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EXECUTIVE SUMMARY

The following is a summary of Economic & Planning Systems' (EPS) proposed scope of services for the City of San Antonio to develop a Comprehensive Housing Policy Framework. We have tailored what we intend to accomplish, the work we intend to complete, and the unique challenges and their solutions we anticipate based on our extensive experience completing similar projects for large municipalities across the U.S.

- **Current status**: EPS will ensure that the Policy Framework recognizes and internalizes the work completed through recent City studies and efforts and is informed by a thorough understanding and strategic consideration of the current political and economic climates. The foundation for understanding the current status will be created at the project kick-off meeting, where we will engage in discussion about the most pressing issues, a review of background studies and materials, priorities, and challenges with the City and Mayor's Housing Policy Task Force (MHPTF).
- **Resident and workforce surveys**: Immediately following project initiation, EPS and the client team will design, field, collect, and analyze a statistically representative survey of the City's residents and workforce. The RFP characterizes a housing supply and demand analysis that includes a "housing preference analysis" as well as an assessment of "neighborhood and community characteristics" that incorporate a neighborhood filtering analysis. In EPS's experience, such determinations are only possible through a survey of residents and the workforce. Surveys are the only reliable way to collect information on unique supply-demand components with a representative spectrum of the City's households by race, income, tenure, age, and geography.
- **Housing demand analysis**: Using primary (survey) and secondary data, EPS will quantify drivers of demand in terms of employment and population growth, as well as nuances of demand, such as shifting preferences for housing types, neighborhood and community attributes, as well as proximities to amenities and services. While these aspects of demand will be informed primarily by the findings of the resident survey, the findings of the workforce survey will characterize the magnitude of demand for housing that may be unfulfilled in the City, i.e. households who work but do not live in San Antonio and may wish to live here if their particular preferences and/or affordability needs could be met.
- **Housing supply analysis**: As with the housing demand analysis, the housing supply analysis will also use both primary (survey) and secondary data. The purpose is to analyze in quantity and quality the sufficiency of the City's housing stock, types, neighborhood, and community amenities by geography throughout the City. It also will facilitate an assessment of how well the City's geographies score on accessibility of employment centers, shopping, dining, transportation, and physical infrastructure such as sidewalks, bike paths, parks, etc.
- **Housing needs and gaps**: The synthesis of the housing demand and supply assessments is a quantification of the where, to what extent, and what type of needs

and gaps exist in different parts of the City. With findings of both the primary and secondary data analysis, this summation becomes one of the core foundations on which the housing policy framework is built.

- **Housing policy best practices**: One component of this part of the scope is to take stock of what housing (and even workforce development) policies have been tried, tested, and which ones have succeeded or failed in the last decade or so. The purpose is to ensure that when we collectively produce a policy framework for the elected leadership to consider, that it possesses the highest possible likelihood of success for advancement and implementation. The other component of this part of the scope is a review of best practices from similarly-sized cities that have experienced elements of the current and anticipated future issues in San Antonio. Together, these two components mean that a review of best practices can be an efficient and productive effort.
- **Creation of Comprehensive Policy Framework**: The culmination of the work is to bring forward a housing policy framework that is based in the richest possible understanding of the City's housing supply and demand characteristics, the community's and workforce's needs and levels of satisfaction, a recognition of the current political and economic climate, as well as an alignment with the trajectory of the City's history of policy development and refinement. The goal is to bring forward, with the collective buy-in of City staff, the MHPTF, and other community stakeholders involved throughout the process, a comprehensive policy framework that is both sensitive to the pros and cons of policy options, the City's residents' needs, and an acknowledgement of how integral housing is to economic development and competitiveness.

Unique challenges and solutions

The following is a brief list of unique challenges and solutions EPS anticipates in this process.

- **Scheduling and timing**: In projects of this scale, one of the key challenges to maintaining momentum is to ensure that the stakeholder group is scheduled at regular intervals throughout the project into the project fits. EPS anticipates that, because the MHPTF has been meeting regularly, this may not be an issue.
- **"Analysis Paralysis"**: As we economists are quick to recognize in our own tendencies, analysis is enjoyable, rewarding, and often compelling. But in a project where a vast quantity of data will be collected and analyzed, the challenge will be to sift through it collectively (i.e. with City staff and the MHPTF) before it is presented in a larger more public forum. The solution lies in telling a story and its issues in a digestible but critical mass to make the case for creating policy.
- **Unanticipated Issues**: Every project encounters unanticipated issues or challenges that arise in projects of this caliber. Sometimes this takes the form of analytical questions that are raised at some point in the process; sometimes it takes the form of external issues. EPS wants to acknowledge that this is "not the first time we've been around that block". We simply want to state that, as your consultant, EPS will be with the City in this process as a partner to assist in the appropriate capacity to resolve issues in an effective and efficient manner.

016 - RFP ATTACHMENTS

RFP ATTACHMENT A, PART ONE

GENERAL INFORMATION

1. Respondent Information: Provide the following information regarding the Respondent.
(NOTE: Co-Respondents are two or more entities proposing as a team or joint venture with each signing the contract, if awarded. Sub-contractors are not Co-Respondents and should not be identified here. If this proposal includes Co-Respondents, provide the required information in this Item #1 for each Co-Respondent by copying and inserting an additional block(s) before Item #2.)

Respondent Name: Economic & Planning Systems, Inc.
(NOTE: Give exact legal name as it will appear on the contract, if awarded.)

Principal Address: One Kaiser Plaza, Suite 1410

City: Oakland State: CA Zip Code: 94612

Telephone No. (510) 841-9190 Fax No: (510) 740-2080

Website address: www.epsys.com

Year established: 1983 (formed) 1987 (incorporated)

Provide the number of years in business under present name: 34

Social Security Number or Federal Employer Identification Number: 94-3056856

Texas Comptroller's Taxpayer Number, if applicable: ___
(NOTE: This 11-digit number is sometimes referred to as the Comptroller's TIN or TID.)

DUNS NUMBER: 16-732-0290

Business Structure: Check the box that indicates the business structure of the Respondent.

___Individual or Sole Proprietorship If checked, list Assumed Name, if any: ___
___ Partnership
X Corporation If checked, check one: X For-Profit ___ Nonprofit
Also, check one: ___Domestic ___Foreign
___Other If checked, list business structure: ___

Printed Name of Contract Signatory: Andrew M. Knudtsen
Job Title: Managing Principal

Provide any other names under which Respondent has operated within the last 10 years and length of time under for each:
NA

Provide address of office from which this project would be managed:
City: Denver State: CO Zip Code: 80202
Telephone No. (303) 623-3557 Fax No: (303) 623-9049

Annual Revenue: $ $7.7M

Total Number of Employees: 47

Total Number of Current Clients/Customers: 65 (Denver office)

Briefly describe other lines of business that the company is directly or indirectly affiliated with:
EPS' servicea include: real estate economics; public finance; land use and transportation; economic development and revitalization; fiscal and economic impact analysis; housing policy; public-private partnerships, and; parks and open space economics.

List Related Companies:

____

____

____

2. **Contact Information:** List the one person who the City may contact concerning your proposal or setting dates for meetings.

Name: Andrew Knudtsen Title: Managing Principal

Address: 730 17th Street, Suite 630

City: Denver State: CO Zip Code: 80202

Telephone No. (303) 623-3557 Fax No: (303) 623-9049

Email: aknudtsen@epsdenver.com

3. Does Respondent anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months?

Yes ___ No X

4. Is Respondent authorized and/or licensed to do business in Texas?

Yes X No ___ If "Yes", list authorizations/licenses.

Economic & Planning Systems, Inc. has an active status with the Texas Department of Transportation (Consultant Certification Information System) through 3/31/2018 00003735

5. Where is the Respondent's corporate headquarters located? Oakland

6. **Local/County Operation**: Does the Respondent have an office located in San Antonio, Texas?

Yes ___ No X If "Yes", respond to a and b below:

a. How long has the Respondent conducted business from its San Antonio office?

Years _______ Months_______

b. State the number of full-time employees at the San Antonio office.

If "No", indicate if Respondent has an office located within Bexar County, Texas:

Yes ___ No X If "Yes", respond to c and d below:

c. How long has the Respondent conducted business from its Bexar County office?

Years _______ Months_______

d. State the number of full-time employees at the Bexar County office. _____________

7. **Debarment/Suspension Information**: Has the Respondent or any of its principals been debarred or suspended from contracting with any public entity?

Yes ___ No _X_ If "Yes", identify the public entity and the name and current phone number of a representative of the public entity familiar with the debarment or suspension, and state the reason for or circumstances surrounding the debarment or suspension, including but not limited to the period of time for such debarment or suspension.

____

____

8. **Surety Information**: Has the Respondent ever had a bond or surety canceled or forfeited?

   Yes ___ No _X_ If "Yes", State the name of the bonding company, date, amount of bond and reason for such cancellation or forfeiture.

   ____

   ____

9. **Bankruptcy Information**: Has the Respondent ever been declared bankrupt or filed for protection from creditors under State or Federal proceedings?

   Yes ___ No _X_ If "Yes", State the date, court, jurisdiction, cause number, amount of liabilities and amount of assets.

   ____

   ____

10. **Disciplinary Action:** Has the Respondent ever received any disciplinary action, or any pending disciplinary action, from any regulatory bodies or professional organizations? If "Yes", State the name of the regulatory body or professional organization, date and reason for disciplinary or impending disciplinary action.

    NA

    ____

11. **Previous Contracts:**

    a. Has the Respondent ever failed to complete any contract awarded?

       Yes ___ No _X_ If "Yes", State the name of the organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

       ____

       ____

    b. Has any officer or partner proposed for this assignment ever been an officer or partner of some other organization that failed to complete a contract?

       Yes ___ No _X_ If "Yes", State the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

       ____

       ____

    c. Has any officer or partner proposed for this assignment ever failed to complete a contract handled in his or her own name?

       Yes ___ No _X_ If "Yes", State the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

       ____

       ____

REFERENCES

Provide three (3) references, that Respondent has provided services to within the past three (3) years. The contact person named should be familiar with the day-to-day management of the contract and be willing to respond to questions regarding the type, level, and quality of service provided.

Reference No. 1:

Firm/Company Name City of Lakewood

Contact Name: Nanette Neelan, Deputy City Manager/Economic Development Director Title:

Address: 480 South Allison Parkway

City: Lakewood State: CO Zip Code: 80226

Telephone No. (303) 987-7052 Fax No: (303) 289-3688 nannee@lakewood.org

Date and Type of Service(s) Provided: 10/2016-Current

Housing Supply and Demand Study

Reference No. 2:

Firm/Company Name Metropolitan Nashville Planning Department

Contact Name: Doug Sloan Title: Director of Planning

Address: 800 2nd Avenue S

City: Nashville State: TN Zip Code: 37210

Telephone No. (615) 862-7189 Fax No: doug.sloan@nashville.gov

Date and Type of Service(s) Provided: 8/2015-5/2017

Nashville Inclusionary Zoning and Housing Policy Study

Reference No. 3:

Firm/Company Name City of Portland, Oregon

Contact Name: Rachael Hoy, Senior Planner Title: Bureau of Planning & Sustainability

Address: 1900 SW 4th Ave., Suite 7100

City: Portland State: OR Zip Code: 97201-5380

Telephone No. (503) 823-6042 Fax No: Rachael.Hoy@portlandoregon.gov

Date and Type of Service(s) Provided: 12/2014-4/2016

Central City Density Bonus and Incentive Policy Update

REFERENCES

Provide three (3) references, that Respondent has provided services to within the past three (3) years. The contact person named should be familiar with the day-to-day management of the contract and be willing to respond to questions regarding the type, level, and quality of service provided.

Reference No. 1:

Firm/Company Name City of Terrell

Contact Name: Mike Sims Title: ACM

Address: 201 East Nash Street

City: Terrell State: TX Zip Code: 75160

Telephone No. 214-397-8196 Fax No:

Date and Type of Service(s) Provided: Community Research for Comprehensive Plan and Downtown Master Plan

Reference No. 2:

Firm/Company Name City of Ennis

Contact Name: Francois de Kock Title: Project Manager

Address: 140 East Tyler Street, Suite 600

City: Longview State: TX Zip Code: 75601

Telephone No. 972-542-2995 Fax No:

Date and Type of Service(s) Provided: Community research for Comprehensive Plan

Reference No. 3:

Firm/Company Name North Central Texas Council of Governments

Contact Name: Karla Weaver Title: Senior Program Planner

Address: 616 Six Flags Drive

City: Arlington State: TX Zip Code: 76011

Telephone No. 817-608-2376 Fax No:

Date and Type of Service(s) Provided: Community research on Downtown Cleburne Master Plan

Experience, Background & Qualifications
Attachment A, Part Two

About EPS

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services. The firms' areas of expertise are as follows:

- Real Estate Economics
- Public Finance
- Land Use and Transportation
- Economic Development and Revitalization
- Fiscal and Economic Impact Analysis
- Housing Policy
- Public-Private Partnership (P3)
- Parks and Open Space Economics

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. EPS is located in Denver, Colorado, and Oakland, Sacramento, and Los Angeles, California. EPS clients include cities, counties, special districts, education and other non-profit institutions, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

The professional staff of 47 includes specialists in public finance, real estate development, land use and transportation planning, government organization, and computer applications. The firm excels in preparing concise analyses that disclose risks and impacts, support decision making, and provide solutions to real estate development and land use-related problems.

Relevant Experience - EPS

1. **Describe Respondent's experience relevant to each of the components of the Scope of Services requested by this RFP. List and describe relevant projects of similar size and scope performed over the past four years. Identify associated results or impacts of the project/work performed.**

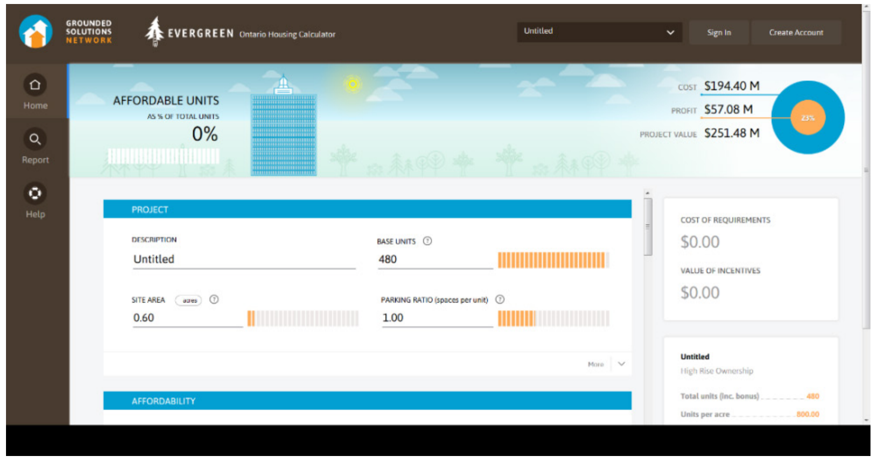
Nashville Inclusionary Zoning and Housing Policy Study (8/2015-5/2017)
Nashville, Tennessee

The City of Nashville has experienced tremendous employment and population growth, which has placed increasing pressure on its housing market, creating serious affordability and displacement concerns, among not only among minority and special needs populations, but among the broader spectrum of workforce housing. On the heels of the completion of NashvilleNext, the City's comprehensive plan, EPS was contracted initially to evaluate the feasibility of adopting an inclusionary zoning ordinance and the potential to adopt other types of development or community-based housing policy tools.

The first phase of work involved a full-scale documentation and analysis of housing and economic supply and demand conditions throughout the City, as well as documentation and analysis of the current local and state regulatory context. EPS also identified the major economic and regulatory resources that the City had within the context of new elected leadership positions regarding the importance of addressing the need for more affordable housing. City staff, non-profits, developers, advocates, lenders, and other industry stakeholders were brought together for a series of meetings to look at the conditions, challenges, and opportunities facing the community.

In the process of evaluating the feasibility of an inclusionary zoning ordinance, EPS built a multi-faceted development feasibility sensitivity model to identify the extent to which an ordinance could be structured within the market's context that performed optimally. The impact of other tools was also quantified for the final analysis. EPS also provided a series of recommendations regarding the modification of existing policies and land use regulation, as well as organizational modifications to address the need for greater affordable housing development and service capacity.

Ontario Canada Inclusionary Zoning Ordinance Tool (5/2017-Current)
Ontario, Canada



The Greater Toronto Area (GTA) has been one of North America's hottest housing markets, recording year-over-year double-digit home price increases for many years in a row. The Province of Ontario, which has the authority to pass enabling legislation for municipalities to enact inclusionary zoning, was interested in facilitating discussions among municipal service managers, housing managers, elected officials, advocates, and developers in the merits and possibilities of establishing local policies to begin addressing growing affordability and supply concerns. EPS, with partners Grounded Solutions Network and Street Level Advisors, worked with the Province and Evergreen Cityworks, a national charitable foundation focused on the improvement and betterment of cities, to create an Ontario-specific online Inclusionary Zoning Calculator and offer several educational workshops.

The efforts involved generating interest among stakeholders by making presentations at numerous conferences, interviews with developers throughout the GTA and the entire Province and the development of a Canada-specific online development feasibility pro forma that would allow users to examine the impacts of affordability requirements on development feasibility. Overall, the purpose of the project was to assist the policy-formation process, inform how municipalities could evaluate IZ, support those interested in using it to create social housing units, and do it in settings that allow for real-time adjustment of incentives, requirements, etc.

Central City Density Bonus and Incentive Policy Update (12/2014-4/2016)
Portland, Oregon

The City of Portland has historically offered developers additional density, or transfers at entitlement in exchange for meeting one or more of nearly 20 different civic and community amenities. The incentive programs had been met with varying degrees of success and usage overtime, and the transfer options had created a secondary market for transferable FAR. Among the issues facing the City was the reality that the vast number of options not only competed with each other but diluted efforts to make strides toward achieving any one of these civic goals, specifically incenting affordable housing production. The goal of the study was to recalibrate the incentive structure so that developers would find an economically compelling course of action to incorporate incentive measures and build affordable housing.

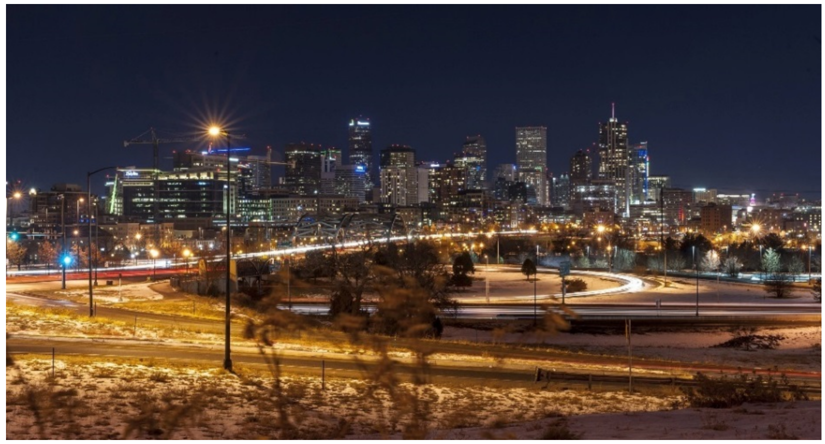
EPS structured an analysis to evaluate the development feasibility of all development types throughout the Central City's entitlement zones. The analysis compared the feasibility of by-right use to developments with a density bonus that provided affordable housing. Developers and industry professionals were engaged throughout the process, including one-on-one interviews and roundtable discussions. Affordable housing experts, brokers, legal experts, builders, and other city staff were also actively engaged throughout. EPS constructed a pro forma model to test a wide range of development scenarios and based on the findings recommended a threshold for FAR and AMI that could be more monetized by developers.

Housing Demand and Policy Study (7-2012-12/2014)
Oklahoma City, Oklahoma

Oklahoma City selected EPS to complete the housing element of its comprehensive plan, planokc, the purpose of which was to guide decisions to create a more sustainable and healthy city with quantifiable information and public input. Its policies would influence a more sustainable development and land use pattern with the goal of increasing the quality of life. The goal of the Housing Plan was to gather information about the amount and types of housing that are anticipated throughout the city over the next 20 years. The Housing Plan will include recommendations on how to close any identified gaps between projected supply and demand, especially with respect to compact housing types, and the project will inform land use policies.

EPS, in collaboration with RRC Associates completed a comprehensive housing demand study, including a city-wide survey to assess demand for housing by geography, age level, income, and preferences and willingness to make tradeoffs for a wide variety of housing types and neighborhood attributes. EPS quantified housing demand by age cohort by different parts of the city over 20 years, and identified the elasticity of demand and willingness to pay for various types and neighborhood qualities. The study concluded with land use policies and strategies to promote desired housing development patterns including more infill housing, more diverse product mix and less greenfield land consumption.

Inclusionary Housing Ordinance Study (6/2013-6/2015)
Denver, Colorado



The City and County of Denver's Inclusionary Housing Ordinance passed in 2002 and established a requirement to provide 10 percent of units built in structures with 30 or more units being moderately-priced dwelling units (MPDU). The IHO was tailored to give a developer the option of constructing MPDUs or paying a cash in-lieu (CIL) fee. To encourage construction of units, the ordinance included a few incentives, such as a density bonus and a cash incentive for up to 50 percent of required MPDUs built. Since that time, however, economic and policy changes occurred, all of which have affected the IHO's performance.

To evaluate its options for making the program more productive and effective, the City contracted with EPS to improve the IHO with a focus on: 1) geographic distribution of units; 2) an improved set of incentives that would motivate developers to construct units; and 3) a recalibration of the IHO's parameters, such as cash-in-lieu payments, cash subsidy amounts, and income levels. EPS assessed affordability trends, conditions, and gaps at the neighborhood level, as well as evaluated overlays of proximity to employment, transit, and locally-calibrated H+T costs by neighborhood. The study used a pro forma model to test the feasibility of modified and enhanced IHO requirements and incentives to maximize the incentive to developers to build units. The pro forma tested a variety of prototypical developments throughout the City and accounted for the full range of market and program parameter assumptions. The recommendations, which included adopting a tiered structure of cash incentives and CIL amounts by neighborhood in low/medium/high zones were adopted by City Council in 2014.

Affordable Housing Production and Funding Allocation Analysis (1/2015–7/2015)
Denver, Colorado

Over the previous decade and a half, the City of Denver had adopted a variety of policies and goals targeted to addressing growing housing affordability problems. While those achievements were a success, the findings of the various efforts acknowledged the limitations of existing tools and stimulated momentum to identify others, specifically funding and identify the magnitude of those needs that could be addressed. EPS was contracted by the Office of Economic Development to work with the Mayor, two council members, and the Mayor's Housing Committee to identify the production capabilities of establishing a permanent housing fund, funded by a property tax mill levy and projected revenues from a construction excise tax.

EPS built a combination development feasibility and forecasting model to estimate the potential production of a $150 million fund over 10 years. The model was developed to understand how to maximize production while meeting city targets for need, cost-burden, and location. Variables that were incorporated included for-sale versus rental housing product, the typically funding amount awarded to LIHTC projects by the City, the financing gap between 4 percent and 9 percent LIHTC projects, the annual threshold of affordable housing production, and Area Median Income levels, extending from 20 percent AMI to 120 percent AMI and the respective "financing" gaps. The model also examined the potential impact of one-time versus ongoing supportive services funding as a part of the permanent fund.

Housing Supply and Demand Study (10/2016-current)
Lakewood, Colorado

Since its founding, the City of Lakewood has grown as a result of strong demand for a suburban quality of life. Today, the City is entirely built out and has no additional land for residential development. Instead of managing growth, the City is faced with more difficult questions about the enduring attractiveness of its housing supply and built environment, about how to pay for infrastructure improvements, and what types of housing, economic development, community development, and fiscal policies might assist in orienting the City toward a more livable and sustainable future.

In an effort to understand and meet the changing needs of its residents and workforce, and facilitate the growth of a more vibrant and livable community with a greater ability to attract and retain intellectual talent, the City selected EPS to examine the extent that the city's current supply would or would not meet shifting demand preferences, and how broader infrastructure, transportation, economic development and community planning efforts contribute. Partnering with RRC Associates, the process incorporated a survey of the city's workforce and involved study sessions with the mayor and city council to discuss housing and economic fundamentals, policy decision rubrics, and realistic policy options.

Housing Affordability Policy Study (1/2014-1/2015)
Fort Collins, Colorado

The Fort Collins City Council identified affordable housing funding as a priority, but recognized that its existing development incentives, land use regulations, policy, and funding were not enough to entice developers to build additional affordable housing. The City engaged EPS to complete a comprehensive housing affordability policy study with a public process component of three public stakeholder workshops and Council work sessions. EPS identified demographic, economic, and housing market trends to characterize housing affordability issues and challenges, as well as existing regulatory (land use incentives, building codes) and non-regulatory (fee waiver policies, etc.) structures. The analysis delved further into core housing cost issues, such as documenting the extent that land, hard and soft costs, and taxes/fees had contributed to exacerbating housing affordability issues. The analysis then quantified the housing issues and need, such as trends in commuting and ownership housing costs, changes in affordability gaps, gaps in rental and ownership inventory, legislative barriers (i.e. threat of construction defects claims) to construction of multi-family ownership housing, among others.

