

Proposal for
Gateway Cities Affordable Housing Trust Fund
Housing Needs Assessment, Strategic Plan,
and Funding Strategy

by



Adam Eliason
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November 4, 2021

Joel Arevalos
Gateway Cities Council of Governments
16401 Paramount Blvd
Paramount, CA

Re: Request for Proposal for Gateway Cities Affordable Housing Trust Fund

Dear Mr. Arevalos:

On behalf of CivicHome, I am pleased to present this proposal in response to the Gateway Cities Council of Government's (GCCOG) Request for Proposal for services related to the creation of the Gateway Cities Affordable Housing Trust Fund.

CivicHome would welcome the opportunity to assist the GCCOG in developing a Housing Needs Assessment, Strategic Plan, and Funding Strategy and other tasks to create a new regional affordable housing trust fund.

CivicHome's proposed team has the experience and a proven track record including the formation and management of the Orange County Housing Finance Trust, as well as the creation and operations of the Irvine Community Land Trust and other strategic planning for various affordable housing non-profits.

CivicHome's previous experience doing something so similar to the GCCOG proposal ensures we bring the numerous lessons learned, best practices and implementation efficiency to our proposal.

If you have any questions about this proposal, please don't hesitate to contact me at or (909) 706-7193.

Sincerely,

Adam B. Eliason

Adam B. Eliason (Nov 2, 2021 17:30 MDT)

Adam Eliason
President



Qualifications

Adam Eliason

Adam Eliason has been involved in the field of affordable housing with 18 cities, the County of Orange and 7 non-profits over the past 27 years. His background and education include both the private and public sector in the fields of architecture, real estate finance/development, affordable housing, and public administration.

His work with the City of Irvine included the preparation of an award-winning affordable housing strategy which led to the formation and ongoing project management of the Irvine Community Land Trust. The Trust has created nearly 500 affordable and permanent supportive housing units including special needs housing.

Another relevant client was Jamboree Housing and the preparation of their 5-year strategic plan.

Mr. Eliason's work with the City of Costa Mesa included the warehouse acquisition and design management of their Homeless Shelter and obtaining a significant grant from IKEA to provide the finishes, fixtures, and equipment.

He served as Planning Commissioner for the City of Chino Hills for 17 years.

Mr. Eliason was hired in 2019 as the Manager of the Orange County Housing Finance Trust. The Trust is a regional finance collaborative of 23 cities and the County of Orange. He has helped the Trust through the formation process and securing and funding approximately \$20 million to help build nearly 900 affordable and permanent supportive housing in Orange County.

Grant Henninger

Grant Henninger is the Founding Principal of Mobius Planning. Grant has spent the majority of his career in the affordable housing industry. He started his career working for Jamboree Housing Corporation, a non-profit affordable housing developer, as a project manager. While there, he oversaw the financing and construction of one of the first projects in California to provide permanent housing and services for individuals and families experiencing homelessness or at risk of homelessness using Governor's Homeless Initiative funds.

Since that time, Grant has gone on to found Mobius Planning, an affordable housing and entitlement consulting firm. Grant has worked with numerous clients on affordable housing issues, with a specialization in working with affordable housing trusts, including the Orange County Housing Finance Trust, the Irvine Community Land Trust, and the City of South Pasadena. With these clients, Grant has:

- Prepared annual Notices of Funding Availability for a permanent supportive and affordable housing loan program;

- Review and approve initial tenant applications for new affordable apartment community;
- Prepare staff reports for Trust board meetings; and,
- Present to Trust member cities, providing updates on recent Trust activities.

John Trauth

John Trauth has worked with numerous cities, financial institutions, and non-profits over his 40+ year career in affordable housing. His specialty includes the creation of housing strategies, leveraging public funds with private capital, organizing equity financing, and mortgage financing for projects. He has a particular expertise in organizational development and strategic planning. He has created 29 new nonprofits, most of which have a focus on affordable housing. He helped create the five-year strategic plan for the Orange County Housing Finance Trust and helped develop the City of Irvine's Housing Strategy that included the formation of the Irvine Community Land Trust.

