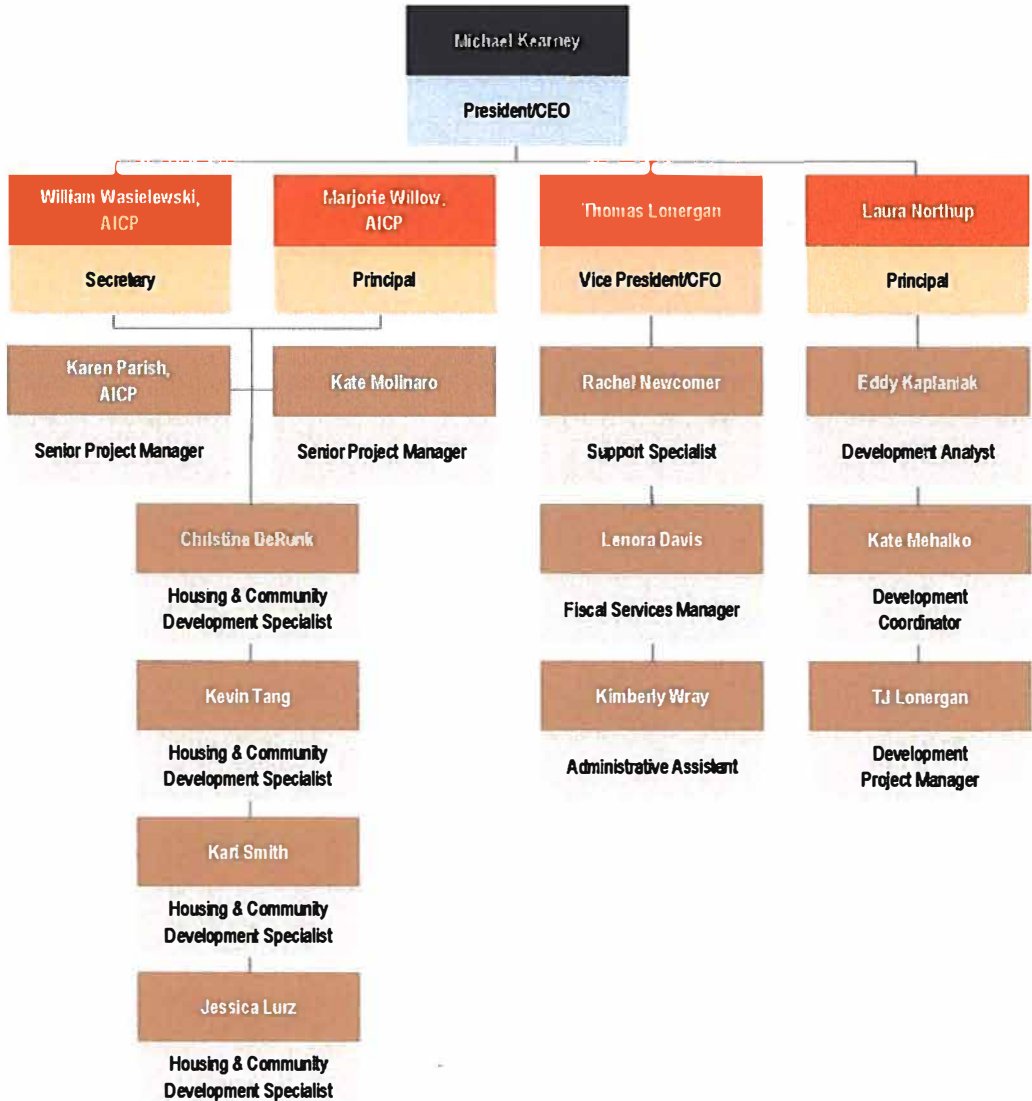
Key Personnel

In addition to M&L's vast and long history of working in the CDBG and HOME programs, our staff also has extensive expertise in the HUD entitlement programs. Our staff comes from a variety of backgrounds including non-profits, for-profits, and local government which provides a unique blend of experience to assist our clients. In addition, **all** of our professional staff members have advanced/Master degrees in either urban planning or public administration. Furthermore, many of our firm's staff earned AICP professional planning certifications in addition to their master's degrees.