EPS identified short-, mid-, and long-term strategies and solutions to address each of the identified challenges and conditions. These recommendations included quasi-regulatory and non-regulatory solutions, such as the establishment of a public-finance based incentives policy, a reduction in the minimum house size in the building code, granting of development review fee waivers for affordable housing projects, reevaluation of marginal capital expansion and development review fee structure. EPS also determined that the existing or foreseeable conditions, including an inclusionary housing ordinance and/or commercial/residential linkage program, were viewed as infeasible or lacking political support, such as a time-limited property tax or a development excise tax to find a more permanent or substantial funding source.

SA Tomorrow Comprehensive Plan (6/2015-1/2017)
San Antonio, Texas

San Antonio, Texas is the seventh largest city in the U.S. and part of one of the fastest growing metropolitan areas in the country. The Alamo Area Metropolitan Planning Organization has forecast that the City of San Antonio will grow by half a million households and jobs by 2040. In order to facilitate this amount of growth, the City of San Antonio needed a major overhaul to its citywide comprehensive plan, which had not been updated in over 20 years.

Prior to the development of the Comprehensive Plan, the City hired EPS to complete three initial studies to inform its comprehensive planning effort. The three components of the project included an infill development capacity study (component 1), a future economic opportunities analysis and jobs and housing market demand study (component 2), and a fiscal impact analysis of growth scenarios (component 3). The Initial Studies served as the background technical analysis used to develop policy directives within the Comprehensive Plan. EPS was subsequently hired as part of a multidisciplinary team to complete the City’s comprehensive plan.

The focus of EPS’s work was the development of policy direction papers related to economic competitiveness, growth and urban form and housing. In addition, EPS assisted with development of center, corridor and neighborhood types that provide the land use planning framework for future planning efforts within the City. The City’s main focus in the comprehensive plan was ways to accommodate and incent future development within the regional activity centers EPS identified as well as create connectivity between them.

The outcomes of EPS's efforts were the development of the growth, economic development and housing related policies and actions within the comprehensive plan. EPS was also tasked with revising the City's annexation policies and developing recommendations related to the City's current annexation efforts. The policies and recommendations were developed through an extensive outreach process with stakeholders, which EPS led. Lastly, EPS helped the City revise its internal hierarchy and approach to small area planning within the city.

About Pavlik and Associates

Pavlik and Associates, located in Fort Worth, TX, offers a full complement of consulting services in the areas of communications, public involvement, environmental and regulatory matters, energy, water management, solid waste management, land use and other public policy issues. The agency's certifications include: 1) State of Texas Historically Underutilized Business (HUB) issued by the Texas Comptroller of Public Accounts (CPA), VID Number: 1752625788000; 2) Disadvantaged Business Enterprise (DBE), certification issued by the North Central Texas Regional Certification Agency, Texas Unified Certification Program (Certificate Number: WFDB58675Y1118); 3) Woman-Owned Business Enterprise (M/WBE), certification issued by the North Central Texas Regional Certification Agency, Texas Unified Certification Program (Certificate Number: WFDB58675Y1118.); and 4) Small Business Enterprise (SBE) Certification issued by the North Central Texas Regional Certification Agency, Texas Unified Certification Program (Certificate Number: WFDB58675Y1118). The agency's Federal DUNS number is 118776848.

Pavlik and Associates is experienced at developing communications and outreach plans for public, nonprofit and private entities including large publicly-held and international companies, state agencies and statewide advocacy groups, councils of government, municipalities, counties and independent school districts.

Pavlik is experienced in working in the public sector under public disclosure regulations and with all socioeconomic groups in the community. For decades, she has spearheaded outreach programs in the Native American, Hispanic, African-American and Asian communities. Important to this project, Pavlik is experienced in working "on the ground" in Texas communities, the housing industry and its complex issues, especially in changing and evolving neighborhoods. Also, she has worked with companies, economic development and workforce development advocates to inform the public about how change can benefit all, especially when carefully planned.

She and her team provide much more than a traditional public relations company. With firsthand knowledge of how different the opinions and perceptions can be among various stakeholders of a community, they have decades of direct experience working to build consensus in regards to energy and land use policies, building standards, and transportation challenges, all of which ultimately benefit the public. She often works with her clients on state and federal regulatory matters.

Relevant Experience – Pavlik and Associates

Ennis Comprehensive Plan
Halff Associates, City of Ennis

Pavlik was responsible for the public engagement during the City of Ennis Comprehensive Plan update. Activities included online and written surveys. One-on-one interviews, focus groups and community-wide meetings were also conducted.

Cleburne Downtown Master Plan
Halff Associates, City of Cleburne, and North Central Texas Council of Governments

Pavlik was responsible for the public input component of the Cleburne Downtown Master Plan which included economic analysis and a review of transportation corridors and applications for public transit. Traditional communication tools included one-on-one interviews, focus-groups and media engagement.

Tarrant County Needs Assessment for Transit Dependent Populations
Nelson/Nygaard, North Central Texas Council of Governments

Pavlik was responsible for the public input component of this NCTCOG-sponsored study, including an online and printed survey, public meetings, intercept surveys and general research. All ethnic populations were engaged, including Vietnamese, Chinese, Latino and Middle Eastern.

Texas Association of Builders
State of Texas

Pavlik served as a consultant over a 20-year period, in public policy, community outreaches, and consensus building.

Code Compliance, Recycling Action Research
Fort Worth, TX

Working with the City of Fort Worth's recycling specialists, Pavlik conducted city-wide interviews of single family residents to determine their recycling habits. The interviews were door-to-door; approximately 300 detailed, person-to-person interviews were completed in 4 weeks.

Experience with Public Entities

2. Describe Respondent's specific experience with public entities clients, especially large municipalities. If Respondent has provided services for the City in the past, identify the name of the project and the department for which Respondent provided those services.

EPS routinely works with state, regional, and local levels. Our clients are mayors, council members, planning commissioners, city managers, economic development directors, chambers of commerce, city staff, as well as regional authorities or quasi-municipal entities, such as Housing Authorities, Regional Councils of Governments, or Transportation Districts and Boards. Our work ranges from mayor/city council education sessions to provide third-party guidance on appropriate use of public resources and/or regulatory structures, land use policy or disposition, and public-private partnerships. This work almost always integrates our understanding of local, regional, and national market and policy forces with rigorous research and analysis.

Specifically, EPS brings extensive experience working with large municipal clients, including their mayors, city council members, and staff. Including the list of cities as listed in our qualifications above, the following is a brief summary of the work we have done with these large municipalities.

City	Clients	Projects
Denver, CO (*current*)	City Council, Office of Economic Development, Planning Department	Housing policy, funding, transportation, comprehensive planning, retail, etc.
Portland, OR (*current*)	Bureau of Planning & Sustainability, Bureau of Housing	Housing policy/implementation, incentives, TDR, development feasibility
Nashville, TN (*current*)	Mayor's Office, Metro Planning Department	Housing policy, TDR policy feasibility, Mayor's housing plan
Lakewood, CO (*current*)	Department of Economic Development	Housing policy, City Council educational sessions
Ontario, Canada (*current*)	Provincial Government	Development of online inclusionary zoning calculator
Plano, TX (*current*)	Housing & Neighborhood Services, North Texas Tollway Authority	Housing policy, economic impacts
Aurora, CO (*current*)	City Manager's Office, Public Works and Transportation	Development incentives evaluation, land use forecasting
Lincoln, NE (*current*)	Streets and Highways Department	Infrastructure funding analysis, fiscal impact analysis
Waco, TX (*current*)	Housing and Economic Development Department	Downtown and housing potentials
Oklahoma City, OK	Planning Department	Housing policy, retail, revitalization, area planning

San Antonio Experience

EPS has also provided the following services for the City of San Antonio, VIA Metropolitan Transit and the San Antonio Housing Authority:

Project	Department / Client	Client Contact
Sustainable Urban Economic Impact Model	City of San Antonio	Bill Barker, Special Projects Manager
Regional Assessment of High Speed Transit Corridor Analysis	VIA	Jason Rodriguez, Manager of Strategic Planning
Real Estate Inventory and Strategy for Disposition and Development	VIA	Christine Vina, Project Manager for Urban Design
P3 Financial Analysis and Term Sheet Definition	VIA	Christine Vina, Project Manager for Urban Design
Market Evaluation, Financial Feasibility Modeling, and Revenue Projections	San Antonio Housing Authority	Timothy Alcott, Real Estate and Legal Services Officer
SA Tomorrow Comprehensive Plan Initial Studies	City of San Antonio	Trish Wallace, Transportation Planning Manager
SA Tomorrow Comprehensive Plan	City of San Antonio	Bridget White, Assistant Director of Planning and Community Development
SA Tomorrow Area Planning Services	City of San Antonio	Bridget White, Assistant Director of Planning and Community Development
Downtown Fiscal & Economic Impact Analysis	Centro San Antonio	Maria Nelson, Manager of Urban Planning
San Antonio Airport Master Plan	City of San Antonio / Airport	TBD

Staffing and Other Resources

3. For each of the components, describe staffing and other resources to be dedicated:

a) List other resources, including total number of employees, number and location of offices, number and types of equipment available to support this project.

Company Ownership and Incorporation; Location of Offices

EPS formed April 1, 1983 in Berkeley, California and incorporated in the State of California on December 21, 1987. The firm is a California S-Corporation and is led by seven equity principals and two additional profit-sharing principals.

Location of Company Offices

EPS has four locations.

Oakland, CA
Opened: 1989
Address: One Kaiser Plaza, Suite 1410
Oakland, CA 94612 (510) 841-9190

Sacramento, CA
Opened: 1994
Address: 400 Capitol Mall, 28th Floor,
Sacramento, CA 95814 (916) 649-8010

Denver, CO
Opened: 1999
Address: 730 17th Street, Suite 630
Denver, CO 80202 (303) 623-3557

Los Angeles, CA
Opened: 2011
Address: 949 South Hope Street, Suite 103 Los Angeles, CA 90015
(213) 489-3838

Number of Employees Locally and Nationally

EPS employs 48 professional consultants and administrative staff in our four offices.

Type of Equipment Available

In each EPS office, staff members are equipped with either laptops and/or desktop PCs, each with the full suite of MS Office Professional software products, including: Word, Excel, Access, Publisher, PowerPoint, Outlook. Nearly all technical staff are also running ESRI ArcMap 10.2 or later. Some technical and administrative staff also run graphics software, such as InDesign, Visio, and other graphics packages. Our printing capabilities extend to 11 x 17 production, and we have the capability of binding our reports. More specific or sophisticated graphics production are handled through other team members or outside providers.

Teaming Structure

b) If Respondent is proposing as a team or joint venture or has included sub-contractors, describe the rationale for selecting the team and the extent to which the team, joint ventures and/or sub-contractors have worked together in the past.

After careful review of the RFP and its objectives, EPS determined that it would be appropriate to include a subconsultant that is experienced in designing, fielding, and analyzing large-scale resident/community surveys as well as experience in assessing public and community sentiment, working with and engaging non-English speaking communities. Given that one of the best local options, Ximenes and Associates, is already contracted with the City to provide public relations services, but has not had experience in this scale of surveying effort, EPS decided to engage Pavlik and Associates based in Fort Worth because of their extensive work throughout the state and their experience working with and engaging non-English speaking communities. EPS and Pavlik and Associates are currently providing similar services to the City of Plano.

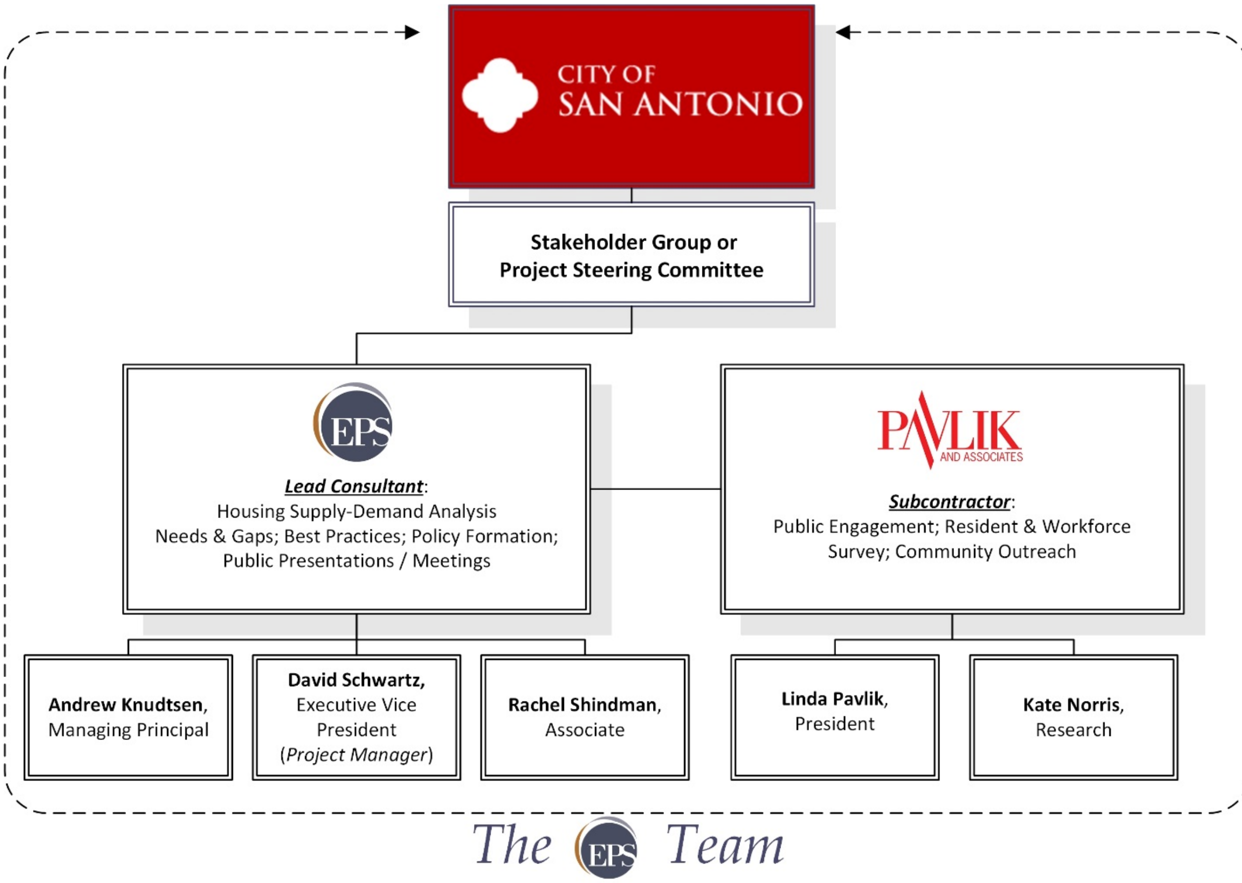
Subconsultant Project Specifics

Linda Pavlik, President, has amassed more than 30 years as a communications specialist. Pavlik established Pavlik and Associates on February 1, 1983, specializing in media relations, public policy development, and creating synergisms among entities in the public and private sectors. Consensus building and research facilitation are among her strengths. There is literally no community service organization or effort with which she has not been involved in either a leadership or support role over the past several decades. Her commitment to the communities in which she works as a whole provides her unsurpassed opportunities to link people and businesses together and to help them communicate in mutually beneficial ways.

Kate Lattimore Norris, Research

After graduating from Texas Christian University Magna Cum Laude with a Bachelor of Arts in Art History and Religion, Kate Lattimore Norris joined Pavlik and Associates in spring of 2009. In 2013, she earned a Masters of Business Administration in Marketing at the University of North Texas in Denton, TX, where she was a member of Beta Gamma Sigma and other honor societies. Norris is an avid community volunteer and has served on the Board of Directors for the League of Women Voters of Texas as VP of Public Relations. She is currently pursuing a PhD in Public Administration and Policy. At the agency, she draws on her academic studies and volunteer activities with nonprofits to contribute to research and consensus building projects.

Organization Chart



Professional Qualifications

c) Identify the number and professional qualifications (to include licenses, certifications, associations) of staff to be assigned to the project and relevant experience on projects of similar size and scope.

Staff	Certifications, Licenses	Associations
Andrew Knudtsen, Managing Principal (EPS)	CCIM	ULI, APA
David Schwartz, Executive Vice President (EPS)	n/a	APA, Denver Association of Business
Rachel Shindman, Associate (EPS)	n/a	APA
Linda Pavlik, President (Pavlik and Associates)	n/a	Society of Professional Journalists
Kate Norris, Ph.D, Director of Community Engagement (Pavlik and Associates)	n/a	League of Women Voters of Tarrant County President

Following are resumes for key personnel assigned to this project.

Andrew Knudtsen, CCIM

Managing Principal

Education

Bachelors of Environmental Design, Magna Cum Laude
Univ. of Colorado, 1987

Previous Employment

2012-current
Managing Principal, Economic & Planning Systems, Inc.

2001-2012
Associate to Principal
Economic & Planning Systems

1998-2001
Principal
The Housing Collaborative , LLC

1990-1998
Special Projects Planner, Town of Vail

1988-1990
Planning Associate
City of Boulder

Affiliations

CCIM – Certified Commercial Investment Manager

ULI – Member of the Explorers Committee

State of Colorado Governor's Blue Ribbon Affordable Housing Panel

Publication

"Urban-Suburbia", Urban Land, October 2008.

Presentations

Rail-Volution "Value Capture for the Rest of US" Seattle, WA

Appraisal Institute "Transit Oriented Development: Value Capture and Market Positioning" San Diego, CA

Urban Land Institute "Quantifying Sustainability" Washington, D.C.

Sonoran Institute Summit "Real Estate Premiums and Sustainable Development Trends" Bozeman, MT

About

Andrew Knudtsen draws from 20 years of experience addressing community housing needs, evaluating local resource allocation, and leveraging market trends to identify emerging opportunities and address existing deficits. As a planner and economist, his work spans a number of disciplines from which he draws in order to develop comprehensive housing strategies for communities.

Andrew has expertise in evaluating project feasibility for new development as well as redevelopment projects. He has quantified economic viability using pro forma modeling that has been structured to test a wide range of market factors and assumptions about developer risk tolerance. He has worked with numerous clients to provide data and findings that can be incorporated into decision making processes, including projects sponsored by public sector entities that involve significant community investment. He has used his market and feasibility expertise to support Housing Authorities and municipalities in their efforts to construct housing projects and achieve viability using a range of different revenue streams.

Selected Project Management Experience

Inclusionary Housing Ordinance Study, Denver, CO
EPS re-established the basis for the City's IHO and recommended restructuring its requirements and incentives, e.g. in-lieu payments and subsidies; also assessed developer impacts of proposed changes; project was integrated into a larger stakeholder, policy-maker, and City Council process.

Lakewood Housing Study, Lakewood, CO
Advised the City on ways it can tailor land use standards and economic development programs with a housing policy that accounts for changing demand. Provided detailed analysis of survey to local employers/employees to document housing preferences. Contrasted demand to supply. Included work sessions with City Council to ground the analysis in a solid understanding of housing economics, including the role of affordability.

Housing Demand Forecast, Oklahoma City, OK
A comprehensive study to assess housing demand and preferences. Made policy and investment recommendations to capitalize on economic drivers, and identified community's willingness to make tradeoffs and willingness to pay.

Center City Bonus and Transfer Mechanism, Portland, OR
Built a policy-level pro forma to assess the feasibility, i.e. marginal values and costs, associated with using density bonuses to incentivize the provision of affordable housing and other community benefits in new development; recommended a restructuring of the Central City policy with regard to the prioritization of varying degrees of onsite community benefits or cash contributions.

Comprehensive Plan, San Antonio, TX
Evaluated real estate market trends to estimate demand for residential and commercial land throughout the region for the 25-year planning horizon. Reconciled growth projections with market demand and land area supply analysis. Constructed fiscal model to enable the City to quantify cost of services for different types of growth scenarios.

Smart Growth Demand in Northern Rockies, CO, MT, and ID

Document successes and failures of smart growth in the Northern Rockies. Survey data, interviews, and secondary data were used to document socio-economic drivers of demand and provide direction to Rocky Mountain communities.

Construction Defects and Housing Diversity Study, DRCOG

Documented demographic, economic, financial, insurance, and legal (such as the effects of changes to legislation concerning contractor general liability insurance) context to assess the degree to which each contributed to the absence of for-sale multi-family construction in the Denver Metro Area.

Comprehensive Plan, San Antonio, TX

Evaluated real estate market trends to estimate demand for residential and commercial land throughout the region for the 25-year planning horizon. Reconciled growth projections with market demand and land area supply analysis. Constructed fiscal model to enable the City to quantify cost of services for different types of growth scenarios.

FasTracks Regional TOD Evaluation Tool, Denver, CO

Created multifaceted, GIS tool to evaluate real estate conditions at 93 TOD sites in the metro-Denver area. Compiled data to address market opportunities, depth of demand, and gentrification pressure. Compiled data in GIS layers to create a user-friendly interface to show results by station or by corridor.

Golden Triangle Neighborhood Plan, Denver, CO

Documented market potentials and redevelopment feasibility for a major urban subarea in Denver. Worked with local brokers and developers to ground market assessment with local insight. Constructed pro forma to test market. support for new projects, with particular focus on high-impediment sites (such as surface parking lots). Initiated partnership discussions to bridge financing gaps. Participated in community outreach to understand neighborhood appetite for redevelopment.

City of Aurora Consolidated Plan, Aurora, CO

Documented the needs of the community with a broad range of primary and secondary data to help the City develop its five-year strategy. Focused on employment-housing nexus and ways to expand job opportunities for low income housing households. Conducted community outreach and developed priorities from the community input. Wrote the Consolidated Plan for the community and integrated citizen input with findings from economic and demographic trend analysis.

Pueblo Funding Priorities, Pueblo, CO

Established methodology to evaluated both housing needs and social service needs for the Pueblo region and aligned need priorities with funding sources. Prioritized needs based on technical research, survey results, and community outreach efforts. Reconciled policies for the City, County, and United Way to improve outcomes for the funds invested.

Urban Land Institute/Enterprise Foundation Technical Assistance, Denver, CO

Provided technical assistance to ULI and Enterprise in their efforts to amend the City of Denver's Zoning Code and Inclusionary Housing Ordinance (IHO). Provided pro forma model to evaluate potential returns to developers under a number of scenarios. Provided incentive threshold needed to effectively incentivize affordable housing.

Neighborhood Stabilization Program 2, Aurora, CO

Developed targets, completed research, wrote narrative, and submitted NSP2 application to HUD on behalf of the City of Aurora. Established need, defined program, and projected program revenue. Provided data and collaborated with City staff to formulate a creative strategy to stabilize neighborhoods.

David Schwartz

Executive Vice President

Education

MCRP, The Ohio State University, 2006

B.M., University of Cincinnati, 1999

Also attended: B.A., Miami University, 1994-1997

Employment

2017-Present
Executive Vice President, EPS

2014-2017
Vice President, EPS

2009-2014
Senior Associate, EPS

2006-2009
Associate, EPS

2004-2006
Planner, Dublin, Ohio

2002-2004
Technical Assistant, Citizens for Civic Renewal, Cincinnati, Ohio

Affiliations

Member, American Planning Association

Denver Association of Business Economists Member, since 2007

DABE Board Member, 2007-2013

ULI Housing Taskforce

Colorado Symphony Sustainability Committee, 2011

Publications

"The Importance of Affordable Housing to Economic Competitiveness" Economic Development Journal: Vol. 15, No. 1, Winter 2016

About

David has specialized in data-driven housing policy studies, forecasting, and economic impact and industry analyses. He has consulted to public and private clients including land owners, developers, attorneys, non-profits, cities, counties, states, regional planning organizations, consortiums of governments, economic development entities, and industry trade associations. His background in math/statistics, urban economics, and land use controls guide his work for clients.

Selected Project Experience

Housing Policy and Inclusionary Zoning Feasibility, Nashville, TN
With stakeholder, public, and elected leadership, EPS documented the economic and housing affordability conditions, problems, and policy options; built a feasibility model of policy requirements and incentives as well as sensitivities; policy and organizational recommendations, modifications to existing zoning regarding density.

Online Inclusionary Zoning Calculator, Province of Ontario, Canada
Developed a development feasibility model relevant to numerous for-sale and rental prototypes across the Province with an online interface to be used province wide to facilitate discussion among elected officials, municipal service managers, city staff, developers, and advocates regarding possible adoption of inclusionary zoning policies.

Affordable Housing Density Bonus Incentive Policy, Portland, OR
EPS built a model to calibrate the value of density bonuses under a wide range of development scenarios and sensitivities against the cost of providing affordable housing. Recommendations were to modify the Central City's policy such that public value was captured through affordable housing while developers still profited from seeking additional density.

Housing Policy Study, Lakewood, CO
The study examined the extent that the city's current supply would or would not meet shifting demand preferences, and how broader infrastructure, transportation, economic development and community planning efforts contribute. It incorporated a survey of the city's workforce and involved study sessions with the mayor and city council to discuss housing and economic fundamentals, policy decision rubrics, and realistic policy options.

planOKC Housing Demand Study, Oklahoma City, OK
A comprehensive study to assess housing demand and preferences. Made policy and investment recommendations to capitalize on economic drivers, and identified community's willingness to make tradeoffs and willingness to pay.

Housing Affordability Policy Study, Fort Collins, CO
With stakeholder meetings and Council work sessions, EPS assessed conditions, regulatory and non-regulatory structures, and housing problems. Recommendations were structured to suit public policy objectives and outcomes.

Community Needs Assessment, Aurora, CO
Community outreach included stakeholder interviews, focus groups, and community meetings. Evaluated workforce and economic development issues, special population needs, public, cultural and recreational facilities, infrastructure, public safety, code and law enforcement, and urban renewal.

