

# Response to Request for Proposals

October 16, 2014

## PREPARATION OF A HOUSING MARKET ANALYSIS

RFP 1415-26

City of Norman, Oklahoma



Prepared by:



**RKG Associates, Inc.**

*Economic, Planning and Real Estate Consultants*

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**Prepared for**  
City of Norman  
Planning and Community Development Department  
Revitalization Division  
201-A West Gray  
PO Box 370  
Norman, Oklahoma 73070

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## SECTION 1: COMPANY PROFILE

### **RKG Associates, Inc.** *Alexandria, Virginia*

RKG Associates, Inc. is a full service economic, planning and real estate consulting firm with offices located in Dallas, Texas with its headquarters in Dover, New Hampshire and offices in Alexandria, Virginia, Atlanta, Georgia and Boston, Massachusetts. Since our founding in 1981, the firm has successfully completed more than two thousand consulting projects regionally, nationally and internationally, providing a comprehensive range of economic, planning, marketing and management services to governmental, business and institutional clients. The firm currently employs nine full-time professionals and has grown to become one of the most respected economic and real estate advisory consulting firms in United States.

The firm has completed numerous housing studies and is skilled at assessing the unique impacts of university student populations on the housing market. These analyses have ranged from affordable housing studies to feasibility analyses for proposed private sector student housing projects.

Our firm has assembled a group of highly qualified professionals who bring their own unique perspective to each assignment, and the firm's strength lies in the diversity of backgrounds and disciplines represented within the organization. The talents of staff economists, planners, financial analysts, appraisers and real estate professionals are brought together in a team effort to solve client problems. RKG Associates also has access to, and works with, a wide array of affiliates and consultants who provide technical expertise in such areas as architecture, urban design, engineering, environmental science and associated disciplines.

#### **RKG Associates Core Service Areas**

##### **Real Estate Services**

- Housing Studies
- Affordable Housing Market Analysis
- Financial Feasibility Analysis
- Economic and Fiscal Impact Analysis
- Highest and Best Use Studies
- Tax Increment Financing Analysis
- New Construction, Land Development and Adaptive Reuse

##### **Economic Consulting Services**

- Downtown Revitalization and Urban/Waterfront Redevelopment
- Economic Development Strategies
- Fiscal and Economic Impact Analysis
- Labor Force Studies
- Target Industry Analysis

##### **Planning Services**

- Brownfields Redevelopment
- Municipal Master Plans
- Tax Base Management Strategies
- Municipal Service Studies





- Open Space and “Smart Growth” Strategies
- Transportation and TOD Planning

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RKG Associates is a corporation.



## SECTION 2: KEY PROJECT PERSONNEL

RKG Associates will utilize all necessary staff resources to complete the Housing Study for the City of Norman. Below is a brief description of the principal for RKG Associates that will oversee all staff work.

**Mr. Russell Archambault** will serve as the Principal-in-Charge for RKG Associates, Inc. on the proposed Norman assignment. Mr. Archambault joined RKG Associates, Inc. in 1994, and has over 27 years of experience in the areas of real estate market research, community and economic development, economic and fiscal impact analysis, and development feasibility analysis. Since joining RKG Associates, Inc., Mr. Archambault has applied his background to managing numerous projects throughout the U.S. in areas of housing, urban and waterfront redevelopment, development feasibility, local and regional economic analysis, military base reuse planning, and transportation economics. Mr. Archambault has also lead the development of RKG Associates' fiscal planning expertise, which assists local governments in understanding the municipal service impacts of local land use decisions and policies. Mr. Archambault is a national speaker on issues of urban redevelopment and fiscal planning. Before joining RKG Associates, Mr. Archambault directed the Office of Community Development for the City of Laconia, New Hampshire and also served as senior project manager for the Virginia Tech Economic Development Assistance Center in Blacksburg, Virginia.

*Mr. Archambault will oversee the RKG Associates Team's daily work tasks and serve as the primary contact for contractual and staffing issues. Russ will provide key analytical oversight for this effort and will manage the work of RKG Associates' personnel assigned to this project.*

**Mr. Taylor Yewell** is a Senior Associate with RKG Associates, and will serve as Project Manager for the Norman assignment. Mr. Yewell has managed and consulted on a broad range of public and private real estate and economic development projects throughout North America and recently completed management of housing analyses in Moore, Oklahoma and Boone, North Carolina, and is currently in the process of completing a housing study in Ada, Oklahoma. Taylor Yewell's experience and expertise encompass market analysis, and financial feasibility assessment, highest and best use studies, effective public/private partnerships, implementation strategies, fiscal and economic impact analysis, cost of land use studies, and economic development planning.

Mr. Yewell has been professionally involved in economic development, as well as public and private real estate ventures, throughout his career. Prior to entering the realm of real estate and economic development consulting, Mr. Yewell was the Economic Development Manager at Washington Gas, a major public utility serving the greater Washington, D.C. metropolitan area. Mr. Yewell holds a Masters in Real Estate from Johns Hopkins University.

*As project manager, Mr. Yewell will be RKG's key point of contact and provide day to day management of the Norman assignment. Mr. Yewell will be present for all client meetings, will conduct stakeholder interviews, and conduct technical analysis.*



**Ms. Judi Barrett**, RKG's Director of Municipal Services, will serve as Technical Advisor for the Norman Housing Market Analysis. With over 25 years of experience in planning and community development, Ms. Barrett provides support to communities on a wide variety of planning engagements: comprehensive plans, housing plans and studies, HUD Consolidated Plans, downtown plans, neighborhood revitalization strategies, and park and open space plans. An experienced fiscal impact analyst, Ms. Barrett is often called upon to prepare socioeconomic evaluations of major development projects. In addition, Ms. Barrett is well known for her public participation skills, from major community planning events to conversation cafés, deliberative workshops, field trips, and web-based participation options. She has a passion engaging a community's youth in the planning process. Before joining RKG, Ms. Barrett served as Director of Planning with Community Opportunities Group, Inc. and as Program Manager for the Massachusetts State CDBG Program (for non-entitlement communities) at the Department of Housing and Community Development (DHCD). She also served as Community Development Director for the Town of Plymouth, MA. Ms. Barrett has worked extensively in the field of affordable housing. She has written numerous housing plans and helped city and town officials with the permitting process and developer negotiations for affordable housing.

**Ms. Lauren McKim** will provide technical assistance for the Norman assignment. Ms. McKim joined RKG Associates, Inc. in 2013. Prior to RKG Associates, Ms. McKim worked for Rutgers, The State University of New Jersey (Rutgers) providing data and Geographic Information Systems (GIS) analysis to the School of Management and Labor Relations and the Eagleton Institute of Politics. She also helped prepare strategic and redevelopment plans for public sector clients while pursuing her Master's degree. In addition, Ms. McKim has worked in the field of commercial property management. She is an active member of ULI Washington's Young Leaders Group (YLG) and served on several of its committees. Ms. McKim has a Bachelor of Arts in History and Psychology from the University of Kansas and a Master of City and Regional Planning from Rutgers.

## Resumes

The following pages provide deeper understanding of the staff to be assigned to this task.



# RUSSELL A. ARCHAMBAULT, VICE PRESIDENT & MANAGING PRINCIPAL

## PROFESSIONAL PROFILE

Mr. Archambault joined RKG Associates, Inc. in 1994, and has over 26 years experience in community and economic development, economic and fiscal impact analysis, real estate market research, and development feasibility analysis. Since joining RKG Associates, Inc., Mr. Archambault has applied his background to managing numerous projects throughout the US in areas of urban and waterfront redevelopment, development feasibility, local and regional economic analysis, military base reuse planning, and transportation economics. Mr. Archambault has also lead the development of RKG Associates' fiscal planning expertise, which assists local governments in understanding the municipal service impacts of local land use decisions and policies. Mr. Archambault is a national speaker on issues of urban redevelopment and fiscal planning.

Before joining RKG Associates, Mr. Archambault was Assistant Director of Community Development for the City of Laconia, New Hampshire and also served as project manager for the Virginia Tech Economic Development Assistance Center in Blacksburg, Virginia. Mr. Archambault is managing partner of RKG Associates' Alexandria, VA office.

## EDUCATION

- Bachelor of Science, Public Management, Plymouth State University, Plymouth, NH
- Master of Urban and Regional Planning, Virginia Polytechnic Institute and State University (Virginia Tech), Blacksburg, VA

## PROFESSIONAL AFFILIATIONS

- International Economic Development Council (IEDC)
- American Planning Association (APA)
- Virginia Chapter of the American Planning Association (VAPA)
- Virginia Economic Developers Association (VEDA)
- Virginia Downtown Development Association (VDDA)
- National Main Street Program
- National Building Museum, Washington DC
- Northern New England Chapter-APA-Executive Committee
- Northeastern Industrial Developers Association (NIDA)
- New Hampshire Planners Association (NHPA)
- PLAN NH, Past Vice President

## RELEVANT PROJECT EXPERIENCE

### Housing Market Analyses

#### Green Impact Zone Residential Market Analysis Kansas City, MO

Mr. Archambault was retained by the newly formed Green Impact Zone organization to assist in the creation of a residential development strategy in Kansas City's

urban core. As part of a public/private initiative funneling more than \$150 million in new road, green energy and infrastructure investment, the most essential element of the Green Impact Zone was to reverse the out-migration of residents from a blighted 105-block area. Mr. Archambault conducted a residential market study to identify the most likely market segments to capture in the study area, both market rate and subsidized units.