The following section provides the resumes of our staff member who will be assigned to this work. We have also included M&L's organizational chart to show all of the firm's members and positions.



Mullin & Loneragan Associates
Organizational Structure





William P. Wasielewski, AICP

William P. Wasielewski, AICP is a Principal with M&L with over 20 years of experience in the field of housing and community development consulting. He began his career with Mullin & Lonergan Associates in 1993 and has assisted many of the firm’s client communities and non-profit organizations. Between 1999 and 2003, Mr. Wasielewski worked as a project manager for a national non-profit housing developer directing five HUD technical assistance grants (CDBG, CHDO, HOME and SHP) in the Pittsburgh HUD office totaling over \$800,000. In addition, he was a project manager on the \$17 million Wheeling, WV HOPE VI development. Mr. Wasielewski returned to Mullin and Lonergan Associates, Inc. in 2003 as a project manager and became a Principal of the firm in 2007.

Mr. Wasielewski currently holds the position of Secretary with the M&L Board of Directors and is responsible for overseeing the firm’s HUD entitlement work including all HOME PJ clients. He is an expert in all aspects of housing, community planning and development. He provides consulting services to the firm’s clients through day-to-day technical assistance on CDBG, HOME and ESG regulatory issues, HOME subsidy layering analysis, HUD Consolidated Plans/Annual Action Plans, Consolidated Annual Performance and Evaluation reporting (CAPER), Analysis of Impediments to Fair Housing Analysis (AIs), HUD Neighborhood Revitalization Strategy Area (NRSA) development, HUD Section 108 loans, HOME sub-recipient agreement preparation, HOME on-site project monitoring, and HUD’s Neighborhood Stabilization Program (NSP) design and implementation.

Education	<i>Master of Urban & Regional Planning</i> University of Pittsburgh; 1993	<i>Bachelor of Arts, Political Science</i> Gannon University; 1990
Professional Experience	<i>Mullin & Lonergan Associates, Inc.</i> Principal Pittsburgh, PA; 2003 – present	<i>The Community Builders, Inc.</i> Project Manager Pittsburgh, PA; 1999 – 2003
	<i>Mullin & Lonergan Associates, Inc.</i> Urban Planner Pittsburgh, PA; 1993 – 1999	
Affiliations	American Institute of Certified Planners American Planning Association	



Marjorie Willow, AICP

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

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

Ms. Willow is highly active in housing policy analysis, housing needs assessments and fair housing analyses. She serves as principal-in-charge and project manager for the housing studies undertaken by M&L.

Education	<i>Master of Urban & Regional Planning</i> University of Pittsburgh; 1993	<i>Bachelor of Arts, History</i> University of New Orleans; 1988
Professional Experience	<i>Mullin & Loneragan Associates, Inc.</i> Principal Pittsburgh, PA; 2004 – present	<i>Benatec Associates</i> Senior Planner; 2001 – 2004
	<i>Putnam County, WV Office of Planning and Infrastructure</i> Director; 1997 – 2001	<i>City of Huntington, WV Dept of Development & Planning</i> Community Planner; 1995 – 1997
	<i>Mullin & Loneragan Associates, Inc.</i> Urban Planner Pittsburgh, PA; 2004 – present	
Affiliations	American Institute of Certified Planners American Planning Association	Pennsylvania Planning Association



Karen Parish, AICP

Karen Parish has been involved in housing and community development programs in Pennsylvania for over 30 years. She has extensive experience in managing CDBG and HOME programs, training clients in these programs and IDIS, and in developing housing and economic development programs and projects.

Ms. Parish has worked on numerous downtown revitalization projects, bringing together the interests of developer, city, and the central business district community. She is also the primary planner assigned to assist Passaic County with its CDBG program and CDBG DR Program. She has extensively experience in providing CDBG/HOME technical assistance to our many NJ HUD clients.

