



# **Housing Market Study**

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**City of Lawrence**

**Response to Solicitation No. R1704**

March 28, 2017

## **Housing Market Study**

**Prepared for**

City of Lawrence

City Manager's Office

**Prepared by**

BBC Research & Consulting

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March 28, 2017

Casey Toomay  
City of Lawrence  
City Manager's Office

**Re: Response to RFP R1704 for Comprehensive Housing Market Study**

Dear Selection Committee:

BBC Research & Consulting (BBC) is pleased to submit the attached proposal to the City of Lawrence for completion of a Comprehensive Housing Market Study. This letter serves as an indication of our interest and our intent to comply with all the terms, conditions and specifications set forth in the RFP.

BBC is one of the oldest and largest privately held economic consulting firms in the Rocky Mountain region and has a wealth of experience with all aspects of housing studies. BBC's housing practice began in the mid-1990s and has grown to be one of the most trusted and respected providers of affordable housing consulting and advisory services in the country.

BBC's housing team has a proven track record of managing large and complex housing studies. We excel at data collection and in-depth analysis, including assessing current housing market conditions and forecasting housing needs. BBC also offers decades of experience and expertise in translating study findings into actionable policy recommendations. The attached proposal outlines our prior experience, key personnel and methodology for completing the Lawrence Housing Market Study.

We would be very pleased to assist the city with this project and thank you for your consideration. We hope to hear from you soon.

Sincerely,

A handwritten signature in blue ink that reads "Heidi Aggeler". The signature is written in a cursive, flowing style.

Heidi Aggeler  
Managing Director

# SECTION I.

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## Key Personnel

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## Key Personnel

The BBC project team proposed for the study brings a diverse set of skills to the project—yet all team members have experience with the many aspects of housing market research. The primary team of BBC professionals who would work on the Lawrence housing study includes Heidi Aggeler, Mollie Fitzpatrick, Jen Garner, and Mehgie Tabar. Heidi Aggeler would oversee all research and staff and she, along with Mollie Fitzpatrick, would be the primary client contacts. Jen Garner would lead the stakeholder and resident engagement efforts and Mehgie Tabar would support the project through quantitative research and analysis.

### Project Team Bios

**Heidi Aggeler**, a Managing Director at BBC, would serve as the Project Manager. Ms. Aggeler has been managing housing research projects since 1999, when she joined BBC. She has overseen completion of more than 50 HUD-required studies. Ms. Aggeler has led the completion of comprehensive Housing Plans for the City of Austin, the City of Cincinnati, the City and County of Denver, the City of Boulder, the Denver Regional Council of Governments, and the City of Westminster (in process).

Ms. Aggeler is also frequently hired to assist communities with strategic plans to achieve housing balance.

Ms. Aggeler is responsible for developing BBC's fair housing practice into one of national recognition: BBC was recently selected by a team of fair housing experts to assist HUD with development of the proposed Assessment of Fair Housing (AFH) tool.

Prior to joining BBC, Ms. Aggeler was an economic analyst for the Federal Reserve Bank of Minneapolis. In graduate school, Ms. Aggeler was an intern at the Minnesota Housing Finance Agency.

Ms. Aggeler has recently been invited to speak about her work conducting housing research at conferences held by HUD, the American Planning Association (national, state and local conferences), the National Council of State Housing Agencies, the Kansas City Office of Human Rights and the Colorado Civil Rights Division.

**Mollie Fitzpatrick**, a BBC Director, developed a Community Opportunity Model for the Houston-Galveston fair housing analysis conducted by BBC, created the Austin Zip Code level affordability analysis, and has led the data analysis for all of BBC's City of Boulder housing studies. She is familiar with a wide range of socioeconomic and demographic data sources and has extensive experience developing and implementing methods for quantitative analysis. Ms. Fitzpatrick was a key part of the Denver Housing Plan and, with Heidi Aggeler, conducted interviews and made presentations to many regional affordable housing stakeholders.

Ms. Fitzpatrick would oversee all data collection and analysis associated with the study, working with Ms. Tabar.

**Jen Garner**, a BBC Senior Consultant, conducts qualitative and quantitative marketing research to guide decision-making regarding public policy. Since 1998, Ms. Garner has conducted hundreds of interviews, focus groups, and surveys across the country with diverse populations on a wide variety of topics. In addition to general consumer research, Ms. Garner leads the design of public and stakeholder input for BBC's housing studies. She also specializes in analyses of public transportation systems' ability to adequately serve persons with disabilities and seniors.

Ms. Garner would oversee all public engagement efforts associated with the study.

**Mehgie Tabar**, a BBC Research Associate, has a background in urban and regional planning and has extensive experience in quantitative analysis. Prior to joining BBC, she was a manager with The Concord Group, a real estate consulting firm in San Francisco, where she conducted over 100 market and economic analyses for multifamily, for sale, commercial, and affordable housing developments across the nation. Ms. Tabar developed buyer and renter profiles for a host of communities, including numerous projects about emerging market opportunities in Seattle, Denver, Los Angeles and the Bay Area. These projects were initiated to learn about rental and for sale opportunities in cities with strong economies and population growth. The purpose was to understand location and product preferences of renters and buyers to provide a better development that would suit the needs and desires of future residents. Through research, data analysis, interviews, and site visits, Ms. Tabar created profiles to describe who lives where and why. The final report provided recommendations on the best location and product opportunities.

## **Workload and Availability**

Between June 2017 and December 2017, the BBC housing team is committed to complete the following projects:

- 1) An Analysis of Impediments to Fair Housing Choice for the State of Minnesota, due in November 2017.
- 2) An Assessment of Fair Housing (AFH) for San Mateo County, due August 2017.
- 3) A housing market analysis for Mono County (Mammoth Lakes), due August 2017.
- 4) Strategic Housing Plan facilitation for the City of Westminster, Colorado.

This is a comfortable project capacity for our team. The Lawrence Comprehensive Housing Plan would work well with our current workload and availability.

## **Project Team Resumes**

Resumes for the above individuals can be found on the following pages.

# Heidi Aggeler

Heidi Aggeler is a Managing Director with BBC Research & Consulting and leads the firm's housing practice. Ms. Aggeler has more than 16 years of experience conducting economic analyses of housing markets. Recent clients include the cities of Austin, Boulder, Cincinnati, Denver and the Houston-Galveston region. She is a nationally recognized expert in fair housing research and has managed the completion of several high-profile fair housing studies.