#### Alexandria Housing Master Plan Alexandria, VA

Mr. Archambault managed the preparation of a citywide housing master plan for the City of Alexandria, VA. Mr. Archambault facilitated a public engagement process to educate and inform City residents and housing officials on the projected affordable housing needs of the City over the next 20 years, including special needs groups. The plan was the City's first comprehensive examination of its affordable housing supply.

#### Pittsburgh Citywide Housing Strategy Pittsburgh, PA

Mr. Archambault was retained by the City of Pittsburgh to conduct an analysis of the City's residential market and to analyze the supply and demand for future public housing. Mr. Archambault analyzed housing in the City's 94 neighborhoods and conducted a review of the Pittsburgh Housing Authorities public housing portfolio, which was experiencing very high vacancy due to poor management and maintenance. Based on RKG's research findings, Mr. Archambault was able to assist the PHA in repositioning its public housing inventory and identified opportunities to revitalize the City's most disadvantaged communities.

#### Bowling Green Downtown Housing Analysis Bowling Green, KY

The Downtown Bowling Green Redevelopment Housing Analysis was commissioned by the City of Bowling Green to analyze local housing development opportunities in the City's downtown redevelopment district. Mr. Archambault directed the analysis, accounting for both market rate and subsidized housing. The report also included an assessment of the supply and demand for home ownership opportunities.

#### Morgantown City-wide Housing Strategy Morgantown, WV

RKG Associates was retained by the Fairmont-Morgantown Housing Authority to prepare a citywide housing study. Mr. Archambault directed an in-depth analysis of the City's residential housing market and the surrounding region. This study analyzed the supply and demand for housing relative to the availability, affordability, and condition of the housing stock. The impacts and demands from West Virginia University students and faculty were also considered in this analysis.



**Fairmont City-wide Housing Analysis  
Fairmont, WV**

Mr. Archambault directed the preparation of the City of Fairmont Housing Market Analysis. The study contains an analysis of historic, current, and projected housing trends, and the analysis identified future opportunities for growth and development within the local market.

**Residential Development Strategy  
Blacksburg, VA**

RKG Associates was retained by a local residential developer to analyze the need for additional market-rate, student, and affordable housing over the next 10 years. Mr. Archambault directed the supply and demand analysis and estimated the demand for affordably-priced housing. The analysis also included a development site screening analysis, which identified 10 potential locations for new housing development. In addition, Mr. Archambault prepared a 10-year business and development strategy for the developer Market and Development Feasibility Studies

**Downtown Trenton Waterfront Redevelopment  
Trenton, NJ**

Mr. Archambault led a planning and design team of consultants to assist the City of Trenton with a redevelopment project that will transform 33 acres within the downtown district. Mr. Archambault is analyzing the market and development feasibility of creating a large mixed-use project on what is currently state office parking lots. An existing downtown highway (Route 29) will be relocated from the edge of the Delaware River into the downtown in the form of an urban boulevard, which will create new private development opportunities on each side of this new road. Once completed, Mr. Archambault will market the plan to the private development community to create: mid-rise urban residential, hotel, Class A office, and urban entertainment uses.

**Millville Downtown Renaissance  
Millville, NJ**

Mr. Archambault provided market and feasibility support for the creation of the Downtown Renaissance Plan for Downtown Millville, NJ. This city of 25,000 pop. located between Philadelphia and Atlantic City desired to undertake a multi-phase, waterfront redevelopment strategy that would introduce urban infill housing, office development, open space/recreation, live/work artist space, and hospitality facilities to the downtown. The City is currently moving forward with the project team's recommendations and is trying to secure developer interest in a new downtown hotel and restaurant.

**Downtown Redevelopment Commercial Market Analysis****Bowling Green, KY**

A redevelopment market study was commissioned by a local developer to examine the market potential of vari-

ous commercial development opportunities in Downtown Bowling Green, KY. Mr. Archambault directed a supply and demand analysis for a hotel and conference facility, retail/service uses, office space, and downtown residential. With RKG's assistance, the developer received a City commitment for \$12 million in municipal bond financing.

**Courthouse Square Redevelopment Market Feasibility Analysis  
Arlington County, VA**

RKG Associates was retained by Arlington County (VA) Economic Development to examine the market feasibility of a previously approved site plan for a 3-block urban center. Mr. Archambault directed an analysis of market segments including: (1) high-rise office, (2) retail, and (3) full-service hotel. This study was the impetus for the County to solicit developers to create a dynamic civic space in the center of Arlington.

**Feasibility Analysis of Adaptive Reuse of Renovators Supply Mill****Irving, MA**

Mr. Archambault evaluated the market and financial feasibility of the Franklin County (MA) Community Development Corporation's acquisition of a 250,000 SF mill facility from a private owner. The analysis indicated a lack of regional demand for mill space and the project's inability to generate a viable revenue stream in order to maintain, operate, and market the facility.

**Bound Brook Transit Orient Development Market Analysis****Bound Brook, NJ**

Working with a local developer and urban design firm, RKG Associates, Inc. prepared a downtown real estate market study for this community. The study examined market opportunities in the areas of high density residential, niche retail, office, hospitality, education, and transit village development. The client was acting as a "preferred developer" for the Borough of Bound Brook following the destruction of the central business district from the flood waters of Hurricane Floyd in September of 1999. The recommendations included the reestablishment of the downtown commercial district around a transit village concept.

**Capitol Hill Towers Tax Increment Financing (TIF) Feasibility Analysis****Washington, DC**

RKG Associates was retained by the Washington, DC government to review the market and financial feasibility of a proposed \$113 million, mixed-use development in southeast Washington, DC. Mr. Archambault directed and prepared 10-year operating and tax revenue projections, to determine if the proposed project could support the debt service on an \$11.5 million Tax Increment Financing (TIF) package sought by the developer, NJA Development Partnership LC of New York City.



## TAYLOR B. YEWELL, SENIOR ASSOCIATE

### PROFESSIONAL PROFILE

Mr. Yewell, Senior Associate with RKG Associates, has managed and consulted on a broad range of public and private real estate and economic development projects throughout North America. Taylor Yewell's experience and expertise encompass market and financial feasibility analysis, highest and best use studies, effective public/private partnerships, implementation strategies, fiscal and economic impact analysis, cost of land use studies, and economic development planning.

Mr. Yewell has been professionally involved in economic development, as well as public and private real estate ventures, throughout his career. Prior to entering the realm of real estate and economic development consulting, Mr. Yewell was the Economic Development Manager at Washington Gas, a major public utility serving the greater Washington, D.C. metropolitan area.

### EDUCATION

- Master of Real Estate, Johns Hopkins University, Baltimore, MD
- Bachelor of Arts, University of Maryland, College Park, MD

### PROFESSIONAL AFFILIATIONS

- International Economic Development Council (IEDC)
- American Planning Association (APA)
- Delaware/Maryland Chapter of the American Planning Association (VAPA)
- International Downtown Association (IDA)
- National Main Street Program
- National Association of Office and Industrial Parks (NAIOP)

### RELEVANT PROJECT EXPERIENCE

#### Housing Analysis Moore, OK

Conducted a comprehensive housing analysis for the City of Moore. This fast growing suburb of Oklahoma City was struck by an F5 tornado in May of 2013, destroying over 1,300 homes. The analysis found that Moore's supply of affordable housing was more than adequate, and that the city could support the development of relatively higher end market rate housing, as well as market rate garden apartments with amenities and age restricted housing. The development community has responded to recent events by offering safe rooms in their new homes, and recommendations include income-based subsidization of safe rooms in existing homes.

#### Housing Analysis Boone, NC

Home to Appalachian State University, 75% of the housing demand in Boone is derived from the student population, and much of the extra-jurisdictional housing comprises vacation homes. Key tasks in this assignment were to examine the demand and supply characteristics of these two market segments in order to identify and characterize the less well-defined "conventional" market segments. The primary deliverable for this project was a housing affordability and needs assessment.

#### Residential Market Analysis Odenton, MD

Prepared a market analysis for 118 new for-sale residential units in this suburb of Baltimore, MD. The county requires an applicant to present sufficient evidence of a public need for a proposed use before granting approval. The findings of the market analysis showed market support for the project coming from increases in personnel at Fort Meade and an expansion of a nearby hospital, as well as anticipated household growth in the county overall.

#### Housing Analysis Goldsboro, NC

Prepared market analyses in support of a Master Plan for the revitalization of downtown Goldsboro. Specific focus was on the impact of the elimination of housing at Seymour Johnson Air Force Base, and the ability of the City to use the provision of housing as a catalyst for redevelopment. Key elements of the plan also included revitalization of the residential neighborhoods on the fringes of downtown through a combination of rehabilitation of historic residences by Preservation North Carolina, development of affordable infill housing by Self-Help (a non-profit developer), and assembly of vacant sites by the city for development of market-rate housing.

#### Danville River District Redevelopment Strategy Danville, VA

Managed a multi-disciplinary team to develop a strategy to revitalize Danville's Main Street area and the historic Warehouse District, collectively known as the River District. The plan called for the reactivation of historic buildings, open space improvements, and an implementation strategy. The City has earmarked \$4 million for public improvements, and two key historic buildings have been purchased for rehab to mixed use.



