SINGLE SOURCE AWARD **BID # SS-9649-21**

Subject: Training and Technical Assistance for Implementation of Community Land Trust

Department: Mayor's Office

Description of Purchase: Recommend approval of single source award to Florida Housing Coalition to provide training and technical assistance for the development and implementation of a community land trust. Period of service is from date of contract execution through September 30, 2022. Total estimated expenditure amount not to exceed $170,000.00.

Funding for this award to be executed by formal contract through the Office of General Counsel and encumbered by the following accounts:
$100,000.00 - 11601.170107.583010.000562.00000000.00000.00000000
$70,000.00 – 11527.101002.366020.001611.00000000.00000.0000000

Single Source Award To: Florida Housing Coalition

Price Justification: See attachment

Total Award: $170,000.00 **Requisition #:** N/A

Attachments: Recommendation Memo, Single Source Form and Vendor Proposal

Certification as to Single Source: Stephanie Burch, Deputy CAO, Mayor's Office

THE ABOVE PURCHASE IS RECOMMENDED FOR AWARD IN ACCORDANCE WITH CHAPTER 126.206.

Analyst: Annette Burney

Gregory Pease, Chief
Procurement Division

APPROVAL OF GENERAL GOVERNMENT AWARDS COMMITTEE

"ALL AWARD ACTIONS SUBJECT TO LAWFULLY APPROPRIATED FUNDS"

CHAIRMAN ***DATE***

ACTION OF AWARDING AUTHORITY DATE: _____

APPROVED_____ DISAPPROVED _____

OTHER _____

SIGNATURE OF AUTHENTICATION _____

City of Jacksonville, Florida

Lenny Curry, Mayor

City Hall at St. James
117 W. Duval St., Suite 400
Jacksonville, FL 32202
(904) 630-CITY
www.coj.net

ONE CITY. ONE JACKSONVILLE.

MEMORANDUM

DATE: October 28, 2020

TO: Gregory Pease, Chief, Procurement Division
Finance & Administration Department

FROM: Stephanie Burch, Deputy Chief Administrative Officer S. Burch
Mayor's Office

SUBJECT: **Request for Single Source Award for Florida Housing Coalition**

The Mayor's Office is requesting a Single Source Award be issued to the Florida Housing Coalition ("FHC"), pursuant to Section 126.312, *Ordinance Code*, to provide the City with consulting services related to the implementation of a surplus lands program that transfers real properties to a community land trust for affordable housing and related community enhancements.

The City hosted a workshop in November, 2019 whereby FHC moderated a discussion with multiple for-profit and non-profit affordable housing developers and advocates in order to assist the City in developing an affordable housing strategy that will help educate neighborhoods on revitalization techniques to ensure the public safety, equitable development and shared prosperity for all. One of the results of the discussion was that a community land trust would be the most effective tool in the development and preservation of affordable housing for our citizens. FHC is the state-wide expert in the development and implementation of community land trusts, and has been the sole source provider of training and technical assistance on this topic for multiple municipalities around the state for over 20 years. FHC will be partnering with the Local Initiatives Support Corporation ("LISC") as the CLT's ideal corporate structure is a non-profit. The City's local LISC office is extremely knowledgeable about the current real estate market and works with affordable housing partners daily to help them build capacity, by lending bridge loans, and overall consultation regarding the affordable housing industry. LISC's national office brings the community land trust expertise from a nationwide perspective directly to Jacksonville. Additionally, FHC has already secured a grant from Wells Fargo to help create and launch Jacksonville's CLT, which adds a savings to the project of $10,000. Further, the Jessie Ball duPont Fund has also agreed to contribute $70,000 towards this proposal ($40,000 will be appropriated in FY 20-21 and $30,000 will be appropriated in FY 21-22), which will be deposited into the Mayor's Education Trust Fund.

The total contract amount will be $170,000.00, with the costs outlined in the attached Exhibit "A". The funds are available in two separate self-appropriating trust funds. A total of $100,000 is appropriated in Fund 11601, Center 170107, Account 583010, Project 000562, Activity 00000000, Interfund 00000,

Future 0000000 and a total of $70,000 will be appropriated in Fund 11527, Center 101002, Account 366020, Project 001611, Activity 00000000, Interfund 00000, Future 0000000 for this contract. The City is currently working on the grant application to receive the $70,000 in funding from the Jessie Ball duPont Fund, but the process is a relatively short one and we anticipate the FY 20-21 funds to be deposited very soon. Regardless, the funding that the City has already appropriated will cover all year 1 costs of the agreement.