Ms. Parish is certified in IDIS and is an expert in the CDBG and ESG programs. She is responsible for all the firms' clients in New Jersey and central/eastern Pennsylvania, including client entitlements through the PA Department of Community & Economic Development's Small Communities Block Grant Program.

Education	<i>Master of Arts, Community and Regional Planning</i> University of Nebraska; 1984	<i>Bachelor of Arts, Urban Studies</i> University of Pittsburgh; 1978
Professional Experience	<i>Mullin & Loneragan Associates, Inc.</i> Urban Planner Pittsburgh, PA; 1989 – present	<i>Office of Economic and Community Development</i> Administrator Reading, PA; 1981 – 1989
	<i>Division of Housing and Community Development</i> Planner Memphis, TN; 1979 – 1981	<i>Department of Economic and Community Development</i> Planner Lincoln, NE; 1978 – 1979
Affiliations	American Institute of Certified Planners American Planning Association Berks County Conservancy National Association of Housing and Redevelopment Officials	



Kate Molinaro, MPA

Kate Molinaro is passionate about community engagement strategies that inform strategic planning efforts to build and improve sustainable communities. She has experience with project and budget development, grant management, and policy research and analysis. These skills pair well with the communication and relationship-building skills developed while engaging with local, state and federal partners.

Prior to joining M&L Kate served as Director of Community Development for the Cumberland County Redevelopment Authority. In this role, she took the lead on developing comprehensive and strategic plans to guide the county's housing, community and economic development activities. In addition, she was responsible for the planning, development, oversight and management of \$3.5 million in federal grants.

As one of two Senior Project Managers at M&L, Kate's assignments are focused on client communities with technical assistance needs. Her expertise in the CDBG and HOME programs is grounded in her years in the public sector. She works with M&L clients located in New York, Texas, Delaware, Pennsylvania, Virginia, Indiana and Tennessee.

Education

***Bachelor of Arts, Cum Laude in
Political Science***

Westminster College
2008

Masters of Public Administration

Shippensburg University
2010

Professional Experience

Mullin & Loneragan Associates, Inc.

Housing and Community
Development Specialist

Pittsburgh, PA
2019 – present

***Cumberland County Housing &
Redevelopment Authority***

Community Development
Director

Cumberland County, PA
2014 – 2019

***Cumberland County Housing &
Redevelopment Authority***

Community Development
Compliance Specialist

Cumberland County, PA
2012 – 2014

***Redevelopment Authority of the
County of Fayette***

Community Development
Specialist

Uniontown, PA
2010-2012

Senate of Pennsylvania

Research & Communications Intern
Harrisburg, PA

2008-2010



Christine DeRunk

Christine DeRunk is passionate about data-driven decision-making to solve complex societal problems. She has experience with mathematical modeling, techniques for multi-criteria decision-making, statistical analysis and data visualization. These skills pair well with the communication and presentation skills honed by leading a classroom; Ms. DeRunk was a physics teacher, grant writer and project manager for over a decade before making a career change into economic development. At Mullin & Lonergan Associates she is working on an Analysis of Impediments to Fair Housing Choice for Passaic County, NJ and a housing study for the City of Louisville, KY.

Prior to joining M&L Christine studied at the H. John Heinz III College of Information Systems and Public Policy at Carnegie Mellon University where she was the engagement lead on a project for the Economic Development Growth Engine (EDGE) of Memphis and Shelby County, TN. On this project, she took the lead in building mathematical models, conducting the literature review, and interviewing stakeholders.

Christine's current experience includes Brunswick, GA, Iowa City, IA, Rochester, NY, Connecticut Housing Finance Agency, Westmoreland County, PA and Lake County, FL.

Education

*Master of Science in Public Policy
and Management*

Carnegie Mellon University
2017

*Master of Arts,
Peace Education*

Antioch University McGregor
2008

*Bachelor of Arts,
Physics*

University of Massachusetts -
Amherst, 2000

Professional Experience

Mullin & Lonergan Associates, Inc.