Prior to joining BBC, Ms. Aggeler worked for the Federal Reserve Bank of Minneapolis where she researched economic conditions for the Ninth District of the Federal Reserve System. Before joining the Fed, Ms. Aggeler conducted fair lending audits of financial institutions for the Federal Deposit Insurance Corporation (FDIC).

Ms. Aggeler has been invited to speak about her work at conferences held by HUD, the American Planning Association (APA), the American Institute of Architects (AIA) and the Colorado Civil Rights Division. Ms. Aggeler is a former Board Member and Treasurer of the Denver-based Mile High Community Loan Fund, a community development financial institution.

## Relevant project experience:

- **Austin, Texas Comprehensive Housing Market Study.** Ms. Aggeler has been hired twice by the City of Austin to conduct Comprehensive Housing Market studies. The first included an assessment of Austin's rental and for sale housing market supply and an in-depth market assessment to determine where housing gaps exist. The study was used as a basis for evaluating how well City housing policies and programs address housing needs. The second study was conducted in tandem with an update to the City's Comprehensive Plan and included an evaluation of affordability at the ZIP code level. A rigorous community input process was conducted with community leaders, stakeholders, and residents. The findings of both reports were presented by Ms. Aggeler in City Council sessions and as part of housing conferences.
- **Boulder County, Colorado Strategic Plan Facilitation.** Ms. Aggeler was recently asked to facilitate a strategic planning process with City/County staff and housing authorities in Boulder County. Ms. Aggeler facilitated discussions in two workshop sessions, which provided the foundation for the first county-wide, collaborative housing plan.
- **Las Cruces, New Mexico Housing Needs Strategic Plan and Best Practices Analysis.** Ms. Aggeler assisted the City of Las Cruces' Ad Hoc Committee on Affordable Housing develop recommendations for better addressing the City's housing needs. The study involved a comprehensive analysis of best practices in other communities covering housing trust funds, inclusionary zoning, shared equity models, land trusts, land banking, and zoning reforms.

- **City and County of Denver Housing Plan.** Ms. Aggeler has been a consultant to the City and County Denver during the development of several housing plans. She has also assisted with the City's Consolidated Plans and Analyses of Impediments to Fair Housing Choice. She has provided a wide range of services to the City including housing market research, strategic planning facilitation, task force and public meeting presentations, and housing policy and land use reviews.
- **Fort Collins Social Sustainability Gaps Analysis.** For the City of Fort Collins, completed the city's first social sustainability gaps analysis. The gaps analysis informs the city's new Social Sustainability Plan by providing a quantitative and qualitative assessment of supportive service gaps in the city. Methodology involved analysis of target populations and program inventories; interviews with providers of supportive services in to gather information on client needs, organizational needs, service demand and wait lists; a comparison of existing resources and capacity levels with needs; and preparation of a report and presentation documenting research findings.
- **Housing Element for PLAN Cincinnati, Ohio.** BBC completed a comprehensive analysis of the housing market for Cincinnati as part of the City's new Comprehensive Plan, PLAN Cincinnati. The study included facilitation of input from several working groups overseeing the study, an in-depth analysis of housing and revitalization needs by neighborhood, stakeholder interviews, and a series of focus groups with residents of various age cohorts to determine current and future housing preferences. BBC also developed recommendations for improving the Cincinnati's housing stock and making the city more desirable for residents, given the offerings in the surrounding suburbs.
- **State of Kansas Consolidated Plan.** Ms. Aggeler prepared the Kansas market section of the Kansas' five-year Consolidated Plan. Responsibilities included an in-depth analysis of the housing market for Kansas, including a model estimating the housing needs of extremely low and low income households. Also conducted public forums throughout the state to gather public and stakeholder input and present the draft findings of the report.
- **Johnson County Housing Needs Assessment.** For Johnson County, Kansas, BBC conducted a detailed housing needs assessment that included a comprehensive demographic analysis with a focus on jobs/housing relationships and the needs of special needs populations. As part of the study, BBC conducted focus groups with citizens and real estate professionals to understand their perceptions of affordable housing need. We worked with the County to develop a report that addressed negative community perceptions of affordable housing and recommended strategies to assist those in need

#### **Education:**

M.P.A., Policy Analysis, Humphrey Institute, University of Minnesota, 1997

B.A., Accounting, University of Utah, 1992

# Mollie Fitzpatrick

Mollie Fitzpatrick is a Director with BBC specializing in socioeconomic and housing market research, opportunity modeling, and policy analysis. She has conducted fair housing research in a wide array of markets and has been the lead associate for numerous housing and community development needs assessments throughout the western United States including the Denver and Boulder markets. She is adept at developing methods for both quantitative and qualitative analysis and applying research-driven insights to a variety of client objectives and community concerns. An expert in opportunity modeling, she has developed customized housing and equity models measuring residents' access to opportunity and the housing needs of target populations.

## Relevant Project Experience

- **Santa Fe Housing Needs Assessment.** In 2015 Ms. Fitzpatrick managed a housing needs assessment for the City of Santa Fe which quantified specific affordable housing needs in the city and helped set five-year goals for construction, preservation, and rehabilitation of renter- and owner-occupied housing stock.
- **Coeur d'Alene, Idaho Housing Needs Assessment and Barriers Analysis.** In 2015, BBC conducted a needs assessment and fair housing analysis for the City of Coeur d'Alene, Idaho. The study included a community and economic profile along with an extensive housing and affordability assessment in which BBC identified current and future housing (forecasted in the next 5, 10 and 15 years). BBC also evaluated housing discrimination in the city and recommended actions to address identified barriers. Ms. Fitzpatrick was the lead analyst and researcher for the study.
- **Austin, Texas Housing Needs Assessment and AI.** BBC recently completed a Comprehensive Housing Market Study in Austin, which included an assessment of Austin's rental and for sale housing market supply and demand to determine where gaps exist. Ms. Fitzpatrick was the lead researcher on the study and developed an interactive ZIP-code level housing model that assesses availability of housing for employees of key industries. Based partially on the outcomes in the model, the Austin City Council passed a resolution to identify innovative housing options that can serve middle income families.
- **City and County of Denver, Housing Market Study.** BBC recently worked with the Denver Office of Economic Development and the Mayor's Housing Task Force to support the development of the City's new housing strategy. Ms. Fitzpatrick led the socioeconomic and housing analysis and the community development assessment through market research, analysis, and report preparation. She also conducted interviews with local developers and made presentations to regional housing stakeholders.