**Urban Growth Strategy****Maryville, TN**

Harnessing anticipated growth was the dominant theme of the Urban Growth Strategy prepared for Maryville and Blount County, Tennessee, which included a comprehensive housing analysis. The strategy balanced the need for preserving green space, the desire to preserve the small town and rural character of the area, preservation of one of the best school systems in Tennessee, and the desire for economic development.

**Downtown Redevelopment Plan****Belhaven, NC**

Conducted the market analysis and identified supportable development opportunities in support of the master plan for Downtown Belhaven. Strong developer interest was generated subsequent to completion of the master plan, and projects are underway or in the pipeline, accounting for over \$135 million in residential, retail, and marina development.

**Textile Corridor Master Plan****Rock Hill, SC**

Conducted the market analysis in support of the 2003 Textile Corridor Master Plan. The Rock Hill Textile Corridor comprises over 200 acres, over one million square feet of vacant industrial buildings, viable businesses, and residential neighborhoods. The 100,000-square-foot Cotton Factory has since been adaptively reused for office and retail.

**Southeast Waterfront Community Plan****Newport News, VA**

Prepared the market analysis and identified supportable redevelopment opportunities in support of a Vision Plan for the Southeast Community in Newport News. The lower income neighborhood, characterized by a mix of public and private housing, experienced a wave of developer interest in prime waterfront real estate. The plan identified open space and land use categories that take advantage of new development opportunities while ensuring a framework for community benefits such as affordable housing, retail and job opportunities, and shared access to the waterfront.

**Community Redevelopment Implementation****East Tampa, FL**

This assignment focused on developing catalyst projects to stimulate reinvestment and revitalization in low-income neighborhoods. Detailed market and financial analyses were conducted to determine the feasibility of recommended projects that came to include mixed-use retail, several mixed income housing projects, and an International Public Market. The private development community responded with significant investments in the catalyst pro-

jects that emerged from the study, and property values rose in response to the renewed attention on what had become an area in steep decline.

**Eastside Neighborhood Revitalization Strategy****Charleston, SC**

Led the team that evaluated the economic feasibility of developing publicly funded infrastructure for a nine-acre redevelopment site in Charleston's Eastside area. The City's objective was to accommodate 350 mixed-income dwelling units with a 90,000 square foot commercial and civic component. The project included an estimate of infrastructure costs prepared by the engineering firm of Parsons Brinckerhoff, market analysis, and preparation of a funding strategy utilizing Tax Increment Financing (TIF).

**Downtown Revitalization Strategy****Paterson, NJ**

Crafted a redevelopment strategy focusing on parcels along the Passaic River in Paterson. Identified market support for catalyst project opportunities, demonstrated financial feasibility for these projects, and positioned the entire downtown waterfront for presentation to the real estate development community. Conducted a successful developer solicitation resulting in a 200-unit apartment building, the first significant residential development in Paterson in 50 years.

**Economic /Retail Development Strategy,****Goodlettsville, TN**

Assessed the market for additional new retail in this jurisdiction that relies on a local option sales tax as a major source of fiscal revenues. The findings of the market analysis demonstrated market support for an additional 500,000 square feet of retail which could potentially generate \$1.25 million in annual tax revenues.

**Herndon Metrorail Station Area Plan****Herndon, VA**

Served as the economic expert assisting a multi-disciplinary team in the development of a master plan that seeks to upzone the area to realize the maximum fiscal benefits that will accrue through Transit Oriented Development. Prepared development pro forma and fiscal impact analyses, performed cost/benefit analysis for \$16 million in public infrastructure improvements.



## JUDI BARRETT, DIRECTOR OF MUNICIPAL SERVICES

### PROFESSIONAL PROFILE

Ms. Barrett's primary areas of expertise include planning, zoning, socioeconomic impact evaluation, housing policy, and public participation. She has over twenty-five years of extensive experience in community planning and community development. Her responsibilities include managing planning services for the firm's municipal clients, including peer review teams, developer negotiations, and civic engagement consulting.

### EDUCATION

- AB in History and Government; Harvard University, Cambridge, Massachusetts
- Graduate coursework in planning, land use law, and public finance at Harvard, Tufts University, and University of Massachusetts-Boston

### PROFESSIONAL AFFILIATIONS

- American Planning Association
- Massachusetts Association of Planning Directors

### PROJECT EXPERIENCE

#### *Community Planning*

##### **Comprehensive Plans**

Directed the planning process for an award-winning comprehensive plan in a prestigious suburb of Boston. Worked closely with the Planning Board, other local officials, and residents. The process included numerous and varied public participation opportunities, outreach, extensive data analysis and documentation, GIS mapping, many public meeting presentations, and coordinating the work of citizen volunteers.

##### **Planning for Affordable Housing**

Prepared over 20 housing plans and studies for municipal clients, ranging from Chapter 40B Housing Production Plans to site analysis and predevelopment services to training and technical assistance for town boards.

##### **Regional Approaches to Affordable Housing**

Worked with several small towns in Western Massachusetts to develop a regional housing needs analysis and strategic plan.

##### **Community Development**

Developed HUD-approved Neighborhood Revitalization Strategies for very-low-income neighborhoods in two major cities in New England. The planning process involved socioeconomic analysis, physical planning, design of housing and economic development strategies for difficult-to-develop areas, and extensive collaboration with minority and foreign-born populations.

#### *Zoning*

##### **Comprehensive Zoning Revisions**

Prepared comprehensive updates of zoning ordinances and bylaws for several communities. Services included zoning diagnostic, public workshops to clarify community, land owner, and developer expectations, visual preference surveys, existing/proposed zoning presentation materials, and presentations at public hearings, town meeting, and city council meetings.

##### **Inclusionary Zoning**

Prepared inclusionary housing ordinances and bylaws with development incentives for on-site affordable housing, e.g., as-of-right density bonuses and transferable developer credits for projects that provide extra affordable units.

##### **Downtown/Commercial District Revitalization**

Served as zoning expert on a consulting team that prepared a downtown master plan and design guidelines for maturely developed Boston suburb. Conducted parcel-by-parcel analysis of downtown buildout potential and regulatory barriers under existing zoning. Wrote new downtown zoning to facilitate redevelopment and infill and worked with architects to develop design review guidelines.

#### *Fiscal and Economic Impact Analysis*

##### **Fiscal Impact Studies**

Directed the work of consulting teams that prepared fiscal and economic impact studies of major development proposals, e.g., a resort casino, film production studio, redevelopment plan for a closed military base, and a major regional shopping and entertainment mall.



# LAUREN M. CALLAGHAN, MARKET ANALYST/PLANNER

## PROFESSIONAL PROFILE

Ms. Callaghan joined RKG Associates in 2013 as a Market Analyst/Planner. She brings to the team an applied knowledge from Rutgers University, where she obtained a Master of City and Regional Planning with a specialization in real estate and housing. Her areas of expertise include Geographic Information Systems (GIS), real estate and market analysis. Prior to her hiring at RKG Associates, Ms. Callaghan worked with the School of Management and Labor Relations at Rutgers, developing a case management system as part of a federal grant evaluation team. She also has experience working for D.C. One Associates in commercial property management for Class A office and retail space.

## EDUCATION

- B.A. History & Psychology, The University of Kansas, Lawrence, Kansas
- Master of City and Regional Planning, Rutgers, The State University of New Jersey, New Brunswick, New Jersey

## PROFESSIONAL AFFILIATIONS

- American Planning Association (APA)
- National Capital Area Chapter of the American Planning Association (NCAC-APA)
- Urban Land Institute (ULI)
- ULI Young Leaders Group

## RELEVANT PROJECT EXPERIENCE

The following are recent projects that best reflect Ms. Callaghan's skills and experience related to the proposed assignment.

### *Economic Development*

#### **Economic Development Strategic Plan**

*Cumberland, Maryland*

Acknowledging the fundamental shift of Western Maryland's economy away from manufacturing and a need to better understand Cumberland's new economic role, the City hired RKG Associates to develop strategic plan that outlines a path for future economic growth. To develop a holistic plan, Ms. Callaghan provided an analysis of existing socioeconomic conditions, quality of life metrics and the non-residential real estate market. These efforts included research and analysis of quantitative and qualitative data and stakeholder interviews to establish the foundation for the strategic plan.

### *Master Plans*

#### **Vacant and Abandoned Properties Master Plan**

*Louisville/Jefferson County, Kentucky*

Acknowledging a wide-spread issue with vacant and abandoned properties within Louisville and Jefferson County, the Office of the Mayor hired RKG Associates, working with APD, Inc., to lead the effort to develop a plan to establish short and long-term steps to promote redevelopment and reverse the neighborhood deterioration associated with these properties. To further this effort, Ms. Callaghan prepared a marketability analysis which identified areas of opportunity based on a variety of factors. Using tax assessor data she developed a housing inventory and sales analysis to provide a more detailed understanding of the areas most severely effected by vacant and abandoned properties. This information was used to develop early intervention strategies as part of the larger goal of producing a long-range master plan.