Housing and Community
Development Specialist
Pittsburgh, PA
2018 – present

Business Forward

Solutions Analyst
Pittsburgh, PA
2017 – 2018

*Economic Development Growth
Engine*

Data Analyst
Memphis, TN
2017

*Township of
Upper St. Clair*

Administrative Intern
Upper St. Clair, PA
2016



Jessica Lurz, MSW

Jessica Lurz is an experienced leader with a demonstrated history of working in the government and non-profit administration industry. As a consultant, this experience gives her a unique insight into client needs. She is skilled in Strategic Planning, Project Management, Data Analysis, Clinical Interventions, and Homeless Services.

Prior to M&L, Jessica directed the planning, development and coordination of several homeless Continuum of Care and Community Action programs. In this role she led the development of a community needs assessment and ten-year plan to prevent and end homelessness. In addition, she was responsible for the planning, development and management of over \$4 million in federal, state and local grants. Jessica holds a certification as a Housing Development Finance Professional from the National Development Council.

Jessica is currently working on the Analysis of Impediments to Fair Housing Choice and Strategic Housing Plan for the Cities of Lynchburg, VA and Temple, TX. Her Consolidated Plan projects include New Castle County, DE, and the Cities of Garland, TX and Buffalo, NY. She is also working closely with M&L's clients who have received ESG-CV funds from HUD to determine how best to address the communities' homeless and at-risk for homelessness populations.

Education

Master of Social Work
Virginia Commonwealth University
2012

**Bachelor of Science,
Psychology**
College of Charleston
2005

Professional Experience

Mullin & Loneragan Associates, Inc.
Housing and Community
Development Specialist
Pittsburgh, PA
2019 – present

City of Alexandria, VA
Director of the Office of Community
Service
Alexandria, VA
2016-2019

City of Alexandria, VA
Homeless Services Program
Coordinator
Alexandria, VA
2014-2016

New Hope Housing
Director of HUD Programs for Single
Adults
2006-2014

Threshold Services, Inc.
Residential Counselor
2005-2006



Kari Smith

Kari Smith is interested in combining community engagement with information technology and modeling methods to gain insight into policy questions. She has experience with policy research and analysis, mathematical modeling, program evaluation, and cost effectiveness measures in public sector budgeting. She is also formally trained in conflict resolution and mediation.

Prior to joining M&L Kari worked as a paralegal, analyzing and interpreting federal and state regulations. Kari also gained valuable experience as a program manager at a nonprofit, where she was responsible for a demanding caseload, including oversight, training, and recruitment of volunteers, and compiling statistics for program evaluation.

At M&L she is working on Analyses of Impediments to Fair Housing Choice for Washington County, Pennsylvania and Wake County, North Carolina.

Education

Masters of Public Policy and Administration

Northwestern University
Anticipated, December 2019

Paralegal Certificate

Duquesne University, 2011

Bachelor of Arts, Summa cum Laude in Global Policy Studies

Chatham University, 2008

Professional Experience

Mullin & Loneragan Associates, Inc.

Housing and Community
Development Specialist
Pittsburgh, PA
2019 – present

Bresnahan, Nixon & Finnegan, PC

Paralegal
Monroeville, PA
2012 – 2019

Center for Victims of Violence and Crime

Program Coordinator
Pittsburgh, PA
2009 – 2010

Mediators Beyond Borders

Research Assistant
Pittsburgh, PA
2008



Kevin Tang, MPA

Kevin Tang is focused on exploring and experimenting with data to find relevant and innovative methods for building more resilient communities. Creating maps that are important tools in decision making is one of his strengths. Kevin’s experience in academia and the nonprofit sector serves as a boon for organizing, visualizing, and communicating data in an accessible manner.

Prior to joining M&L, Kevin served as the Lab Manager for the Dong Lab in the University of Pittsburgh’s Department of Neuroscience. In this role, he served as the database manager for the lab’s 2,000-large mouse colony along with acting as the primary liaison between the lab and other university departments and collaborators. More related to M&L’s work, Kevin served as a project fellow with Allegheny River Towns Enterprise Zone (ARTEZ), conducting primary data collection and visualization through community engagement for the Borough of Sharpsburg on issues related to blighted properties and unmet needs.