## Education

M.A., Economics, University of Colorado Denver, 2010

B.S., Recreation, Park and Tourism Sciences, Texas A&M University, 2003

# Jen Garner

Jen Garner is a Senior Consultant with BBC and supports the firm's housing and human services practice. She is a skilled market and policy researcher with a proven track record for lending innovation and insight to a wide-ranging portfolio of projects. A strong strategic thinker, he has a high order ability to develop, integrate, assimilate, and interpret diverse streams of qualitative and quantitative information. Areas of expertise include housing choice and access to opportunity, transportation, economic development, child care, human services, and homelessness. She is a Past President of the Colorado American Marketing Association.

Since 1998, Ms. Garner has conducted hundreds of interviews, focus groups, and surveys across the country with diverse populations on a wide variety of topics. Examples include persons with physical disabilities, low income adults, persons experiencing homelessness, Native Americans, African Americans, Asian Americans, Hispanics, seniors, teens, and refugees. She is an experienced dual-language facilitator with the aid of interpreters.

## Relevant Project Experience

- **City of Boulder Housing Choice study.** Through a comprehensive online survey and a series of focus groups, Ms. Garner helped the City understand the housing preferences of different groups of current and potential residents—seniors; low, moderate and high income residents; in-commuters (people who work in Boulder and live elsewhere); families with children; renters and homeowners. The survey and focus groups explored the trade-offs households are willing to make (or have made) to live in Boulder and the types of housing products preferred. It also identified the factors households will not compromise on, deepening the City's understanding of why a significant share of the workforce chooses to commute into Boulder. The City has used the study findings to inform a housing market analysis, studies of middle market housing, and its affordable housing strategy. Ms. Garner designed the survey instrument, moderated the focus groups, and conducted the analysis and reporting with assistance from Heidi Aggeler and Mollie Fitzpatrick.
- **City of Denver Homeless Strategy Public Engagement.** Denver's Road Home, the City of Denver team tasked with leading implementation of the City's 10-year plan to end homelessness, engaged BBC to facilitate a series of neighborhood meetings held in each City Council district, stakeholder meetings, and a day-long staff retreat. The BBC team, led by Ms. Garner, facilitated each of these sessions, resulting in an open discussion of the changing nature of homelessness in Denver and informed development of Denver's forthcoming strategic plan for reducing and preventing homelessness.

## Education

M.A. Economics, University of Colorado at Denver, 1999

B.A. Economics, summa cum laude, University of Colorado at Denver, 1997

# Mehgie Tabar

Mehgie Tabar is a Research Associate with BBC and supports the firm's housing practice through quantitative and qualitative research. She has a background in urban planning, housing policy, and real estate. Prior to BBC, she was a manager at a real estate and land use consulting firm in San Francisco. Since joining BBC, Ms. Tabar has successfully completed numerous housing and market studies for both public and private sector clients. She specializes in analyzing fair housing, socioeconomic and demographic data, and residential real estate markets. She is a member of the American Planning Association and the Urban Land Institute.

## Relevant Project Experience

- **City of Pocatello, Consolidated Plan and Assessment of Fair Housing.** BBC recently conducted the Five-Year HUD Consolidated Plan and Assessment of Fair Housing for the City of Pocatello, Idaho. Research included a housing market analysis, stakeholder focus groups, resident survey, analysis of demographic data and the development of the five-year strategies. Ms. Tabar helped to complete the fair housing piece of the report. She performed an extensive analysis of the City's demographic data; examined disparities in access to opportunity; analyzed the HMDA data for evidence of discrimination in lending; and reviewed the city's publicly supported housing programs.
- **Housing Market Research for Horizon Uptown Development.** As the lead associate, Ms. Tabar executed a housing market study for the development of a master planned community in Aurora, Colorado. Research was conducted to inform decision-making about development phasing, community amenities, characteristics of renters and buyers and local housing market trends. The visually-based report was supplemented by qualitative research through real estate agent focus groups, intercept interviews and field work.
- **City of Westminster, Housing Market Study.** BBC recently worked with the City of Westminster to develop an affordable housing strategy. The study analyzed historical and current housing costs, affordability relative to nearby communities, inventory of affordable housing supply and housing demand. The report highlights best practices of how similar cities meet their affordability needs. Ms. Tabar assisted in report writing and collecting data to analyze demographics, housing costs and affordability.

## Education

M.U.R.P. Urban and Regional Planning, University of California, Irvine, 2014

B.A. Environment Studies, University of California, Santa Cruz, 2012

B.A. Art, University of California, Santa Cruz, 2012

## SECTION II.

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### Prior Experience

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### Prior Experience

BBC has a wealth of experience with all aspects of housing studies, including housing market analyses, mortgage lending studies, fair housing analyses, strategic housing plans, and Consolidated Plans for Housing & Community Development. Our experience is demonstrated through summaries of similar projects we've completed along with client references. Individual qualifications for each proposed team member are included in Section I Key Personnel.

#### BBC Background

BBC is one of the oldest and largest privately held economic consulting firms in the Rocky Mountain region. The firm's 25 professionals provide market, policy, economic, financial, and statistical research, as well as advisory services for government and business interests alike. The firm was founded in 1970 as part of a research division at the University of Denver and later became a private research corporation.

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*Company name:* **Browne, Bortz, and Coddington, d.b.a. BBC Research & Consulting**

*Company address:*

*Website:* [www.bbcresearch.com](http://www.bbcresearch.com)

1999 Broadway, Suite 2200  
Denver, Colorado 80202

*Phone:* (303) 321-2547

*Company size:* Currently 22 full-time employees

*Company origin/longevity:* Established in 1970, incorporated in the State of Colorado in 1983. BBC has been in business continuously for 46 years.

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BBC's housing practice began in the mid-1990s and has grown to be one of the most trusted and respected providers of affordable housing consulting and advisory services in the country. BBC staff have been invited speakers on housing at conferences sponsored by HUD, the American Planning Association, the Rocky Mountain Land Use Institute, state civil rights departments, and local housing organizations.