### *Urban & Downtown Revitalization and Redevelopment*

#### **Greater Chillum Community Study**

*Chillum, Maryland*

RKG Associates was hired as part of a larger team by the Maryland-National Capital Park and Planning Commission to analyze the redevelopment potential of the Chillum neighborhoods in Prince George's County, Maryland. Ms. Callaghan conducted an analysis of the existing conditions of the Chillum area by evaluating socioeconomic and demographic data. She also analyzed current housing affordability, the residential real estate market and recent development activity to understand future development potential. In addition, Ms. Callaghan collaborated in the creation of economic development and revitalization recommendations based on RKG analysis and research.

#### **Ampere/Roseville Redevelopment Strategic Plan**

*East Orange & Newark, New Jersey*

Interested in redeveloping adjacent neighborhoods, public sector clients from East Orange and Newark wanted to evaluate the potential to redevelop this area with the goal of attracting a New Jersey Transit rail station. Ms. Callaghan conducted interviews with business owners in both neighborhoods and researched organizational structures and funding opportunities. This helped to establish strategies for redevelopment based on the level of community interest and commitment. Initial efforts preceded increased interest in the area by New Jersey Transit and the commissioning of a more in-depth study of the area's redevelopment potential and its capacity for a rail station.



***Retail Market Evaluation*****Burlington Center Mall Redevelopment Plan***Burlington Township, New Jersey*

After losing several anchor tenants since its opening in 1982, a study of potential redevelopment options was conducted for Burlington Center Mall. Ms. Callaghan interviewed mall managers and owner representatives. She analyzed retail market supply and demand data to determine potential success of a range of redevelopment options. These efforts helped establish a redevelopment plan that provided a range of repositioning scenarios, including alternate uses.

***Impact Analysis*****Build with Purpose: Development Impact Analysis***Metuchen, New Jersey*

Nearing 10 years of providing non-profits and charter schools with development and real estate services, Build with Purpose (BwP) hired Ms. Callaghan to evaluate the impact of its development projects. Ms. Callaghan established a metric for evaluating the impact of these projects which assessed the conditions of the surrounding communities, the success of the organizations who inhabited these buildings and the clients they served. She assessed the impact of several of BwP's past projects and established a process for future assessments. These efforts concluded with an evaluation by Ms. Callaghan of the organization's mission and its planned shift in approach for future projects.



### **SECTION 3: RELEVANT PROJECT EXPERIENCE**

RKG Associates has completed hundreds of residential/housing market analyses and implementation strategies over its 30-year history. The following projects provide a sampling of RKG Associates' most relevant, recent work experience as it relates to housing analyses and advisory services. Additional project experience and qualifications are available upon request.

# HOUSING ANALYSIS

## PROJECT NAME AND LOCATION

Comprehensive Housing Market Analysis  
City of Moore, Oklahoma (2013)

## CLIENT

City of Moore

## RKG SERVICES

Socioeconomic Base Assessment, Residential Real Estate Market Analysis, Affordability Analysis, Build-Out Analysis, Recommendations

## SITUATION

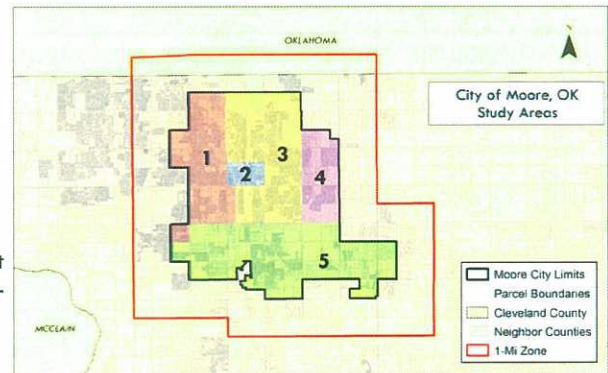
Moore is a rapidly growing city situated between Oklahoma City and Norman, Home of Oklahoma University. Renowned for its excellent public schools, the number of households in Moore grew by over 32% from 2000 to 2010, and has continued apace since then. However, Moore was beset by tornados in 1998, 1999, 2003, 2013, and most recently, May, 2013 in which over 2,000 homes were damaged or destroyed. While in the process of applying for a disaster relief grant, HUD suggested that the city conduct its first housing study to examine not only impacts of the disaster, but other salient issues associated with housing in this fast growing community.

## RKG APPROACH/SOLUTION

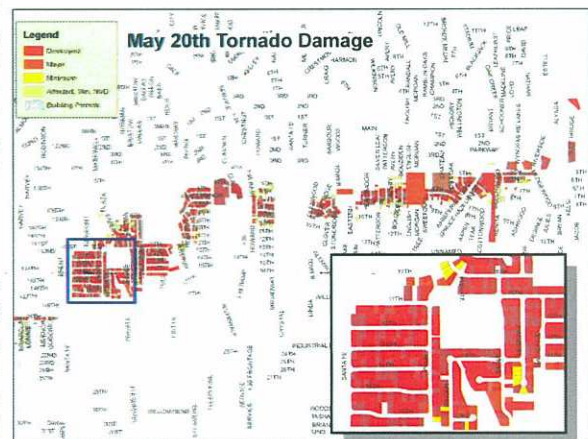
Key objectives of this analysis were to identify the demographic and economic characteristics of the city and region that will impact future development, project short- to mid-term housing demand, and assess the impact of tornado frequency on the housing market. Furthermore, RKG assessed the implications on housing of a planned commuter rail line that will connect Oklahoma City and Norman, and pass through downtown Moore. Tasks included a comprehensive inventory of Moore's housing stock by typology, year built, square footage, and current value per square foot for both homeownership and rental properties. An analysis was also conducted to identify neighborhoods with high concentrations of single family home rentals to determine if they warrant continued monitoring for declines in value.

## RESULTS

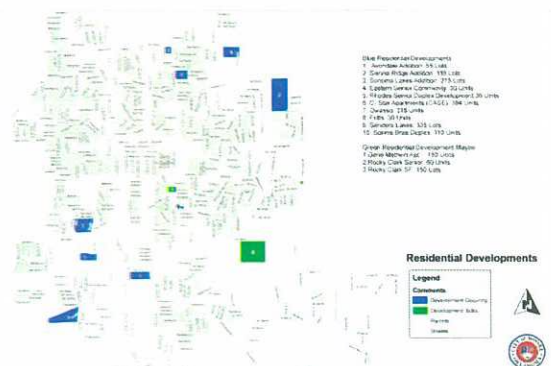
Findings of the analysis concluded that Moore has a more than adequate supply of affordable housing, and the city can support the development of higher end homeownership housing. The findings of the study also concluded demand for market rate apartments with amenities and age restricted housing. The homebuilders market has recognized increasing demand for safe rooms and is offering inexpensive options for its new homes—the city may also want to consider subsidizing income-based safe room retrofits. Housing developers are considering more urban models for their projects as developable land is consumed, and the city should explore the potential of mixed-use, transit oriented development around the proposed transit station.



The Housing Analysis separately examined five distinct areas in Moore, as well as a one-mile area beyond the city limits. The five interior study areas correspond to Moore's residential development over time.



The May 2013 tornado destroyed 1,348 homes and damaged 728 others. A key task of the study was to estimate the rate of rebuild/repair to ascertain what impact, if any, on Moore's robust housing market.



At 22 square miles, Moore is a relatively small jurisdiction in the Oklahoma City MSA. A key task in the analysis was to estimate the number of years it will take for full residential build-out.



# HOUSING ANALYSIS

## PROJECT NAME AND LOCATION

Housing Analysis  
Town of Boone, North Carolina (2013)

## CLIENT

Town of Boone

## RKG SERVICES

Economic Base Assessment, Student Housing Analysis, Residential Real Estate Market Analysis, Affordability Analysis

## SITUATION

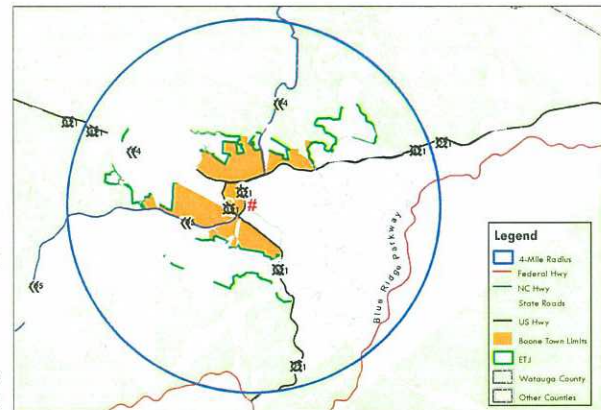
The housing market in Boone is one that is unique to university towns, in that the majority of the resident population is comprised of students attending Appalachian State University (ASU). Located in the heart of Boone, the Main Campus enrollment was approximately 16,000 in 2013. In addition to being a university town, Boone is also a destination for vacationers, offering outdoor recreation such as skiing, hiking, camping, etc., making the second home market a key driver of housing in the Boone marketplace as well. Consequently, housing costs are relatively high, limiting opportunities for affordable and workforce housing. As new student housing product continues to be delivered beyond actual demand, older, less desirable properties are beginning to experience vacancies and blight.

## RKG APPROACH/SOLUTION

The key objective of this analysis was to assess the affordability of housing in the Boone marketplace with regard to the local, non-student population. This will enable the Town of Boone and the Housing Affordability Task Force to develop a strategy to transition underperforming student housing developments into affordable and workforce housing. The most challenging aspect of the assignment was to identify the student housing demand/supply dynamic, and the implications of pipeline supply coming on line in the years to come.