References

Sean Joyce

Retired City Manager

City of Irvine

Sean4695@icloud.com

(949) 910-9139

Mark Asturias

Executive Director

Irvine Community Land Trust

mark@irvineclt.org

(949) 743-0441

Dylan Wright

Director OC Community Resources

County of Orange

Dylan.Wright@occr.ocgov.com

(714) 480-2788

Scope of Work

CivicHome has prepared the following scope of work for this proposal that follows the Scope of Work found in the Request for Proposal. The scope of work in the Request for Proposal all the critical tasks necessary to accomplish the goal of setting up a new Local Housing Trust Fund, however, this Scope of Work includes some optional tasks that would aid in the creation of a new Local Housing Trust Fund.

Phase 1 Project Management

Task 1.1 Kick-Off and Bi-Weekly Project Meetings

CivicHome will coordinate a kick-off meeting and hold bi-weekly check-in meetings with GCCOG staff to ensure timely and relevant progress details of the project are communicated to key staff and decisionmakers. It is anticipated that the kick-off meeting will be held in person, and that the bi-weekly check-in meetings will be held virtually through Zoom, Google Meeting, Microsoft Teams, or another similar conferencing service.

As part of this task, CivicHome will prepare meeting agendas and notes for the kick-off meeting and all bi-weekly check-in meetings. Additionally, CivicHome will provide all necessary document drafts and final products as part of the meeting agenda packets to ensure productive meetings.

It is anticipated that a total of 25 meetings will be needed over a one-year period to complete this task.

Deliverables

- Outline of Housing Needs Assessment Methodology
- Meeting agenda and notes for kick-off meeting.
- Meeting agenda and notes for bi-weekly check-in meetings.

Phase 2 Stakeholder Interviews

Task 2.1 Stakeholder Interviews

CivicHome shall conduct up to 15 interviews with key stakeholders to help determine the region's needs, desires, and opportunities for the formation of a housing trust. These interviews will be with GCCOG Board Members, GCCOG Homeless TAC members, GCCOG staff, affordable housing developers, and potential funders. It is anticipated that most interviews will be conducted either as small focus groups or conducted individually. Stakeholder interviews will cover such topics as the role and needs of a housing trust in the Gateway Cities region, identification of goals and vision for a housing trust, and metrics for success for a new housing trust.

As part of this task, CivicHome will prepare interview questions prior to each interview, as well as notes of the discussion that occurs during each interview. Once all interviews have concluded, CivicHome will provide a report summarizing the interviews. This report will serve as

a guide for all other documents created as part of this proposal, and will be incorporated into Task 7.1, *Strategic Plan*.

Deliverables

- Interview questionnaire.
- Stakeholder meeting notes.
- Report summarizing interviews.

Phase 3 Best Practices Summary

Task 3.1 Overview and Recommendations

CivicHome will use its considerable expertise in creating and running a regional housing trust to prepare a report summarizing the range of organizational structures and best practices for a new housing trust in the Gateway Cities region. As part of this task, CivicHome will meet with staff and directors at various housing trusts throughout California and will prepare and provide notes on those meetings.

In addition, as part of this task, CivicHome will review the charter of each charter city that is a member of GCCOG to determine any restrictions to the activities of an Affordable Housing Trust Fund if the Trust is formed as a Joint Powers Authority and those cities join the Trust as members.

Deliverables

- Interview questionnaire.
- Notes from discussions with each regional housing trust interviewed.
- Report detailing best practices and a range of governance structures for a regional housing trust.

Phase 4 Housing Needs Assessment

Task 4.1 Housing Needs Assessment

CivicHome shall use existing data sources to prepare a memo summarizing the housing needs of the Gateway Cities region. The memo will include both a region-wide analysis, as well as locality-specific analysis. A detailed review of the number of affordable housing and permanent supportive housing needs within the Gateway Cities region will be provided, including the needs by population, household size, household income, and supportive service needs. Data sources will be limited to those that are presently available, including the General Plan Housing Elements of GCCOG member cities, Regional Housing Needs Assessment data, and Los Angeles Homeless Services Authority Homeless Count data.