#### Core Strengths

**Customer service and project management ability.** BBC's housing team has a strong focus on customer service, quality product, open communication, and accessibility to clients. We value our client relationships and work closely with all of our clients. In all of our studies we strive to exceed expectations and provide a non-boilerplate product designed to meet the unique needs of each community. We have a proven track record of managing large and complex housing studies and consistently deliver projects on time and within budget.

We excel at managing projects with multiple government agencies and stakeholder interests. BBC employs many practices to ensure that we deliver top quality research and reports. We have an open and accessible communication style; partners with the most experience are involved in all phases of our work; we hold regular team meetings during project completion; and when projects are done, we hold a team meeting to discuss any challenges experienced and how they could have been better addressed.

**Engagement of diverse neighborhood organizations and citizens.** Another aspect of our experience that distinguishes us from other firms is our ability to craft and implement meaningful community engagement. For each project, we review our client's needs and resources and design a public involvement process that reaches beyond the "usual suspects" to create opportunities for stakeholders, residents, and special needs populations to have a meaningful voice in the process.

Examples of how BBC customizes our public involvement process to truly reach out to the persons impacted by our studies include:

- Collaborating with service providers to invite and host their clients for BBC-led survey and focus group efforts. Through these collaborations, BBC has obtained the input from traditionally hard to reach populations such as migrant farmworkers in Sonoma County, California; recent refugees and immigrants from North Africa, Bhutan and Central America in Snohomish County, Washington; residents of Colonias along the South Texas border; persons with physical and developmental disabilities across the country; and residents of Public Housing Authority developments, among others.
- Bringing the survey instruments to residents who have the most critical housing needs. We distribute surveys and flyers promoting public input in low and moderate income neighborhoods at recreation and community centers, libraries, local businesses and on local public transportation. We recently conducted a focus group with homeless residents in a city park to inform the second phase of Denver's plan to end homelessness.

**Data driven results.** BBC relies on strong quantitative skills and expert economic modeling to drive results. A common thread to our work is creative, insightful analysis of complex data. BBC's housing team is part of a team of a team of academics and researchers that provide data training to HUD grantees and advised HUD on its approach to the new Assessment of Fair Housing framework. BBC also specializes in developing customized housing and equity opportunity models measuring residents' access to opportunity and measuring the housing and supportive service needs of special needs populations. Our quantitative models have helped a number of clients to understand the housing needs of their communities at the neighborhood level and lead to accurate, data driven strategies to address needs.

**Practical advice.** BBC's data driven approach is enhanced by our experience working with communities across the country and we are constantly learning new approaches to solving complex housing and community development issues. Our close working relationship with our clients informs our advisory services, allowing us to tailor our recommendations to achieve desired results through policies and practices that are amenable to a community's unique culture and values.

## Comprehensive Housing Studies Completed

**Austin, Texas Comprehensive Housing Study.** BBC recently completed a Comprehensive Housing Market Study in Austin, which included an assessment of Austin's rental and for sale housing market supply and demand to determine where housing gaps exist.

The study involved a very a comprehensive public input effort consisting of a resident survey of low income households, several workshops with community leaders and stakeholders, and targeted focus groups with racial and ethnic minorities, persons experiencing homelessness and persons with disabilities. Altogether, more than 5,000 residents, representing the diversity of the city, participated in community engagement.

A key component of the study was development of a ZIP-code level housing model that assesses availability of rental and homeownership housing for employees of key industries. BBC also completed a fair housing barriers study for the city.

Based partially on the outcomes in the model, the Austin City Council passed a resolution in December 2015 directing the city to identify innovative housing options that can serve middle income families in a range of sizes—and remove barriers to creation of such housing.

**Client contact:** Erica Leak, Housing Policy and Planning Manager, Neighborhood Housing & Community Development, City of Austin

**Project budget:** \$150,000 (2009 study); \$130,000 (2014 study)

**Completion date:** 2009 and 2014

**Key personnel:** Heidi Aggeler (project manager and lead researcher), Mollie Fitzpatrick (housing needs analysis), Jen Garner (community engagement)

**City and County of Denver, Colorado Housing Plan and Consolidated Plan.** BBC provided research and analytical support to the 2012 Mayor's Housing Task Force in the development of a new housing strategy. That analysis included in-depth demographic and housing profiles which focused on the characteristics of low income residents and spatial analyses of affordable housing by neighborhood. BBC also conducted a housing gaps analysis to identify mismatches in supply and demand within Denver's rental and for-sale markets. The final housing plan included seven recommendations to the Mayor, including: creation of a dedicated revenue stream to support affordable housing; review of the city's Inclusionary Housing Ordinance; focus on the creation and preservation of affordable housing; work to develop a regional approach to affordable housing; preserve or create affordable rental housing near TOD; adopt a formal housing plan; and, annually review the plan and its goals.

Following adoption of the housing strategy, BBC completed the Five-year Consolidated Plan for the City and County of Denver, Colorado using HUD's eCon Planning Suite. Research included a socioeconomic profile, housing market analysis, and special needs population profile, as well as a housing and community development needs assessment. The study also included an extensive community outreach and public participation process through a citizen survey and six public meetings.

**Client contact:** Jon Lucero, former Deputy Director, Office of Economic Development, City of Denver

**Project budget:** \$95,000 (Consolidated Plan, AI and Housing Plan)

**Completion date:** 2012

**Key personnel:** Heidi Aggeler, Mollie Fitzpatrick

**Boulder County, Colorado Strategic Planning Facilitation.** In February and March 2016, Heidi Aggeler was retained by Boulder County, the housing authorities within the counties, and the cities of Boulder and Longmont to facilitate a strategic planning session, resulting in the development of a countywide Strategic Housing Plan.

**Boulder, Colorado Middle Income Housing Study.** This report, just released in February 2016, examined the affordability of attached housing products over time. In addition to a comprehensive analysis of historical sales records, we conducted in-person interviews with developers of attached housing products—both rental and for sale—to understand the key challenges of building affordable housing in Boulder. We also created model pro formas to measure development costs of various attached products now and in 2000. The study was very well-received by Planning Board and City Council and resulted in the development of a concerted strategy to increase middle income housing opportunities.