## RESULTS

Findings of the analysis concluded that there are no natural incentives in the marketplace to compel developers to build anything other than student housing or expensive – and oftentimes – second homes. Land values in the area are relatively high, which reflects the ability for the development community to pay for land given the strengths of the luxury, higher profit margin market. Affordable housing opportunities in and around Boone will most likely come in the form of the rehabilitation and repositioning of older, underperforming student housing properties. While this supply likely will become more numerous as the new housing product under development is brought on line, housing opportunities will remain constrained without some policy and/or regulatory intervention by the Town and County.



The Housing Analysis focused on the Town and Extra Territorial jurisdiction, as well as an area of influence comprising a four-mile radius from the center of town.



Fully two-thirds of the Boone marketplace's housing is occupied by students at ASU. The building shown above was purpose-built to house students.



Boone is a popular destination for outdoors enthusiasts, such as hikers and skiers. As such, it has a burgeoning second home market.



# HOUSING ANALYSIS

## PROJECT NAME AND LOCATION

Housing Analysis  
Town of Amherst, Massachusetts (2013)

## CLIENT

Town of Boone

## RKG SERVICES

Economic Base Assessment, Student Housing Analysis, Residential Real Estate Market Analysis, Affordability Analysis, Implementation strategy

## SITUATION

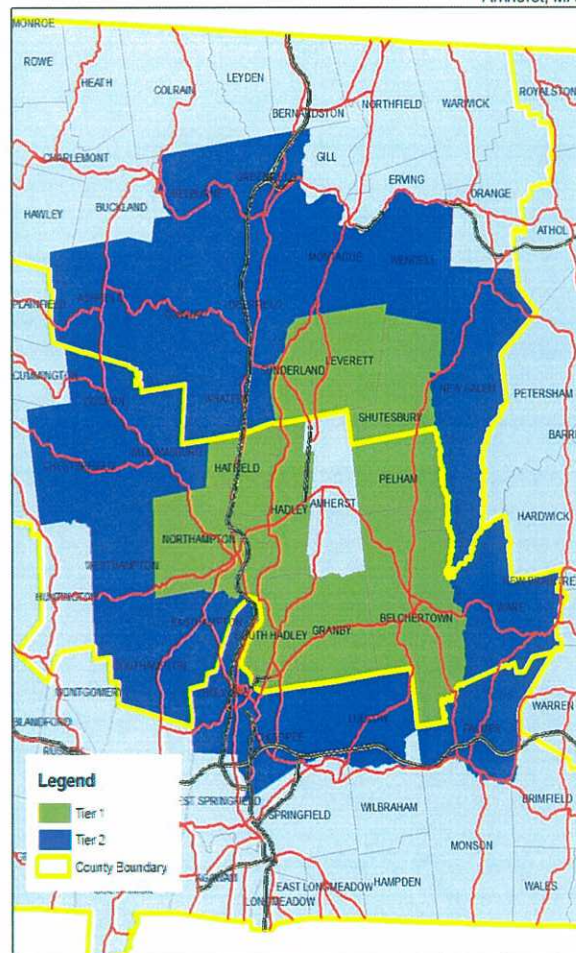
Amherst is host to three such post-secondary educational institutions which include Hampshire College, Amherst College, and the western campus of the University of Massachusetts (UMass Amherst), the State's flagship campus in its university system. In total, these three facilities have a combined enrollment of approximately 30,900 students with UMass accounting for the vast majority of 27,500 students. One of the most prevalent impacts related to the presence of these institutions is the demand for off-campus housing created by the disparity between housing (e.g. dormitories) and the housing needs generated by total student enrollment. UMass Amherst ranks third in the nation for the percentage of on-campus housing it provides for its students. Yet because Amherst is a relatively small community in a semi-rural area and UMass Amherst is a very large institution, the number of students, faculty, and staff from the three institutions seeking off-campus housing has a powerful spillover effect on the housing supply of the host community, nearby bedroom communities, and that of the adjoining region, as students and others are forced to seek housing alternatives in the private real estate market. Given this longstanding dynamic, and growing negative impacts on Amherst's housing in recent years, the Town sought to establish a better understanding of the actual impacts on its housing supply and the potential for addressing these impacts through preparation of this Housing Market Needs Study, retaining RKG Associates, Inc. to assist them with this effort.

## RKG APPROACH/SOLUTION

RKG's housing analysis program was designed to fulfill three key objectives. First was to identify non-student, target populations that would potentially seek to live in Amherst if a supply of appropriately priced and designed housing were available. Second was to understand the resulting impacts on housing costs, in both the rental and owner-occupied market, created by housing students within the local housing supply. Third, based on this analysis, was to conduct a review existing land use regulations with the intent of recommending changes that could help to support development of market-rate housing over the next five years.

## Map

Local Region for Housing Market Analysis  
Amherst, MA



Amherst supports a diverse array of housing types. Steadily increasing enrollment at Amherst's higher educational institutions has driven the Town's housing dynamic in recent decades.



# HOUSING MASTER PLAN

## PROJECT NAME AND LOCATION

Housing Master Plan  
Alexandria, Virginia

## CLIENT

The City of Alexandria, Department of Housing

## RKG SERVICES

Economic Base Analysis; Housing Market Analysis; Strategic Planning; Implementation Plan.

## SITUATION

The City of Alexandria Housing Department retained the services of RKG Associates, Inc. to prepare a Housing Master Plan. The City of Alexandria faces a severe shortage of affordable housing, largely due to the sharply increasing real estate costs and regional development pressures over the past decade. Since 2000, there have been dramatic declines in market affordable rental units, as well as in opportunities for affordable homeownership by individuals and families earning between 60 and 80 percent of median income.

The lack of affordable choice in Alexandria's housing market threatens the community's diversity, as well as its long term economic sustainability. As such, the City of Alexandria hired RKG Associates to perform a citywide Housing Master Plan to establish a comprehensive vision to guide future development. The plan was created with the goals of preserving and enhancing affordable housing opportunities, community diversity, and economic sustainability.

## RKG APPROACH/SOLUTION

RKG Associates, Inc. performed a supply and demand assessment for the City as a whole, as well as fifteen individual neighborhoods within the City. In addition to assessing the supply and demand for housing, the Consultant created a model which allows the City to test various iterations of developer-proposed programs to determine the financial feasibility of the developers' claims as well as the potential impact to the City's bottom line.

RKG identified the City's gaps in the Alexandria housing market and created a detailed implementation plan for how the City can help close these gaps in providing affordable housing for its residents. The consultant also provided the City with a highly customizable tool for assessing future development financial feasibility. The Housing Department will be able to use this tool into the future for retaining and creating a more diverse mix of housing units.

Map of Affordable Housing Locations



Side Yard Infill,  
Old Town Alexandria



"Living Lane"  
Old Town Alexandria



Carlyle Place and Meridian at Eisenhower  
Eisenhower Ave Metro





# COMPREHENSIVE CITYWIDE HOUSING STUDY

## PROJECT NAME AND LOCATION

Morgantown Comprehensive Housing Market Strategy  
Morgantown, West Virginia

## CLIENT

Fairmont Morgantown Housing Authority  
Fairmont, West Virginia

## RKG SERVICES

Market Research, Real Estate Analysis, Housing Needs Analysis, Public Input Coordination, and Implementation Planning

## SITUATION

The City of Morgantown is a progressive community of roughly 27,000 population located in the North Central portion of West Virginia. The City, home to West Virginia University (22,000 enrollment), is the major economic center for this region of West Virginia. However, strong enrollment numbers at WVU and the expanding economic base, combined with significant development constraints within the City, has pushed new residential demand into adjoining parts of the county. Over time, this trend and the encroachment of student households, has weakened some of the City's oldest urban neighborhoods.

## RKG APPROACH/SOLUTION

RKG Associates prepared a comprehensive housing study and action plan for the Fairmont-Morgantown Housing Authority that examined the current supply and demand of the Morgantown housing market and identified opportunities for the Housing Authority to promote the revitalization of city neighborhoods, rehabilitation of local housing and the development of non-student, affordable housing that meets the needs of the community. The plan focused on the creation of a government/university partnership organization to implement elements of the plan and the redevelopment of the Sunnyside neighborhood, a traditional single-family neighborhood that had been converted into student rentals.

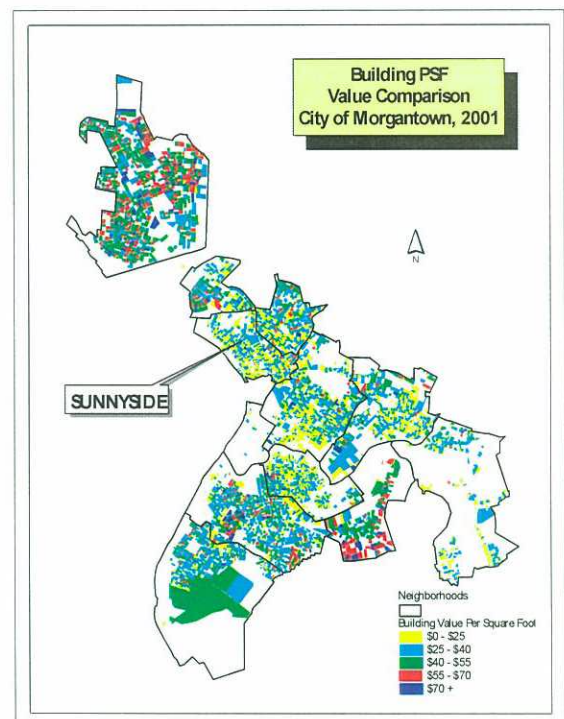
## RESULTS

Since the completion of this project, the Fairmont - Morgantown Housing Authority has created a nonprofit housing development corporation and is planning to construct a 100-unit senior housing project. The City and WVU have created a nonprofit public/private partnership organization to spearhead the redevelopment of the Sunnyside neighborhood, a declining student housing area adjacent to the city's downtown.