730 17th Street, Suite 630 ▪ Denver, CO 80202
303.623.3557 ▪ dschwartz@epsdenver.com ▪ www.epsys.com

Evaluation of Financial Participation in USPS Redevelopment , Portland, OR

The objectives were to determine whether using TIF funds for land acquisition, the purchase of development rights, or some combination of the two would be preferable, how to maximize the number of units built, and how to ensure that adequate parking is provided regardless of participation scenario.

Housing Diversity Study, Denver Regional Council of Governments

Documented demographic, economic, financial, insurance, and legal (such as the effects of changes to legislation concerning contractor general liability insurance) context to assess the degree to which each contributed to the absence of for-sale multi-family construction in the Denver Metro Area.

Urban Land Institute/Enterprise Foundation Technical Assistance, Denver, CO

Provided technical assistance to ULI and Enterprise in their efforts to amend the City of Denver's Zoning Code and Inclusionary Housing Ordinance (IHO). Provided pro forma model to evaluate potential returns to developers under a number of scenarios. Provided incentive threshold needed to effectively incentivize affordable housing.

Kane-Elgin Consolidated Plan and Analysis of Impediments, Kane County, IL

Documented economic, demographic, and housing conditions for Kane County, the City of Elgin, and the City of Aurora to complete a Five-Year Consolidated Plan and an Analysis of Impediments to Fair Housing Choice for the Consortium.

Economic Impact of SEIU Local 49 Union Policy Proposal, Portland, OR

EPS evaluated the impact the proposal would have on availability of supply to this workforce, the impact of a variety of scenarios to development operational feasibility, and the extent to which other critical assumptions might compensate for such "costs", such as land value, increased office lease rate potentials, or additional requests for FAR.

Smart Growth Demand in Northern Rockies, CO, MT, and ID

Document successes and failures of smart growth in the Northern Rockies. Survey data, interviews, and secondary data were used to document socio-economic drivers of demand and provide direction to Rocky Mountain communities.

Inclusionary Housing Ordinance Study, Denver, CO

Re-established basis for the City's policy and recommended restructuring its in-lieu payments and incentives; assessed developer impacts of proposed changes; project was integrated into a larger stakeholder, policy-maker, and City Council process.

Housing Policy Review, Park City, UT

Reviewed market and policy context, collected primary employee generation rate information from local businesses, assessed needs and gaps, recommended policy modifications with legal subconsultant.

Employee Generation Rate Study, Aspen, CO

Surveyed businesses throughout the City to identify employment generation rates by type and size of use. Updated the City's zoning code ordinance governing affordable housing mitigation rates.

Housing Strategy Plan, Big Sky, MT

Documented housing conditions and challenges, best practices with wide range of stakeholders, community groups, and survey. Recommended short and long-term strategies.

Affordable Housing Funding and Production Study, Denver, CO

Modeled historic gaps, needs, funding levels, and apportionment scenarios to assist Councilmembers and Mayor in identifying a housing production target with proposed dedicated property tax to for new housing construction, rehabilitation, acquisition, and supportive services.

Senior Housing Needs Assessment, Gilpin County, CO

Evaluated needs with focus on senior housing and demand from within and outside of the county using surveys and focus groups. Developed strategies to address this increasing need for senior housing facilities, programs, and resources.

Rachel Shindman

Associate

Education

Master of Regional Planning, Cornell University

B.A., Queen's University

B.Ed., Queen's University

Certificate in GIS, Queen's University

Previous Employment

2015-present
Associate
Economic & Planning Systems, Inc.

2013-2015
Research and Teaching Assistant
Cornell University

Summer 2014
Intern
New York City Department of City Planning

Summer 2014
Intern
Age-Friendly NYC, New York Academy of Medicine

Affiliations

American Planning Association

About

Rachel Shindman brings several years of experience in many of EPS's practice areas. She holds a Master's degree in City & Regional Planning from Cornell University, and Bachelor of Arts (Geography) and Bachelor of Education degrees from Queen's University. Her specializations at EPS include fiscal and economic impact analysis, economic development and revitalization, and real estate economics. She has a strong skill set for addressing urban economic and policy issues, and her experience in public, private, and non-profit organizations enables her to work successfully with a diverse set of clients.

Selected Project Experience

Housing Needs Study, Archuleta County, CO

Conducting a housing needs analysis for the Town of Pagosa Springs and Archuleta County, focusing on documenting and analyzing market conditions and local housing needs. This assessment includes analyzing economic and demographic trends, housing development trends, and affordability indicators, and conducting a gap analysis to estimate current and future need by income level, and will outline courses of action the County and Town can take to address these needs.

Housing Needs Assessment, Chaffee County, CO

Prepared a Housing Needs Assessment for the County, building on previous work completed in 2006. Analyzed the current economic and demographic trends and housing affordability, and projected future need. Outlined implementation measures and policies that can be adopted to expand the affordable and attainable housing supply, and created a prioritized list of actions, strategies, and policies judged to have the most potential for implementation in the County.

Nashville Inclusionary Housing Study, Nashville, TN

Evaluated the feasibility of adopting an inclusionary zoning ordinance and potential to adopt other types of development or community-based housing policy tools. Documented and analyzed housing and economic supply and demand conditions throughout the City, as well as the current local and state regulatory context.

Rapid Transit Evaluation and Implementation Plan, San Antonio, TX

Working on a multidisciplinary team to evaluate alternatives for four new rapid transit corridors in San Antonio. Work includes market opportunities and development potential, as well as policy options to support transit oriented development at a citywide, corridor, and station area level.

SA Tomorrow Area Plans, San Antonio, TX

Working on a multidisciplinary team developing area plans for Regional Centers and Community Plan Areas identified in the SA Tomorrow Comprehensive Plan. Tasks include existing conditions analysis, growth allocation for plan areas based on projected capture of overall growth, and development potential and strategies for these identified areas based on their Regional Center and Plan Area characteristics.

Downtown Workforce Housing Needs Assessment, Billings, MT

Conducting a workforce housing needs assessment and development strategy for the Downtown Billings Association and the East Billings Urban Renewal District. Assessment includes a market study of the downtown area and a survey of area employees to determine desire and preferences for downtown housing. Development potential and feasibility will be addressed, with a strategy for downtown associations to attract appropriate and supportable housing development to the area.

Linda Pavlik
President, Pavlik and Associates

EXPERIENCE

Linda Pavlik has amassed more than 30 years as a communications specialist. Her firm, Pavlik and Associates, established on February 1, 1983 and headquartered in Fort Worth specializes in public and corporate engagement, creating synergisms among entities in the public and private sectors—and the greater community; and public policy development. Consensus building and research facilitation are among her strengths. Through the years, she has worked with cities, the North Central Texas Council of Governments, State of Texas, the Greater Fort Worth Builders Association, Texas Association of Builders, and others on complicated matters dealing with land use, environmental and community sustainability.

Earlier, Pavlik was vice president/general manager of another Texas-based public relations company and a news reporter for the *Dallas Times Herald* and *Fort Worth Star-Telegram.* Star-Telegram editors nominated her for the Pulitzer Prize two consecutive years, and she won numerous state and national awards for enterprising reporting and public service.

Honored as a Distinguished Alumna of the University of Oklahoma's College of Journalism and Mass Communications, she has been named Outstanding Woman in the Workplace by Fort Worth's Commission on the Status of Women; one of Tarrant County's Most Influential Businesswomen by *The Business Press*, the recipient of the prestigious Juneteenth Freedom Seeker's Award and the YWCA's Leadership Award.

By serving in many capacities in the nonprofit sector for decades, Pavlik has gained invaluable experience in relating to the greater communities where she works. Pavlik serves on the Board of Directors of the Women in the Environment (a regional advocacy group of professionals) and Amphibian Stage Productions. She is a past president, League of Women Voters of Tarrant County; director of Altrusa Club of Fort Worth; past president and second vice president, Fort Worth chapter, Society of Professional Journalists; charter member of the Fort Worth chapter of Public Relations Society of America; past secretary, Texas Association of Business, Tarrant County; president, YWCA of Tarrant County; president, Communities in Schools; founding director, Hearing Health Institute; director and secretary, North Texas Area March of Dimes; and director, Central Area Council and the North Area Council, Fort Worth Chamber of Commerce. As vice president of the Tarrant County Hospital District's board of managers, Pavlik led a successful effort to establish the county's first satellite pediatric clinic.

EDUCATION
Bachelor of Arts
Journalism
University of Oklahoma
1970

Distinguished Alumna
University of Oklahoma's
College of Journalism and
Mass Communications
2006

Professional Affiliations
Society of Professionals
Journalists

Contact
(817) 332-2972
Cell (817) 832-0420
Fax (817) 870-1832

E-mail
pavlik@pavlikandassociates.com

PAVLIK
AND ASSOCIATES

EDUCATION
Masters of Business Administration
Marketing
University of North Texas
Denton, Texas
2013

Professional Affiliations
League of Women Voters of Tarrant County
President

Contact
(817) 332-2972
Cell (817) 343-9491
Fax (817) 870-1832

E-mail
kate@pavlikandassociates.com

PAVLIK AND ASSOCIATES

Kate Lattimore Norris
Research, Pavlik and Associates

EXPERIENCE

Kate Lattimore Norris joined Pavlik and Associates in 2009, working in various capacities including research associate and media outreach coordinator. Currently serving as an director of community engagement, she has direct involvement in many of the firm's public and private sector accounts and spearheads their brand research and public engagement activities.

Norris graduated Magna Cum Laude in 2009 from Texas Christian University with a Bachelor of Arts in Art History and Religious Studies. She also completed a minor in Asian Studies and studied Mandarin during her time at TCU. In 2013, she earned a Masters of Business Administration in Marketing at the University of North Texas in Denton, TX, where she was a member of Beta Gamma Sigma and other honor societies.

Norris is currently pursuing a PhD in Public and Urban Administration at the University of Texas at Arlington. Her research interests include citizen engagement and communication in the public sector. She is especially interested in citizens' roles in the policy development process and specific organizational functions that foster effective citizen input.

Norris is an avid community volunteer and currently serves as President of the League of Women Voters of Tarrant County. She is treasurer of the Chapter of the Public Relations Society of America and the Young Alumni Coordinator for the Fort Worth Delta Delta Delta Alumni Association. Norris is a former member of the Board of Directors for the League of Women Voters of Texas, where she was VP of Public Relations, as well as a former board member of the Tarrant County Black Historical and Genealogical Society.

Personnel Time Commitments

4. State the primary work assignment and the percentage of time key personnel will devote to the project if awarded the contract.

The following is a summary of the EPS Team staff, their primary roles, and the percentage of their individual time (considering other project commitments) they will devote to this project if awarded.

Staff	Primary Role	Percentage of Time Devoted to Project
Andrew Knudtsen, Managing Principal (EPS)	Senior Project Advisor	5-10%
David Schwartz, Executive Vice President (EPS)	Project Manager	10-20%
Rachel Shindman, Associate (EPS)	Primary Project Analyst	15-25%
Linda Pavlik, President (Pavlik and Associates)	Manager of Outreach, Survey Efforts	5-15%
Kate Norris, PhD, Director of Community Engagement (Pavlik and Associates)	Outreach, Survey Coordinator	10-20%

Additional Information

5. Additional Information. Identify any additional skills, experiences, qualifications, and/or other relevant information about the Respondent's qualifications.

Experience engaging diverse communities, including low-income and R/ECAP communities traditionally unlikely to participate in the public process.

The EPS Team brings extensive experience engaging diverse communities, including low-income, special needs, and disenfranchised communities through our work. While all of our work providing state- and federally-mandated housing policy studies brings opportunity to hear these communities raise their concerns, issues, and needs, our projects in comprehensive planning, economic development, urban renewal and revitalization efforts have also been scoped (whether required through an RFP or not) to hear these traditionally under-represented voices. In these projects, we would either have team- or client-based non-English speaking capabilities. A few examples of these types of projects are:

- Five-Year Consolidated Plans, Fair Housing Assessments
- Outreach to very low-income communities in Qualified Census Tracts in Pueblo, CO (Hewlett Packard Foundation and City of Pueblo Study) and San Antonio, TX (Revitalization and Reinvestment projects)
- Outreach to some of the lowest income geographies in the U.S. in Dona Ana County, NM and El Paso, TX (Comprehensive Planning)
- Outreach to non-English speaking communities with the Enterprise Foundation (Phoenix) and community meetings for Spanish-speaking audiences (Denver Inclusionary Zoning Study)
- Community meetings and outreach in low-income neighborhoods (Northeast Denver Neighborhood Planning Initiative, Tucson Apache Boulevard Revitalization Strategy)
- Outreach to low-income residents (Walsenburg Economic Development Strategy)
- Outreach and community meetings in lowest-income neighborhoods in Albuquerque, NM (Bridge Boulevard Corridor Study)
- Direct consulting engagement for minority-serving organizations (Oakland's Spanish-Speaking Unity Council, Austin's Mexican American Cultural Center)
- Formation of technical working groups primarily comprised of minority-serving organizations (Austin's Saltillo District Gentrification Mitigation Strategy and Colony Park Master Plan)
- Outreach to transit-dependent and/or predominantly Spanish-speaking communities in East San Fernando Valley, East Los Angeles, El Sereno, Boyle Heights, and Wilmington, CA (Metro East San Fernando Valley Transit Corridor Alternatives Analysis and EIR, Metro Gold Line Eastside Stations Access Program, LAC+USC Medical Center Master Plan, and Port of LA Wilmington Waterfront Development Plan and EIR)

EPS Team Competitive Advantages

We believe that our understanding of the development community's perspective, feasibility concerns and requirements, and the real estate development go-no go decision-making process make us the right fit for this project. Our work with hundreds of municipal clients has given us a deep appreciation for the nuance and process of policy formation, outreach, and ways to engage staff, the public, and public officials in thoughtful analysis and decision-making. Moreover, EPS enjoys and excels at working at the intersection of public and private interests, and we offer analysis and services that provide the credibility to do it well. Specifically, we believe our competitive advantage on this project are:

- Policy Expertise. EPS is a recognized expert in the field of assessing the economic feasibility of housing policy. As one example, we have been privileged to have worked with many communities throughout the US who were among the first adopters of inclusionary zoning policies, including Boulder and Aspen, Colorado, as well as some of its newest adopters, including Nashville, TN. We have worked with cities like Portland whose long-standing housing policies we have helped and are helping refine. We have also collaborated and are sought after as subject matter and technical experts by Grounded Solutions Network (GSN) and Street Level Advisors (SLA), who work at a national level partnering with the Lincoln Institute for Land to educate the public and elected officials on the merits of this policy. For example, we are currently collaborating with GSN and SLA to provide an online technical interface for the Province of Ontario, Canada, as it establishes enabling legislation for Toronto (the fastest growing city in North America with the highest housing prices), other communities in the GTA and throughout the Province to adopt inclusionary zoning.

- State of the Industry. Because we are constantly engaged with helping communities grapple with questions of housing supply, demand, affordability and policy formation, we are constantly engaging industry professionals and practitioners throughout the country assessing the status and concerns of policies and programs elsewhere. Over time, EPS has also invested countless hours researching academic journal entries and discussing their content with their authors, we are frequently called to present at national and regional conferences on housing issues and policy paradigms, as well as contribute articles in journals on the subject. For example, David Schwartz, Project Manager for this project was asked to present at the national conference for IEDC in October 2015, and has presented twice in Toronto at conferences on the subject of US housing economic conditions and policy practices. In April 2018 he will also be moderating a panel of experts from around the country on the topic of "Shifting the Housing Policy Paradigm".

- Technical Proficiency. While most proposers will likely have a requisite level of technical and modeling proficiency, EPS's technical capabilities are complemented by our approach to blending relevant, rigorous, and sophisticated modeling techniques with an attitude of making its results accessible and intelligible to the highest-level thinkers and decision-makers. We enjoy the client discovery and education process that comes with communicating the results of financial feasibility and scenario analyses, and we enjoy the challenge and process of tailoring our work to the specific interests and needs of each client.

- Collaboration. While a good portion of our work requires us to work away in front of our computers, EPS enjoys most of all the opportunities to collaborate with the client team, stakeholders, and others. We are simply enthusiastic about working on this project. While EPS is not an advocacy organization, we believe strongly that affordable housing for local workforces is threatened by the national trends of wage and income stagnation. EPS is passionate about this work, and we believe that appropriate policies and strategies must be formed to deal with whatever economic circumstances exist.

- Balance of Local/National Understanding: Although EPS does not have an office in San Antonio, the volume of work we have been doing in and around the City over the past 4 or 5 years means that one or more of our staff are in the City nearly every month. Through these projects that touch on many of our practice areas, EPS has developed a deep understanding of the City's market dynamics, its political and economic issues, its strengths and challenges, and of the community at large. At the same time, EPS brings immense national expertise, but unlike "beltway bandits", EPS maintains a feel for the challenges and issues at the local level in every community we work for. This means that we can bring the stories, the lessons learned, and the connections to each of our clients – an invaluable resource beyond our own expertise.

Project Management Plan

1. **Describe the approach and methodology to be used for the study. Describe the data to be identified and analyzed for each component of the study. Include proposed budget, organization chart to undertake the project, and the proposed deliverables.**
2. **Include any additional recommended activities/tasks not included in Scope of Services which Consultant may recommend be undertaken to ensure the reliability of the study.**
3. **Identify any unique problems perceived by Consultant to achieve scope of services.**

Project Understanding

Housing is a critical component of the built environment and regional economic infrastructure. That is, housing is not just an aesthetic but an economic concern. It is a significant portion of individual and household investment, where nearly 50 percent of nationwide capital is tied to housing.

Optimally located housing supply supports workforce mobility and productivity, whereas under-supply leads to increased transportation costs, decreased worker productivity and lower quality of life. Over-spending on housing, for example, leads to cost-burden, which leads to lower quality of life. Housing that is spread too far apart or not available in sufficient supply to meet demand means that workers and residents spend more of their income on transportation. One or both of these set of conditions can easily lead to diminished quality of life and negatively impact economic development efforts.

On one hand, strong demand is good for the economy. The San Antonio metro area population has been growing by more than 48,000 people since 2006 (and in fact, its population growth did not stall during the Recession). Metro area businesses have added an average of more than 26,000 jobs per year since 2010, and gross regional product (GRP) has grown at an average of 5.2 percent per year since 2001, a rate faster than the metro areas of Dallas or Houston. On the ground, demand is playing out in a few hot real estate submarkets—in and around the 78209 zip code, the Pearl district and Southtown.

On the other hand, the supply of housing has fallen short of meeting these demands, creating an environment in which housing prices, at a citywide level, have been escalating at nearly 4.5 percent per year since 2001 – analysis would likely show double-digit percentage increases for a few of the hot markets. A few contributing factors are a constrained housing supply and too little housing being built. While the metro area grew by nearly 280,000 jobs between 2001 and 2017, only 133,000 housing units were added.

This set of circumstances has both desirable and undesirable results. Job growth is good for a vibrant local and regional economy, and rising property values means equity generation for existing residents. But for those who cannot afford higher property taxes, this situation leads to cost burden (i.e. households spending more than 30 percent of income on housing) and a lower quality of life (i.e. less to spend on clothing, dining out, shopping, entertainment, etc.). Such a pattern of changes can either lead to gentrification and displacement or urban decay. Based on the experience of many other cities EPS has worked with, displacement and urban decay typically hit the lowest income and minority households and neighborhoods first.

What has San Antonio been doing about it?

The City and its partners have not, however, been sitting idly by as these trends and conditions emerge. The City has been engaged in serious and progressive planning initiatives to understand growth and redevelopment potentials, such as through its SA Tomorrow Comprehensive Plan. A few years ago, the City completed a Comprehensive Housing Needs Assessment funded by a technical assistance grant from HUD. And other partner agencies, such as the San Antonio Housing Authority, have been actively engaged in efforts to bring more (and affordable) supply to the market.

Most recently, the Mayor formed the Mayor's Housing Policy Task Force (MHPTF), a five-member group of stakeholders engaged to: 1) assess needs; 2) establish priorities; 3) assure equitable distribution of resources; and 4) advance meaningful opportunity strategies. Initiated in August 2017, the list of prerogatives for consideration advanced to the MHPTF member were broad and intentional:

- Protect neighborhood stability
- Address short-term hardships
- Identify incentives for public and private affordable housing development
- Ensure housing is built for long-term quality and lower maintenance
- Evaluate whether any aspect of the UDC may be hindering affordable housing development
- Evaluate the need for changes to City policy on utilizing state and/or federal LIHTCs
- Determine alignments or reorganizations to agencies to support strategic outcomes
- Identify strategies to preserving and rehabilitating existing housing
- Identify optimal future governance and oversight of housing policies

Since then, the MHPTF has been meeting monthly to establish a process of policy-making going forward—grounded in an understanding of the community, data, and best practices. The process is guided by a desire not only to understand quantitative information, but to collect information and *stories from residents*, from housing stakeholders and subject-matter experts. As a result, the MHPTF has identified five key policy areas to guide this process:

- Identify new housing funding and financing mechanisms
- Provide housing for all, especially special needs populations
- Create a transparent and coordinated housing system
- Develop and preserve housing for stable, resilient neighborhoods; and
- Remove barriers to housing affordability

Through this effort, the City and the MHPTF intend to "lead the nation in creating healthy neighborhoods, connected communities, and shared prosperity."

EPS's Perspective

Based on the objectives articulated in the RFP and the stated goals of the MHPTF, EPS's approach is not just to provide the City with a robust Comprehensive Housing Policy Framework, but to engage with City staff, MHPTF, elected officials, and stakeholders in discussions about what the data mean. We want to ensure that all participants understand what the analysis means in the context of previous assessments, current efforts, and actions the City is currently implementing. We want to ensure that all participants understand how it all can be interpreted, what common or not-so-common approaches exist to addressing similar needs and challenges, and how different incentive tools, policies, and strategies might effectively be employed.

Overall, EPS understands, as stated by Mayor Ron Nirenberg, that the purpose of developing a comprehensive and compassionate housing policy framework is to allow residents to *live with dignity*, *age in place*, *rehabilitate* their housing, and *preserve the integrity* of their neighborhoods.

Approach

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives. We operate at the nexus of the public and private sectors and have provided consulting services to hundreds of public- and private-sector clients throughout the United States.

We maintain the highest standards of objectivity and do not take advocacy positions. We therefore are respected as an unbiased source of information and analysis regarding the economic and financial impacts of alternative policy considerations. In the course of our work, we routinely engage in public outreach processes, and meet with and present to the city councils of major cities around the country on housing and other public policy issues.

Methodology

In our work, we do not presume to know everything there is to know from the outset, which allows us to start a project with open ears. In terms of data, we also take the attitude that there are rich troves of information in other studies or documents that can be effectively leveraged for our work, but we also approach projects anticipating and with the intention to either fill in the gaps of information needed to move forward with our work or collect data in its entirety.

In general, our methodology includes the analysis of primary and secondary data, research and analysis of best practices, the development of strategic considerations, and numerous opportunities to engage City staff, the MHPTF, other stakeholders, and the public in a process of developing a robust policy framework.

Primary Data

The RFP states that the scope of services will include a housing preference analysis, and an analysis of neighborhood and community characteristics. While not explicitly stated as a component of the study, EPS proposes to include a resident survey in this process teamed with subconsultant Pavlik and Associates.

EPS understands that a couple studies have recently involved surveys of residents – an AARP study of resident aged 50 years and older; and the 2016-2020 5-Year Consolidated Plan, which included a survey of residents to assess priorities for program/service delivery. But, there has not recently been a city-wide survey of residents to understand their housing needs, preferences, and (most importantly) their satisfaction with their housing, neighborhoods, and community characteristics.

As EPS has incorporated this type of survey in this type of project before, one of the most valuable outcomes is to identify differences between the priorities residents place on housing, neighborhood, and community characteristics and their levels of satisfaction. The actionable end-product is a geospatial identification of where various housing, neighborhood infrastructure and amenity investments can be prioritized within the policy framework. It can also facilitate an understanding of future generational housing needs with an age-cohort population projection. Additionally, some other questions that we commonly include in a resident survey are:

- How will homebuyers of tomorrow view today's housing?
- Will their preferences be different in the future, and to what degree?
- Will the City's housing stock meet the needs of millennials, seniors, empty-nesters?
- What price point will they be looking for?
- Where will they want to live: urban centers or suburbs?
- What amenities will they be looking for?
- Will they want a grocery store in walking distance?
- What are their transportation preferences for getting to work, dining, shopping or entertainment?
- What are some of the tradeoffs that residents are making related to cities and potentially types of neighborhoods?

As many of America's cities evolve and adapt to both demographic and technological change, there is growing concern that the housing inventory of large suburban housing environments built to satisfy our automobile-centric desires will not accommodate our needs as we age. To address these questions with rich and insightful data, EPS will work with the City to tailor, design, and field a statistically-significant random-sample resident/workforce survey. EPS will work with Pavlik and Associates, a proven public engagement firm with extensive experience in the region and beyond.

Survey Technique

Our team commends the City of San Antonio and the Mayor's Housing Policy Task Force for its commitment to make certain that your residents have a "place to call home." We recognize that critical questions surrounding the City's housing needs should be the basis for the evaluation of the housing preferences of different income and generational groups, such as millennials, seniors, and empty-nesters, as well as the City's various ethnic groups and student populations. EPS proposes a survey of the community's residents (with an optional survey of the City's workforce) that produce sufficient sample sizes of all age and income cohorts so that cross-tabulations are statistically significant.