He is currently working on the Analysis of Impediments to Fair Housing Choice and Strategic Housing Plan for Rhode Island, and the Consolidated Plans and Analyses of Impediments to Fair Housing Choice for the cities of Lynchburg, VA and Norwalk, CT.

<i>Education</i>	<i>Master of Public Administration</i> University of Pittsburgh 2019	<i>Bachelor of Science, Urban Studies and Ecology & Evolution</i> University of Pittsburgh 2014
<i>Professional Experience</i>	<i>Mullin & Loneragan Associates, Inc.</i> Housing and Community Development Specialist Pittsburgh, PA 2019 – present	<i>Mullin & Loneragan Associates, Inc.</i> Research Analyst Intern Pittsburgh, PA 2019
	<i>University of Pittsburgh</i> Lab Manager Pittsburgh, PA 2015 – 2018	<i>Allegheny River Towns Enterprise Zone</i> Project Fellow Millvale, PA 2014 - 2015



Cost Estimate

M&L can provide a contract that includes any or all of the items listed below based on the County's needs. Based on the type of services and the level of technical assistance discussed in our phone call last week, M&L is proposing the lump sum fee schedule shown below.

Total Fixed Fee Cost Proposal

Deliverable	Cost
Consolidated Annual Performance and Evaluation Report (FY2019 CAPER)	\$8,500
HUD Annual Action Plan (annually)	\$9,000
Environmental Review Record (annually)	\$6,000
Language Access Plan (LAP)	\$4,000
Technical Assistance	TBD*
HOME Policy & Procedures Manual	\$8,500
CDBG Policy & Procedures Manual	\$8,500

*M&L would work with the County to establish a not-to-exceed hourly rate budget annually for technical assistance.

M&L is willing to negotiate a contract that includes all of the above lump sum items or some of the lump sum items based on the County's needs and budget.

All other items would be considered hourly rate technical services related work. M&L would bill the County each month for actual work completed by each staff person. M&L would not perform any service unless specifically requested to do so by Fulton County. Technical services would be billed hourly based on our current schedule shown below and be billed portal to portal. These rates would remain in effect for the entire term of the contract. Hourly rate fees are inclusive of all costs including travel.

M&L Hourly Rate Schedule

Person	Cost per Hour
Principals	\$200
William Wasielewski, AICP	
Marjorie Willow, AICP	
Senior Project Manager	\$165
Karen Parish, AICP	
Kate Molinaro, MPA	



Support / Technical Staff

\$140

Christine DeRunk

Jessica Lurz

Kari Smith

Kevin Tang

Administrative Support

\$55



Appendix A: CDBG & HOME Client List

CDBG and HOME Client List

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

CDBG and HOME Client List

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

CDBG and HOME Client List

Entitlement/Participating Jurisdiction	State	Category	CP	AAP	CAPER	AI	AFH	ERR	Technical Services
Erie County	PA	County				◆			◆
Hazleton	PA	City	◆	◆	◆	◆		◆	◆
Hazleton Housing Authority	PA	Org.						◆	◆
Jeannette	PA	City							◆
Johnstown	PA	City	◆	◆	◆	◆		◆	◆
Lebanon County	PA	County						◆	◆
Lehigh County	PA	County	◆	◆	◆	◆		◆	◆
McKeesport	PA	City	◆			◆		◆	◆
McKeesport Housing Authority	PA	Org.						◆	◆
Millcreek Township	PA	City	◆	◆		◆			
Montgomery County	PA	County	◆	◆	◆	◆		◆	◆
Montgomery County Redevelopment Authority	PA	Org.							◆
New Kensington Redevelopment Authority	PA	Org.							◆
Norristown	PA	City	◆						
Philadelphia Redevelopment Authority	PA	Org.							◆
Pittsburgh	PA	City	◆	◆					
Pittston Redevelopment Authority	PA	Org.						◆	◆
Pottsville	PA	City		◆				◆	◆
Pottsville Housing Authority	PA	Org.						◆	◆
Reading	PA	City	◆	◆	◆	◆		◆	◆
Redevelopment Authority of County of Washington	PA	County	◆	◆	◆	◆		◆	◆
Reilly Township	PA	City							◆
Rush Township (Carbon County)	PA	City						◆	◆
Schuylkill County	PA	County						◆	◆
Schuylkill Township (Schuylkill County)	PA	City						◆	◆
Shamokin	PA	City						◆	◆
Somerset County Redevelopment Authority	PA	Org.						◆	
St. Clair Borough (Schuylkill County)	PA	City						◆	◆
Union County	PA	County							◆
Uniontown Redevelopment Authority	PA	Org.						◆	◆
Waynesboro	PA	City						◆	◆
Westmoreland County	PA	County	◆	◆	◆	◆		◆	◆
Williamsport	PA	City	◆	◆	◆	◆		◆	◆
York	PA	City	◆	◆	◆	◆		◆	◆
Bexar County	TX	County	◆	◆					
Corpus Christi	TX	City	◆	◆					
Round Rock	TX	City	◆	◆					
Travis County	TX	County				◆			
Waco	TX	City	◆	◆					
Williamson County	TX	County	◆	◆		◆			
Hampton	VA	City	◆	◆		◆			
Hampton Roads Region	VA	Region				◆			