**Boulder, Colorado Housing Market Analysis.** BBC completed an updated housing market analysis for Boulder that preceded development of a new Housing Plan. Several factors motivated the analysis, including concerns about decreasing housing affordability and the significant number of individuals commuting into the city. Using a combination of private real estate transaction data, rental survey data, and data from the 2000 and 2010 Census and American Community Surveys, BBC profiled the market for homeownership and rental units and examined housing opportunities affordable to families at several levels of Median Family Income (MFI). The analysis revealed that neighboring communities provide much of the affordable housing in the area and that Boulder has become increasingly unaffordable to many as demonstrated by a custom gaps model.

“Heidi—I really enjoyed our work together, and deeply appreciated your mastery of the data and ability to explain it in such an accessible, objective manner. Hope our paths cross again!” –David Driskell, Planning Director, City of Boulder

**Client contact:** Jay Sugnet, Senior Planner, City of Boulder

**Project budget:** \$5,000 Strategic Planning session; \$32,000 Middle Income Study; \$20,000 Market Analysis. Supported by \$50,000 survey effort in 2013.

**Completion date:** Various, 2013 - 2016

**Key personnel:** Heidi Aggeler, Mollie Fitzpatrick; Jen Garner (survey design and analysis)

**Cincinnati, Ohio Housing Plan.** In early 2011, BBC completed a comprehensive analysis of the housing market for Cincinnati as part of the city’s new award-winning Comprehensive Plan, PLAN Cincinnati. PLAN Cincinnati won the American Planning Association (APA) 2014 award for best general plan. The study included facilitation of input from several working groups, an in-depth analysis of housing and revitalization needs by neighborhood, stakeholder interviews, and a series of focus groups with residents of various age cohorts to determine

current and future housing preferences. BBC also developed recommendations for improving the city's housing stock and increasing demand for living in the city.

"BBC Research & Consulting was a highly professional consultant that helped us do deep research in a housing market study used to develop recommendations in the "Live" Initiative Area of our city's Comprehensive Plan, Plan Cincinnati, 2012. Plan Cincinnati went on to win the Daniel Burnham National Planning Excellence and Achievement Award given by the American Planning Association in 2014, which is the planning profession's highest honor for a Comprehensive Plan. We are grateful to BBC for their expertise in helping us make good decisions impacting the future of Cincinnati." –Alex Peppers, Senior City Planner, City of Cincinnati

***Client contact:*** Alex Peppers, Senior City Planner

***Project budget:*** \$100,000

***Completion date:*** 2011

***Key personnel:*** Heidi Aggeler

**Las Cruces, New Mexico Housing Strategy.** In 2008 and 2009, Heidi Aggeler assisted the City of Las Cruces' Ad Hoc Committee on Affordable Housing develop recommendations for better addressing the city's housing needs. The study involved a comprehensive analysis of best practices in other communities that covered housing trust funds, inclusionary zoning, shared equity models, land trusts, land banking, and land use and zoning reforms.

In addition, BBC has completed three Consolidated Plans and Analyses of Impediments to Fair Housing Choice (AIs) for Las Cruces in 2003, 2006, and 2011. BBC also conducted two point-in-time counts and surveys of persons who are homeless for the city. Our study efforts have quantified affordable housing needs in the city by household type, income level, and special need.

***Client contact:*** David Dollahon, Assistant City Manager

***Project budget:*** \$100,000

***Completion date:*** 2009

***Key personnel:*** Heidi Aggeler

**Santa Fe, New Mexico Housing Needs Study.** BBC has completed several housing market studies for the City of Santa Fe. In addition to analyses of the housing market, BBC fielded a survey of residents and employers regarding housing needs and preferences. BBC partnered with two local professionals familiar with the Santa Fe market and the city's Hispanic community for stakeholder outreach and the analysis of MLS data. We have also provided the City assistance with preparing their 2014-2019 Consolidated Plan using the eCon Planning Suite. BBC provided proprietary training, worksheets, and templates to help the City complete the plan.

***Client contact:*** Alexandra Ladd, Senior Planner

***Project budget:*** \$50,000 total

***Completion date:*** Various, most recently August 2016

***Key personnel:*** Mollie Fitzpatrick, Heidi Aggeler

**Franklin, Tennessee Housing Needs Assessment.** BBC completed the City's first comprehensive housing market study in 2014. Franklin is a wealthy suburb of Nashville with a quickly growing population and rising housing costs. The study was structured around a list of questions posed by the City at the onset. We answered, through our analysis, which demographics were missing from the city and why; the types of housing desired by Franklin's residents; and the housing types missing from the city. Our findings were presented to several groups of stakeholders and community leaders, and formed the basis for a community strategic planning effort to address current and future housing needs.

**Client contact:** Kathleen Sauseda, Housing Coordinator

**Project budget:** \$65,000

**Completion date:** April 2014

**Key personnel:** Mollie Fitzpatrick, Heidi Aggeler, Jen Garner

## References

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### **Jay Sugnet, Senior Planner**

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### **Erica Leak, Housing Policy and Planning Manager**

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### **Alexandra Ladd, Senior Housing Planner**

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### **Kathleen L. Sauseda, Housing Development Coordinator**

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## SECTION III.

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### Methodology

## SECTION III.

# Methodology

BBC understands the desire of the City of Lawrence to complete a well-researched and data-driven Comprehensive Market Analysis. This section presents BBC's proposed methodology and data sources anticipated to accomplish the program elements outlined in the RFP scope of work.

### Project Approach

The tasks described below would result in a Comprehensive Market Study that:

- Identifies current and potential resources for the City of Lawrence and its partners to use to address affordability challenges. This would include existing assisted housing units that may be marked to market in the near future; potential regulatory adjustments to reduce development barriers; land considered or appropriate for affordable housing; grants and generation of additional revenue; partnerships with employers.
- Considering these resources, establishes realistic goals for housing development by type, income level (ranges and AMI categories), demographic trends, and changes in housing preferences. The goals would be **focused on the city's "sphere of influence"** to affect changes.
- A customized spreadsheet for staff to use in tracking and measuring progress in addressing affordability challenges and meeting goals.
- A **neighborhood-level affordability model** with indicators for gentrification, displacement, and the probability that various workers can rent or buy, as well as availability of student and assisted housing. This model would interface with the tracking sheet to allow annual updates by city staff.
- **Housing market and needs assessment sections** that can be easily pasted into the eConPlan sections for the city's next Five-year Consolidated Plan (eCon Plan screens MA and NA), with a memo that "maps" these for ease of staff input into the eCon Plan.