Deliverables

- Memo that identifies the housing needs in the Gateway Cities region, including identification of the number of affordable and permanent supportive housing units needed, as well as a breakdown of units by population, household size, household income, and supportive service needs.

Task 4.2 Identify and Compare Proposed Developments

CivicHome shall identify each proposed housing development that will include affordable or supportive services units within the Gateway Cities region. CivicHome will work with planning staff in each city within the region to generate a spreadsheet and map of proposed housing developments, which shall include the location of the development, the number of proposed units, the intended populations served, and the status of the project's entitlements. In addition, CivicHome will research which affordable housing developers are active in the region based on past applications to the California Tax Credit Allocation Committee, in order to reach out to those developers to identify additional potential projects that have not yet filed for their entitlements.

As part of this task, CivicHome will prepare a memo comparing the number of proposed affordable and permanent supportive units with the number of units determined are needed during the preparation of the Housing Needs Assessment in Task 4.1.

Additionally, CivicHome will discuss with affordable housing developers that are active in the region their barriers to housing development and how the Trust may best assist them in the development of additional affordable housing.

Deliverables

- Spreadsheet and map identifying proposed housing developments, including the number of units, unit mix, income targeting, and populations served.
- Memo comparing the currently proposed housing developments with the needs identified in Task 4.1, *Housing Needs Assessment*.

Phase 5 Formation of Trust Steering Committee & Strategic Plan

Task 5.1 Meetings

CivicHome shall organize a Trust Steering Committee made up of initial interest GCCOG member jurisdictions. The purpose of the Steering Committee is to review all the information compiled in Phases 2 through 4 of this Scope of Work and determine a course of action desired by the GCCOG members interested in participating in a regional housing trust.

As part of this task, CivicHome shall prepare meeting agendas and a presentation that summarizes the information gathered in Phases 2 through 4 of this Scope of Work. This task includes up to four meetings with the Steering Committee prior to the completing Phases 6 through 9 of this Scope of Work. The first meeting is anticipated to be a workshop-type meeting where CivicHome will present the information identified in Phases 2 through 4, and subsequent meetings will be for discussion and direction by the Steering Committee on implementation details regarding Phases 6 through 9.

Deliverables

- Presentation summarizing finding from Phases 2 through 4 of this Scope of Work.

- Meeting agendas and notes from Steering Committee meetings.

Task 5.2 Organizational Framework

Pursuant to the direction of the Steering Committee, CivicHome will work with Gateway Cities COG legal counsel to draft formation documents including a Joint Powers Agreement (JPA) and Bylaws, or other formation documents as necessary. Together, these documents will include a governance structure and administrative plan for running the Trust.

CivicHome and Gateway Cities COG legal counsel will present the formation documents to Steering Committee for review, comment, and final approval.

CivicHome will prepare a template City Council agenda packet including final form of the formation documents, draft staff report, resolution, and PowerPoint presentation. CivicHome will prepare a GCCOG housing staff person contact list for each member city and prepare a draft email for GCCOG to invite cities to join the Trust.

Deliverables

- Draft and Final Joint Powers Agreement or other formation documents.
- Draft Bylaws.
- Presentation before the Steering Committee for final approval.
- Agenda packet and draft email

Phase 6 Funding Strategy

Task 6.1 Identify Opportunities

CivicHome shall research and prepare a memo identifying potential funding sources for both the administrative and capital costs of the proposed Trust. As part of this effort, CivicHome will look at local, regional, state, and federal government sources of financing, as well as possible private sources.

The memo will include an analysis of each funding source, including the likelihood of securing the source for the Trust and the potential amount of funds from each source. In addition, CivicHome will identify key actions the Trust can take to improve the chances of securing each source of financing or making additional sources of financing available to the Trust.

Deliverables

- Memo identifying funding opportunities.

Phase 7 Trust Strategic Plan

Task 7.1 Strategic Plan

CivicHome shall prepare a Strategic Plan for the Trust that specifies goal, objectives, strategies, timelines, and required resources for Trust formation and implementation. The Strategic Plan will build upon information gathered and decisions made throughout Phases 1 through 6 of this Scope of Work.