First, we propose to conduct a city-wide, geographically balanced survey in English and Spanish to give the greater community the opportunity to comment on their living conditions and preferences. In order to garner adequate comments, we propose the following breakout; a total of 15,000 random households; 7,000 single family dwellers, 3,000 single family rental dwellers, and 5,000 multifamily rental dwellers.

We recommend a printed survey, English and Spanish, both of which would be two 11X17 pages in length, printed front and back. By including a postage-paid return envelope, we are encouraging residents to complete the survey without needing to purchase stamps, etc. On the top of the first page would be a brief message from the Mayor about how their opinions are important to the success of this initiative. The survey would be available for online access as well.

Additionally, we propose to work with the City's communications team to promote the survey online and/or to call to request a written copy to fill out. We would support the communications team in any way that they would request, whether that is providing information for their outreach to the media or community groups of influence.

Included in this proposal are cost estimates for printing, postage, and list purchase for the at-large resident survey. Some costs could be decreased by printing a postcard that would be mailed to residents encouraging residents to complete the survey online. However, we recognize that many populations do not have access to or utilize the web.

The intent in the random sample resident survey effort is to ensure that the survey results net sufficient response rates from different geographies throughout the City and for each socioeconomic component such that cross-tabulations and analysis are possible and valid.

Boosting Survey Participation

As an incentive, we propose including a type of a "sweepstakes" drawing from all completed surveys to add interest and to thank participants. For example, "a chance to win one of 10, $50 gift certificates for groceries at a local grocery store chain."

Workforce Survey (optional)

EPS recommends working with area economic development groups, including the Chamber of Commerce, homebuilders association, realtors, and others that desire to boost San Antonio's long term economic sustainability. The survey instrument would be tailored specifically to business interest and made available online.

The outcome of a workforce survey (compared to a resident survey) is reaching people and household that may work in San Antonio but live in other surrounding communities. People choose to live where they do based on numerous factors. Such results would help the City identify to what extent the following factors may be influencing the City's workforce: 1) housing inventory availability; 2) housing types and choice; 3) price or affordability; 4) neighborhood and community characteristics, etc. The results would also augment the resident survey findings on housing inventory type, neighborhood and community characteristics, satisfaction and deficiencies. More specifically these findings will help the city in its interest to complete a neighborhood filtering analysis, which was specified in the RFP.

Secondary Data

Having completed countless housing and policy studies for communities across the U.S., there are a variety of standard resources for obtaining reliable secondary data that depicts the economic and demographic environment of the community.

- Population, Households, and Demographic subvariables: U.S. Census; American Community Survey;
- Household Income and Socioeconomic Variables: U.S. Census, American Community Survey
- Commuting Patterns: U.S. Census Longitudinal Employer-Household Dynamics data
- Employment: Bureau of Labor Statistics, Bureau of Economic Analysis, Texas Workforce Commission, and U.S. Census Longitudinal Employer-Household Dynamics data
- Housing Supply: U.S. Census, American Community Survey, local County Appraisal District parcel data
- Residential Construction Activity: Costar multifamily residential construction trends and conditions, City of San Antonio Building Department; Texas A&M Real Estate Center
- Housing Sales Activity: Texas A&M Real Estate Center

Scope of Services

EPS proposes the following scope of services to develop a Comprehensive Housing Policy Framework for the City. It should be noted that the tasks that are identified in the RFP are included in the scope below but sequenced differently to facilitate the synthesis of data, analysis, and strategic policy formation.

Task 1: Project Initiation

Task 1.1 – Background Materials

To ensure the most efficient use of time at the project kick-off, EPS will first convene a conference call with the City's project manager to identify and review the most relevant studies and policy documents to date. We anticipate this including the housing element from the SA Tomorrow Comprehensive Plan, the 2013 Housing Needs Assessment, and the action plan and strategic plans from the 2016-2020 Consolidated Plan and Fair Housing Assessment.

Task 1.2 – Project Kick-Off

The EPS Team proposes to meet with the client team to discuss prioritization of various project elements, review and revise the schedule of target dates and milestones for completion, and discuss the appropriate level of MHPTF, stakeholder, elected official, and public engagement throughout the process. At this time, EPS and the client team would discuss the relevance of current and past efforts to identify housing trends and solutions (e.g. policy directives from the City's Comprehensive Plan), what tools and policy mechanisms have been tested in the city in the past, and whether - or to what extent - they have been successful. EPS also envisions scheduling time to interview and meet with representatives from other stakeholder and partner organizations such as LISC and NALCAB.

Task 2: Resident Survey

Among the first efforts in the study process will be to design, field, and analyze quantitative and qualitative information from residents on their housing preferences and their level of satisfaction with the housing supply, neighborhood and community characteristics.

Task 2.1 – Survey Design and Distribution

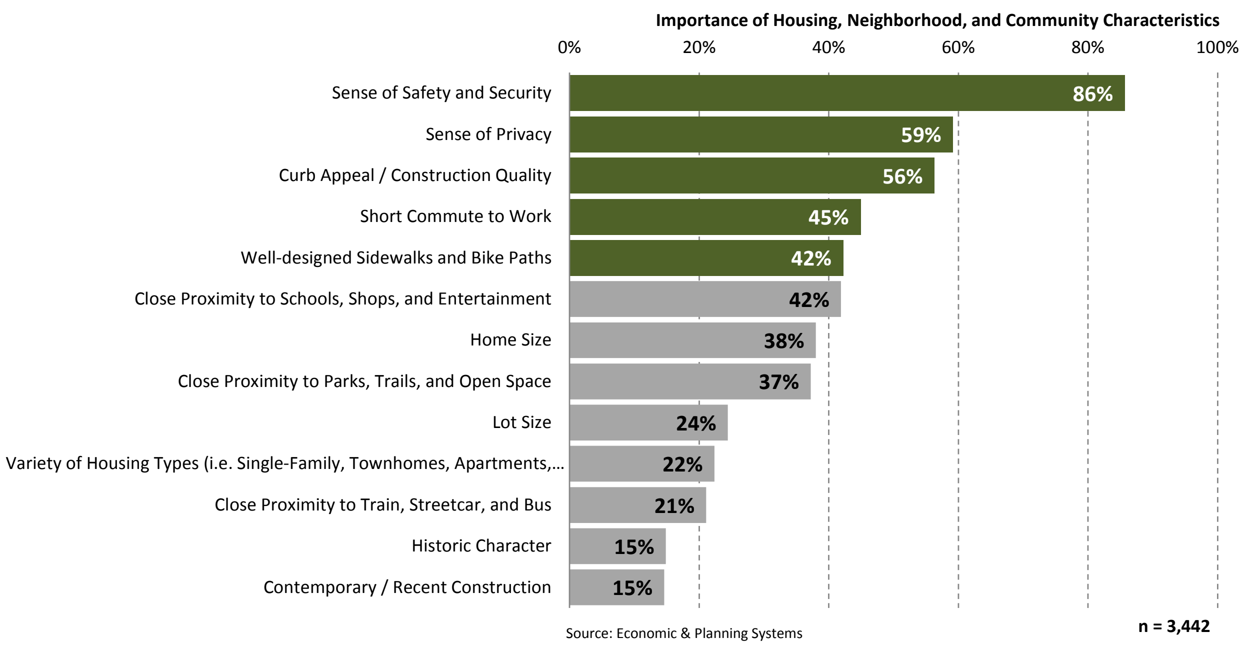
EPS will complete draft resident and workforce surveys, review them with City staff to ensure the questions gather information that will effectively and efficiently accomplish the desired goals. The EPS Team will work with the City to design surveys in English as well as Spanish, finalize and field them.

Because implementation-focused policies will be critical to a robust policy formation process, EPS proposes to field surveys that yield adequate sample sizes for various geographies throughout the city, such as subareas or council districts. Our proposed budget is based on a survey effort that yields a minimum of 3,000 survey responses, which will be a sufficient response rate to look at not only overall opinions, but also to perform segmentation of opinions. We have used these types of breakdowns with this level of response in the past to quantify supply conditions and housing demands of households today and in the future.

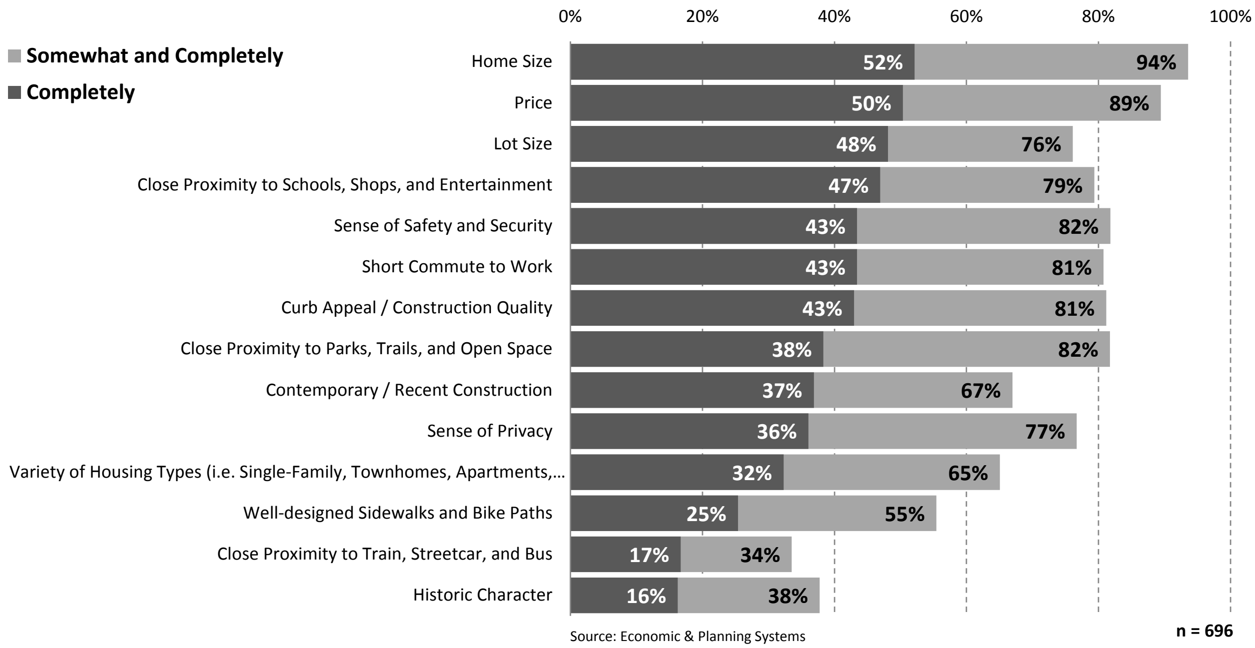
The EPS Team proposes that the City also allow for an "open" version of the survey that would be publicized after the conclusion of the initial fielding of both the resident and workforce surveys. The "open" version survey would be accessed from a link that could be posted on the City's website or through an email blast from the Chamber to all its members, etc. This would allow response from persons that may work in San Antonio but live outside the City, as well as individuals who did not receive the mail invitation. We typically do not blend these results with those from the invitation survey; they are analyzed separately. This larger sample can broaden insights at modest additional cost.

Task 2.2 – Survey Tabulation and Findings

The results of the survey will be tabulated by age-cohort (millennials, seniors, empty-nesters, etc.) and be characterized by a preference profile that describes the variety of factors and a measure of that factor's importance, such as the factors illustrated in this chart from a previous project:



We will also break down the housing satisfaction and neighborhood characteristics information by geographic area. As we have done in past projects with this type of data, and as illustrated in the chart example below, we would be able to quantify the level of satisfaction not only at a citywide level, but cross-tabulate the results to yield ward-specific housing, neighborhood and community satisfaction scores.



Task 3: Housing Supply and Demand Analysis

Identified as ***Task 2 in the RFP***, EPS proposes the following analysis of housing supply, demand, and regulatory conditions using both primary data (as collected in the previous task), secondary data, and through research and discussions with the client team.

Task 3.1 – Housing Supply

Simultaneous to the design, fielding and tabulation of the survey data, EPS will collect and analyze secondary data on housing supply conditions, such as inventory by tenure and age, housing costs, resident assessment of housing, neighborhood conditions and needs, access to amenities, and residential construction trends by geography. This comprehensive review of housing market conditions will be completed in GIS to illustrate patterns of activity and trends. Specifically, the analysis will center on:

- Housing inventory: using U.S. Census American Community Survey 1- and 5-year estimates for control totals and proportionality, respectively to identify types of units, age of inventory, and other physical conditions.
- Housing costs: using Texas A&M Real Estate Center and County Appraisal District data, EPS will identify trends and conditions of single family and multifamily housing costs by geography to illustrate where housing costs have been escalating the fastest and where, for example, early signs of gentrification and displacement are occurring. The analysis

can also evaluate these trends in terms of area median income (AMI) for the purpose of identifying "like terms" that can be juxtaposed against other housing studies.

- Cost burden: also using U.S. Census American Community Survey 1- and 5-year estimates for control totals and proportionality, respectively, EPS will identify where the greatest extent of owner and renter household cost burden exist. It is envisioned that this geospatial analysis will directly inform discussions of targeted investment to avoid consequences of gentrification and displacement.
- Proximity to amenities: using geospatial data from the City and other planning efforts, EPS will identify the portions of housing inventory that are situated within walking distance or specified proximities of various types of neighborhood and community amenities, such as grocery stores, transportation options, restaurants, and employment centers. It is envisioned that such an analysis will be valuable to discussions of subarea reinvestment priorities, etc.
- Residential construction activity: using geo-coded building permit data from the City, EPS will identify the patterns of growth and an analysis of the proportion of housing that has recently been built in areas with the highest concentrations of neighborhood and community amenities (as identified in the previous task).
- Housing and neighborhood satisfaction: using the data collected through the resident survey, EPS will provide a full-scale analysis of current and perceived housing and neighborhood conditions, such as satisfaction with housing, presence and/or condition of roads and sidewalks, proximity to open space, walkability to restaurants, shops, entertainment, etc.

Task 3.2 – Housing Demand

There are numerous angles from which to assess housing demands, because there are numerous contributing factors. The purpose of this task is to help the City and elected officials see how the fundamentals of housing market demand relate to everyday underlying trends. That is, households choose to live where they do based not just on the type of housing, but its price, location, proximity to amenities and services, the aesthetic character if the neighborhood and larger community. The objective of this task is to collect and assemble a variety of the primary and secondary data sources and project them against the distribution of housing in the city. EPS will include the following elements in its demand-side assessment:

- Population: using historic age-level data from the U.S. Census and projections of growth from the Texas Demography Center and/or the Alamo Area Metropolitan Planning Organization. The purpose of this analysis is to evaluate the historic and projected change in population by age and generational cohort. Such an analysis can be interpreted through the lens of other demand-side components, such as an analysis of housing preferences by age-cohort from the resident survey.
- In-Migration: using U.S. Census data and IRS county-to-county migration data, EPS will document the components of demand that stem from migration.

- Employment: using data from the Bureau of Labor Statistics (BLS) and the Bureau of Economic Analysis (BEA), as well as the Texas Workforce Commission, EPS will document the trends and patterns in employment growth by industry, wages, and by growth in employment age of worker. This type of analysis usually generates great interest from clients to understand what demographic cohorts account for the largest portions of their community's employment base growth compared to actual population growth.
- Commuting: a similarly interesting analysis of conditions that can reasonably be interpreted as a function of both supply and demand uses U.S. Census Longitudinal Employer Household Dynamics data. In conjunction with other data sources, the analysis illustrates what portion of job growth has been absorbed by actual residents and what portion has been absorbed by in-commuters.
- Household incomes: also using U.S. Census and American Community Survey 1- and 5-year estimates, this analysis is intended to complement the analysis of cost burden but illustrate where throughout the city at a Census Tract level, lowest income groups reside and how those incomes have been changing over time.
- Projected demand: EPS proposes to use two core datasets for the following analysis: 1) a projection of the survey data by age-cohort to quantify how housing preferences and needs may change; and 2) projections of population by age and employment from a reliable third-party source, such as AAMPO's regional population and employment projections.

Task 3.3 – Housing Needs and Gaps

Using an overlay of the supply and demand side analyses, EPS will identify the magnitude of needs and gaps across multiple variables. EPS methodology and collection of unique primary data will illuminate and help quantify how housing needs and gaps differ by: age (millennials, seniors, empty-nesters, etc.); worker/industry segment; income level; housing product type; and tenure.

But as indicated earlier, housing product type is not the only driver of housing demand. The objective of EPS's analysis is to speak to and quantify how drivers of the housing market are changing and what that means in terms of the delivery of government goods and services, development and redevelopment policy, neighborhood and community activity centers and revitalization efforts, etc. In general, some of the questions to orient this analysis are:

- What types and price-points of housing are different generations looking for?
- What types of environments and amenities/proximities to services are they looking for?
- How well do the city's neighborhoods and activity centers meet these needs?
- **What, where, and how big are the gaps** throughout the city.

The synthesis of this analysis could result in a matrix of scores representing the difference between the preferences households have for their housing, neighborhoods, and community against the neighborhood satisfaction scores. As illustrated in the following table, the overlay of these two score matrices illustrates where there is lesser or greater need for public service, amenities, or public investment.

	Subarea										
Characteristic	Northwest-Rural (1)	Northeast-Rural (3)	Northwest-Urban (4)	Southwest-Urban (5)	Central (6)	Northeast-Urban (7)	Southwest-Rural (9)	Southeast-Urban (10)	Southeast-Rural (11)	Downtown (13)	Total
Home Size	26%	17%	-7%	-3%	10%	4%	-13%	-6%	16%	33%	4%
Lot Size	12%	25%	11%	3%	25%	14%	-16%	9%	-13%	0%	12%
Contemporary / Recent Construction	23%	33%	0%	15%	0%	10%	37%	14%	24%	-6%	14%
Price	-18%	-27%	-29%	-49%	-43%	-5%	-32%	-44%	-8%	-57%	-30%
Curb Appeal / Construction Quality	-22%	-41%	-27%	-30%	-27%	-29%	-12%	-29%	2%	-23%	-15%
Historic Character	9%	18%	14%	12%	6%	10%	3%	6%	14%	-2%	2%
Well-designed Sidewalks and Bike Paths	-6%	-14%	-16%	-29%	-33%	-54%	27%	-21%	2%	-37%	-15%
Sense of Privacy	-13%	-24%	-41%	-44%	-8%	-22%	-40%	-41%	-29%	-10%	-32%
Sense of Safety and Security	-34%	-47%	-50%	-61%	-39%	-41%	-31%	-49%	-36%	-51%	-42%
Variety of Housing Types	22%	19%	13%	5%	-8%	4%	29%	5%	22%	-29%	10%
Short Commute to Work	-4%	-12%	-18%	-6%	-32%	-11%	-5%	7%	13%	-17%	-4%
Close Proximity to Places of Worship	22%	3%	16%	-8%	25%	-3%	12%	7%	30%	16%	12%
Close Proximity to Parks, Trails, and Open Space	7%	-9%	-12%	-22%	-3%	-30%	37%	3%	11%	-2%	4%
Close Proximity to Schools, Shops, and Entertainment	2%	-10%	19%	-6%	-8%	-24%	33%	10%	8%	-17%	7%
Close Proximity to Train, Streetcar, and Bus	-13%	-13%	-6%	3%	13%	-19%	-2%	-1%	6%	17%	-4%

Source: Economic & Planning Systems

H:\21866-Oklahoma City OK Housing Plan\Data\[21866-Data-101413.xlsx]Sheet4

Task 3.4 – Work Session

EPS proposes a work session and presentation at the culmination of the housing supply and demand analysis to present and discuss the findings of the data analysis completed to this point. This will allow the client and stakeholders involved an opportunity to see, ask questions, make comments, and discuss the importance of the findings. At this meeting or meetings, EPS would initiate discussions of next steps with the City, such as the assessment of current and past housing policies and tools used or tried, as described in Task 4.1.

Task 4: Citywide Housing Policy Framework

Identified as ***Task 1 in the RFP***, EPS proposes to facilitate discussions with staff and elected officials regarding understanding and strategizing to use the most potent economic incentive tools possible to complete the City's housing vision. Positioning the City on a path toward productive and effective policy means unifying stakeholders' understanding and gaining strategic and timely buy-in. Some of the questions that will likely form the basis of multiple educational sessions and policy/strategy discussions include:

- What type of citywide policies might be effective?
- When are development-based tools and policies appropriate?
- When are community-based tools and policies appropriate?
- Are site-specific or subarea tools and policies appropriate?
- What assets or resources does the City have to utilize?
- What partners in funding, resources, or administration does the City have?
- When are federal or state funding sources effective?
- When is development catalytic, and what types of tools are appropriate under this circumstance?

Task 4.1 – Policy Inventory & Practices

A first step in the process of effectively framing policy is to understand where current policy stands and where it has been. EPS proposes to work with City staff and the MHPTF to understand and identify the types of housing (and even workforce development) policies that have been advanced in the past decade or so – those that have been tried, tested, succeeded or failed. In our opinion, developing successful policy not only requires resources, political will, and partnerships, it requires an understanding of where the community's development of policy has been. Our goal is to bring forward legitimate policy options that are fresh, tailored, and possess a strong likelihood of being considered, advanced, and implemented by the community. Another important (and practical) goal of this task is that such an assessment means that we can focus our efforts on which of the best practices area to delve more into with the City.

Task 4.2 – Best Practices Research

EPS has been conducting housing and land use policy studies for the past 35 years, amassing first- and second-hand lessons learned from communities across the country. The purpose is to identify appropriate policy practices that align with the three identified core strategy areas: 1) financing/funding; 2) policy and regulations; and 3) other strategic actions. In EPS's experience, policy areas can be viewed from the perspective of supply- and demand-side approaches, or they can be viewed from the perspective of development-based or community-based approaches. They also can be viewed from the perspective of partner-based approaches.

- <u>Demand-based approaches</u>: this includes economic and workforce development efforts, down payment assistance programs, revolving loan programs, funding resources (such as permanent or dedicated funding sources, general obligation bonds, etc.), and the use of CDBG funds for homebuyer counseling, rehabilitation assistance, etc. In general, demand-based approaches seek to assist and make household financial capacity possible and more efficient.
- <u>Supply-based approaches</u>: this includes the use of HOME funds, designation of neighborhood revitalization stabilization areas, federal and state LIHTC programs, RAD projects, etc. It also includes common development-based approaches that seek to leverage the housing supplier/development community capabilities through regulation, such as inclusionary zoning, incentive zoning, overlays, preservation efforts, transferable development rights, etc. In general, supply-side approaches seek to make the production and administration of housing supply provision more efficient.

- Partner-based approaches: this includes cooperative structures that leverage either demand- or supply-based policy capacity with numerous agencies, institutions, and organizations. There are great examples from around the country on cooperative structures where universities, hospitals, housing authorities, CDFIs, and others partner with one another to achieve common goals more efficiently than any of them individually could accomplish. This also includes regional cooperative structures.

Task 4.3 – Pre-Policy Formation Discussions

EPS proposes to meet with City staff, members of the MHPTF, LISC, and NALCAB to discuss the best practices research, considering the context of the data analysis. In these discussions, EPS would frame the policy practices with the identified housing challenges, as well as estimates of: a) which issues or problems they seek to remedy; and b) the likelihood of their impact on resolving problems. We also envision at least two formats to these pre-policy formation discussions: 1) a meeting with City staff, members of MHPTF, LISC, and NALCAB; and 2) a meeting/presentation with a larger group of stakeholders and potentially open to the public. The first meeting in a relaxed environment would involve polling of each member to identify perceptions, reactions, and opinions of the policy options (this could potentially involve key-pad polling for assessment of immediate results). The larger meeting (or meetings) would involve handing out small survey cards that would be completed throughout the presentation of policy options to quantify audience and public sentiment regarding policy options. In previous efforts when EPS has conducted pre-policy discussions using these types of techniques, later discussions among elected officials regarding policy direction have been much more successful. In this task, Pavlik and Associates will coordinate the process and the analysis of written comments.

Task 4.4 – Development of Draft Strategies

Using the feedback from the work sessions, EPS will structure short, mid, and long-term strategies that align with the three core strategy areas and a reporting of the priority levels placed on the various best practices from the different groups. In addition to structuring the draft strategies in accordance with short/mid/long term objectives and implementation considerations, EPS will also distinguish and highlight the differences between those strategies that are suitable for "foundational" versus "implementation" purposes. That is, consideration needs to be given to the types of foundational policies or practices that are essential in order that implementation-oriented policies become effective.

Task 5: Report and Presentation

Task 5.1 – Final Comprehensive Housing Policy Framework

Identified as ***Task 3 in the RFP***, EPS will prepare a report for the MHPTF that includes the following components: 1) brief history and background; 2) explanation of the gravity of the issue; 3) description of the MHPTF and study process; 4) proposed affordable housing policy recommendations and strategies; and 5) implementation approach. As with all of EPS's reports, we strive for transparency of work, methodology, research, and analysis. Our report will be structured to be visually appealing, readable to a broader audience, and supplemented by a more technical appendix for those readers wishing to delve deeper.

The report will be first presented to City staff and a smaller selection of others for preliminary review and comment, after which EPS will incorporate changes and revisions to the Final Comprehensive Housing Policy Framework report for final presentation.

Task 5.2 – Presentations at the Culmination

As identified in the RFP under "Deliverables", EPS will also make a presentation, presumably to the City Council in a public forum, on the planning process, the methodology, highlights of the key recommendations, and next steps. EPS will also separately convene with the MHPTF to discuss the analysis, procedures, and validation methods to ensure that our results can be replicated in the future.