### Scope of Work

**Task 1. Project initiation meeting.** Immediately after the notice to proceed, the BBC team would hold a conference call with project management staff. At this meeting we would:

- Review the program elements stated in the RFP and how the proposed Scope of Work aims to accomplish each;
- Refine the proposed Scope of Work as needed;
- Discuss the types of data privately and publicly available for the analysis—e.g., permit data, assessor's data, landlord and property management survey potential;

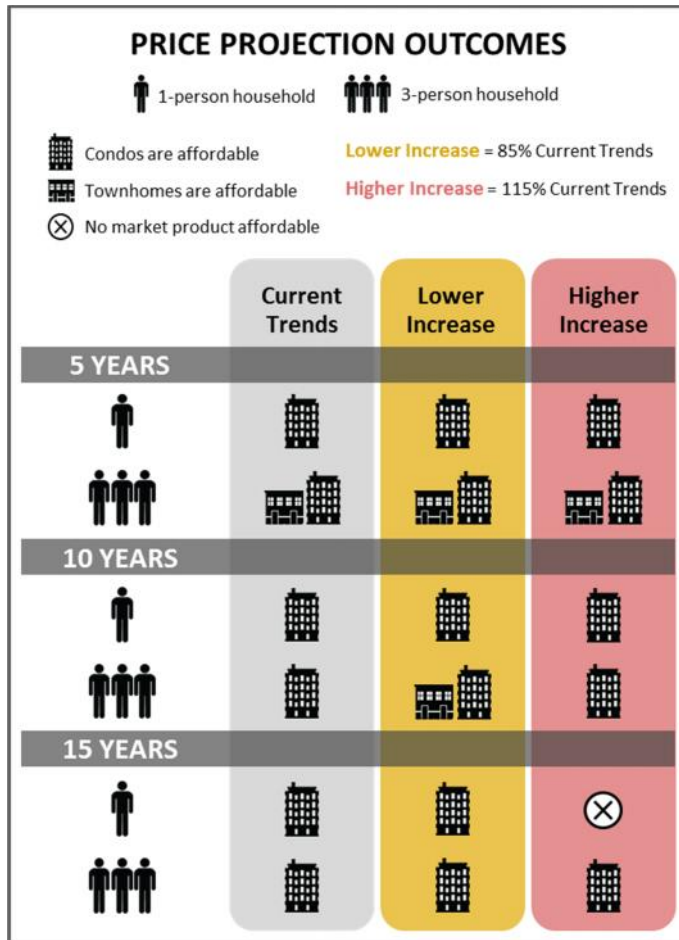
- Develop a list of stakeholders who should be engaged in the study and the form and timing of engagement; and
- Discuss the city's desire for public engagement in the process.

Throughout the project, BBC would hold bi-weekly calls with project staff to discuss project progress and findings.

**Task 2. Assessment of the Lawrence housing needs.** In this task, the BBC team would analyze historical and current data on demographic characteristics and housing availability and costs in Lawrence. This analysis would focus on both rental and ownership housing and incorporate comparative information on demographics and housing markets from surrounding cities.

- **Historical and current data on housing stock, availability, and housing costs in Lawrence (rental and ownership).** BBC would examine Census and American Community Survey (ACS) data, along with Multiple List Service (MLS) data and data collected from a landlord and property management company survey to discuss trends in housing development and costs—including the impact of the Great Recession on pricing. This analysis would provide context for the housing and community profiles and would serve as a baseline for forecasts.
- **Projections of population, demographics, employment growth.** BBC would utilize forecasts from the State Demography Office, the university, MARC (for regional influence) and build upon the 2005 study to provide the requested projections of employment, commute patterns, and wages.
- **Household income distribution.** Using Census and ACS data, BBC would discuss the city's current income profile and recent changes to Lawrence's income distribution, in comparison to regional income growth. BBC would discuss trends and forecasts in the context of the national decline in middle income households and would also relate income distribution to available housing types and prices (e.g., "missing middle" housing products). As specified in the RFP, BBC would discuss the city's income profile in dollar amounts and as a percent of Area Median Income (AMI).
- **Projections of housing demand.** BBC would also apply the socioeconomic projections to housing market trends in order to forecast housing demand and absorption rates (5 year increments for 20 years). This would include an analysis of the number of units needed to keep up with growth and maintain current ownership levels.

BBC has designed similar forecasts for a number of urban and suburban clients, most recently for Santa Fe, NM; Boulder, CO; Grand Forks, ND, and Santa Barbara County, CA. The infographic on the following page shows the results of an affordability forecast produced for the City of Boulder.



■ **An inventory and location of assisted housing units.** Using available data from the city and from HUD, BBC would tabulate and map assisted rental units in Lawrence and would provide context for who is living in these units (race, ethnicity, age, disability status and family status) relative to the population eligible to live in restricted units. We would also examine the distribution of existing and planned assisted units by neighborhood.

■ **Homeownership affordability analysis.** We would examine changes in home purchase affordability over time, accounting for interest rate fluctuations, inventories of new construction and resales, and location.

- **Where housing gaps are occurring for both rental and for-sale housing.** BBC would identify gaps in the rental and for-sale markets, including:
  - How many renters are paying more than they can afford for rent? How many owners are paying more than they can afford to service the debt on their homes?
  - How many rental subsidies/units are needed to alleviate this housing cost burden?
  - How much do renters need to earn before they have a reasonable choice of homes to buy? What are the characteristics of those affordable homes?
  - Where can residents working in various industries afford to rent? To buy?

BBC would also use a proprietary housing gaps model to quantify mismatches in supply and demand of rental and for-sale housing at different income levels and housing price-points. As we did for the City of Boulder, we would adjust the gaps to account for the student population. We would present the gaps 1) without the student population entirely, and 2) with students who rent from the private market, accounting for their unique preferences and needs (e.g., living with roommates, financial support from school and parents, etc).

Overall, this task would result in an identification of current housing needs and a projection of future needs by type, price point, tenure and location. These estimates would take into account population growth expected for the region overall and housing costs of surrounding communities. The housing needs projections would include housing types and cost ranges to accommodate growth for the next 20 years.