As part of this task, CivicHome will present the draft Strategic Plan to the Trust Steering Committee or Board of Directors (if formed at the time the draft Strategic Plan is complete). Based upon feedback from the Steering Committee or Board of Directors, CivicHome will revise the draft Strategic Plan into a final document for adoption by the Trust.

Deliverables

- Draft Strategic Plan.
- Presentation of Draft Strategic Plan to the Steering Committee or Trust Board of Directors.
- Final Strategic Plan.

Phase 8 Fundraising Strategy

Task 8.1 Fundraising Strategy Development

CivicHome shall prepare a fundraising strategy to support efforts to raise private funds. The fundraising strategy will build upon information gathered as part of Task 3.1, *Overview and Recommendations*, during discussions with other regional housing trusts. The fundraising strategy will include examples of key outcomes from private investment into affordable housing in other regions of the state. The fundraising strategy will include short-, medium-, and long-term actions for the Trust to undertake to enable and encourage private investment into affordable housing.

Deliverables

- Memo detailing fundraising strategy.

Task 8.2 Develop Fundraising Implementation Plan

Building upon Task 8.1, *Fundraising Strategy Development*, CivicHome shall develop a fundraising implementation plan to increase private fundraising. This implementation plan will include strategies for identifying and building relationships with potential donors, as well as a list of potential donor recognitions.

In addition, as part of this task, CivicHome shall prepare basic marketing collateral aimed at identifying the needs of affordable housing in the region and the important role private investment in affordable housing plays in meeting those needs.

Deliverables

- Fundraising Implementation Plan.
- Private fundraising marketing material.

Phase 9 GCCOG Program Recommendations

Task 9.1 Program Recommendations

CivicHome shall use information gathered previously to identify a selection of programs for the Trust to undertake to support the development of affordable and permanent supportive

housing in the region. These programs may include pre-development, construction, or permanent loans or grants, or other methods of support identified by developers active in the region or used by other housing trusts in California.

Deliverables

- Memo outlining possible trust programs, with recommendations on which programs to pursue.

Phase 10 Optional Tasks

Task 10.1 Legislative Authorization

CivicHome shall work with local legislators to prepare a bill authorizing the creation of a Joint Powers Authority for the purposes of an affordable housing trust for the Gateway Cities subregion. While cities have the statutory authority to create and join JPAs, some cities within the region may find it preferable to limit the activities of the Trust through statute, so its role cannot be expanded in the future. As CivicHome discusses the possibility of forming a Trust with stakeholders as part of Task 2.1, *Stakeholder Interviews*, we will take note of any objections and resistance to the creation of the Trust and see if limiting the scope of the Trust would encourage more cities in the subregion to join as members.

If this option is approved, CivicHome will add to the team an experienced legislative consultant that has successfully passed legislation to form a regional housing trust fund.

Deliverables

- Introduction of bill authorizing the creation of the Trust.

Task 10.2 Funding Guidelines and Underwriting Criteria

CivicHome shall prepare funding guidelines and underwriting criteria for any Trust programs implemented by the Trust Board of Directors. It is anticipated that the Trust will begin with a single loan program for which funding guidelines and underwriting criteria will be necessary. Funding guidelines and underwriting criteria can be used to prepare a Notice of Funding Availability (Task 10.5) and includes such items as debt coverage ratio, reserve requirements, insurance requirements, general loan terms including residual receipt loan repayment structure.

Deliverables

- Funding guidelines and underwriting criteria for Trust loan program.

Task 10.3 Funding Application

This task shall include the application to various funding sources. New funding sources are being identified from federal and state sources. CivicHome has experience structuring and applying for Regional Early Action Planning (REAP) Grant Program, Local Housing Trust Fund Program, Mental Health Service Act (MHSA), and the SB2 Planning Grant Program.

Deliverables

- Applications to funding programs.

Task 10.4 City Informational Meetings and Presentations

CivicHome will meet with city staff interested in finding out more about the Trust. These meetings are intended to lead cities to use the agenda packet provided in Task 5.2 and have an agenda item for consideration to join the Trust. It is anticipated that each city will require two meetings with staff, and a CivicHome will do a presentation before city council and answer questions.