Task 6: Additional Support and (Optional) Input

Task 6.1 – Additional Support to the MHPTF

Identified as ***Task 4 in the RFP***, EPS will be available for a variety of efforts supporting the MHPTF. EPS has provided services to clients, including directly with city council members, mayors, city staff, stakeholders, advocates, and other organizations that span a wide spectrum of effort and engagement. We view our role as a change-agent in the process of policy formation, and, as such, will be available for any variety of supporting roles as specified:

- Assist LISC and NALCAB in preparations for working group discussions, conference calls, meetings, drafting discussion topics, and identifying objectives that drive local data collection and analysis.
- Review deliverables to and from LISC and NALCAB, including discussions of the approach, scope and depth of analysis of deliverables.
- Assist the MHPTF, LISC, and NALCAB in synthesizing findings from working groups, as well as participating in working groups, meetings, and generally vetting and providing feedback on discussed priorities in the context of national best practices and experience.

Because these additional efforts could be smaller or greater efforts, EPS has proposed a limited number of hours for this task that would be adjusted up or down depending on level of effort anticipated by the client.

Task 6.2 – Additional Community Input (Optional)

Working with City staff, EPS would propose a series of public meetings as well as meetings with persons/groups of influence to discuss policy recommendations. At this time, we cannot be assured that this would be necessary, but we do consider it integral to the community support that we know is important to the Mayor's Taskforce.

RFP ATTACHMENT B

PRICE SCHEDULE

Proposed Price should be inclusive of any and all labor and materials, service equipment, tools, transportation, methods of communication and miscellaneous services as necessary to complete the work as defined in the Section 004 - Scope of Service and in accordance with Section 006 – Term of Contract of this RFP if awarded a contract pursuant to this solicitation.

Respondent's proposal must be based on the proposed contract term, including renewal periods, stated in this RFP. Proposing a different term of contract, or renewal terms may lead to disqualification of Respondent's proposal from consideration. As such, Respondent must provide pricing in the manner set forth in the RFP's Price Schedule. Failure to do so may lead to disqualification of Respondent's proposal from consideration.

Price to City

Total Price to Provide Proposed Services to City: $ 133,290.00

Table 1
Price Schedule

	EPS Staff			Pavlik and Associates				
	Principal in Charge	Exec. Vice President	Primary Analyst	President	Research	EPS	Pavlik	Total
	Knudtsen	Schwartz	Shindman	Pavlik	Norris			
Billing Rate	**$230**	**$200**	**$130**	**$135**	**$110**			
Labor Costs								
Task 1: Project Initiation								
Task 1.1 - Background Materials	2	6	10	0	0	$2,960	$0	$2,960
Task 1.2 - Project Kick-Off	4	6	0	4	4	$2,120	$980	$3,100
Task 2: Resident Surveys								
Task 2.1 - Survey Design & Distribution	2	6	0	16	34	$1,660	$5,900	$7,560
Task 2.2 - Survey Tabulation & Findings	4	8	18	10	22	$4,860	$3,770	$8,630
Task 3: Housing Supply & Demand Analysis								
Task 3.1 - Housing Supply	2	8	18	0	0	$4,400	$0	$4,400
Task 3.2 - Housing Demand	2	10	20	0	0	$5,060	$0	$5,060
Task 3.3 - Needs & Gaps	4	6	10	0	0	$3,420	$0	$3,420
Task 3.4 - Work Session	6	18	0	8	12	$4,980	$2,400	$7,380
Task 4: Citywide Housing Policy Framework								
Task 4.1 - Policy Inventory & Practices	2	6	8	0	0	$2,700	$0	$2,700
Task 4.2 - Best Practices	4	12	20	0	0	$5,920	$0	$5,920
Task 4.3 - Pre-Policy Formation Discussions	6	16	0	0	0	$4,580	$0	$4,580
Task 4.4 - Development of Draft Strategies	8	20	32	0	0	$10,000	$0	$10,000
Task 5: Report & Presentation								
Task 5.1 - Final Comprehensive Housing Policy Framework	10	20	36	8	12	$10,980	$2,400	$13,380
Task 5.2 - Presentations at the Culmination	2	20	0	8	0	$4,460	$1,080	$5,540
Task 6: Additional Support and Outreach								
Task 6.1 - Additional Support to the MHPTF	8	16	20	8	12	$7,640	$2,400	$10,040
Subtotal	**66**	**178**	**192**	**62**	**96**	**$75,740**	**$18,930**	**$94,670**
as % of Total Staff Hours	12%	34%	36%	12%	18%			
Total Staff Hours						**392**	**138**	**530**
Direct Costs								
Direct costs for Residential Survey						$0	$15,400	$15,400
Travel						$3,120	$0	$3,120
Subtotal						**$3,120**	**$15,400**	**$18,520**
Total Base Project Cost						**$78,860**	**$34,330**	**$113,190**
Optional Project Elements								
Task 2.3 - Supplemental Time for Workforce Survey Developm	2	8	0	6	28	$2,060	$3,890	$5,950
Task 6.2 - Additional Community Outreach	4	18	0	18	20	$4,520	$4,630	$9,150
Direct costs for Workforce Survey						$0	$5,000	$5,000
Total Project Cost (w/ Optional Elements)						**$85,440**	**$47,850**	**$133,290**

Source: Economic & Planning Systems
G:\173118-San Antonio Housing Policy\[173118-budget.xlsx]BUDGET

* = Required fields

City of San Antonio
Contracts Disclosure Form

Office of the City Clerk

Please fill out this form online, print completed form and submit with proposal to originating department. All questions must be answered.

For details on use of this form, see Section 2-59 through 2-61 of the City's Ethics Code.

*This is a (●) New Submission or ( ) Correction or ( ) Update to previous submission.

***1. Name of person submitting this disclosure form.**

First: Andrew   M.I. M   Last: Knudtsen   Suffix: ____

***2. Contract information.**

a) Contract or project name: PREPARATION OF A FRAMEWORK FOR HOUSING POLICY

b) Originating department: NEIGHBORHOOD AND HOUSING SERVICES DEPARTMENT

***3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract).**

Economic & Planning Systems, Inc.

***4. List any individual(s) or entity(ies) that is a partner, parent, joint venture, or subsidiary entity(ies) of the individual or entity listed in Question 3.**

☑ Not applicable. Contracting party(ies) does not have partner, parent, joint venture, or subsidiary entities.

☐ Names of partner, parent, joint venture or subsidiary entities, and all the board members, executive committee members, and officers of each entity:

***5. List any individuals or entities that will be subcontractors on this contract.**

☐ Not applicable. No subcontractors will be retained for this contract.

☐ Subcontractors may be retained, but have not been selected at the time of this submission.

☑ List of subcontractors, including the name of the owner(s), and business name:

Pavlik and Associates

***6. List any attorneys, lobbyists, or consultants retained by any individuals listed in Questions 3, 4, or 5 to assist in seeking this contract.**

☑ Not applicable. No attorneys, lobbyists, or consultants have been retained to assist in seeking this contract.

☐ List of attorneys, lobbyists, or consultants retained to assist in seeking this contract:

* = Required fields

City of San Antonio
Contracts Disclosure Form

Office of the City Clerk

*7. Disclosure of political contributions.
List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than $100 to any current member of City Council, former member of City Council, any candidate for City Council, or to any political action committee that contributes to City Council elections: a) any individual seeking contract with the city (Question 3) b) any owner or officer of entity seeking contract with the city (Question 3) c) any individual or owner or officer of an entity listed above as a partner, parent, or subsidiary business (Question 4) d) any subcontractor or owner/officer of subcontracting entity retained for the contract (Question 5) e) the spouse of any individual listed in response to (a) through (d) above f) any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6) ☑ Not applicable. No campaign or officeholder contributions have been made in preceding 24 months by these individuals. ☐ List of contributions:

Updates on Contributions Required
Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contract identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded.

Notice Regarding Contribution Prohibitions for "High-Profile" Contracts
Under Section 2-309 of the Municipal Campaign Finance Code, the following listed individuals are prohibited from making a campaign or officeholder contribution to any member of City Council, candidate for City Council or political action committee that contributes to City Council elections from the 10th business day after a contract solicitation has been released until 30 calendar days after the contract has been awarded: a) Legal signatory of a high-profile contract b) Any individual seeking a high-profile contract c) Any owner or officer of an entity seeking a high-profile contract d) The spouse of any of individual listed in response to (a) through (c) above e) Any attorney, lobbyist, or consultant retained to assist in seeking a high-profile contract **Penalty.** A high-profile contract cannot be awarded to the individual or entity if a prohibited contribution has been made by any of these individuals during the contribution "black-out" period, which is the 10th business day after a solicitation has been released until 30 calendar days after the contract has been awarded.

*8. Disclosure of conflict of interest.
Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under Sections 2-43 or 2-44 of the City Ethics Code for any City Council member or board/commission member that has not or will not be raised by these city officials? ☑ I am not aware of any conflict(s) of interest issues under Section 2-43 or 2-44 of the City Ethics Code for members of City Council or a city board/commission. ☐ I am aware of the following conflict(s) of interest:

* = Required fields

City of San Antonio
Contracts Disclosure Form

Office of the City Clerk

*9. Prohibited Interest in Contracts.
Currently, or within the past twelve (12) months, have you, your spouse, sibling, parent, child or other family member within the first degree of consanguinity or affinity served on a City board or commission? Currently, or within the past twelve (12) months, has an owner, partner or employee of a business entity in which you, your spouse, parent, child own 10% or more of the voting stock or shares, or 10% or more of the fair market value served on a City board or commission? Currently, or within the past twelve (12) months, has an owner, partner, or employee of a business entity who owns 10% or more of the voting stock or shares, or 10% or more of the fair market value, that will be a subcontractor for this contract, served on a City board or commission? ☑ No ☐ Yes

Notice Regarding Prohibited Interest in Contracts.
Please be aware, the City's Charter and Ethics Code prohibits members of certain more-than-advisory boards and commissions, as well as their close family members and any businesses they or their families hold a 10% or greater ownership interest from obtaining a contract with the City during their board or commission service. The prohibition extends to subcontracts on City contracts, and would also apply to parent, subsidiary or partner businesses owned by the member of the board or commission and their family. Please see Section 141 of the City Charter and Section 2-52 of the City Ethics Code (Prohibited Interests in Contracts) for complete information. Former members of certain more-than-advisory boards and commissions, their family members and the businesses they own will continue to be prohibited from obtaining any discretionary contracts for one year after leaving City service. Please see Section 2-58 of the City Ethics Code (Prohibited Interest in Discretionary Contracts) for complete information. Please note that any contract in place at the time the applicant becomes a City officer may remain in effect, but cannot be amended, extended, modified, or changed in any manner during the officer's City service on the more-than-advisory board. If you have any questions, please contact the Office of the City Attorney to request to speak with a member of the Ethics staff: (210) 207-8940.

Acknowledgements

***1. Updates Required**

☑ I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract, housing and retail development incentive, or the purchase, sale,or lease of real estate to or from the City is the subject of action by the City Council, and no later than 5 business days after any change has occurred, whichever comes first. This includes information about political contributions made after the initial submission and up until 30 calendar days after contract has been awarded.

***2. No Contact with City Officials or Staff during Contract Evaluation**

☑ I understand that a person or entity who seeks or applies for a city contract or any other person acting on behalf of that person or entity is prohibited from contacting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualification (RFQ), or other solicitation has been released.

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* = Required fields

City of San Antonio
Contracts Disclosure Form

Office of the City Clerk

***3. Contribution Prohibitions for "High-Profile" Contracts**

(●) This is not a high-profile contract.

( ) This is a high-profile contract.

***4. Conflict of Interest Questionnaire (CIQ)**

Chapter 176 of the Local Government Code requires all contractors and vendors to submit a Conflict of Interest Questionnaire Form (CIQ) to the Office of the City Clerk, even if contract is not designated as "High Profile".

☑ I acknowledge that I have been advised of the requirement to file a CIQ form under Chapter 176 of the Local Government Code.

*Oath

☑ I swear or affirm that the statements contained in this Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete.

Your Name: Andrew M. Knudtsen **Title:** Managing Principal

Company Name or DBA: Economic & Planning Systems, Inc. **Date:** 01/02/2018

Please fill this form out online, print completed form and submit with proposal to originating department. All questions must be answered.
If necessary to mail, send to:
Purchasing
P.O. Box 839966
San Antonio, Texas 78283-3966

* = Required fields

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Contracts Disclosure Form

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***1. Name of person submitting this disclosure form.**

First: Linda M.I. ______ Last: Pavlik Suffix: ______

***2. Contract information.**

a) Contract or project name: PREPARATION OF A FRAMEWORK FOR HOUSING POLICY

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Pavlik and Associates

***4. List any individual(s) or entity(ies) that is a partner, parent, joint venture, or subsidiary entity(ies) of the individual or entity listed in Question 3.**

- [x] Not applicable. Contracting party(ies) does not have partner, parent, joint venture, or subsidiary entities.
- [ ] Names of partner, parent, joint venture or subsidiary entities, and all the board members, executive committee members, and officers of each entity:

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- [x] Not applicable. No attorneys, lobbyists, or consultants have been retained to assist in seeking this contract.
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City of San Antonio
Contracts Disclosure Form

Office of the City Clerk

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Contracts Disclosure Form

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City of San Antonio
Contracts Disclosure Form

Office of the City Clerk

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( ) This is a high-profile contract.

***4. Conflict of Interest Questionnaire (CIQ)**

Chapter 176 of the Local Government Code requires all contractors and vendors to submit a Conflict of Interest Questionnaire Form (CIQ) to the Office of the City Clerk, even if contract is not designated as "High Profile".

☑ I acknowledge that I have been advised of the requirement to file a CIQ form under Chapter 176 of the Local Government Code.

*Oath

☑ I swear or affirm that the statements contained in this Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete.

Your Name: Linda Pavlik **Title:** Owner

Company Name or DBA: Pavlik and Associates **Date:** 01/04/2018

Please fill this form out online, print completed form and submit with proposal to originating department. All questions must be answered.
If necessary to mail, send to:
Purchasing
P.O. Box 839966
San Antonio, Texas 78283-3966

RFP ATTACHMENT D

LITIGATION DISCLOSURE FORM

Respond to each of the questions below by checking the appropriate box. Failure to fully and truthfully disclose the information required by this Litigation Disclosure form may result in the disqualification of your proposal from consideration or termination of the contract, once awarded.

Have you or any member of your Firm or Team to be assigned to this engagement ever been indicted or convicted of a felony or misdemeanor greater than a Class C in the last five (5) years?

Yes ___ No _X_

Have you or any member of your Firm or Team to be assigned to this engagement been terminated (for cause or otherwise) from any work being performed for the City of San Antonio or any other Federal, State or Local Government, or Private Entity?

Yes ___ No _X_

Have you or any member of your Firm or Team to be assigned to this engagement been involved in any claim or litigation with the City of San Antonio or any other Federal, State or Local Government, or Private Entity during the last ten (10) years?

Yes ___ No _X_

If you have answered "Yes" to any of the above questions, please indicate the name(s) of the person(s), the nature, and the status and/or outcome of the information, indictment, conviction, termination, claim or litigation, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.

RFP ATTACHMENT D

LITIGATION DISCLOSURE FORM

Respond to each of the questions below by checking the appropriate box. Failure to fully and truthfully disclose the information required by this Litigation Disclosure form may result in the disqualification of your proposal from consideration or termination of the contract, once awarded.

Have you or any member of your Firm or Team to be assigned to this engagement ever been indicted or convicted of a felony or misdemeanor greater than a Class C in the last five (5) years?

Yes ___ No X

Have you or any member of your Firm or Team to be assigned to this engagement been terminated (for cause or otherwise) from any work being performed for the City of San Antonio or any other Federal, State or Local Government, or Private Entity?

Yes ___ No X

Have you or any member of your Firm or Team to be assigned to this engagement been involved in any claim or litigation with the City of San Antonio or any other Federal, State or Local Government, or Private Entity during the last ten (10) years?

Yes ___ No X

If you have answered “Yes” to any of the above questions, please indicate the name(s) of the person(s), the nature, and the status and/or outcome of the information, indictment, conviction, termination, claim or litigation, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.

CITY OF SAN ANTONIO
ECONOMIC DEVELOPMENT
DEPARTMENT

CITY OF SAN ANTONIO
SUBCONTRACTOR/SUPPLIER UTILIZATION PLAN

SOLICTATION NAME: ***Preparation of a Framework for Housing Policy***

PRIME CONTRACTOR NAME: Economic & Planning Systems, Inc.

Please review the following information before completing the form:

1. Prime contractor must list **ALL** certified and non-certified Subcontractors/Suppliers that will be utilized for the entire contract period (see page 2).

2. A Subcontractor/Supplier Utilization Plan that does not satisfy City subcontracting goal(s) placed on this solicitation and absent an approved Subcontracting Goal- Waiver (at the time of bid submission) by the Small Business Office will be deemed NON-RESPONSIVE.

3. For a Prime contractor or Subcontractor to count toward a City required subcontracting goal(s), the Prime contractor or Subcontractor must be SBEDA eligible and have the same certification(s) from the South Central Texas Regional Certification Agency (www.SCTRCA.org) as the City required subcontracting goal(s).

   To be SBEDA eligible, a Prime contractor or Subcontractor must be certified as a Small Business Enterprise (SBE) through SCTRCA **AND** must be headquartered or have a significant business presence in the San Antonio Metropolitan Statistical Area. SBEDA eligibility can be verified through the link http://www.sanantonio.gov/purchasing/vendorinformation/cosavendorlisting. For further clarification, please contact Small Business Office at (210) 207-3922 or refer to the SBEDA language within the solicitation document(s).

To be Completed by City Staff			To be Completed by Prime Contractor		
SOLICITATION API's	EVALUATION POINTS APPLIED	CITY REQUIRED SUBCONTRACTING GOAL	PERCENT SBEDA ELIGIBLE PARTICIPATION	MEETING THE GOAL? (Y/N)	WAIVER SUBMITTED? (Y/N)
Small Business Enterprise (SBE) Prime Contract Program	5 points		0	YES	N/A
Minority and/or Woman Owned Business Enterprise (M/WBE) Prime Contract Program	5 points		0	N/A	N/A

I hereby affirm that the information on this form is true and complete to the best of my knowledge and belief. I possess internal documentation from all proposed Subcontractors/Suppliers confirming their intent to perform the scope of work for the price or percentage indicated. I understand and agree that if approved, this document shall be attached thereto and become a binding part of the contract.

Prime Contractor's Authorized Agent: Sign and Date Andrew Knudtsen 11/5/18 Name Andrew Knudtsen Title Managing Principal

Director or Designee of Economic Development: Sign and Date

☐ APPROVED ☐ DENIED

All sections of the following table must be completed for all firms listed. List all *certified or non-certified* Subcontractors/Suppliers that will be utilized for the entire contract period, excluding possible extensions, renewals and/or alternates. Use additional pages if necessary.

ROLE	NAME OF FIRM	SBEDA ELIGIBLE (YES/NO)	DOLLAR AMOUNT BY FIRM	% OF TOTAL CONTRACT VALUE BY FIRM	WORK TO BE PREFORMED (5 DIGIT NIGP CODE)
PRIME CONTRACTOR	Economic & Planning Systems, Inc.	No	$78,860.00	70	NA
SUB	Pavlik and Associates	No	$34,330.00	30	NA
SUB					
SUB					
SUB					
SUB					
SUB					
SUB					
SUB					
SUB					
SUB					
SUB					
SUB					
SUB					
SUB					

South Central Texas Regional Certification Agency

Your unified certification source
www.sctrca.org

October 21, 2016

James R. Musbach
Economic and Planning Systems, Inc.
One Kaiser Plaza, Ste 1410
Oakland, CA 94612

Dear James R. Musbach:

We are pleased to inform you that your application for certification in our Small, Minority, Woman, African American, Veteran, and Disabled Individual Business Enterprise (S/M/W/AA/V/DI) Program has been approved. Your firm met the requirements of SCTRCA Standards and is currently certified as a:

***Small Business Enterprise (SBE)**

Certification Number: **216103527**
Certification Renewal: **October 31, 2018**
Certification Expiration: **October 31, 2018**

Providing the following products or services:
NAICS 541611: BUSINESS MANAGEMENT CONSULTING SERVICES
NAICS 541690: ECONOMIC CONSULTING SERVICES

On the two year anniversary date of your certification, you are required to provide a renewal application affirming that no changes have occured affecting your certification status. The SCTRCA will send you a Certification Renewal reminder **sixty (60) days** prior to your expiration date. The SCTRCA will no longer include a certificate upon certification renewals. **Your expiration date is October 31, 2018.**

Please notify this office within **thirty (30) days** of any changes affecting the size, ownership, control requirements, or any material change in the information provided in the submission of the certification application. Thank you in advance.

Sincerely,

Julio Fuentes,
Executive Director

3201 Cherry Ridge Dr., Building C, Suite #319 San Antonio TX 78230 Phone: (210) 227-4RCA (4722)

South Central Texas Regional Certification Agency

of Bexar County, Texas hereby duly affirms that:

Economic and Planning Systems, Inc.

has successfully met the established requirements of SCTRCA's Business Enterprise Certification Program to be certified as a

*Small Business Enterprise (SBE)

Certified NAICS Codes:

NAICS 541611: BUSINESS MANAGEMENT CONSULTING SERVICES
NAICS 541690: ECONOMIC CONSULTING SERVICES

Certification Number: 216103527
Effective Date: October 21, 2016
Expiration Date: October 31, 2018

Julio Fuentes,
Executive Director

Note: This certificate is the property of the South Central Texas Regional Certification Agency and may be revoked should the above named firm graduate from or fails to comply with SCTRCA's Business Enterprise Program. A Certification Renewal Application is required every two years.

NCTRCA
North Central Texas Regional Certification Agency

November 9, 2017

Linda Pavlik
Pavlik & Associates, LP
6115 Camp Bowie Blvd., Suite 270
Fort Worth, TX 76116

RE: DBE Certification Affidavit No. 1523

Dear Pavlik:

Congratulations! Your firm has been certified by the North Central Texas Regional Certification Agency ("NCTRCA") and with the State of Texas Unified Certification Program ("TUCP") as a Disadvantaged Business Enterprise (DBE). Your Certification Identification Number is **WFDB58675Y1118**. In accordance with U.S. Department of Transportation ("USDOT") DBE certification eligibility requirements promulgated at 49 C.F.R Part 26 ("the Regulations") your firm is certified as a DBE in the following areas listed on page 2.

This certification shall remain valid, unless and until it has been removed in accordance with procedures set forth in 49 C.F.R. §26.87. In order to remain certified, you must submit annually, on the anniversary of your DBE certification, a "No Change Affidavit".

A No Change Affidavit is a sworn affidavit affirming that there have been no changes in the firm's circumstances affecting its size, disadvantaged status, ownership or the control requirements of the regulation, or any material change in the information provided in its application for DBE certification, including the support documentation. Any changes to contact information, ownership, and/or expansion of services must be communicated to the NCTRCA within thirty (30) days of the change. Failure to provide these changes could result in your firm being removed from the certified vendor database. The NCTRCA and/or the TUCP reserve the right to re-evaluate a firm's certification status at anytime that they determine such re-evaluation is warranted.

Thank you for your participation in the NCTRCA DBE Certification Program. Please contact me at 817-640-0606 if you have any questions or if I can be of assistance to you.

Sincerely,

Elicia Mitchell

Elicia Mitchell, MPA
Executive Director

624 Six Flags Drive, Suite 100 * Arlington, Texas 76011 * (817) 640-0606 (Office) * (817) 640-6315 (Fax) * www.nctrca.org
For online applications go to: https://nctrca.mwdbe.com

November 9, 2017

Linda Pavlik
Pavlik & Associates, LP

This firm is Certified under the following commodity codes/area(s) of specialty:

NAICS 213112: SUPPORT ACTIVITIES FOR OIL AND GAS OPERATIONS
NAICS 541430: GRAPHIC DESIGN SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 541820: PUBLIC RELATIONS AGENCIES
NAICS 541910: MARKETING RESEARCH SERVICES

Disadvantaged Business Enterprise (DBE)
Pavlik & Associates, LP

Pavlik & Associates, LP

has filed with the Agency an Affidavit as defined by NCTRCA Disadvantaged Business Enterprise (DBE) Policies & Procedures and is hereby certified to provide service(s) in the following areas:

NAICS 213112: SUPPORT ACTIVITIES FOR OIL AND GAS OPERATIONS
NAICS 541430: GRAPHIC DESIGN SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 541820: PUBLIC RELATIONS AGENCIES
NAICS 541910: MARKETING RESEARCH SERVICES

This Certification commences December 12, 2014 and supersedes any registration or listing previously issued. This certification must be updated every two years by submission of an Annual Update Affidavit. At any time there is a change in ownership, control of the firm or operation, notification must be made immediately to the North Central Texas Regional Certification Agency for eligibility evaluation.

Certification Expiration: November 30, 2018
Issued Date: November 9, 2017
CERTIFICATION NO. WFDB58675Y1118

Ericia Mitchell

Certification Administrator

Small Business Enterprise (SBE)
Pavlik & Associates, LP

Pavlik & Associates, LP

has filed with the Agency an Affidavit as defined by NCTRCA Small Business Enterprise (SBE) Policies & Procedures and is hereby certified to provide service(s) in the following areas:

NAICS 213112: SUPPORT ACTIVITIES FOR OIL AND GAS OPERATIONS
NAICS 541430: GRAPHIC DESIGN SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 541820: PUBLIC RELATIONS AGENCIES
NAICS 541910: MARKETING RESEARCH SERVICES

This Certification commences December 12, 2014 and supersedes any registration or listing previously issued. This certification must be updated every two years by submission of an Annual Update Affidavit. At any time there is a change in ownership, control of the firm or operation, notification must be made immediately to the North Central Texas Regional Certification Agency for eligibility evaluation.