Aerial view of Morgantown and Monongahela River



Downtown Morgantown



Thematic map showing property value differences by neighborhood district





## SECTION 4: PROPOSED METHODOLOGY

### Project Understanding

RKG Associates understands that the City of Norman currently seeks professional services to assist in the preparation of a Comprehensive Housing Market Analysis within the city limits of Norman, in preparation of the 2015-2019 Consolidated Plan for submittal to the U.S. Department of Housing and Urban Development. The Housing Market Analysis will be used to assess current and future housing needs, formulate initiatives for affordable housing, and examine current land use and economic development trends.

RKG Associates has recent experience with examining and analyzing the housing market dynamics in the greater Oklahoma City marketplace, having completed a housing market analysis in nearby Moore, Oklahoma in early 2014. Our firm also has a unique appreciation for the challenges related to the provision of adequate income diverse housing in environments with large student populations. In 2013, we completed housing studies in Boone, North Carolina (home of Appalachian State), and Amherst, Massachusetts (home of UMass, Amherst College, and Hampshire College). In both cases, our analysis required specific focus on student housing and its impact on the overall housing market dynamic. In recent years we have performed similar studies for public sector clients in Morgantown, West Virginia (home of the University of West Virginia) and Blacksburg, Virginia (home of Virginia Tech), as well as a feasibility analysis for private sector student housing in Princess Anne, Maryland (home of University of Maryland, Eastern Shore).

Your RFP states that research has identified that 23% of all households in Norman are considered to be of moderate to very low income. Therefore, initial key questions to be addressed will be who constitutes these households, and how does the off-campus university population influence this statistic? The RFP also mentions possible land use changes near the city center and redevelopment of Griffin Memorial Hospital. The examination of these opportunity sites in the context of future housing potential and Norman's market realities will be a key task in the RKG work program.

Our knowledge of the supply and demand dynamics of the local and regional housing market confirms the need for a housing analysis in Norman that is specific to the city's unique circumstances. The following scope of work comprises concurrent and sequential tasks that are most responsive to the RFP, and will ensure the delivery of a superior product.

### Scope of Work

#### Task 1 Review Background Materials, Documents, Data and Information

Before beginning any formal work tasks, RKG Associates will review relevant materials, planning documents, databases, maps, and any other information relevant to the Norman assignment. A thorough review of such information will establish a research context from which to begin the project. At a minimum, RKG Associates will review the following documents:

- *Comprehensive Land Use Plan*
- *Zoning Ordinance*
- *CIP*



The firm will also review any materials and documentation prepared pursuant to the Center City Vision.

## **Task 2 Project Kick-off and Mobilization**

Immediately upon authorization to proceed, RKG will meet with the City and other designated participations in a project kick-off, mobilization/ work plan meeting. The purpose of this meeting is for the client group and the RKG Project Team to discuss and finalize the work program, define the scope of work, confirm the schedule, propose project checkpoints, and otherwise begin the consulting process. Key strategic research questions will be addressed at this time, to include, but not be limited to the following:

- What are the primary objectives for this effort?
- How does the City envision the future housing plan?
- How do the City's policies and programs currently meet (or not meet) the housing needs of Norman residents?
- To what extent do City officials collaborate with University of Oklahoma officials? How can this communication improve?
- What other local organizations/groups are considered to be strategic partners in the development of sustainable housing strategies?
- What are the impacts of new student housing inventory on the housing market dynamic?

As part of the project mobilization, RKG Associates will conduct a visual reconnaissance of the City of Norman with an emphasis on defining neighborhood boundaries and identifying clusters of specific housing types. RKG professionals will also begin conducting stakeholder interviews.

## **Task 3 Public Outreach**

**Key Stakeholder Interviews** — In addition to a thorough analysis of socio-economic trends and conditions, RKG will conduct a series of key stakeholder interviews. To this end, RKG will conduct interviews with Planning & Community Development officials, Norman Housing Authority, local developers and real estate professionals, business owners, University of Oklahoma officials, and others as appropriate.

This qualitative information gathering process will supplement the data findings and provide a more holistic perspective of development activity and housing supply and demand factors. Interview topics may include:

- Residential development trends;
  - For-sale housing
  - Rental housing (students and non-students)
  - Current and proposed mixed-use projects
- Perspective on unmet affordable housing needs and gaps in the community;
- Housing modernization;
- Downtown redevelopment;
- Economic development drivers leading to housing growth;
- Existing and future housing needs of specific need groups (e.g., college students, seniors, disabled, etc.);
- Identification of potential development sites;
- Higher educational institution attendance trends and projections; and
- Higher educational institution attendance off-campus housing trends.





**Housing Demand-Side Analysis/Focus Groups** — To complement the supply-side real estate analysis, RKG will conduct up to two focus group sessions to elicit information on the current demand for residential housing. The focus groups will be a combination of face-to-face and/or webinar formats to ensure maximum participation. In our experience, focus groups have proved more effective than surveys. The purpose of these focus groups will be to ascertain consumer preferences for housing from targeted demand segments which could include, but not be limited to:

- Residential real estate brokers;
- Residential developers;
- Residential property managers;
- University faculty and staff;
- University students;
- Private sector business owners and workers;
- Public safety officials.

Each segment will be evaluated using the following preference criteria:

- Urban or suburban;
- Homeownership or rental;
- Single family detached, townhouse, multi-family;
- Age restricted/retiree and;
- Price point and rent thresholds.

**Public Meetings** — The first public meeting will be conducted at the approximate midpoint in the work program (see Task 8). At this juncture in the work program, the consultant will present findings to date and elicit feedback from the participants. The final presentation can be conducted as a public meeting as well if the client group deems appropriate.

#### **Task 4      Demographic Analysis**

RKG Associates will perform a detailed socioeconomic analysis of current conditions within the City and the greater region. In addition, demographic projections will be made for 5-, 10-, and 15-year intervals. The “greater region,” will ultimately be determined through conversations with City officials, as well as local real estate professionals. The demographic analysis will be provided at a detail sufficient for this analysis and include the following categories:

- Population trends;
- Population by age;
- Household formation trends;
- Households by income, age and size;
- Size of special need groups (e.g., seniors, college students, disabled, etc.);
- Housing units by housing type;
- Number of households at specific thresholds of AMI and the supply of same.

#### **Task 5      Economic Base Analysis**

The economic base analysis will examine the economic growth characteristics of the City and region. The economic base analysis will assess the growth potential for both the institutional and non-institutional sectors of the local economy. The proposed economic base section will include an analysis of the following:



- Employment and industry trends;
- Recent unemployment and civil labor force trends;
- Projected student enrollment;
- Commuting patterns;
- Medical facilities; and,
- Educational facilities.

#### **Task 6      Housing Supply-Side Analysis**

An analysis of neighborhood and City-wide residential market conditions is a necessary foundation for a supply and demand analysis. After working with the client group to delineate neighborhood boundaries, RKG Associates will conduct an analysis of the residential real estate supply in the Norman market. This task will include an inventory and analysis of ownership and renter-occupied real estate within the City. The consultants will use property assessment data (when available), along with Census data to inventory all for-sale housing and rental housing. In addition, RKG will differentiate between non-student rental housing and student rental housing where possible. With respect to the latter, RKG will communicate with university officials to create an inventory of off campus student housing options.

The residential markets to be analyzed include:

- Owner occupied housing;
- Renter occupied housing;
- Senior and assisted living;
- Affordable housing;
- Student housing;
- Special needs housing;
- Public and assisted housing;
- Section 8 Voucher and other housing subsidy status;
- Manufactured housing.

In addition, the following residential market characteristics will be analyzed:

- Housing typology;
- Average square feet;
- Value per square foot;
- Percent owner occupied;
- Percent rented;
- Neighborhood amenities;
- Access and circulation;
- Demographics characteristics, and
- Socioeconomics.

#### **Task 7      Housing Demand-Side Analysis**

To complement the supply-side real estate analysis, RKG will gather information on the current demand for residential housing. RKG will evaluate various demand indicators, including, but not limited to: building permits, price points, vacancy rates, price, and the number of days properties remain on the market. The consultants will work with City data sources such as the property assessment database as well as primary and secondary data (i.e.: MLS) that are collected during the stakeholder interviews. This effort will provide a detailed analysis of the relative





demand for for-sale and rental housing, and for market rate and affordable housing. The analysis will identify the types of residential market demand and will detail the depth of that demand.

RKG will supplement this analysis with an evaluation of demographic trends and projections. This analysis will help develop an understanding of the past, present, and future residential vitality within the City of Norman. RKG will evaluate the following key market groups:

- Workforce/affordable;
- Market rate;
- Retiree;
- Special needs; and
- Student.