Deliverables

- Agenda and notes for meetings with city staff.
- Presentation at city council about the Trust and answering questions.

Task 10.5 Notice of Funding Availability

CivicHome shall prepare the initial Notice of Funding Availability (NOFA) for a loan or grant program identified as part of Task 9.1, *Program Recommendations*, for the award of funds secured through Task 10.2, *Funding Guidelines and Underwriting Criteria*. In addition, CivicHome shall oversee the NOFA process, including the development of an online application portal, Q&A meeting with developers, review and evaluation of proposals, and recommendation to the Trust Board of Directors.

Deliverables

- Notice of Funding Availability.
- Online application portal.
- Review and recommendation of proposals.

Task 10.6 Trust Website

CivicHome shall create a website for the Trust using an online website hosting platform such as Squarespace. The website will include information about the Trust, the Steering Committee and Board of Directors, Trust documents prepared as part of this Scope of Work, public meeting agendas and minutes, and other information as necessary to keep the public and stakeholders informed about Trust activities. This task includes training for GCCOG staff in updating the website.

Deliverables

- Trust website.
- Website training.

Project Schedule

Task	Description	Anticipated Start Date	Anticipated End Date
	Contract awarded and signed	Nov. 2021	Dec. 2021
Phase 1	Project Management		
Task 1.1	Kick-Off and Bi-Weekly Project Meetings	Jan. 2022	Dec. 2022
Phase 2	Stakeholder Interviews		
Task 2.1	Stakeholder Interviews	Jan. 2022	Mar. 2022
Phase 3	Best Practices Summary		
Task 3.1	Overview and Recommendations	Jan. 2022	Apr. 2022
Phase 4	Housing Needs Assessment		
Task 4.1	Housing Needs Assessment	Jan. 2022	Apr. 2022
Task 4.2	Identify and Compare Proposed Developments	Mar. 2022	Apr. 2022
Phase 5	Formation of Trust Steering Committee & Strategic Plan		
Task 5.1	Meetings	Mar. 2022	June 2022
Task 5.2	Organizational Framework	Mar. 2022	June 2022
Phase 6	Funding Strategy		
Task 6.1	Identify Opportunities	May 2022	June 2022
Phase 7	Trust Strategic Plan		
Task 7.1	Strategic Plan	May. 2022	July 2022
Phase 8	Fundraising Strategy		
Task 8.1	Fundraising Strategy Development	July 2022	Sept. 2022
Task 8.2	Develop Fundraising Implementation Plan	Sept. 2022	Nov. 2022
Phase 9	GCCOG Program Recommendations		
Task 9.1	Program Recommendations	June 2022	Dec. 2022
Phase 10	Optional Tasks		
Task 10.1	Legislative Authorization	Mar. 2022	Sept. 2022
Task 10.2	Funding Guidelines and Underwriting Criteria	Flexible	Flexible
Task 10.3	Funding Application	As Needed	As Needed
Task 10.4	City Informational Meetings and Presentations	May 2022	Dec. 2022
Task 10.5	Notice of Funding Availability	As Needed	As Needed
Task 10.6	Trust Website	May 2022	July 2022

Cost Proposal

CivicHome will bill each task on a fixed-fee, deliverable basis. Except for Task 1.1, *Kick-Off and Bi-Weekly Project Meetings*, each task will be billed once all deliverables identified in the Scope of Work have been provided. For Task 1.1, *Kick-Off and Bi-Weekly Project Meetings*, this task will be billed at \$500 per meeting throughout the course of the project and at the specified number of meetings.