Certification Expiration: November 30, 2018
Issued Date: November 9, 2017
CERTIFICATION NO. WFDB58675Y1118

Ericia Mitchell

Certification Administrator

Women Business Enterprise (WBE)
Pavlik & Associates, LP

Pavlik & Associates, LP

has filed with the Agency an Affidavit as defined by NCTRCA Women Business Enterprise (WBE) Policies & Procedures and is hereby certified to provide service(s) in the following areas:

NAICS 213112: SUPPORT ACTIVITIES FOR OIL AND GAS OPERATIONS
NAICS 541430: GRAPHIC DESIGN SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 541820: PUBLIC RELATIONS AGENCIES
NAICS 541910: MARKETING RESEARCH SERVICES

This Certification commences December 12, 2014 and supersedes any registration or listing previously issued. This certification must be updated every two years by submission of an Annual Update Affidavit. At any time there is a change in ownership, control of the firm or operation, notification must be made immediately to the North Central Texas Regional Certification Agency for eligibility evaluation.

Certification Expiration: November 30, 2018
Issued Date: November 9, 2017
CERTIFICATION NO. WFDB58675Y1118

Ericia Mitchell

Certification Administrator

Texas Historically Underutilized Business (HUB) Certificate

HUB

Statewide Historically Underutilized Business Program

Certificate/VID Number:	**1752625788000**
File/Vendor Number:	**063681**
Approval Date:	**16-SEP-2015**
Scheduled Expiration Date:	**16-SEP-2019**

The Texas Comptroller of Public Accounts (CPA), hereby certifies that

PAVLIK & ASSOCIATES LP

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB) Program to be recognized as a HUB. This certificate printed 18-SEP-2015, supersedes any registration and certificate previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure, ownership, day-to-day management, operational control, business location) provided in the submission of the business' application for registration/certification as a HUB, you must immediately (within 30 days of such changes) notify the HUB Program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB certification may be suspended or revoked upon findings of ineligibility.

Paul A. Gibson

Paul Gibson, Statewide HUB Program Manager
Texas Procurement and Support Services

Note: In order for State agencies and institutions of higher education (universities) to be credited for utilizing this business as a HUB, they must award payment under the Certificate/VID Number identified above. Agencies and universities are encouraged to validate HUB certification prior to issuing a notice of award by accessing the Internet (**http://www.window.state.tx.us/procurement/cmbl/cmblhub.html**) or by contacting the HUB Program at **1-888-863-5881** or **512-463-5872**.

Rev. 01/15

City of San Antonio

Finance Department - Purchasing Division

Local Preference Program Identification Form

The City of San Antonio Local Preference Program, described in the San Antonio City Code Chapter 2, Article XII, establishes a local preference for specific contracting categories. Each time a bidder or respondent submits a bid for a solicitation, this Local Preference Program Identification Form must be completed and turned in with the solicitation response in order to be identified as a City Business and receive the preference described below. The City will not rely on Local Preference Program Identification Forms submitted with prior or contemporaneous bids or proposals.

The Local Preference Program allows the City to grant a preference to a business meeting the definition of *City Business* in the award of the following types of contracts, when selection is made based on price alone:

- <u>Personal Property (Goods / Supplies)</u>: The local bidder's price must be within 3% of the price of the lowest non-local bidder for contracts of $50,000 or more;
- <u>Non-professional Services</u>: The local bidder's price must be within 3% of the price of the lowest non-local bidder for contracts of $50,000 to under $500,000;
- <u>Construction Services</u>: The local bidder's price must be within 3% of the price of the lowest non-local bidder for contracts of $50,000 to under $100,000, excluding contracts awarded using alternative delivery methods.

The Local Preference Program also allows the award of additional points, when multiple evaluation criteria are used in the award of professional service contracts, where the selection process is not governed by statute and in revenue generating and concession contracts. A business meeting the definition of *City Business* stated below may be awarded 10 points for being headquartered within the city, or 5 points for having a local office within the city.

Moreover, the program recognizes joint venture agreements and allows for apportioning of points based upon the percentage of ownership of joint ventures by *City Businesses* responding to solicitations for which discretionary points are applied. For solicitations where selection is made based on price alone, all members of a joint venture must be *City Businesses* for the preference to be applied.

<u>City Business</u> is defined as a business headquartered within the incorporated San Antonio city limits for one year or more OR one that meets the following conditions:

- Has an established place of business for one year or more in the incorporated limits of the City:

(a) from which at least 100 of its employees OR at least 20% of its total full-time, part-time and contract employees are regularly based; and

(b) from which a substantial role in the business' performance of a commercially useful function or a substantial part of its operations is conducted by those employees.

A location utilized solely as a post office box, mail drop or telephone message center or any similar combination, with no other substantial work function, is not a *City Business*.

For the purposes of this program, Headquartered is defined as the place where a business entity's officers direct, control, and coordinate the entity's activities.

NOTE: Bidders / Respondents are required to submit documentation to substantiate that the requirements of a City Business have been met. Examples of documentation may include, but are not limited to the following:

1. Existence of local headquarters or office: For corporations, Texas Comptroller's listing of names/addresses of officers and directors. For partnerships, partnership agreement and any documents identifying the current managing partners and their current work addresses
2. Evidence of local headquarters or office in existence for one year or more: Utility bills, real property lease agreements, equipment leases, personal property taxes, real property taxes
3. Evidence of number of employees: Organizational charts, payroll records by location

City of San Antonio

Finance Department - Purchasing Division

Local Preference Program Identification Form

CITY RESERVES THE RIGHT TO REQUEST ADDITIONAL INFORMATION TO VALIDATE BIDDERS'/RESPONDENTS' DESIGNATION AS A CITY BUSINESS.

COMPLETE THE FOLLOWING FORM AND SUBMIT WITH YOUR RESPONSE EVEN IF YOU ARE NOT SEEKING A LOCAL PREFERENCE. THE BIDDER / RESPONDENT MUST COMPLETE THE FOLLOWING FORM TO BE IDENTIFIED AS A CITY BUSINESS. IF BIDDER / RESPONDENT IS SUBMITTING AS A JOINT VENTURE, EACH CITY BUSINESS THAT IS A MEMBER OF THE JOINT VENTURE MUST COMPLETE AND SIGN THIS FORM.

PROVIDE THE FOLLOWING INFORMATION IF BIDDER/ RESPONDENT IS SUBMITTING AS PART OF A JOINT VENTURE. Joint Venture means a collaboration of for-profit business entities, in response to a solicitation, which is manifested by a written agreement, between two or more independently owned and controlled business firms to form a third business entity solely for purposes of undertaking distinct roles and responsibilities in the completion of a given contract. Under this business arrangement, each joint venture partner shares in the management of the joint venture and also shares in the profits or losses of the joint venture enterprise commensurately with its contribution to the venture.

STATE BIDDER'S / RESPONDENT'S PERCENTAGE OF OWNERSHIP IN THE JOINT VENTURE: ______%

SUBMIT A COPY OF THE JOINT VENTURE AGREEMENT. SUBMIT ANY OTHER DOCUMENTATION REQUESTED BY CITY TO SUBSTANTIATE THE EXISTANCE OF AND/OR PARTICIPATION IN THE JOINT VENTURE. NO PREFERENCE POINTS WILL BE ALLOCATED TO A JOINT VENTURE THAT FAILS TO SUBMIT REQUIRED DOCUMENTATION.

SOLICITATION NAME/NUMBER: PREPARATION OF A FRAMEWORK FOR HOUSING POLICY
RFP 18-027 RFx: 6100009778

PROVIDE THE FOLLOWING INFORMATION REGARDING BIDDER'S / RESPONDENT'S HEADQUARTERS:

Name of Business:	Economic & Planning Systems, Inc.	
Physical Address:	730 17th Street, Suite 630	
City, State, Zip Code:	Denver, CO 80220	
Phone Number:	303.623.3557	
Email Address:	aknudtsen@epsdenver.com	
Provide the total number of full-time, part-time, and contract personnel employed by Bidder / Respondent: 47		
Is Business headquartered within the incorporated San Antonio city limits? (circle one)	Yes	No
Has the business been headquartered in the incorporated San Antonio city limits for one year or more? (circle one)	Yes	No
If the answers to the questions above are "Yes", stop here. If the answer to either of the above questions is "No", provide responses to the following questions:		

City of San Antonio

Finance Department - Purchasing Division

Local Preference Program Identification Form

PROVIDE THE FOLLOWING INFORMATION REGARDING BIDDER'S / RESPONDENT'S LOCAL OFFICE (IF APPLICABLE): Not Applicable

Name of Business:		
Physical Address:		
City, State, Zip Code:		
Phone Number:		
Email Address:		
Provide the total number of full-time, part-time, and contract personnel employed by Bidder / Respondent in the local office: ___________		
Is the business located in the incorporated San Antonio city limits? (circle one)	Yes	No
Has the business been located in the incorporated San Antonio city limits for one year or more? (circle one)	Yes	No
Are at least 100 full-time, part-time or contract employees regularly based in the San Antonio office? (circle one)	Yes	No
Are at least 20% of the business' total full-time, part-time or contract employees regularly based in the San Antonio office? (circle one)	Yes	No
Do the employees in the San Antonio office perform a substantial role in the business' performance of a commercially useful function or are a substantial part of the business' operations conducted in the San Antonio office? (circle one)	Yes	No

City of San Antonio

Finance Department - Purchasing Division

Local Preference Program Identification Form

ACKNOWLEDGEMENT

THE STATE OF TEXAS

I certify that my responses and the information provided on this Local Preference Program Identification Form are true and correct to the best of my personal knowledge and belief and that I have made no willful misrepresentations on this form, nor have I withheld any relevant information in my statements and answers to questions. I am aware that any information given by me on this Local Preference Program Identification Form may be investigated and I hereby give my full permission for any such investigation, including the inspection of business records and site visits by City or its authorized representative. I fully acknowledge that any misrepresentations or omissions in my responses and information may cause my offer to be rejected or contract to be terminated. I further acknowledge that providing false information is grounds for debarment.

BIDDER'S / RESPONDENT'S FULL NAME:

Andrew M. Knudtsen
(Print Name) Authorized Representative of Bidder / Respondent

Andrew M. Knudtsen
(Signature) Authorized Representative of Bidder / Respondent

Managing Principal
Title

January 3, 2018
Date

This Local Preference Identification Form must be submitted with the bidder's / respondent's bid/proposal response.

City of San Antonio

Veteran-Owned Small Business (VOSB) Preference Program Identification Form

Authority. San Antonio City Code Chapter 2, Article XI describes the City's veteran-owned small business preference program.

Certification. The City relies on inclusion in the database of veteran-owned small businesses maintained by the U.S. Small Business Administration to verify VOSB status; however, veteran status may also be confirmed by certification by another public or private entity that uses similar certification procedures.

Preference. The VOSB preference applies to procurements of discretionary expenditure and revenue contracts for goods, services, and concessions, where the selection criteria are not limited by state or federal law. The preference consists of 5% of the evaluation points for a business that is certified as a Veteran-Owned Small Business. Moreover, the program recognizes joint venture agreements and allows for apportioning of points based upon the percentage of VOSB ownership of a joint venture responding to solicitations for which discretionary points are applied. There are no points available for VOSB subcontractors.

Tracking. In order to determine whether the program can be expanded at a later date, the City tracks VOSB participation at both the primary contract and subcontract levels.

Exclusions. This program does not apply to any expenditure or revenue contract with a value that is less than the amount that is required to be bid pursuant to state law (Chapter 252, Texas Local Government Code, as amended), currently $50,000 or less, or where limited by state or federal law.

Definitions.

The program uses the federal definitions of veteran and veteran-owned small business found in 38 CFR Part 74.

- The term "veteran" means a person who served on active duty with the U.S. Army, Air Force, Navy, Marine Corps, Coast Guard, for any length of time and at any place and who was discharged or released under conditions other than dishonorable. Reservists or members of the National Guard called to federal active duty or disabled from a disease or injury incurred or aggravated in line of duty or while in training status.

- A veteran-owned small business is a business that is not less than 51 percent owned by one or more veterans, or in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; the management and daily business operations of which are controlled by one or more veterans and qualifies as "small" for Federal business size stand purposes.

The program uses the below definition of joint venture.

- Joint Venture means a collaboration of for-profit business entities, in response to a solicitation, which is manifested by a written agreement, between two or more independently owned and controlled business firms to form a third business entity solely for purposes of undertaking distinct roles and responsibilities in the completion of a given contract. Under this business arrangement, each joint venture partner shares in the management of the joint venture and also shares in the profits or losses of the joint venture enterprise commensurately with its contribution to the venture.

The program does not distinguish between a veteran and a service-disabled veteran-owned business and is not limited geographically.

COMPLETE THE FOLLOWING FORM AND SUBMIT WITH YOUR RESPONSE EVEN IF YOU ARE NOT SEEKING A VETERAN'S PREFERENCE. THE RESPONDENT MUST COMPLETE AND SUBMIT THE FOLLOWING FORM TO BE IDENTIFIED AS A VETERAN-OWNED SMALL BUSINESS. IF RESPONDENT IS SUBMITTING AS A JOINT VENTURE, EACH VOSB MEMBER OF A JOINT VENTURE MUST COMPLETE AND SIGN THIS FORM.

PROVIDE THE FOLLOWING INFORMATION IF RESPONDENT IS SUBMITTING AS PART OF A JOINT VENTURE.

SUBMIT A COPY OF THE JOINT VENTURE AGREEMENT AND ANY OTHER DOCUMENTATION TO SUBSTANTIATE THE EXISTANCE OF AND/OR PARTICIPATION IN THE JOINT VENTURE. NO PREFERENCE POINTS WILL BE ALLOCATED TO A JOINT VENTURE THAT FAILS TO SUBMIT REQUIRED DOCUMENTATION.

INSTRUCTIONS

- IF SUBMITTING AS A PRIME CONTRACTOR ONLY, COMPLETE **SECTION 1** OF THIS FORM.
- IF SUBMITTING AS A PRIME CONTRACTOR UTILIZING A SUBCONTRACTOR, COMPLETE **SECTIONS 1 AND 2** OF THIS FORM.
- IF SUBMITTING AS PART OF A JOINT VENTURE, COMPLETE **SECTION 3** OF THIS FORM.
- IF SUBMITTING AS A JOINT VENTURE UTILIZING A SUBCONTRACTOR, COMPLETE **SECTIONS 2 AND 3** OF THIS FORM**.**

City of San Antonio

Veteran-Owned Small Business (VOSB) Preference Program Identification Form

SOLICITATION NAME/NUMBER: PREPARATION OF A FRAMEWORK FOR HOUSING POLICY RFP 18-027 RFx: 6100009778

Section 1: Prime Contractor

Name of PRIME CONTRACTOR:	Economic & Planning Systems, Inc.	
Physical Address:	730 17th Street, Suite 630	
City, State, Zip Code:	Denver, CO 80220	
Phone Number:	303.623.3557	
Email Address:	aknudtsen@epsdenver.com	
Is PRIME CONTRACTOR certified as a VOSB with the U.S. Small Business Administration? (circle one)	Yes	No
If yes, provide the SBA Certification #		
If not certified by the SBA, is PRIME CONTRACTOR certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	Yes	No
If yes, provide the name of the entity who has certified PRIME CONTRACTOR as a VOSB. Include any identifying certification numbers.		
Participation Percentage:		
Participation Dollar Amount:		

Section 2: Subcontractor

Is PRIME CONTRACTOR subcontracting with a business that is certified as a VOSB? (circle one)	Yes	No
Name of **SUBCONTRACTOR** Veteran-Owned Small Business:		
Physical Address:		
City, State, Zip Code:		
Phone Number:		
Email Address:		
Is **SUBCONTRACTOR** certified as a VOSB with the U.S. Small Business Administration? (circle one)	Yes	No
If yes, provide the SBA Certification #		
If not certified by the SBA, is **SUBCONTRACTOR** certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	Yes	No
If yes, provide the name of the entity who has certified **SUBCONTRACTOR** as a VOSB. Include any identifying certification numbers.		
Participation Percentage:		
Participation Dollar Amount:		

Section 3: Joint Ventures

Is Respondent submitting as part of a joint venture? (circle one)	Yes	No
Name of Joint Venture VOSB Member:		
Physical Address:		
City, State, Zip Code:		
Phone Number:		
Email Address:		
Percentage of Ownership of Joint Venture by VOSB Member:		
Is Joint Venture VOSB Member certified as a VOSB with the U.S. Small Business Administration? (circle one)	Yes	No
If yes, provide the SBA Certification #		
If not certified by the SBA, is Joint Venture VOSB Member certified as a VOSB by another public or private entity that uses similar certification procedures? (circle one)	Yes	No
If yes, provide the name of the entity who has certified Joint Venture VOSB Member as a VOSB. Include any identifying certification numbers.		
VOSB Member's Percentage Share in Profits / Loss of Joint Venture		

City of San Antonio

Veteran-Owned Small Business (VOSB) Preference Program Identification Form

ACKNOWLEDGEMENT

THE STATE OF TEXAS

I certify that my responses and the information provided on this Veteran-Owned Small Business Preference Program Identification Form are true and correct to the best of my personal knowledge and belief and that I have made no willful misrepresentations on this form, nor have I withheld any relevant information in my statements and answers to questions. I am aware that any information given by me on this Veteran-Owned Small Business Preference Program Identification Form may be investigated and I hereby give my full permission for any such investigation, including the inspection of business records and site visits by City or its authorized representative. I fully acknowledge that any misrepresentations or omissions in my responses and information may cause my offer to be rejected or contract to be terminated. I further acknowledge that providing false information is grounds for debarment.

RESPONDENT'S FULL NAME:

Andrew M. Knudtsen
(Print Name) Authorized Representative of Respondent

Andrew M. Knudtsen
(Signature) Authorized Representative of Respondent

Managing Principal
Title

January 3, 2018
Date

This Veteran-Owned Small Business Preference Program Identification Form must be submitted with the Respondent's proposal.

CERTIFICATE OF INTERESTED PARTIES

FORM 1295

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY
CERTIFICATION OF FILING

Certificate Number:
2017-296581

Date Filed:
12/21/2017

Date Acknowledged:

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

Economic & Planning Systems, Inc.
Denver, CO United States

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

CITY OF SAN ANTONIO NEIGHBORHOOD AND HOUSING SERVICES DEPARTMENT

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

6100009778
PREPARATION OF A FRAMEWORK FOR HOUSING POLICY

4

Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
		Controlling	Intermediary

5 Check only if there is NO Interested Party. [X]

6 UNSWORN DECLARATION

My name is Andrew M. Knudtsen, and my date of birth is 12/17/64.

My address is 730 17th St. Ste 630 (street), Denver (city), CO (state), 80202 (zip code), U.S. (country).

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Denver County, State of Colorado, on the 4th day of January (month), 2018 (year).

HELENA T. SOISTER NOTARY PUBLIC STATE OF COLORADO

My Comm. Expires 6/5/2020

Helena T. Soister, Denver County, Colo.

Andrew M. Knudtsen

Signature of authorized agent of contracting business entity (Declarant)

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 1/3/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Andreini & Company-San Mateo
220 West 20th Ave
San Mateo CA 94403

CONTACT NAME:
PHONE (A/C, No, Ext): 650-573-1111 **FAX (A/C, No):** 650-378-4361
E-MAIL ADDRESS: ktotten@andreini.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Federal Insurance Company	20281
INSURER B : Republic Indemnity Co of Calif	43753
INSURER C : Continental Casualty Company	20443
INSURER D :	
INSURER E :	
INSURER F :	

INSURED ECONO-5
Economic & Planning Systems
400 Capitol Mall, 28th Floor
Sacramento CA 95814

COVERAGES **CERTIFICATE NUMBER:** 1687613984 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE / X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY / PRO-JECT / LOC X OTHER: Per Project/Loc	Y	Y	35929623WCE	4/1/2017	4/1/2018	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ excluded
							GENERAL AGGREGATE	$ 3,000,000
							PRODUCTS - COMP/OP AGG	$ 3,000,000
							Per Project Agg	$ 3,000,000
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS / SCHEDULED AUTOS X HIRED AUTOS / X NON-OWNED AUTOS	Y	Y	73558746	4/1/2017	4/1/2018	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	UMBRELLA LIAB / X OCCUR X EXCESS LIAB / CLAIMS-MADE DED X RETENTION $ $0			79871994	4/1/2017	4/1/2018	EACH OCCURRENCE	$ 1,000,000
							AGGREGATE	$ 1,000,000
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A	Y	16150814	4/1/2017	4/1/2018	X PER STATUTE / OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
C	Errors & Omissions Adv/Personal Injury			425343942	4/1/2017	4/1/2018	Per Claim Annual Aggregate	2,000,000 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

EPS #: 173118

City of San Antonio Neighborhood and Housing Services Department and City of San Antonio, Finance Department – Purchasing Division, its officers, officials, employees, volunteers, and elected representatives are additional insured with regard to General and Auto Liability and Waivers of Subrogation apply per attached policy provisions.

CERTIFICATE HOLDER

City of San Antonio
Attn: Neighborhood and Housing Services Department
P.O. Box 839966
San Antonio TX 78283-3966

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

19	Mobile Equipment Subject To Compulsory Or Financial Responsibility Or Other Motor Vehicle Insurance Law Only	Only those "autos" that are land vehicles and that would qualify under the definition of "mobile equipment" under this policy if they were not subject to a compulsory or financial responsibility law or other motor vehicle insurance law where they are licensed or principally garaged.

B. Owned Autos You Acquire After The Policy Begins

1. If Symbols **1, 2, 3, 4, 5, 6** or **19** are entered next to a coverage in Item Two of the Declarations, then you have coverage for "autos" that you acquire of the type described for the remainder of the policy period.

2. But, if Symbol **7** is entered next to a coverage in Item Two of the Declarations, an "auto" you acquire will be a covered "auto" for that coverage only if:

a. We already cover all "autos" that you own for that coverage or it replaces an "auto" you previously owned that had that coverage; and

b. You tell us within 30 days after you acquire it that you want us to cover it for that coverage.

C. Certain Trailers, Mobile Equipment And Temporary Substitute Autos

If Covered Autos Liability Coverage is provided by this Coverage Form, the following types of vehicles are also covered "autos" for Covered Autos Liability Coverage:

1. "Trailers" with a load capacity of 2,000 pounds or less designed primarily for travel on public roads.

2. "Mobile equipment" while being carried or towed by a covered "auto".

3. Any "auto" you do not own while used with the permission of its owner as a temporary substitute for a covered "auto" you own that is out of service because of its:

a. Breakdown;

b. Repair;

c. Servicing;

d. "Loss"; or

e. Destruction.

SECTION II – COVERED AUTOS LIABILITY COVERAGE

A. Coverage

We will pay all sums an "insured" legally must pay as damages because of "bodily injury" or "property damage" to which this insurance applies, caused by an "accident" and resulting from the ownership, maintenance or use of a covered "auto".

We will also pay all sums an "insured" legally must pay as a "covered pollution cost or expense" to which this insurance applies, caused by an "accident" and resulting from the ownership, maintenance or use of covered "autos". However, we will only pay for the "covered pollution cost or expense" if there is either "bodily injury" or "property damage" to which this insurance applies that is caused by the same "accident".

We have the right and duty to defend any "insured" against a "suit" asking for such damages or a "covered pollution cost or expense". However, we have no duty to defend any "insured" against a "suit" seeking damages for "bodily injury" or "property damage" or a "covered pollution cost or expense" to which this insurance does not apply. We may investigate and settle any claim or "suit" as we consider appropriate. Our duty to defend or settle ends when the Covered Autos Liability Coverage Limit of Insurance has been exhausted by payment of judgments or settlements.

1. Who Is An Insured

The following are "insureds":

a. You for any covered "auto".

b. Anyone else while using with your permission a covered "auto" you own, hire or borrow except:

(1) The owner or anyone else from whom you hire or borrow a covered "auto".

This exception does not apply if the covered "auto" is a "trailer" connected to a covered "auto" you own.

(2) Your "employee" if the covered "auto" is owned by that "employee" or a member of his or her household.

(3) Someone using a covered "auto" while he or she is working in a business of selling, servicing, repairing, parking or storing "autos" unless that business is yours.

(4) Anyone other than your "employees", partners (if you are a partnership), members (if you are a limited liability company) or a lessee or borrower or any of their "employees", while moving property to or from a covered "auto".

(5) A partner (if you are a partnership) or a member (if you are a limited liability company) for a covered "auto" owned by him or her or a member of his or her household.

c. Anyone liable for the conduct of an "insured" described above but only to the extent of that liability.

2. Coverage Extensions

a. Supplementary Payments

We will pay for the "insured":

(1) All expenses we incur.

(2) Up to $2,000 for cost of bail bonds (including bonds for related traffic law violations) required because of an "accident" we cover. We do not have to furnish these bonds.

(3) The cost of bonds to release attachments in any "suit" against the "insured" we defend, but only for bond amounts within our Limit of Insurance.

(4) All reasonable expenses incurred by the "insured" at our request, including actual loss of earnings up to $250 a day because of time off from work.

(5) All court costs taxed against the "insured" in any "suit" against the "insured" we defend. However, these payments do not include attorneys' fees or attorneys' expenses taxed against the "insured".

