

EXHIBIT A

E. Scope of Work

Assist the City of Fort Bragg with evaluation of its business plan and related program planning including identifying and evaluating the CLT model, partnering with the nonprofit thus establishing a safety net for the future, weighing benefits of establishing a CLT, creating a permanent legacy and exploring the impact on the CLT regarding staffing/outsourcing land lease administration.

Facilitate discussion on homeownership models to help Staff and City Council members understand the long-term impact of choices in initial project financing and resale formulas. Demonstrate how the resale formula tied to the AMI index works in a CLT unit.

Assist in educating key stakeholders about the land trust/ground lease model and common practices of other Housing Land Trusts.

Part 1: Burlington Associates shall provide technical advice and assistance to the City of Fort Bragg in developing a replicable framework for implementation of the Community Land Trust program. Specific tasks include those listed below and with additional tasks as mutually agreed upon on an ongoing basis. Burlington Associates will work directly with the City's Housing & Economic Development Coordinator by providing professional services and technical assistance to assess the feasibility of establishing and operating a municipally-sponsored CLT serving the City of Fort Bragg. Burlington Associates shall deliver the following:

- Determine short- and mid-term goals and develop a work plan.
- Develop recommendations for an organizational model for the City of Fort Bragg.
- Provide an introduction to CLTs to City Council and community at public meeting.

Part 2: Work directly with the City's Assistant to City Manager by providing professional services and technical assistance to develop an organizational strategy and pilot project to be implemented by a municipally-sponsored CLT in the City of Fort Bragg that would serve the coastal region – Westport to Gualala.

- Develop an Organizational Structure for a CLT serving the Mendocino Coastal Region – Westport to Gualala.
- Explore financing strategies
- Develop pilot project for implementation of CLT

Burlington Associates will assist in educating key stakeholders on the land trust/ground lease model and common practices of other Community Land Trusts and will help educate CLT staff and board regarding:

- Subsidy retention, community wealth, personal wealth creation and recruiting & retaining the workforce, as UCs have done by employing the CLT model affecting city and county housing policy to support the CLT's mission.
- Provide Education of appraisers and title companies and lenders on CLT purchase transactions (off site at a date TBA).
- Design a First Time Homeownership Program with an emphasis on stewardship.
- Provide on-going consultation and assistance, to establish 501(c)3 and start up guidance including reviewing business plan, contracts with funders and strategic planning for the first 3 years of implementation of CLT model using the ground lease to ensure permanent affordability of units in program portfolio, unless this has already been completed.

Burlington Associates is excited to have the opportunity to serve to the City of Fort Bragg. The work we have done nationally and internationally translates well into any community that seeks to deliver housing that is safe, healthy and permanently affordable. The Community Land Trust model is effective and it focuses on two things: creating community wealth and creating personal wealth. Community wealth is created by setting land/units aside in perpetuity that serves a targeted AMI sale after sale, a one-time public investment to create an affordable unit is designed and in fact is a proven working model, to remain affordable forever and serves as a community asset. Personal wealth is created by allowing persons previously in precarious housing situations to have the opportunity to be in a permanently affordable home, the risk of eviction or high cost that will displace that household is significantly diminished by the implementation of the Community Land Trust model. The security of place is a vehicle to improved quality of life that has a long term impact of the success of a household. The Community Land Trust model centers on stewardship of home and people served: the staff are a resource to identify property, take it through entitlement in partnership with the developer and public partner, qualify households, deliver homebuyer education, secure financing and legal documents, all pre-housing. During the time the family is housed, the staff continue to deliver stewardship maintaining monthly contact, providing a network of support, linking the householders to needed services in the community and when the time comes, to transition from the home to repeat the process with the next household.

A local reference is the work we have done to assist in Sonoma County to establish Housing Land Trust of Sonoma County, which was a client of Burlington Associates in 2003 to establish a program to serve families through the Community Land Trust model. That nonprofit has since created permanently affordable homeownership opportunities for extremely low to moderate income families throughout Sonoma County in partnership with various developers, nonprofits, local cities and the county. All homes are stewarded by the staff and projects managed from concept to delivery of home through sale and resale. To date the organization has served 100 families, 16 resales where the homes have remained affordable to the same income level without additional subsidy, 30 units under construction and 82 in the planning stages and expanding to Napa County.

F. Budget

PART 1: Compensation for professional services provided by Burlington Associates shall be at the rate of two hundred fifty dollars (\$250.00) per hour, with a maximum of this contract time (For ONE YEAR for PART 1 – DATES TO BE DETERMINED) **not to exceed \$40,000**. Travel time is included in the professional hours billed, to a *maximum* of eight (8) hours per day.

PART 2: Compensation for professional services provided by Burlington Associates shall be at the rate of two hundred fifty dollars (\$250.00) per hour, with a maximum of this contract time (For ONE YEAR for PART 2 – DATES TO BE DETERMINED) **not to exceed \$20,000**. Travel time is included in the professional hours billed, to a *maximum* of eight (8) hours per day.

In addition to compensation for professional services, Burlington Associates will be reimbursed by at cost for documented expenses paid by Burlington Associates in carrying out the Scope of Work specified in Part 1 and then Part 2 of the herein, including: copying, postage, food, lodging, plane travel, and ground transportation. It is anticipated that the only expenses will be for on-site visits and will be included in the not to exceed annual contract. Approximate budget for a maximum of 3 site visits will not exceed \$1,500 per year, for Part 1 and for Part 2 respectively. Please see per trip budget for site visit below.

Burlington Associates will submit invoices identifying personnel and the time worked, the general service(s) that were performed, the total compensation being requested for time worked, and the reimbursable expenses that are due.

Anticipated Expenses for up to 3 on site meetings per year:

1. Mileage – as per the IRS rate from Petaluma, CA to Fort Bragg

268 miles Round Trip – 3 times per year at the most.

2. Hotel \$250.000 per night – 3 times per year at most

3. Food \$75 per day – 3 times per year at most

Approximate budget for a **maximum of 3 site visits will not exceed \$1,500 per year**, for Part 1 and for Part 2 respectively.

PER SITE VISIT BUDGET:

Travel	268 Miles RT @ .57 per mile	\$152.76
Lodging	1 night	\$250.00
Food	Per day	\$75.00
Total Expenses	Per Site Visit Total	\$477.76

Job Description of Personnel:

Devika Goetschius

Relationship to Bidder: Partner at Burlington Associates in Community Development, LLP

Job Title: Partner Years: 9