Phase 1 Project Management		
Task 1.1	Kick-Off and Bi-Weekly Project Meetings	\$12,500.00
Phase 1 Subtotal		\$12,500.00
Phase 2 Stakeholder Interviews		
Task 2.1	Stakeholder Interviews	\$10,000.00
Phase 2 Subtotal		\$10,000.00
Phase 3 Best Practices Summary		
Task 3.1	Overview and Recommendations	\$14,500.00
Phase 3 Subtotal		\$14,500.00
Phase 4 Housing Needs Assessment		
Task 4.1	Housing Needs Assessment	\$15,000.00
Task 4.2	Identify and Compare Proposed Developments	\$12,500.00
Phase 4 Subtotal		\$27,500.00
Phase 5 Formation of Trust Steering Committee & Strategic Plan		
Task 5.1	Meetings	\$6,500.00
Task 5.2	Organizational Framework	\$10,000.00
Phase 5 Subtotal		\$16,500.00
Phase 6 Funding Strategy		
Task 6.1	Identify Opportunities	\$12,500.00
Phase 6 Subtotal		\$12,500.00
Phase 7 Trust Strategic Plan		
Task 7.1	Strategic Plan	\$25,000.00
Phase 7 Subtotal		\$25,000.00
Phase 8 Fundraising Strategy		
Task 8.1	Fundraising Strategy Development	\$10,500.00
Task 8.2	Develop Fundraising Implementation Plan	\$7,500.00
Phase 8 Subtotal		\$18,000.00
Phase 9 GCCOG Program Recommendations		
Task 9.1	Program Recommendations	\$13,500.00
Phase 9 Subtotal		\$13,500.00
Total (without optional tasks)		\$150,000.00
Phase 10 Optional Tasks		
Task 10.1	Legislative Authorization (travel expenses on reimbursement basis)	Billed Hourly
Task 10.2	Funding Guidelines and Underwriting Criteria	\$5,000.00
Task 10.3	Funding Application	Billed Hourly
Task 10.4	City Informational Meetings and Presentations	\$1,500/per city
Task 10.5	Notice of Funding Availability	\$30,000.00
Task 10.6	Trust Website	\$20,000.00

All additional work requested and approved in writing or specified as hourly shall be billed at the fixed hourly rate specified below.

STAFF NAME TITLE	RATE PER HOUR
Adam Eliason Principal	\$195.00
John Trauth Sub Consultant	\$185.00
Grant Henninger Project Manager	\$149.00
Betty Medina Executive Assistant/Compliance Manager	\$85.00

Reimbursement expenses shall apply only to travel outside Gateway Cities region and will include airfare, ride sharing, car rental/gas, toll expenses, parking fees, conference/meeting fees, hotel, meals, mileage at IRS rate and shall be approved ahead of time by GCCOG. All reimbursement expenses shall be paid monthly with receipts attached.

Office expenses such as messenger services, copy service, notary, overnight shipping/express mail costs, will be paid on a reimbursement basis with receipts attached to monthly invoice.

Adam Eliason

Irvine, CA

909.706.7193

adam@civicstone.com

<https://www.linkedin.com/in/adam-eliason/>

Professional Summary

Expertise in the acquisition, leasing, due diligence, financial analysis, and sale of real estate. Affordable Housing Consultant to government and non-profits in programs, grants, homeless shelter, multi-family rental and ownership projects. Real Estate Broker and Planning Commissioner. Director and Manager in both the private and public sector of housing.

Experience

Orange County Housing Finance Trust (2019-present)

Manager

- Joint Powers Authority comprising of 23 cities and the County of Orange
- Provide government financing for the development of affordable and permanent supportive housing.

CivicStone (1998-present)

CEO & Founder

- Client Totals: 18 cities and 7 non-profits with several lasting many years.
- Homeless Emergency Shelter: Managed the acquisition, due diligence, consultants, design, leasing of both a temporary and permanent emergency homeless shelter. Contributed to the operational and funding strategy.
- Deputy Director & Project Manager for Community Land Trust partnering with developers on several tax credit multi-family projects and ownership units. Created over 475 affordable units.
- Designed a national award-winning program that rehabilitated **1,200** foreclosed single-family homes **6** cities and **20** private development companies over two foreclosure cycles
- Created and administered owner-occupied rehabilitation program in two cities.
- Executive Director for a multi-governmental entity (JPA) managing a lease to own program that created ownership opportunities.
- Developed an award winning 5-year housing strategy for the City of Irvine along with creating a city sponsored community land trust non-profit corporation.
- Drafted three government grant applications that received **\$7.5M** from HUD
- Conceptualized, applied and managed a federally funded grant program of over **\$2.5M** for over **1,000** seniors over a 12 year period.