**Task 3. Assessment of community culture and community perceptions of housing issues.** One of BBC's core strengths is comprehensive and creative community engagement related to housing choice, preferences, and needs. To engage the community of Lawrence in the Comprehensive Housing Market Analysis, we propose the following:

- 1) **A focus group with stakeholders** in the real estate and business community to discuss perceptions of unmet housing demand, regulatory and market barriers to housing creation, and trends in land and construction costs. As part of this focus group, BBC would review hypothetical renter and buyer profiles—based on data-driven demographic trends—with developers and real estate professionals to establish their perspective on how the market does or does not meet the needs of the resident profiles. These profiles may be incorporated into the report to help build support for addressing housing needs...

## RENTER PROFILE 3

**Age:** 25 to 40

**Salary:** \$40,000 to \$60,000

**Employment:** CU Anschutz Medical Campus,  
Children's Hospital, VA

**Share of Market:** 30%

**Target Market:** Future

### Market Profile:

- Likely live alone or with a roommate – friends or acquaintances they are moving into town with
- Desire standard one-bedrooms or two-bedrooms for roommating situations
- Working odd hours and on-call, must be in close commute to work while still maintaining housing affordability
- Own one car (small, newer sedans) to commute, run errands and for entertainment



### Who are we?

- Young nurses, doctors, fellows and students working in the growing medical field in the area
- Transient population, most coming from out of state and unsure of length of term or willingness to stay in Denver region
- Common length of stay at hospitals and research centers is 2 to 2.5 years, so not looking for long-term commitment
- Likes to spend free time outside or catching up with friends

- 2) **A focus group with nonprofit housing providers and social service organizations** working with low income and special needs residents to discuss the housing, transportation and service needs of their clients.

- 3) **A resident survey** focusing on community culture and housing, perceptions of need and resident preferences for housing type, size and amenities. BBC would also design questions to assess resident expectations related to aging in place—among existing seniors and middle-aged adults. Depending on budget and city preference, BBC could offer an online survey, a statistically significant telephone survey, or both.

For the telephone survey option, BBC proposes an eight minute English/Spanish survey with 400 completes including cell phones and landlines. BBC would design the survey and analyze response but would likely use Davis Research to collect responses (BBC has a long working history with Davis Research and has used them as a vendor on many similar projects). As shown in the cost proposal (Section IV), a statistically representative survey adds about \$17,500 of cost to the project.

Similar surveys designed by BBC have elicited resident perspectives on:

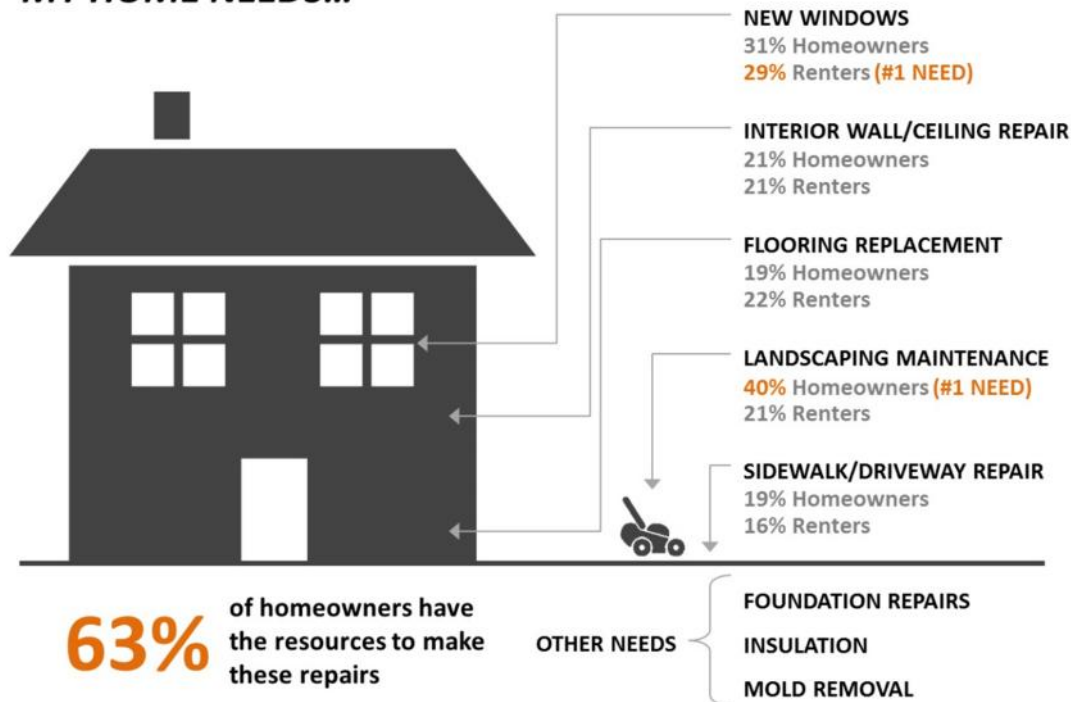
- Housing needs of different types of residents, including seniors, youth, families with children, low income residents, or residents with disabilities;
- Desired changes to public infrastructure, such as sidewalk improvements and transportation access;
- Desires for housing types to accommodate residents' life cycles, including seniors who want to age in place or downsize and Millennials who desire to buy;
- Concerns about residential growth and density and what this means for neighborhoods; and
- Opportunities to increase quality of life or economic outcomes of residents.

For each of the engagement strategies above, BBC would prepare draft discussion guides (or surveys) for the city's review prior to execution. BBC's outreach materials would be designed to address the following:

- Definition of community culture and how it relates to housing;
- Perceptions of Lawrence's housing stock, including an overview of current and future unmet housing needs;
- Regulatory barriers to housing creation (zoning and land use review);
- Employer/employee challenges to workforce housing;
- Desire of residents to age in place or transition to other housing options; and
- What housing types are desired (single family, paired, du/tri/multi-plex, accessory dwelling, patio home, rent or own, etc.)

BBC would summarize the results of this process in a stand-alone report section using easy-to-read graphics and charts. The following figure is an example from a recent housing survey we conducted in Austin, TX—the graphic summarizes resident response to maintenance needs.