CDBG and HOME Client List

Entitlement/Participating Jurisdiction	State	Category	CP	AAP	CAPER	AI	AFH	ERR	Technical Services
Harrisonburg	VA	City	◆			◆	◆		
Lynchburg	VA	City	◆	◆		◆			
Portsmouth	VA	City							◆
Roanoke	VA	City				◆			
Waynesboro	VA	City	◆	◆					
Vermont Agency of Commerce & Community Dev.	VT	State				◆			
Parkersburg	WV	City				◆			



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/17/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER PAIST & NOE INC 130 Almshouse Rd, Suite 103 P.O. Box 414 Richboro PA 18954-0414	CONTACT NAME: Mary Bohrer PHONE (A/C, No, Ext): (215) 364-3000 FAX (A/C, No): (215) 364-2449 E-MAIL ADDRESS: mbohrer@paistnoe.com																					
INSURED Northeast & Bucks, Inc. D/B/A Mullin & Lonergan Associates 2 Kacey Court, Suite 201 Mechanicsburg PA 17055	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr> <tr> <td>INSURER A:</td><td>Travelers Property & Casualty Co. of America</td><td>25674</td></tr> <tr> <td>INSURER B:</td><td>Hartford Insurance Company</td><td>29424</td></tr> <tr> <td>INSURER C:</td><td>Philadelphia Indemnity Insurance Company</td><td>18058</td></tr> <tr> <td>INSURER D:</td><td></td><td></td></tr> <tr> <td>INSURER E:</td><td></td><td></td></tr> <tr> <td>INSURER F:</td><td></td><td></td></tr> </table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Travelers Property & Casualty Co. of America	25674	INSURER B:	Hartford Insurance Company	29424	INSURER C:	Philadelphia Indemnity Insurance Company	18058	INSURER D:			INSURER E:			INSURER F:		
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INSURER E:																						
INSURER F:																						

COVERAGES**CERTIFICATE NUMBER:** CL1992400991**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			6800359P7471942	10/01/2019	10/01/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			BA6N2814081942	10/01/2019	10/01/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 5,000			CUP0424P2361942	10/01/2019	10/01/2020	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	39WBCCB2596	10/01/2019	10/01/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	Professional Liability - Claims Made Limit includes Claims Expenses			PHSD1470551	09/18/2019	09/18/2020	Each Claim \$1,000,000 Annual Aggregate \$1,000,000 Deductible \$10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate Holder is included as Additional Insureds under General Liability coverage when required in a written contract or agreement executed prior to loss.

CERTIFICATE HOLDER**CANCELLATION**

Fulton County - Dept. of Community Development 141 Pryor St. SW Atlanta GA 30303	<p>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p> <p>AUTHORIZED REPRESENTATIVE</p> <p style="text-align: center;"><i>Mary D. Bohrer</i></p>
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