ANR Development Co. (www.anrsignature.com) (2012-2018)

Director of Real Estate Operations

- Managed the acquisition and sale of **71** single family homes below **\$1M** in value resulting in **\$28M** in resale value within 13 months

- Coordinated the acquisition and sale of **67** luxury single family homes representing **\$368M** in resale value
- Played a key role in the expansion into the luxury home market, including innovative MLS market-mapping research and data analysis
- Skilled in acquisitions, due diligence, and feasibility assessments
- Prepared Investment Memos to determine new financial feasibility and market analysis
- Coordinated development financing
- Spearheaded the risk assessment and legal issues for the company

City of San Bernardino Economic Development Agency (1993-1998)

Housing Manager

- Managed housing related programs including: Mortgage Assistance Program, Owner Occupied Rehab Program, and new Affordable Housing
- Initiated the award-winning program that rehabilitated hundreds of foreclosed single-family homes
- City Design Review Committee representative for the proposed development in the City

Griffith Homes Inc. (1988-1993)

Project Coordinator

- Managed the government entitlement process
- Spearheaded the risk assessment and management for the entire company
- Prepared project feasibility analysis

Education

- **Masters Public Administration:** California State University, San Bernardino
- **Bachelor Arts Degree in Business Administration;** Finance & Real Estate
California State Polytechnic University, Pomona
- **Associate Arts Degree;** Architecture: Saddleback Community College

Achievements

- Licensed Real Estate Broker/Property Manager
- City of Chino Hills Planning Commissioner since 2002
- UCI Extension – Light Construction & Development Management Program
- NeighborWorks America Trainer
- 1982-1983 Missionary for Church
- Boy Scouts of America – Asst Scoutmaster, Scout Committee Chairman
- Building Industry Association Government Affairs Committee
- General Plan Advisory Committee Member for City of Chino Hills
- 2010 Ironman – 4 Half Ironmans – 14 Marathons (2011 Boston Marathon)

Grant M. Henninger

1030 S. Country Glen Way
Anaheim, CA 92808

Phone: (714) 323-5731
E-mail: grant@mobius-planning.com

Work Experience

Founding Principal

Mobius Planning

January 2018 – Present

- Founded urban planning and entitlement consulting firm specializing in affordable housing.
- Prepare Notices of Funding Availability for a loan program for a regional housing trust.
- Draft and negotiate legislation for the implementation of local affordable housing programs.
- Prepare loan documents for affordable housing loan programs.
- Review and approve affordable tenant applications for new affordable communities.
- Solicit bids for services for insurance, lobbying, marketing, and other services on behalf of clients.
- Present to city councils and planning commissions to keep them informed about and advocate for clients' projects.

Project Manager

T&B Planning, Inc.

February 2013 – December 2017

- Coordinated teams of architects, engineers, and landscape architects to provide high quality land use designs that enhance community character and property value.
- Wrote entitlement documents, including Specific Plans, Master Plans, and Planned Unit Development documents to maximize project feasibility.
- Managed technical consultants and synthesize findings into California Environmental Quality Act compliant documents, including Initial Studies, Environmental Impact Reports, Mitigated Negative Declarations, and Negative Declarations.
- Researched applicable General Plan policies and zoning codes for the entitlement of master planned communities.

Project Manager I

Jamboree Housing Corporation

March 2006 – December 2010

- Oversaw the acquisition, entitlement, financing, design, and construction of multi-family apartment buildings.
- Applied to local and state agencies for funding, including the California Tax Credit Allocation Committee, California Department of Housing and Community Development, County of Orange Community Services, and the Anaheim Housing Authority.
- Assembled the architectural and engineering teams required in order to design apartment buildings.
- Solicited bids and negotiated contracts for the construction of apartment buildings with general contractors.
- Prepared financial proformas for use internally and by lenders and investors.

Volunteer Experience

Planning Commissioner

City of Anaheim

May 2015 – May 2017

- Implement the City's General Plan and Zoning Code through the review and approval of discretionary applications for land development.
- Advise the City Council on amendments to the General Plan and Zoning Code.
- Determine adequacy of CEQA documents for development projects.

