

**TO:** | **Alachua County**  
Jeff Hays, Interim Director  
Department of Growth Management  
Alachua County

**FROM:** | **Florida Housing Coalition**  
Jaimie Ross  
President & CEO  
Mobile: 850.212.0587  
Email: ross@flhousing.org

**RE:** | **Alachua County Inclusionary Housing**

**DATE:** | November 14, 2022

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Dear Mr. Hays:

The Florida Housing Coalition (the Coalition) is pleased to submit a proposal to study the feasibility and recommendations for an implementable Inclusionary Housing Ordinance (IHO) for Alachua County.

The Coalition is a statewide nonprofit organization with over 30 years of experience and is recognized as Florida’s foremost authority on affordable housing training and technical assistance. The Coalition is the state of Florida’s provider of training and technical assistance under the Catalyst Program, serving all 67 counties and entitlement jurisdictions operating SHIP programs. We also provide consulting services to grantees of HUD Community Planning and Development programs. Our professional staff is comprised of experts in growth management, land use laws, housing laws and policies, and affordable housing development and finance.

The Coalition is also the state’s leading expert in inclusionary housing policies. With well over 30 years of organizational experience researching and providing training on inclusionary housing ordinances to local governments across the state, the Coalition is uniquely positioned to help establish a successful IHO for Alachua County. Our staff is equipped with the legal, financial, and educational tools to craft an IHO that produces much-needed affordable homes and complies with state law.

We are excited to be a part of this initiative and believe the County will find that we are uniquely qualified to serve as a trusted partner on this important project.

## Key Staff

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The primary team consists of members of the Coalition’s professional team that will be direct contacts for Alachua County.

TEAM MEMBER	CONTRACT ROLE
Kody Glazer, Legal Director	Project Manager

Jaimie Ross, President/CEO	Project Supervisor
Ashon Nesbitt, Chief Programs Officer	Project Consultant
Carter Burton, Director of Housing and Community Development	Community Stakeholder Manager
Steven Beal, Consultant	Project Consultant
Wisnerson Benoit, Research Manager	Project Consultant

## Scope of Work

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### I. Recommend provisions to include in an IHO for Alachua County

The Coalition will lead Alachua County staff in the development of policy recommendations to include in an IHO for the County. The recommendations will be localized to reflect the Alachua County housing market and will discuss items such as term of affordability, income targeting, applicable geographies, incentives, and other important policy decisions. Recommendations will be based on a series of reports:

**Report 1 – Framing the Need and Context.** This report will utilize recently completed studies and planning documents, such as consolidated planning documents, and other readily available sources to identify key data points related to the affordable housing needs in Alachua County, with an emphasis on characteristics of households with incomes at 50% of the Area Median Income or less (very-low and extremely low income). This will include

- 1) Economic and demographic data, including household size by income level, cost burden and prevalent professions
- 2) An analysis of the gap between the number of homes affordable to extremely low, very low, low- and moderate- income households (up to 120% of the Area Median Income) and the number of households in need of housing
- 3) The cost to rent and own in Alachua County
- 4) Home sizes, permit and new construction data

Work Product: Written report and PowerPoint presentation to Alachua County staff

**Report 2 – Analyzing Resources and Capacity.** This report will assess current resources that would contribute to the effectiveness of an inclusionary housing policy in addressing the affordable housing needs of extremely low, very low, low- to moderate-income households. This will include:

- 1) Analysis of the County’s land resources for IHO feasibility
  - a. Assess vacant land within the Urban Growth Boundary
  - b. Assess currently zoned agricultural parcels that are ripe for development and may be rezoned in the next 5-10 years (biggest opportunity for an IHO policy that only applies to large-scale development)
  - c. Assess other land opportunities for new housing development that would be subject to IHO requirements

- 2) Assessment of Alachua County’s land use policies and their impact on housing affordability
  - a. Analyze County’s Comprehensive Plan & Land Development Code for barriers to affordable development
  - b. Identify policies that can be reformed by-right to better facilitate affordable housing
  - c. Identify policies that can be used as the basis for an affordable housing incentive program
- 3) Explore County staff capacity to administer an IHO

Work Product: Written report and PowerPoint presentation to Alachua County staff

**Report 3 – Calculation of the value of incentives.** State law requires local governments to “fully offset the costs” of required affordable housing units pursuant to a mandatory IHOs. The Coalition will provide a methodology and formulas to help the County comply with state law in the provision of incentives for compliance with a mandatory IHO. This will include

- 1) Guidance on how to value land use changes, density bonuses, expedited permitting, reduced parking, and other incentives Alachua County could provide
- 2) Financial modeling of hypothetical development scenarios in both the County to address the level of incentives.
- 3) Training session with staff on how to utilize methodology for calculating the value of incentives

Work Product: Calculator in Microsoft Excel, PowerPoint presentation to Alachua County staff

**Report 4 – Stakeholder engagement.** The Coalition will assist the with public stakeholder meetings to provide education and solicit feedback on a proposed IHO policy. This will include:

- 1) Interviews with at least 3 local developers to understand their experience and what incentives would be of most value to them
- 2) Utilization of our *FHC Connect* tool as part of this engagement (*FHC Connect* is an all-in-one community engagement platform offering a set of comprehensive tools and widgets to collect stakeholder input and data. The platform will allow the County to have a webpage dedicated to this project that features multiple ways to engage key stakeholders and increase participation.)
- 3) Review of presentation materials for stakeholder engagement
- 4) Virtual attendance at stakeholder meetings as requested by Alachua County, attendance based on Coalition staff availability and only to answer questions

Work Product: FHC Connect web page; written report summarizing stakeholder engagement; PowerPoint presentation to Alachua County staff

Final recommendations will be developed based on information and conclusions drawn from Reports 1 through 4 above. Recommendations will reflect state and national best practices and will be provided in the form of a written report with Reports 1 through 4 as appendices. The recommendations will be written for ease of direct incorporation into an implementable ordinance.

## **II. Assist County staff with County Commission meeting**

The Coalition will assist Alachua County staff with presentation drafting and technical support for one County Commission meeting to go over the findings and recommendations produced from this work. If additional public meetings are necessary, Coalition staff will assist local government staff with presentation materials and content.

### Work Product:

- Partner with County staff to present the final recommendations at a County Commission meeting

### **Fee for Service Contract Term and Cost**

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Term: Approximately 5 months from contract execution

Total Cost: \$50,000

### Payment Schedule:

- \$10,000 due upon contract execution
- \$30,000 due upon submission of final recommendations report
- \$10,000 due at contract close

In the event the County determines additional services are needed; the Coalition will provide those services at a rate of \$175.00 per hour.