**Student Housing** — Based on our previous experiences in university communities such as Boone, North Carolina (Appalachian State University), Morgantown, West Virginia (University of West Virginia) and Blacksburg, Virginia (Virginia Tech), RKG understands the need to address the student market. In efforts to effectively gauge the demand for student rental housing, RKG Associates will place specific emphasis on the implications of on- and off-campus student housing on the overall housing dynamics in Norman. We anticipate working with OU's Department of Housing and local developers and property managers in order to more fully understand the impact of this key submarket, particularly with regard to workforce and affordable housing.

#### **Task 8      Checkpoint Meeting and Interim Presentation**

At this juncture of the work program, a series of meetings will be conducted in Norman to present findings to date in a PowerPoint® format. These meetings will include:

- *Internal workshop:* This will comprise the first meeting of the series, and would include the presentation of findings and feedback from the client group. Preliminary recommendations will be tested with the client group to ensure their viability and consistency with the City's goals and objectives.
- *Public Meeting:* Findings will be presented to the community at large to elicit feedback, and otherwise encourage public participation in the market analysis process.
- *Stakeholder interviews:* RKG will continue to meet individually or in groups with stakeholders as appropriate.

#### **Task 9      Identification of Housing Gaps and Estimated Needs**

By this juncture in the work program, RKG Associates will have developed an intimate familiarity with the housing dynamics of Norman's neighborhoods as well as future sources of demand. Under this task, Norman's neighborhoods will be evaluated on the basis of market support and their capacity to meet the demand through the re-tenanting of vacant houses, adaptive reuse, or (re)development. The RKG Team will identify neighborhoods offering the greatest opportunities and where the investment of private and public resources is likely to have the most immediate impact and bring the most benefits.

Based on the most current quantitative data and qualitative information collected in the previous tasks, RKG will estimate the projected supply and demand for market-rate affordable housing in Norman. This analysis will include an examination of the current and anticipated future





affordable housing stock and needs for affordable rental and owner-occupied housing, based on a gap analysis, as well as other types of housing for households that may not qualify for affordable housing (moderate income households for example). Housing needs will be quantified by housing type and tenure by market segment (seniors, families, singles, income levels, etc.). All data will be presented in formats compatible with the City's Comprehensive Plan and HUD's e-Con Planning Suite and IDIS.

**Housing Barriers** – No housing needs study is complete without an assessment of local capacity and barriers to affordable housing development. Accordingly, RKG will review the City's land use regulations, infrastructure, and public services for their potential impact on future housing development, and specifically on the creation and preservation of affordable housing. In addition, we will review, analyze, and describe existing housing development capacity in Norman, considering local and regional organizations, both public and private.

**Fair Housing** – Any housing study prepared today must be informed by HUD's Proposed Rule: Affirmatively Furthering Fair Housing (FR, July 19, 2013). Although not specifically identified in the City's RFP, fair housing and steps to affirmatively further fair housing need to be accounted for as part of a larger barriers and opportunities analysis. Many barriers to fair housing have to do with structural economic trends and factors, not just plainly discriminatory practices. RKG's research will include a review of explicit fair housing policies, but we will also focus on market trends, e.g. those related to housing affordability, mortgage lending, foreclosures, and jobs-housing balance, any of which could adversely affect certain demographic groups within the City. We also will look at City policies that may affect fair housing, such as the zoning ordinance. In general, the fair housing assessment will consider the following:

- Home Mortgage Disclosure Act (HMDA) data analysis - loan denial and frustration rates, lending rates, high-cost lending rates - trends over time, differences by borrower demographic characteristics, spatial patterns;
- Analysis of spatial concentrations of poverty, of racial/ethnic minorities and of linguistically isolated populations; comparison to mortgage lending and foreclosure trends, to concentrations of cost-burdened households and to location of affordable housing developments;
- Analysis of regional housing affordability and jobs-housing balance - location of affordable housing stock relative to concentrations of employment; spatial comparison of affordable housing unit development vs. job growth patterns;
- Analysis of lead paint issues: review of concentrations of lead poisoning cases and high-risk neighborhoods; comparison to neighborhood demographics and income levels.

#### **Task 10 Consolidated Plan Needs Analysis**

Working with information drawn from previous tasks, including analysis of data and interviews, RKG will prepare a Housing Needs Analysis in the format HUD requires for a Five-Year Consolidated Plan, all as set forth in 24 CFR 91.205:

- The estimated number and type of families in need of housing assistance, considering income, householder age, household sizes and types, tenants in public housing and with or awaiting Section 8 assistance, persons with HIV/AIDS and their families, victims of violence, people with disabilities, and formerly homeless individuals and families whose rapid re-housing assistance is nearing termination;
- A summary of cost burden by degrees of burden, using the most current CHAS data, and prevalence of substandard housing;





- An assessment of the needs of people who are homeless or at risk of homelessness;
- An assessment of the needs of special needs populations;
- An assessment of needs associated with lead paint hazards.

#### **Task 11 Recommendations**

Recommendations will be identified for new construction, preservation/replacement and utilization of existing housing stock where available, that reflect the City's planning goals and objectives. Recommendations may include, but are not limited to:

- Retention/expansion/alteration of existing housing policies;
- Adaptive re-use strategies;
- Mixed use and mixed income developments with a specific focus on the City Center and Griffith Memorial Hospital sites;
- Modification of Comprehensive Plan elements; and
- Expanding opportunities for homeownership at a range of price points.

#### **Task 12 Draft/Final Report and Presentations**

The project will culminate with a draft report that details the results of the: (1) demographic/socio-economic findings, (2) housing supply/existing inventory, (3) housing demand analysis, (4) housing affordability and needs assessment, and (5) recommendations. All pertinent graphs, tables, spreadsheets, digital photographs, etc. will be included. An Executive Summary will also be prepared that is suitable for separate and/or wider distribution.

After the client group has reviewed the draft, RKG will incorporate any revisions and suggestions, and will prepare a final presentation in a PowerPoint® format. The final report will be a stand-alone document that will include, as necessary and appropriate, supporting visuals, appendices and other materials that provide the client group with an effective, comprehensive Housing Study.

Prior to submitting final report, RKG Associates will conduct a final work session with the client group to review the findings and recommendations and agree on any needed revisions. The RKG Project Manager will be on hand in Norman to conduct a final presentation to city staff, elected officials, and others, as appropriate.



## SECTION 5: REFERENCES

### Comprehensive Housing Market Analysis Moore, Oklahoma

*Contact:*

Ms. Elizabeth Jones, Community Development Director  
City of Moore, OK  
405.793.5053  
[ejones@cityofmoore.com](mailto:ejones@cityofmoore.com)

### Housing Market Analysis Boone, North Carolina

*Contact:*

Mr. Greg Young, Town Manager  
Town of Boone, NC  
828.268.6200  
[greg.young@townofboone.net](mailto:greg.young@townofboone.net)

### Housing Master Plan Alexandria, Virginia

*Contact:*

Ms. Helen McIlvaine, Deputy Director  
Alexandria, Virginia Office of Housing  
703.736.4990  
[Helen.McIlvaine@alexandriava.gov](mailto:Helen.McIlvaine@alexandriava.gov)

### Comprehensive Housing Market Analysis Morgantown, West Virginia

*Contact:*

Mr. John Martys, Executive Director  
Fairmont/Morgantown Housing Authority  
304.363.2977  
[jmartys@fmhousing.com](mailto:jmartys@fmhousing.com)

### Housing Market Analysis Amherst, Massachusetts

*Contact:*

Mr. Jonathan Tucker, Planning Director  
Town of Amherst, MA  
413.259.3040  
[tucker@amherstma.gov](mailto:tucker@amherstma.gov)

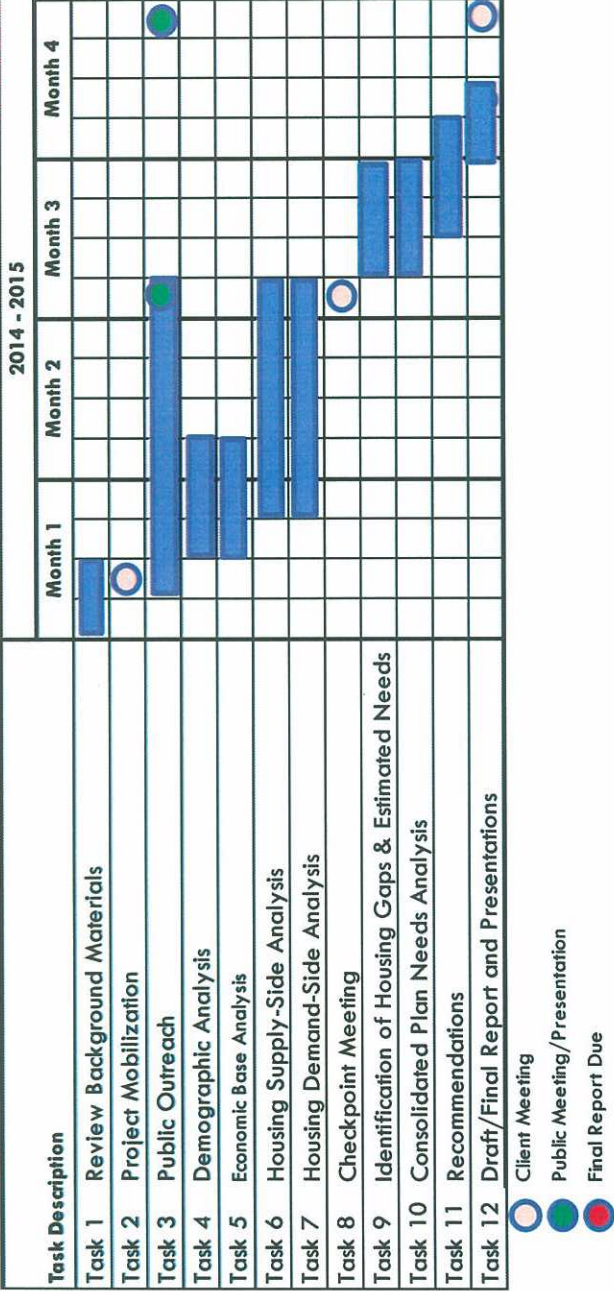




SECTION 6: PROJECT TIMELINE

RKG Associates can complete the proposed scope of services within four months of the Notice to Proceed. This schedule is dependent upon efficient and timely input and feedback from the Client. Any change in the scope of services to be provided beyond what is enumerated in this proposal may impact this schedule.