(6) All interest on the full amount of any judgment that accrues after entry of the judgment in any "suit" against the "insured" we defend, but our duty to pay interest ends when we have paid, offered to pay or deposited in court the part of the judgment that is within our Limit of Insurance.

These payments will not reduce the Limit of Insurance.

b. Out-of-state Coverage Extensions

While a covered "auto" is away from the state where it is licensed, we will:

(1) Increase the Limit of Insurance for Covered Autos Liability Coverage to meet the limits specified by a compulsory or financial responsibility law of the jurisdiction where the covered "auto" is being used. This extension does not apply to the limit or limits specified by any law governing motor carriers of passengers or property.

(2) Provide the minimum amounts and types of other coverages, such as no-fault, required of out-of-state vehicles by the jurisdiction where the covered "auto" is being used.

We will not pay anyone more than once for the same elements of loss because of these extensions.

B. Exclusions

This insurance does not apply to any of the following:

1. Expected Or Intended Injury

"Bodily injury" or "property damage" expected or intended from the standpoint of the "insured".

2. Contractual

Liability assumed under any contract or agreement.

But this exclusion does not apply to liability for damages:

a. Assumed in a contract or agreement that is an "insured contract", provided the "bodily injury" or "property damage" occurs subsequent to the execution of the contract or agreement; or

b. That the "insured" would have in the absence of the contract or agreement.

3. Workers' Compensation

Any obligation for which the "insured" or the "insured's" insurer may be held liable under any workers' compensation, disability benefits or unemployment compensation law or any similar law.

4. Loss Payment – Physical Damage Coverages

At our option, we may:

a. Pay for, repair or replace damaged or stolen property;

b. Return the stolen property, at our expense. We will pay for any damage that results to the "auto" from the theft; or

c. Take all or any part of the damaged or stolen property at an agreed or appraised value.

If we pay for the "loss", our payment will include the applicable sales tax for the damaged or stolen property.

5. Transfer Of Rights Of Recovery Against Others To Us

If any person or organization to or for whom we make payment under this Coverage Form has rights to recover damages from another, those rights are transferred to us. That person or organization must do everything necessary to secure our rights and must do nothing after "accident" or "loss" to impair them.

B. General Conditions

1. Bankruptcy

Bankruptcy or insolvency of the "insured" or the "insured's" estate will not relieve us of any obligations under this Coverage Form.

2. Concealment, Misrepresentation Or Fraud

This Coverage Form is void in any case of fraud by you at any time as it relates to this Coverage Form. It is also void if you or any other "insured", at any time, intentionally conceals or misrepresents a material fact concerning:

a. This Coverage Form;

b. The covered "auto";

c. Your interest in the covered "auto"; or

d. A claim under this Coverage Form.

3. Liberalization

If we revise this Coverage Form to provide more coverage without additional premium charge, your policy will automatically provide the additional coverage as of the day the revision is effective in your state.

4. No Benefit To Bailee – Physical Damage Coverages

We will not recognize any assignment or grant any coverage for the benefit of any person or organization holding, storing or transporting property for a fee regardless of any other provision of this Coverage Form.

5. Other Insurance

a. For any covered "auto" you own, this Coverage Form provides primary insurance. For any covered "auto" you don't own, the insurance provided by this Coverage Form is excess over any other collectible insurance. However, while a covered "auto" which is a "trailer" is connected to another vehicle, the Covered Autos Liability Coverage this Coverage Form provides for the "trailer" is:

(1) Excess while it is connected to a motor vehicle you do not own; or

(2) Primary while it is connected to a covered "auto" you own.

b. For Hired Auto Physical Damage Coverage, any covered "auto" you lease, hire, rent or borrow is deemed to be a covered "auto" you own. However, any "auto" that is leased, hired, rented or borrowed with a driver is not a covered "auto".

c. Regardless of the provisions of Paragraph **a.** above, this Coverage Form's Covered Autos Liability Coverage is primary for any liability assumed under an "insured contract".

d. When this Coverage Form and any other Coverage Form or policy covers on the same basis, either excess or primary, we will pay only our share. Our share is the proportion that the Limit of Insurance of our Coverage Form bears to the total of the limits of all the Coverage Forms and policies covering on the same basis.

6. Premium Audit

a. The estimated premium for this Coverage Form is based on the exposures you told us you would have when this policy began. We will compute the final premium due when we determine your actual exposures. The estimated total premium will be credited against the final premium due and the first Named Insured will be billed for the balance, if any. The due date for the final premium or retrospective premium is the date shown as the due date on the bill. If the estimated total premium exceeds the final premium due, the first Named Insured will get a refund.

b. If this policy is issued for more than one year, the premium for this Coverage Form will be computed annually based on our rates or premiums in effect at the beginning of each year of the policy.

CHUBB®

Liability Insurance

Endorsement

Policy Period	APRIL 1, 2017 TO APRIL 1, 2018
Effective Date	APRIL 1, 2017
Policy Number	3592-96-23 WCE
Insured	ECONOMIC & PLANNING SYSTEMS INC
Name of Company	FEDERAL INSURANCE COMPANY
Date Issued	JANUARY 23, 2017

This Endorsement applies to the following forms:

GENERAL LIABILITY

Under Who Is An Insured, the following provision is added.

Who Is An Insured

Additional Insured - Scheduled Person Or Organization

Persons or organizations shown in the Schedule are **insureds**; but they are **insureds** only if you are obligated pursuant to a contract or agreement to provide them with such insurance as is afforded by this policy.

However, the person or organization is an **insured** only:

- if and then only to the extent the person or organization is described in the Schedule;
- to the extent such contract or agreement requires the person or organization to be afforded status as an **insured**;
- for activities that did not occur, in whole or in part, before the execution of the contract or agreement; and
- with respect to damages, loss, cost or expense for injury or damage to which this insurance applies.

No person or organization is an **insured** under this provision:

- that is more specifically identified under any other provision of the Who Is An Insured section (regardless of any limitation applicable thereto).
- with respect to any assumption of liability (of another person or organization) by them in a contract or agreement. This limitation does not apply to the liability for damages, loss, cost or expense for injury or damage, to which this insurance applies, that the person or organization would have in the absence of such contract or agreement.

Liability Endorsement

(continued)

Under Conditions, the following provision is added to the condition titled Other Insurance.

Conditions

Other Insurance – Primary, Noncontributory Insurance – Scheduled Person Or Organization

If you are obligated, pursuant to a contract or agreement, to provide the person or organization shown in the Schedule with primary insurance such as is afforded by this policy, then in such case this insurance is primary and we will not seek contribution from insurance available to such person or organization.

Schedule

Persons or organizations that you are obligated, pursuant to a contract or agreement, to provide with such insurance as is afforded by this policy.

All other terms and conditions remain unchanged.

Authorized Representative

Conditions
(continued)

Transfer Or Waiver Of Rights Of Recovery Against Others

We will waive the right of recovery we would otherwise have had against another person or organization, for loss to which this insurance applies, provided the **insured** has waived their rights of recovery against such person or organization in a contract or agreement that is executed before such loss.

To the extent that the **insured**'s rights to recover all or part of any payment made under this insurance have not been waived, those rights are transferred to us. The **insured** must do nothing after loss to impair them. At our request, the **insured** will bring **suit** or transfer those rights to us and help us enforce them.

This condition does not apply to **medical expenses**.

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

State	Person or Organization	Job Description
California		

This endorsement provides a blanket waiver of subrogation applicable to all jobs for persons or organizations whom the Named Insured has agreed by written contract to furnish this waiver. The charge for this endorsement shall be 2.5% of total manual premium, subject to a minimum premium of $250. This charge will be billed on your next invoice based on current manual premium, and the final charge will be calculated and billed at the final audit.

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

Republic Indemnity Company of California	
Company Number	27561
Insured	Economic and Planning Systems, Inc.
Policy Number	161508-14
Endorsement Number	6
Endorsement Effective	April 01, 2017
Printed On	March 21, 2017

Countersigned by : ________________________

Insured Copy

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 7/24/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Andreini & Company-San Mateo 220 West 20th Ave San Mateo CA 94403	**CONTACT NAME:** **PHONE (A/C, No, Ext):** 650-573-1111 **FAX (A/C, No):** 650-378-4361 **E-MAIL ADDRESS:** ktotten@andreini.com
INSURED ECONO-5 Economic & Planning Systems 400 Capitol Mall, 28th Floor Sacramento CA 95814	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Federal Insurance Company	20281
INSURER B : Republic Indemnity Co of Calif	43753
INSURER C : Continental Casualty Company	20443
INSURER D :	
INSURER E :	
INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 1210873087 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC X OTHER: Per Project/Loc			35929623WCE	4/1/2017	4/1/2018	EACH OCCURRENCE	$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$1,000,000
							MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$excluded
							GENERAL AGGREGATE	$3,000,000
							PRODUCTS - COMP/OP AGG	$3,000,000
							Per Project Agg	$3,000,000
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS / SCHEDULED AUTOS X HIRED AUTOS / X NON-OWNED AUTOS			73558746	4/1/2017	4/1/2018	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	UMBRELLA LIAB X OCCUR X EXCESS LIAB CLAIMS-MADE DED X RETENTION $ $0			79871994	4/1/2017	4/1/2018	EACH OCCURRENCE	$1,000,000
							AGGREGATE	$1,000,000
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		16150814	4/1/2017	4/1/2018	X PER STATUTE / OTH-ER	
							E.L. EACH ACCIDENT	$1,000,000
							E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
C	Errors & Omissions Adv/Personal Injury			425343942	4/1/2017	4/1/2018	Per Claim	2,000,000
							Annual Aggregate	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
Evidence of Coverage	**SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.** **AUTHORIZED REPRESENTATIVE** K L Totten

STATEMENT OF DIRECT LABOR, FRINGE BENEFITS,

AND GENERAL OVERHEAD

ECONOMIC & PLANNING SYSTEMS, INC.

DECEMBER 31, 2016

Statement of Direct Labor, Fringe Benefits, and General Overhead

ECONOMIC & PLANNING SYSTEMS, INC.
SACRAMENTO, CALIFORNIA

December 31, 2016

Calegari & Morris
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT ACCOUNTANTS' REVIEW REPORT

Board of Directors
Economic & Planning Systems, Inc.
Sacramento, California

We have reviewed the accompanying special-purpose Statement of Direct Labor, Fringe Benefits, and General Overhead of Economic & Planning Systems, Inc., for the year ended December 31, 2016 and the related notes to the financial statements. A review includes primarily applying analytical procedures to management financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the Statement of Direct Labor, Fringe Benefits, and General Overhead as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Schedule

Management is responsible for the preparation and fair presentation of the Statement of Direct Labor, Fringe Benefits, and General Overhead in accordance with the regulatory provision prescribed by the Federal Acquisition Regulations described in Note 1. This includes determining that the basis of accounting the company uses for these regulatory provisions is an acceptable basis for the preparation of financial statements in the circumstances. Management is also responsible for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountants' Responsibility

Our responsibility is to conduct the review in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the Statement of Direct labor, Fringe Benefits, and General Overhead for them to be in accordance with the basis of accounting the company uses for regulatory provisions prescribed by the Federal Acquisitions Register described in Note 1. We believe the results of our procedures provide a reasonable basis for our report.

Accountants' Conclusion

Based on our review, we are not aware of any material modifications that should be made to the special-purpose accompanying statement of Direct Labor, Fringe Benefits, and General Overhead in order for it to be in conformity with the requirements for allowable expenses prescribed by the Federal Acquisition Regulations referred to in Note 1.

Basis of Accounting

We draw attention to Note 1 of the financial statements, which describes the basis of accounting. The accompanying special-purpose Statement of Direct Labor, Fringe Benefits, and General Overhead is prepared for the purpose of complying with the accounting practices and cost principles prescribed by the Federal Acquisition Regulations referred to in Note 1, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our conclusion is not modified with respect to this matter.

123 Mission Street, 18th Floor • San Francisco, CA 94105 • Phone: 415-981-8766 • Fax: 415-981-1124 • www.calegariandmorris.com

Restriction on Use

This report is intended solely for the use of the board of directors and management of Economic & Planning Systems, Inc., and other government agencies with whom the company is contracted to do business and should not be used by anyone other than these specified parties.

Calegari & Morris

Calegari & Morris
CERTIFIED PUBLIC ACCOUNTANTS

AUGUST 15, 2017

ECONOMIC & PLANNING SYSTEMS, INC
STATEMENT OF DIRECT LABOR, FRINGE BENEFITS, AND GENERAL OVERHEAD
FOR THE YEAR ENDED DECEMBER 31, 2016

DESCRIPTION	2016 ACTUAL	DIRECT COSTS	INDIRECT COSTS TOTAL	INDIRECT COSTS UNALLOWED	INDIRECT COSTS ALLOWABLE	% DIRECT LABOR
DIRECT LABOR	$ 2,189,521	$ 2,189,521				
FRINGE BENEFITS						
Holiday/vacation/sick	$ 630,986		$ 630,986		$ 630,986	
Employer payroll taxes	339,672		339,672		339,672	
Profit Sharing contribution	100,000		100,000		100,000	
Workers Compensation insurance	12,218		12,218		12,218	
Group insurance	400,417		400,417		400,417	
TOTAL FRINGE BENEFITS	1,483,293		1,483,293		1,483,293	68%
GENERAL OVERHEAD						
Office indirect labor	1,667,916		1,667,916		1,667,916	
Other personnel expense	24,161		24,161		24,161	
Incentive compensation	365,043		365,043	($ 254,157)	110,887	
Training and education	41,987		41,987		41,987	
Professional registration and dues	32,010		32,010		32,010	
Reference materials	4,199		4,199		4,199	
Rent	571,922		571,922		571,922	
Utilities and janitorial	4,830		4,830		4,830	
Office supplies	34,852		34,852		34,852	
Telephone	49,030		49,030		49,030	
Postage and delivery	6,712		6,712		6,712	
Equipment rental	55,741		55,741		55,741	
Property and business taxes	23,866		23,866		23,866	
Moving	70,673		70,673		70,673	
Management and financial services	125,629		125,629		125,629	
Computer services	87,021		87,021		87,021	
Legal fees	275		275		275	
Data acquisition	78,544		78,544		78,544	
Interest expense	1,645		1,645	(1,645)		
Professional liability insurance	14,188		14,188		14,188	
Business insurance	23,071		23,071		23,071	
Travel	60,846		60,846		60,846	
Business meals and meetings	14,762		14,762	(14,762)		
Contributions	12,580		12,580	(12,580)		
Depreciation	94,421		94,421		94,421	
Marketing	29,367		29,367	(29,367)		
Bad debt expense	1,116		1,116	(1,116)		
State income tax	800		800		800	
TOTAL GENERAL OVERHEAD	3,497,208		3,497,208	(313,627)	3,183,581	145%
TOTAL INDIRECT COSTS	$ 4,980,501		$ 4,980,501	($ 313,627)	$ 4,666,874	213%

See independent accountants' review report. The accompanying notes are an integral part of this statement.

ECONOMIC & PLANNING SYSTEMS, INC.
NOTES TO THE STATEMENT OF DIRECT LABOR, FRINGE BENEFITS
AND GENERAL OVERHEAD
FOR THE YEAR ENDED DECEMBER 31, 2016

NOTE 1 SPECIAL-PURPOSE STATEMENT

The accompanying Statement of Direct Labor, Fringe Benefits, and General Overhead is a partial presentation of the company's operating expenses. This statement is intended to present allowable fringe benefits and general overhead in relation to direct labor. The determination of allowable and unallowable expenses is made by reference to the Federal Acquisition Regulations, 48 CFR, Chapter 1, Part 31.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Company

Economic & Planning Systems, Inc. is a corporation providing consulting services to the real estate industry, primarily in the western United States. The company was incorporated in 1987.

Description of Accounting Systems

The company maintains a job-order cost accounting system for the recording and accumulation of costs incurred under its contracts. Each project is assigned a job code so that costs may be segregated and accumulated in the company's job-order cost accounting system.

The company's method of estimating costs for pricing purposes during the proposal process is consistent with the accumulation and reporting of costs under its job-order cost accounting system.

NOTE 3 UNALLOWED COSTS

Certain general overhead costs are unallowed for purposes of the presentation of fringe benefits and general overhead in relation to direct labor. These unallowed expenses include bonuses to shareholders, deferred state tax expense, and other unallowed expense categories.

NOTE 4 INCENTIVE COMPENSATION

The company has a deferred compensation plan for its equity and profit sharing principals. Equity principals participate in the equity deferred compensation plan and, along with profit sharing principals, also participate in the current deferred compensation plan.

See independent accountants' review report.

ECONOMIC & PLANNING SYSTEMS, INC.

FINANCIAL STATEMENTS

DECEMBER 31, 2016 AND 2015

Financial Statements

ECONOMIC & PLANNING SYSTEMS, INC.
SACRAMENTO, CALIFORNIA

December 31, 2016 and 2015

Financial Statements | Page

Calegari & Morris
CERTIFIED PUBLIC ACCOUNTANTS

INDEPENDENT ACCOUNTANTS' COMPILATION REPORT

Board of Directors
Economic & Planning Systems, Inc.
Sacramento, California

Management is responsible for the accompanying financial statements of Economic & Planning Systems, Inc. (an S Corporation), which comprise the balance sheets as of December 31, 2016 and 2015, and the related statements of income, changes in stockholders' equity and cash flows for the years then ended, and the related notes to the financial statements in accordance with accounting principles generally accepted in the United States of America. We have performed the compilation engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Calegari & Morris

Calegari & Morris
CERTIFIED PUBLIC ACCOUNTANTS

JUNE 27, 2017

123 Mission Street, 18th Floor • San Francisco, CA 94105 • Phone: 415-981-8766 • Fax: 415-981-1124 • www.calegariandmorris.com

ECONOMIC & PLANNING SYSTEMS, INC.
BALANCE SHEETS
DECEMBER 31, 2016 AND 2015

ASSETS	2016	2015
CURRENT ASSETS		
Cash	$ 80,794	$ 32,725
Accounts receivable, net of allowance for doubtful accounts	2,080,995	1,774,969
Stockholder receivable	20,925	39,575
Work-in-process	149,210	235,000
Prepaid expenses and other current assets	74,481	220,797
Total current assets	2,406,405	2,303,066
EQUIPMENT AND LEASEHOLD IMPROVEMENTS, net		
Furniture and equipment	424,888	424,888
Computer hardware and software	751,855	751,855
Leasehold improvements	176,451	72,897
Total equipment and leasehold improvements	1,353,194	1,249,640
Less accumulated depreciation and amortization	(1,316,442)	(1,222,021)
Total equipment and leasehold improvements, net	36,752	27,619
DEPOSITS	34,202	58,268
TOTAL ASSETS	$ 2,477,359	$ 2,388,953

See independent accountants' compilation report. The accompanying notes are an integral part of the financial statements.

ECONOMIC & PLANNING SYSTEMS, INC.
BALANCE SHEETS (CONTINUED)
DECEMBER 31, 2016 AND 2015

LIABILITIES AND STOCKHOLDERS' EQUITY	2016	2015
CURRENT LIABILITIES		
Accounts payable and accrued expenses	$ 231,311	$ 233,902
Line of credit		30,000
Accrued salaries and vacation pay	414,923	355,972
Accrued profit sharing plan contribution	100,000	151,000
Deferred revenue	45,905	31,996
Distributions payable	10,401	
Current portion of deferred compensation	312,765	347,220
Current portion of notes payable and stockholder loans	24,054	51,100
Total current liabilities	1,139,359	1,201,190
NOTES PAYABLE, less current portion	108,446	
DEFERRED COMPENSATION, less current portion	968,783	928,592
DEFERRED INCOME TAXES	6,996	6,996
TOTAL LIABILITIES	2,223,584	2,136,778
STOCKHOLDERS' EQUITY		
Capital stock; no par value, authorized 10,000 shares; 1,362 shares issued and outstanding as of December 31, 2016 and 2015	145,218	145,218
Retained earnings	108,557	106,957
TOTAL STOCKHOLDERS' EQUITY	253,775	252,175
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	$ 2,477,359	$ 2,388,953

See independent accountants' compilation report. The accompanying notes are an integral part of the financial statements.

ECONOMIC & PLANNING SYSTEMS, INC.
STATEMENTS OF INCOME
FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

	2016	2015
REVENUE		
Consultant income	$ 7,210,184	$ 7,327,168
Subcontractor and miscellaneous	553,487	871,585
Reimbursables	138,126	142,812
	7,901,797	8,341,565
DIRECT COSTS		
Direct labor	2,189,521	2,369,126
Consultant costs	566,489	929,120
Reimbursable costs	153,327	198,463
	2,909,337	3,496,709
GROSS PROFIT	4,992,460	4,844,856
EXPENSE		
Salaries	2,347,639	2,154,170
Rent	627,663	607,345
Employee benefits	400,417	425,563
Employment taxes	339,672	339,768
Office	180,264	114,576
Professional services	125,904	135,243
Profit sharing contribution	100,000	151,000
Depreciation and amortization	94,421	9,881
Computer services	87,021	59,009
Professional development	81,010	91,206
Data acquisition	78,544	93,597
Marketing and promotion	63,888	41,714
Travel	60,847	33,753
Insurance	49,476	55,566
Business and property taxes	23,866	29,854
Interest	1,645	6,646
Bad debt	1,116	1,516
	4,663,393	4,350,407
OPERATING INCOME	329,067	494,449
OTHER INCOME (EXPENSE)		
Interest income	38	9
Deferred compensation	(316,304)	(487,661)
	(316,266)	(487,652)
INCOME BEFORE STATE INCOME TAXES	12,801	6,797
STATE INCOME TAX BENEFIT (EXPENSE)	(800)	(5,800)
NET INCOME	$ 12,001	$ 997

See independent accountants' compilation report. The accompanying notes are an integral part of the financial statements.

ECONOMIC & PLANNING SYSTEMS, INC.
STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

	CAPITAL STOCK	RETAINED EARNINGS	TOTAL
BALANCE, JANUARY 1, 2015	$ 145,218	$ 105,960	$ 251,178
Net income		997	997
BALANCE, DECEMBER 31, 2015	145,218	106,957	252,175
Stockholder Distributions		(10,401)	(10,401)
Net income		12,001	12,001
BALANCE, DECEMBER 31, 2016	$ 145,218	$ 108,557	$ 253,775

See independent accountants' compilation report. The accompanying notes are an integral part of the financial statements.

ECONOMIC & PLANNING SYSTEMS, INC.
STATEMENTS OF CASH FLOW
FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

	2016	2015
OPERATING ACTIVITIES		
Net income	$ 12,001	$ 997
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	94,421	9,881
Allowance for doubtful accounts	(3,094)	(16,164)
Deferred income provision	-	5,000
Changes in operating assets and liabilities:		
Increase in accounts receivable	(302,932)	(42,458)
Decrease (increase) in work-in-process, other current assets and deposits	85,790	(20,000)
Decrease (increase) in prepaid expenses and other current assets	164,966	(116,207)
Decrease in deposits	24,066	
Increase in accounts payable and accrued expenses	(2,591)	(3,927)
Increase (decrease) in accrued profit sharing plan contribution	(51,000)	32,892
Increase in accrued salaries, vacation pay and deferred compensation	99,142	134,389
Increase (decrease) in deferred revenue	13,909	(48,183)
Increase (decrease) in deferred compensation	(34,455)	90,297
CASH PROVIDED BY OPERATING ACTIVITIES	100,223	26,517
INVESTING ACTIVITIES		
Purchase of equipment and leasehold improvements	(103,554)	(4,179)
CASH USED IN INVESTING ACTIVITIES	(103,554)	(4,179)
FINANCING ACTIVITIES		
Net receipts (payments) on line of credit	(30,000)	30,000
Principal payments on stockholder loans	(51,100)	
Borrowings (payments) on notes payable	132,500	(42,521)
CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	51,400	(12,521)
INCREASE IN CASH	48,069	9,817
CASH AT BEGINNING OF YEAR	32,725	22,908
CASH AT END OF YEAR	$ 80,794	$ 32,725

See independent accountants' compilation report. The accompanying notes are an integral part of the financial statements.

ECONOMIC & PLANNING SYSTEMS, INC.
STATEMENTS OF CASH FLOW (CONTINUED)
FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

		2016		2015
SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION				
Cash paid for interest expense	$	1,452	$	6,271
Cash paid for income tax payments		900		807
NON-CASH INVESTING AND FINANCING ACTIVITIES				
Stockholder distributions	$	10,401		
Distributions payable		(10,401)		
Cash paid for stockholders' distributions	$	-		

See independent accountants' compilation report. The accompanying notes are an integral part of the financial statements.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Nature of Business and Concentration of Risk

Economic & Planning Systems, Inc. is a corporation providing consulting services to the real estate industry, primarily in the Western United States.

The company has identified its financial instruments, which are potentially subject to credit risk. These financial instruments consist principally of unsecured accounts receivable with clients located primarily in the western United States. The company has recorded an allowance for doubtful accounts of $87,254 and $90,348 in 2016 and 2015, respectively.

B. Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could vary from the estimates that were used. In the financial statements, to give some examples, estimates are used to evaluate the allowance for doubtful accounts, the useful life of depreciable assets, the amount of deferred income tax assets and liabilities, and the amount of certain liabilities accrued at year-end.

C. Revenue Recognition

The corporation recognizes income on the accrual basis. Revenue is accrued as professional services are performed. Work-in-process represents accrued but unbilled time and costs. On a current basis, provision is made for any time and expense in excess of billable revenues. Cash received before work is performed is recorded as client retainers; advance billings are treated as deferred revenue.