## MY HOME NEEDS...



**Task 4. Supportive Services and Subpopulations’ Needs Assessment.** To address the demand for housing with supportive services and accessible housing, we would use a proprietary model that estimates the supportive service needs of subpopulations for Consolidated Plans. We would provide estimates to stakeholders who work closely with subpopulations in our focus groups and “vet” our estimates. For accessible housing needs, we would combine estimates of accessible units based on year built and type, assisted housing inventories, discussions with housing providers (including those who work with persons with disabilities and elderly), and findings from the resident survey to estimate current and future demand for accessible rental and for sale housing.

The narrative for this section would follow the exact format of the MA and NA screens in the eCon Plan, for ease of copying and pasting of the information by city staff.

**Task 5. Barriers analysis.** In this task, BBC would evaluate the factors contributing to the city’s housing challenges and evaluate the resources and options available to the city to address those challenges. BBC envisions the following subtasks to complete the analysis:

- An analysis of land use and zoning codes to understand their impact on costs—and how they may be modified to better achieve housing balance. This would include a best practice review of zoning strategies that allow the market to meet emerging market demands and incentivize developments that meet community goals and preferences.
- A review of resources available for affordable housing creation and other housing needs. The review would include an evaluation of existing financial resources, the types of

properties that have been funded and/or created by the city, and how funds have been used to expand housing opportunity (CDBG, LIHTC, housing rehabilitation, etc).

- How market forces—both with Lawrence and Douglas County and the greater region—are likely to affect future cost of land, housing construction, and affordability.

**Task 6. Action plan.** Based on the analysis conducted in Tasks 1 through 5, BBC would recommend an Action Plan to address current and future housing needs. Strategies would be crafted carefully—and ensure that the actions taken are meaningful, creating outcomes that lead to change. BBC’s recommendations would encompass short- and long-term goals for the time horizons specified in the RFP and would include both policy and operational actions.

In establishing the action plan, we would dovetail with current and planned initiatives and would consider the cost and impact of recommended actions. We would recommend metrics, milestones, and a phased-in approach for achievement for each of the goals and related action items.

**Task 7. Development of findings and report.** BBC would develop a draft report for the city’s review. The city would have two weeks to review the report, after which BBC and city staff would meet to discuss modifications and BBC would finalize the report.

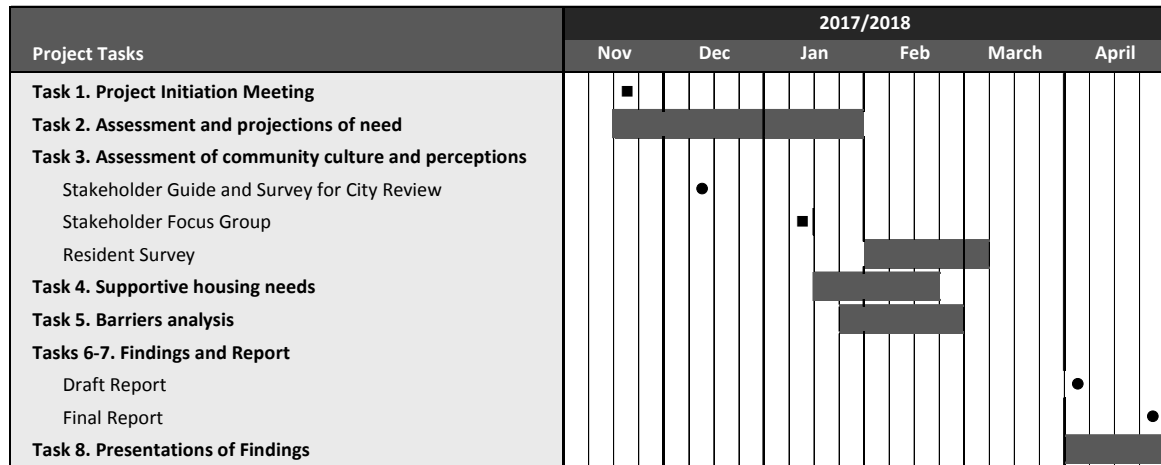
**Task 8. Report presentation(s).** We understand that the findings of the study would be presented to the Affordable Housing Advisory Board and the Lawrence City Commissioners, as well as the residents of Lawrence.

We would work with the city to develop an engagement schedule that best meets your needs. For example, we may want to hold an open house style community meeting to present preliminary research findings and elicit resident input on appropriate housing types by neighborhood and what housing types are missing from the city’s inventory (e.g., ADUs, co-housing for seniors). This would “test” the public appetite for potential recommendations and inform the final report.

These options are presented in the cost proposal.

## Schedule

The figure below displays a proposed timeline for each task. We discuss changes to interim deadlines for specific tasks and deliverables at the project initiation meeting.



## **SECTION IV.**

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### **Cost Proposal**

## SECTION IV.

### Cost Proposal

BBC could complete the scope of work described in Section III for a not-to-exceed cost between \$61,150 and \$78,650, depending on the survey methodology selected. The fee schedule is shown below by task and option.

We would be happy to work with the city and adjust the scope to best meet your budget needs.

Project Task	Directors (\$175/hr)	Associates (\$150/hr)	Research Associates (\$125/hr)	Project Assistant (\$50/hr)	Total Hours	Total Fees
1. Project management	12	12	0	0	24	\$3,900
2. Assessment and projections of need	40	40	40	8	128	\$18,400
3. Assessment of community culture and community perceptions of housing issues (includes stakeholder engagement and online resident survey)	24	24	24	4	76	\$11,000
4. Supportive housing needs	6	12	12	0	30	\$4,350
5. Barriers analysis	24	12	8	0	44	\$7,000
6. Action Plan	16	8	0	0	24	\$4,000
7. Development of findings and report	16	8	0	24	0	\$5,200
8. Final Presentations	24	0	0	2	0	\$4,300
Optional: Resident telephone survey						\$17,500
Optional: Community meeting	8	8	0	4	0	\$4,300
Travel costs						\$3,000
<b>Total</b>	<b>162</b>	<b>116</b>	<b>84</b>	<b>38</b>	<b>326</b>	<b>61,150</b>
<b>Total with community meeting</b>						<b>65,450</b>
<b>Total with telephone survey</b>						<b>78,650</b>

Note: The telephone survey cost assumes an eight minute English/Spanish survey with 400 completes including cell phones and landlines.