Chair, Community Services Board

City of Anaheim

July 2008 – June 2015

- Elected Board Chair for two years by the other Board members.
- Recommended Community Development Block Grant funding levels for Anaheim non-profits to the Anaheim City Council.
- Reviewed applications submitted by local not-for-profits to determine the effectiveness and value of the programs they provided to the City of Anaheim.
- Visited non-profit service centers to ensure they provided the services outlined in their applications.

Committee Member

Anaheim Housing Element Ad-Hoc Committee

February 2013 – February 2014

- Advised the Anaheim City Council on housing policy for the City of Anaheim.
- Attended community workshops to solicit input on housing policy from community members.
- Prepared specific policies and goals to address the housing needs of Anaheim residents.

Education

B.A. Political Science, California State University, Fullerton

JOHN R. TRAUTH
Organizational Development, Strategic Planning and Affordable Housing
Consultant

14 Toyon Court
Sausalito, CA. 94965

Phone: 415-516-2867

Present: Organizational Development, Strategic Planning, Affordable Housing:
Clients include cities, financial institutions and non-profits. Work includes development of housing strategies for cities, leveraging public funds with private capital, organizing equity financing (through private placements) and mortgage financing for projects. Assistance in design and implementation of resulting programs. Special emphasis in organizational development, strategic planning, negotiating partnerships with local governments, nonprofits and financial institutions, and working with nonprofit housing developers on specific projects. Created 29 new nonprofits, most of which focus on affordable housing. With Adam Eliason, developed the City of Irvine's Housing Strategy and created the Irvine Community Land Trust. Worked with Adam to develop the strategic plan for the Orange County Housing Finance Trust, intended to address the problem of homelessness in Orange County, and currently prepare annual updates to the plan.

1985 to The Development Fund: Executive Director of this nationally recognized
1995: nonprofit consulting firm that develops private sector financing programs for affordable housing and community economic development. Working in partnership with the Federal Reserve, developed eight large-scale lending consortia in six states with total commitments by 162 financial institutions of 650 million dollars for targeted community reinvestment activities. Created a 50-million-dollar community economic development lending initiative in California focusing on small business creation and retention. Raised 3 million dollars from local and national foundations for creation of these model programs, matched with 1.5 million dollars in corporate contributions. Developed initial business plans. Supervised a staff of 15 consultants.

1984: Sabbatical for world travel.

1980 to San Francisco Foundation: Staff director of the Foundation's Housing
1983: Task Force established to address the growing problem of the lack of affordable housing in the San Francisco Bay Area. Resulted in the creation of BRIDGE Housing, Inc., the first regional non-profit housing development corporation, now the 14th largest housing developer in the country. Subsequently created SoCal Housing Development Corporation and National Housing Development Corporation now called National CORE.

1976 to 1980: U. S. Department of Housing and Urban Development: San Francisco Regional Office. Director of Planning and Evaluation. Responsible for planning and evaluation of HUD's affordable housing programs in California, Arizona, Nevada, Hawaii and the Trust Territories of the Pacific Islands. Supervised a staff of 14 analysts.

Education: Dartmouth College: Hanover, New Hampshire.
Amos Tuck School of Business Administration: MBA.
Concentration: Finance and Marketing

Colgate University: Hamilton, New York
Degree of Bachelor of Arts
Concentration: Economics and Psychology

Early Years: Grew up on a farm in New York, outside New York City.
Attended college preparatory school at Friends Academy
Competitive Tennis

Affiliations: Citizens Housing Corporation, nonprofit housing developer (Vice Chair)¹
Lamba Alpha (Honorary Land Economics Society)
The Olympic Club Foundation (Past President, Emeritus Board member)
Fort Mason Foundation (Board Vice Chair)
Northern California Planned Giving Council
National Speakers Association
Inside Tennis contributing writer
Alliance Francaise of San Francisco (Past President and CEO)

Foreign Language: Fluent in French.

References: Available upon request.

¹ One of Citizen's Housing projects was Fulsome/Dore, one of the first successful supportive housing projects in San Francisco.






CivicHome - GCCOG Proposal for Housing Trust

Final Audit Report

2021-11-02

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