D. Cash Equivalents

The company considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

E. Equipment, Leasehold Improvements, and Depreciation

Equipment and leasehold improvements are stated at cost. Provision for depreciation and amortization of furniture, equipment, and leasehold improvements is computed using primarily accelerated methods over estimated useful lives as follows:

Furniture and equipment	- 5 - 7 years
Computer hardware and software	- 3 - 5 years
Leasehold improvements	- Life of lease or estimated useful life, whichever is shorter

The costs of assets sold or otherwise disposed of and the accumulated depreciation thereon are eliminated from the accounts and the resulting gain or loss is reflected in income, except for gains on assets traded where no cash is received. Expenditures for maintenance and repairs are charged to income as incurred; replacements and betterments that extend the useful lives are capitalized.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

F. Income Taxes

The company elected to be taxed under the provisions of Subchapter S of the Internal Revenue Code. Under those provisions, the company does not pay federal corporate income tax on its taxable income. The corporation is subject to a state franchise tax calculated at 1.5% of its taxable income or $800, whichever is greater. The stockholders are liable for individual federal and California income taxes on their respective shares of the company's taxable income.

Deferred taxes relate primarily to differences between accrual basis financial reporting and cash basis income tax reporting. The deferred tax assets and liabilities represent the future state franchise tax return consequences of those differences, which will either be taxable or deductible when the assets and liabilities are recovered or settled.

A number of the company's tax returns remain subject to examination by taxing authorities. These include U.S. federal returns for three years and California returns for four years.

G. Advertising Costs

The company expenses advertising costs as they are incurred. Advertising expense was $29,367 and $35,406 for the years ended December 31, 2016 and 2015, respectively.

H. Deferred Bonuses

The company periodically approves bonuses for extraordinary services provided by certain key employees. A portion of these bonuses is deferred, according to a pre-arranged payment schedule.

I. Reclassifications

Certain accounts in the prior-year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year financial statements. These reclassifications had no effect on previously reported net income or equity.

NOTE 2 NOTES PAYABLE AND STOCKHOLDER LOANS

Notes payable and stockholder loans are comprised of the following:

	2016	2015
Notes payable to stockholders with interest at the short-term applicable federal rate of .67% and .56% for the years ended December 31, 2016 and 2015 respectively, due and payable on demand, unsecured.		$ 29,200
Notes payable to former stockholders with interest at the short-term applicable federal rate of .67% and .56% for the years ended December 31, 2016 and 2015 respectively, due and payable on demand, unsecured.		21,900
Note payable to bank, secured by the general assets of the Company, payable in 60 monthly installments of $2,495 through December 5, 2021, which includes an annual interest rate of 4.84%.	$ 132,500	
	132,500	51,100
Less current portion	(24,054)	(51,100)
	$ 108,446	$ 0

The company accrued interest of $375 and $193 on the stockholder loans as of December 31, 2016 and 2015, respectively.

At December 31, 2016, scheduled maturities of notes payable were as follows:

2017	$ 24,054
2018	25,245
2019	26,494
2020	27,805
2021	28,902
	$ 132,500

NOTE 3 BANK LINE OF CREDIT

Under a bank line of credit agreement, which matures May 7, 2018, the company may borrow up to $400,000. No borrowings were made under this agreement as of December 31, 2016. The agreement provides for interest payable monthly at prime (3.5% at December 31, 2016) plus 1.5%, subject to a minimum rate of 5.00%, the rate at December 31, 2016 and 2015. The agreement is secured by a security interest in the general assets of the company, primarily accounts receivable and is guaranteed by the stockholders of the company.

The company is subject to certain financial covenants under its note agreements with a bank. The covenants require the company to maintain a ratio of EBITDA/CPLTD + interest expense not in excess of 1.250 to 1.000. The company was in compliance with the covenants as of December 31, 2016.

NOTE 4 PROFIT SHARING AND SALARY DEFERRAL PLAN

The corporation has a qualified profit sharing plan for substantially all of its employees. The Board of Directors determines the amount to be contributed to the plan annually. Contributions of $100,000 and $151,000 were made in 2016 and 2015, respectively.

The company also maintains an Internal Revenue Code Section 401(k) salary deferral plan for the benefit of its employees. Under this plan, eligible employees may elect to defer a percentage of their salary. The company does not match a percentage of elective employee salary deferrals.

NOTE 5 DEFERRED COMPENSATION

The company maintains a deferred compensation plan for its equity and profit sharing principals. Equity principals participate in the equity deferred compensation plan and, along with profit sharing principals, also participate in the current deferred compensation plan.

	2016	2015
Equity Deferred Compensation	$ 757,914	$ 845,056
Current Deferred Compensation	523,634	430,756
	$ 1,281,548	$ 1,275,812

See independent accountants' compilation report.

NOTE 6 INCOME TAX PROVISION

The income tax provision includes the following:

	2016	2015
Current	$ 800	$ 800
Deferred		5,000
	$ 800	$ 5,800

For the year ended December 31, 2016 the company's effective income tax rate is higher than expected when the federal and state statutory rates are applied to the income before income taxes. The difference in the tax rates results primarily from rounding the calculated tax provision to the nearest $5,000.

NOTE 7 LEASE COMMITMENTS

The company occupies office space in Sacramento, Los Angeles, and Oakland, California and Denver, Colorado. The Los Angeles lease is month to month. The other leases provide for annual rent commitments as follows:

Year	Sacramento	Oakland	Denver	Total
2017	$ 136,999	$ 230,553	$ 120,160	$ 487,712
2018	140,148	237,470	50,682	428,300
2019	146,447	237,470		383,917
2020	139,886	79,156		219,042
	$ 563,480	$ 784,649	$ 170,842	$ 1,518,971

The operating leases provide for additional payments of real estate taxes, insurance, and other operating expenses applicable to the property, generally in excess of a base period level. In addition, the company has the option to renew the leases for all locations. The last lease to terminate, Sacramento, will occur December 31, 2020.

NOTE 8 RELATED PARTY TRANSACTIONS

One of the company's stockholders and two of the company's employees (former stockholders) own a 75% interest in the building in which the Denver office is located. The lease agreement provides for rent at a monthly rate of $6,237 plus $2,517 monthly for association dues and other pass-through expenses. Rent paid in 2016 and 2015 for the Denver location totaled $105,292 and $117,978, respectively.

The company made advances to stockholders totaling $20,925 and $39,575 as of December 31, 2016 and 2015, respectively. The advances are short-term, unsecured and bear no interest due to the short-term nature of the balances.

NOTE 9 SUBSEQUENT EVENTS

Management has evaluated subsequent events through June 27, 2017, the date on which the financial statements were available to be issued.

See independent accountants' compilation report.

RFP ATTACHMENT I

SIGNATURE PAGE

Respondent, and co-respondent, if any, must complete City's Certified Vendor Registration (CVR) Form prior to the due date for submission of proposals. The CVR Form may be accessed at: http://www.sanantonio.gov/purchasing/.

By submitting a proposal, whether electronically or by paper, Respondent represents that:

If Respondent is a corporation, Respondent will be required to provide a certified copy of the resolution evidencing authority to enter into the contract, if other than an officer will be signing the contract.

If awarded a contract in response to this RFP, Respondent will be able and willing to comply with the insurance and indemnification requirements set out in RFP Exhibits 2 & 3.

If awarded a contract in response to this RFP, Respondent will be able and willing to comply with all representations made by Respondent in Respondent's proposal and during Proposal process.

Respondent has fully and truthfully submitted a Litigation Disclosure form with the understanding that failure to disclose the required information may result in disqualification of proposal from consideration.

Respondent agrees to fully and truthfully submit the Respondent Questionnaire form and understands that failure to fully disclose requested information may result in disqualification of proposal from consideration or termination of contract, once awarded.

To comply with the City's Ethics Code, particularly Section 2-61 that prohibits a person or entity seeking a City contract - or any other person acting on behalf of such a person or entity - from contacting City officials or their staff prior to the time such contract is posted as a City Council agenda item.

(S)he is authorized to submit this proposal on behalf of the entity.

Economic & Planning Systems, Inc.
Respondent Entity Name

Signature: Andrew M. Knudtsen

Printed Name: Andrew M. Knudtsen

Title: Managing Principal

(NOTE: If proposal is submitted by Co-Respondents, an authorized signature from a representative of each Co-Respondent is required. Add additional signature blocks as required.)

If submitting your proposal electronically, through City's portal, Co-Respondent must also log in using Co-Respondent's log-on ID and password, and submit a letter indicating that Co-Respondent is a party to Respondent's proposal and agrees to these representations and those made in Respondent's proposal. While Co-Respondent does not have to submit a copy of Respondent's proposal, Co-Respondent should answer any questions or provide any information directed specifically to Co-Respondent.

____
Co-Respondent Entity Name

Signature: ________________________

Printed Name: ________________________

Title: ________________________

RFP ATTACHMENT J

PROPOSAL CHECKLIST

Use this checklist to ensure that all required documents have been included in the proposal and appear in the correct order.

Document	Initial to Indicate Document Is Attached to Proposal
Table of Contents	AMK
Executive Summary	AMK
General Information and References RFP Attachment A, Part One	AMK
Experience, Background & Qualifications RFP Attachment A, Part Two	AMK
Proposed Plan RFP Attachment A, Part Three	AMK
Price Schedule RFP Attachment B	AMK
+Contracts Disclosure Form RFP Attachment C	AMK
+ Litigation Disclosure Form RFP Attachment D	AMK
+ SBEDA Disclosure Form RFP Attachment E	AMK
+Local Preference Program Form RFP Attachment F	AMK
+Veteran-Owned Small Business Preference Program Form RFP Attachment G	AMK
++Certificate of Interested Parties (Form 1295) RFP Attachment H	AMK
Proof of Insurability (See RFP Exhibit 1) Insurance Provider's Letter Copy of Current Certificate of Insurance	AMK
Financial Information - Dun and Bradstreet Financial Report (Independent Accountant's Compilation Report)	AMK
+Signature Page RFP Attachment I	AMK
Proposal Checklist RFP Attachment J	AMK
One **COMPLETE** (1) Original, **five (5)** hard copies ***WITH ONLY TABS and documents for General Information Form; Experience, Background and Qualifications; Proposed Plan, etc. (NO PRICING, SBEDA, LPP, AND/OR VOSB TO BE INCLUDED)*** and one (1) CD and USB flash drive of the **COMPLETE** proposal in PDF format if submitting in hard copy.	
+Signed Addendums, if applicable	AMK

Documents marked with a ("+") on this checklist require a signature. Be sure they are signed prior to submittal of proposal.
++ Certificate of Interested Parties (Form 1295) requires notarization.

Be sure all forms that require a signature and/or to be notarized are done so prior to submittal of proposal.

CITY OF SAN ANTONIO EST. 1718

CORE Values
Teamwork • Integrity • Innovation • Professionalism
www.sanantonio.gov/finance

SUBJECT: Request for Proposals for Preparation of a Framework for Housing Policy (RFP 18-027, RFx: 6100009778) Scheduled to Open: January 5, 2018; Date of Issue: December 15, 2017

FROM: Denise D. Gallegos, CPM, CPPB
Procurement Administrator

DATE: December 21, 2017

THIS NOTICE SHALL SERVE AS ADDENDUM NO. I – TO THE ABOVE REFERENCED REQUEST FOR QUALIFICATIONS

THE ABOVE MENTIONED REQUEST FOR QUALIFICATIONS IS HEREBY AMENDED AS FOLLOWS:

1. Add: Exhibit 9, Pre-Submittal Sign in sheet dated December 21, 2017 – Exhibit is posted as a separate document.
2. Add: Exhibit 10, SBEDA PowerPoint Presentation – Exhibit is posted as a separate document.

QUESTIONS SUBMITTED IN ACCORDANCE WITH SECTION 011, RESTRICTIONS ON COMMUNICATION:

On December 21, 2017, the City of San Antonio and the Neighborhood and Housing Services Department held a pre-submittal conference to provide information and clarification for the Request for Qualifications for Labor Compliance Services. Below is the list of questions asked during the pre-submittal conference and received in accordance with Section 011, Restrictions on Communications. The City's official response to questions asked is as follows:

Question 1: Are non- profit firms eligible to receive Small Business Economic Development Advocacy Program (SBEDA) points?

Response 1: No, per the current SBEDA Ordinance, non-profits are not eligible to receive the SBEDA points as they cannot be certified as a small, minority, women-Owned business enterprise.

Andrew M Kuentsky

Denise Galle

Denise D. Gallegos, CPM, CPPB
Procurement Administrator
Finance Department, Purchasing Division

DG/dvf

dun & bradstreet

Supplier Qualifier Report

Print this Report

ATTN: **Name1**

Report Printed: JAN 05 2018
In Date

BUSINESS INFORMATION

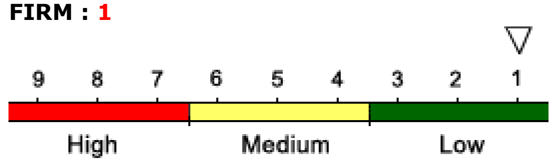
ECONOMIC AND PLANNING SYSTEMS INC.
EPS
1 Kaiser Plz Ste 1410
Oakland, CA 94612

This is a **headquarters** location.
Branch(es) or division(s) exist.

Telephone:	510 841-9190
Fax:	510 841-9208
Chief executive:	JAMES MUSBACH, CEO
Year started:	1983
Employs:	40 (22 here)
History:	CLEAR

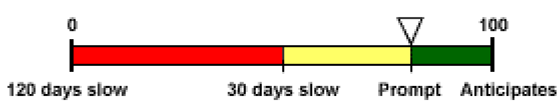
D-U-N-S® Number:	16-732-0290
D&B Rating:	**1R2**
Number of employees:	1R is **10 or more** employees.
Composite credit appraisal:	2 is **good**.
D&B Supplier Risk:	**1**

SUPPLIER EVALUATION RISK (SER) RATING FOR THIS FIRM : 1



D&B PAYDEX®

D&B PAYDEX: 80
When weighted by dollar amount, payments to suppliers average generally within terms.



Based on up to 24 months of trade.

SUMMARY ANALYSIS

D&B Rating:	**1R2**
Number of employees:	1R indicates **10 or more** employees.
Composite credit appraisal:	2 is **good**.

The 1R and 2R ratings categories reflect company size based on the total number of employees for the business. They are assigned to business files that do not contain a current financial statement. In 1R and 2R Ratings, the 2, 3, or 4 credit worthiness indicator is based on analysis by D&B of public filings, trade payments, business age and other important factors. 2 is the highest Composite Credit Appraisal a company not supplying D&B with current financial information can receive. For more information, see the D&B Rating Key.

Below is an overview of the company's rating history since 05/03/05:

D&B Rating	Date Applied
1R2	12/15/14
1R3	10/13/14
BA4	05/16/13
BB3	04/29/10
1R3	11/16/09
BB4	08/06/08
2A2	07/20/07
BA1	05/19/07
BA2	05/05/06
BB3	05/03/05

The Summary Analysis section reflects information in D&B's file as of January 1, 2018.

RISK SCORE ANALYSIS

SER COMMENTARY:
- Limited business activity signals reported in the past 12 months.

PROBABILITY OF CEASED OPERATIONS/BECOMING INACTIVE

SUPPLIER EVALUATION RISK RATING: 1

The probability of ceased operations/becoming inactive indicates what percent of U.S. businesses is expected to cease operations or become inactive over next 12 months.

Probability of Supplier Ceased Operations/Becoming Inactive :	1.3% (130 PER 10,000)
Percentage of US business with same SER score :	13% (1,300 PER 10,000)
Average Probability of Supplier Ceased Operations/Becoming Inactive :	0.48% (48 PER 10,000) - Average of Businesses in D&B's Supplier Database
CREDIT DELINQUENCY SCORE:	612

DIVERSITY

Minority-Owned Business:	N/A	Historically Underutilized Business:	N/A
Women-Owned Business:	N/A	Veteran-Owned Business:	N/A
Disadvantaged Business Enterprise:	N/A	Vietnam Veteran Business:	N/A
Small Disadvantaged Business:	YES	Disabled-Owned Business:	N/A
HUB-Zoned Certified Business:	N/A	Historical College Classification:	N/A
SBA 8(a) Certified:	N/A	Labor surplus area:	N/A
		Small Business:	YES (2017)

CUSTOMER SERVICE

If you have questions about this report, please call our Customer Resource Center at 1.800.234.3867 from anywhere within the U.S. If you are outside the U.S. contact your local D&B office.

*** Additional Decision Support Available ***

Additional D&B products, monitoring services and specialized investigations are available to help you evaluate this company or its industry. Call Dun & Bradstreet's Customer Resource Center at 1.800.234.3867 from anywhere within the U.S. or visit our website at www.dnb.com.

HISTORY

The following information was reported **12/02/2017**:

Officer(s):	JAMES MUSBACH, CEO BRIAN DUFFANY, V PRES WALTER F KIESER, PRIN
DIRECTOR(S):	THE OFFICER(S)

The California Secretary of State's business registrations file that Economic And Planning Systems Inc. was registered as Corporation on December 21,1987.

Business started 1983 by Walter F Kieser, Tim Youmans and Richard Berkson. 50% of capital stock is owned by Walter F Keiser. 50% of capital stock is owned by James Musbach.

RECENT EVENTS:

On December 16, 2011, sources stated that Economic And Planning Systems Inc., Berkeley, CA, has opened its new location in Los Angeles, CA, on July 26, 2011. The new location is at 949 South Hope St. Suite 103 Los Angeles, CA. Further details are unavailable.

JAMES MUSBACH born 1951. 1987-present active here.

BRIAN DUFFANY. Bachelor of Arts, Colby College, 1996.

WALTER F KIESER born 1947. 1983-present active here.BA in Environmental Science.

BUSINESS REGISTRATION

CORPORATE AND BUSINESS REGISTRATIONS REPORTED BY THE SECRETARY OF STATE OR OTHER OFFICIAL SOURCE AS OF DEC 29 2017:

This data is for informational purposes only, certification can only be obtained through the Sacramento Office of the California Secretary of State.

Registered Name:	ECONOMIC AND PLANNING SYSTEMS INC.
Business type:	CORPORATION
Corporation type:	PROFIT
Date incorporated:	DEC 21 1987
State of incorporation:	CALIFORNIA
Filing date:	DEC 21 1987
Registration ID:	C1500295
Status:	ACTIVE
Where filed:	BUSINESS PROGRAMS DIVISION, SACRAMENTO, CA
Registered agent:	KATE FREELAND, 150 SPEAR ST STE 1800, SAN FRANCISCO, CA, 941050000
Principals:	JAMES MUSBACH, CHIEF EXECUTIVE OFFICER, ONE KAISER PLAZA #1410, OAKLAND, CA, 946120000

OPERATIONS

12/02/2017

Description: Provides business consulting services, specializing in urban planning or consulting services and economics (100%).

ADDITIONAL TELEPHONE NUMBER(S): Facsimile (Fax) 510 740-2080.

Terms are on a contract basis varying between progress payment and lump sum payments. Sells to real estate developers and international and local governments. Territory : Northern California.

Nonseasonal.

Employees: 40 which includes officer(s) and 2 part-time. 22 employed here.

Facilities: Occupies premises in frame building.

Branches: Maintains branches at Sacramento, CA, and Denver, CO.

FAMILY LINKAGE

This business is at the head of its corporate family tree. It is not a subsidiary of any other business.

UNSPSC

UNSPSC (United Nations Standard Product and Services Code) is a globally accepted commodity (Product and Services) classification system. ECONOMIC AND PLANNING SYSTEMS INC. offers the following product(s) and service (s):

81120000 **Economics**
93140000 **Community and social services**

NAICS

Beginning in 1997, the **Standard Industrial Classification** (SIC) was replaced by the **North American Industry Classification System** (NAICS). This six digit code is a major revision that not only provides for newer industries, but also reorganizes the categories on a production/process-oriented basis. This new, uniform, industry-wide classification system has been designed as the index for statistical reporting of all economic activities of the U.S., Canada, and Mexico.

541690 **Other Scientific and Technical Consulting Services**

SIC

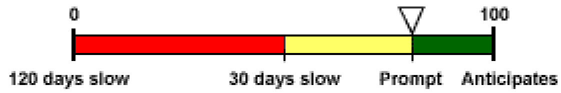
Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific to a company's operations than if we use the standard 4-digit code.

87480200 **Urban planning and consulting services**
87480202 **Economic consultant**

D&B PAYDEX

The D&B PAYDEX is a unique, dollar weighted indicator of payment performance based on up to 20 payment experiences as reported to D&B by trade references.

3-Month D&B PAYDEX: 80
When weighted by dollar amount, payments to suppliers average within terms.



Based on trade collected over last 3 months.

D&B PAYDEX: 80
When weighted by dollar amount, payments to suppliers average generally within terms.

Based on up to 24 months of trade.
When dollar amounts are not considered, then approximately 100% of the company's payments are within terms.

PAYMENT SUMMARY

The Payment Summary section reflects payment information in D&B's file as of the date of this report.

Below is an overview of the company's dollar-weighted payments, segmented by its suppliers' primary industries:

	Total Rcv'd (#)	Total Dollar Amts ($)	Largest High Credit ($)	Within Terms (%)	Days Slow (%) <31	31-60	61-90	90>
Top industries:								
Telephone communictns	2	1,250	750	100	-	-	-	-
Misc business service	2	600	500	100	-	-	-	-
Mfg photograph equip	1	1,000	1,000	100	-	-	-	-
Whol office supplies	1	750	750	100	-	-	-	-
Data processing svcs	1	500	500	100	-	-	-	-
Nonclassified	1	500	500	100	-	-	-	-
Security broker/deal	1	500	500	100	-	-	-	-
Radiotelephone commun	1	500	500	100	-	-	-	-
Whol furniture	1	250	250	100	-	-	-	-
Lithographic printing	1	50	50	100	-	-	-	-
Other payment categories:								
Cash experiences	8	1,300	750					
Payment record unknown	0	0	0					
Unfavorable comments	0	0	0					
Placed for collections:								
With D&B	0	0						
Other	0	N/A						
Total in D&B's file	20	7,200	1,000					

The highest **Now Owes** on file is $500

The highest **Past Due** on file is $0

D&B receives over 600 million payment experiences each year. We enter these new and updated experiences into D&B Reports as this information is received.

PAYMENT DETAILS

Detailed payment history

Date Reported (mm/yy)	Paying Record	High Credit ($)	Now Owes ($)	Past Due ($)	Selling Terms	Last Sale Within (months)
12/17	(001)	50	0	0	Cash account	1 mo
11/17	Ppt	1,000	0			1 mo
	Ppt	750	0	0		2-3 mos
	Ppt	750	0	0	N30	6-12 mos
	Ppt	500	500	0		1 mo
	Ppt	500	0	0		1 mo
	Ppt	500	500	0	N30	1 mo
	Ppt	500	0	0		2-3 mos
	Ppt	500	250	0		1 mo
	Ppt	500	0	0		2-3 mos
	Ppt	100	0	0		4-5 mos
	(012)	100			Cash account	1 mo
09/17	Ppt	250	0	0	N30	6-12 mos
08/17	(014)	750			Cash account	1 mo
04/17	(015)	50			Cash account	1 mo
03/17	(016)	100			Cash account	1 mo
12/16	Ppt	50				1 mo
10/16	(018)	50			Cash account	1 mo
09/16	(019)	100			Cash account	1 mo
	(020)	100			Cash account	1 mo

Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

PAYMENT TRENDS

SUPPLIER VERSUS INDUSTRY PAYDEX

->	PRIOR 4 QTRS				CURRENT 12 MONTH TREND											
	2016	---	---	---	2017	---	---	---	---	---	---	---	---	---	---	2018
	MAR	JUN	SEP	DEC	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
Supplier PAYDEX	79	79	80	79	80	79	79	79	79	79	79	78	78	78	80	80
Industry PAYDEX (Based on 37 establishments in SIC 8748)																
UP QRT	80	80	80	80		80			80			80				
MEDIAN	79	79	79	79		79			79			79				
LO QRT	72	72	72	72		72			72			72				

PAYDEX scores are updated daily and are based on upto 13 months of trade experiences from the Dun& Bradstreet trade file.

All amounts displayed within this report are in local currency.

FINANCE

12/02/2017

D&B has updated this report using available sources.

PUBLIC FILINGS

The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

UCC FILINGS

Collateral:	Leased Equipment including proceeds and products - Leased Computer equipment including proceeds and products - Leased Business machinery/equipment including proceeds and products
Type:	Original
Sec. party:	CIT TECHNOLOGY FINANCING SERVICES, INC., JACKSONVILLE, FL
Debtor:	ECONOMIC AND PLANNING SYSTEMS INC.
Filing number:	087155052902
Filed with:	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA
Date filed:	04/23/2008
Latest Info Received:	05/05/2008

Type:	Continuation
Sec. party:	THE MECHANICS BANK, HERCULES, CA
Debtor:	ECONOMIC AND PLANNING SYSTEMS INC.
Filing number:	0871520244
Filed with:	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA
Date filed:	03/27/2008
Latest Info Received:	03/28/2008
Original UCC filed date:	09/17/1998
Original filing no.:	9826660080

The public record items contained in this report may have been paid, terminated, vacated or released prior to the date this report was printed.

GOVERNMENT ACTIVITY

Activity summary

Congressional District:	13

The details provided in the Government Activity section are as reported to Dun & Bradstreet by the federal government and other sources.