CITY OF NORMAN, OKLAHOMA HOUSING MARKET ANALYSIS  
SCHEDULE





## SECTION 7: PROPOSED FEE

The RKG Associates Team can complete the tasks detailed in the scope of services section for a lump sum, not to exceed price of \$32,770. This total includes all direct, indirect and reimbursable expenses for the project. Any deviation from the scope will affect the quoted price. The final fee will reflect actual services agreed upon between the Client and RKG Associates.

### CITY OF NORMAN, OK HOUSING MARKET ANALYSIS COST PROPOSAL



TASK DESCRIPTION		BUDGET
Task 1	Review Background Materials	\$370
Task 2	Project Mobilization	\$6,960
Task 3	Key Stakeholder Interviews	\$1,480
Task 4	Demographic Analysis	\$1,920
Task 5	Economic Base Analysis	\$1,920
Task 6	Housing Supply-Side Analysis	\$3,330
Task 7	Housing Demand-Side Analysis	\$1,920
Task 8	Checkpoint Meeting	\$3,580
Task 9	Identification of Housing Gaps & Estimated Needs	\$2,630
Task 10	Consolidated Plan Needs Analysis	\$2,130
Task 11	Recommendations	\$1,480
Task 12	Draft/Final Report and Presentations	\$5,050
Total - Professional Fee & Expenses		\$32,770



November 26, 2014

Ms. Linda R. Price, Revitalization Manager  
City of Norman, Oklahoma  
Department of Planning and Community Development  
Revitalization Division  
P.O. Box 270  
Norman, Oklahoma 73070

Dear Ms. Linda:

As per our conversation last week, attached is a scope of work and cost proposal for completing the City of Norman's Analysis of Impediments to Fair Housing Choice (AI) in conjunction with the City's housing market study. Given our involvement in the housing market study, there will be some cost efficiencies gained by the City due to some overlap in the research tasks. The follow tasks are being proposed as part of the AI.

### **Proposed Scope of Services**

#### **Task 1: Overview of Federal, State and Local Fair Housing and Anti-Discrimination Laws**

RKG Associates will conduct a review of Federal, State and Local fair housing and anti-discrimination laws. The federal Fair Housing Act prohibits discrimination in housing based on a person's race or color, religion, sex, disability, familial status, or national origin. Persons protected from discrimination by fair housing laws are referred to as members of protected classes. This analysis will encompass the following five areas related to fair housing choice:

- The sale or rental of dwellings (public and private),
- The provision of financing assistance for dwellings,
- Public policies and actions affecting the approval of sites and other building requirements used in the approval process for the construction of publicly assisted housing,
- The administrative policies concerning community development and housing activities, which affect opportunities of minority households to select housing inside or outside areas of minority concentration, and where there is a determination of unlawful segregation or other housing discrimination by a court or a finding of noncompliance by the U.S. Department of Housing and Urban Development (HUD) regarding assisted housing in a recipient's jurisdiction, an analysis of the actions which could be taken by the recipient to remedy the discriminatory condition, including actions involving the expenditure of funds made available under 24 CFR Part 570 (i.e., the CDBG program regulations).

#### **Task 2: Demographic and Housing Condition Analysis**

RKG Associates will conduct a detailed demographic analysis using the most recently available demographic data regarding population, household, housing, income and employment at the



census tract and block group level. The analysis will examine population and household trends from 1970 to 2014, utilizing a combination of data from the decennial census or American Community Survey (ACS) and proprietary data sources (e.g., DemographicsNow, ESRI, etc.). Not all data sets will be analyzed from 1970 or at the census block level, but comparisons will be made between 2000 and current year estimates for such characteristics as:

- racial and ethnic composition,
- LMI status,
- racial and ethnic concentrations,
- household income,
- poverty rates,
- disability status,
- household type and family status, ancestry,
- labor force
- housing inventory by type,
- housing by tenure and structure type,
- homeownership rate
- household size,
- housing costs, and
- housing affordability and substandard housing

RKG Associates will prepare GIS-based mapping of key demographic conditions for inclusion in the AI.

### **Task 3: Records of Housing Discrimination**

The Office of Fair Housing and Equal Opportunity (FHEO) at HUD receives complaints from persons regarding alleged violations of the federal Fair Housing Act. RKG will research such complaints for the City of Norman over the past 10-year period. Task 3 will also include a review of complaints submitted to the Oklahoma Office of the Attorney General Office of Civil Rights Enforcement and the Norman Human Rights Commission. The Norman Human Rights Commission is responsible for administering Chapter 7, Civil Rights, of the City Code which declares that all citizens of this community shall have an opportunity in the job market and the social and economic life of the City, without regard to race, color, religion, ancestry, national origin, age, sex, national origin, age, place of birth, handicap, or familial status. RKG will examine the predominant factors leading to housing-related complaints to these various agencies and commissions.

### **Task 4: Review of Public Sector Housing and Development Policies**

Impediments to fair housing choice are any actions, omissions, or decisions taken because of race, color, religion, sex, disability, familial status or national origin that restrict housing choices or the availability of housing choices, or any actions, omissions or decisions that have the effect of restricting housing choices or the availability of housing choices on the basis of race, color, religion, sex, disability, familial status or national origin. Policies, practices or procedures that appear neutral on their face but which operate to deny or adversely affect the provision of housing to persons of protected classes constitute such impediments.

An important element of the AI includes an examination of public policy in terms of its impact on housing choice. This task will evaluate public policies in the City to determine opportunities for furthering the expansion of fair housing choice. RKG Associates will examine such things as:



- Policies Governing Investment of Funds for Housing and Community Development (CDBG, HOME, ESP and Others),
  - Project Funding Criteria
  - Geographic Distribution of Funds
  - Affirmative Marketing
- Appointed Boards and Commissions,
- Planning and Zoning Regulations
  - Private Housing Stock
  - Public Housing Stock
- Land Use and Comprehensive Planning
- Public Housing and Voucher Programs
- Property Taxes and Housing Affordability
- Public Transit Accessibility (if applicable)

#### **Task 6: Private Sector Policies and Practices**

An analysis of mortgage applications and their outcomes can identify possible discriminatory lending practices and patterns in a community. Home Mortgage Disclosure Act (HMDA) data contains records for all residential loan activity reported by banks pursuant to the requirements of the Financial Institutions Reform, Recovery, and Enforcement Act of 1989. Any commercial lending institution that makes five or more home mortgage loans annually must report all residential loan activity to the Federal Reserve Bank, including information on applications denied, withdrawn, or incomplete by race, sex, and income of the applicant. This information is used to determine whether financial institutions are serving the housing needs of their communities. Areas of analysis will include:

- Mortgage application trends,
- Geographic distribution of mortgage approvals by lender,
- Mortgage application denials,
- High cost lending,
- Annual mortgage lending trends by race.
- Real estate advertising, and
- Real estate practices.

#### **Task 7: Impediments to Fair Housing Choice Findings and Recommendations**

This task will combine RKG's assessment of the City's fair housing practices, observations about the private sector practices and will identify findings and recommendations to close any gaps that currently exist.

#### **Cost Proposal**

The above described scope of work can be completed for a lump sum price of **\$23,500**, which includes reimbursable expenses. This cost assumes that \$5,500 is deducted from the Housing Market Analysis proposal, because of overlapping tasks. These changes would reduce that contract amount to \$27,270. Invoices for both projects will be billed monthly on a percentage completed basis.



### **Proposed Project Schedule**

The AI and Housing Market Analysis will be completed within 6 months and assumes a mid-December starting date.

### **Project Staffing**

Mr. Russell A. Archambault, Vice President and Principal will serve as principal-in-charge and oversee all work associated with the project at hand. Mr. Taylor B. Yewell will serve as project manager, will be the Client's primary contact and direct all research and product development.

### **Project Meetings**

RKG Associates will make up to three scheduled trips to the City of Norman in the course of completing this assignment. Each trip will include meetings with the client/project manager, as well as meetings with various real estate, planning, and housing-related agencies, etc. Those meetings will be arranged with the assistance of the City's project manager prior to each visit.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. Archambault", with a long horizontal flourish extending to the right.

Russell A. Archambault  
Vice President and Principal