Attachments: Exhibit "A"

Cc: Dawn Lockhart, Director of Strategic Partnerships
Bryan Mosier, Director, Neighborhoods Department
Chiquita Moore, Operations Director, Neighborhoods Department

SINGLE SOURCE REQUEST

Pursuant to the City of Jacksonville Procurement Code § 126.206 & § 126.312, when requesting a purchase from a vendor subject to the referenced sections, please complete this form to justify your request and submit to Procurement with applicable attachments.

REQUESTING AGENCY (DEPT./DIVISION): Mayor's Office

FUNDING SOURCE: Fund 11601, Center 170107, Account 583010, Project 000562, Activity 00000000, Interfund 00000, Future 0000000

BRIEF DESCRIPTION OF GOODS/SERVICES:

Training and technical assistance in developing and implementing a community land trust.

AMOUNT OF PROJECT (attach quote): $170,000.00

PROVIDE A SUMMARY OF THE SCOPE OF GOODS/SERVICES TO BE PROVIDED; IDENTIFY EACH ITEM, COMPONENT OR SERVICE BEING PROCURED (ATTACH QUOTE/PROPOSAL):

Phase 1 - establish a CLT line of business within LISC and webinar detailing CLT framework. Phase 2 - Implementation of CLT and surplus land analysis - provide best practices training for operation of CLT, assess City owned properties, webinar detailing progress of project. Phase 3 - assess pipeline of incoming properties, evaluate locations and types of properties, review current practices and policies as well as local Ordinance Code for City's surplus properties, research and recommend online tracking system.

PROVIDE A DETAILED JUSTIFICATION AS TO WHY THE REQUESTED GOODS/SERVICES CAN ONLY BE EFFICIENTLY AND EFFECTIVELY PROCURED THROUGH THE RECOMMENDED SINGLE SOURCE PROVIDER:

The Florida Housing Coalition is the statewide expert in the development and implementation of community land trusts, and has been the sole source provider of training and technical assistance on this topic for multiple municipalities around the state for over 20 years.

ASSERT THAT YOU HAVE RESEARCHED THE AVAILABILITY OF THE REQUESTED GOODS/SERVICES FROM OTHER SOURCES IN APPLICABLE MARKETS AND HAVE DISCUSSED AND EVALUATED THE SAME WITH COJ'S PROCUREMENT AND EBO DIVISIONS:

Because of state law that is unique to the State of Florida, the only type of land bank the City can set up for the development and preservation of affordable housing is through a community land trust. The Florida Housing Coalition is the only entity in Florida with the expertise and experience to provide the necessary training and technical assistance to assist the City in creating a brand new community land trust. There are no other entities within the State of Florida with the necessary expertise in this area.

Submitted by: Stephanie Burch — Deputy Chief Administrative Officer

(Name) — **(Title)**

Date: October 28, 2020

Requesting Agency's Director's Signature: S. Burch

Exhibit "A"
Scope of Services and Fee Schedule

See attached proposal from the Florida Housing Coalition

FLORIDA HOUSING COALITION

LISC LOCAL INITIATIVES SUPPORT CORPORATION

Jacksonville Community Land Trust
Planning and Business Model Proposal

Submitted jointly by:
Florida Housing Coalition
Local Initiatives Support Corporation

Project Description

The project, a joint effort between the Florida Housing Coalition (the Coalition) and the Local Initiatives Support Corporation (LISC), is the implementation of a surplus lands program that transfers real properties to a community land trust to the greatest extent possible for stewardship and eventual disposition for affordable housing or related community enhancements.

The approach is twofold: the first step is the evaluation of the City of Jacksonville's portfolio of abandoned, condemned, tax-delinquent, and foreclosed properties to determine the best pathway for the properties to enhance the community and provide long-term affordable housing. This work will include the completion of a three year business plan to determine the feasibility, viability and sustainability of a community land trust structure based upon different scenarios of portfolio size and market forces that can be addressed by the land trust. The second step for the project is the implementation of the community land trust program for development of permanently affordable properties.

Background

The City of Jacksonville has a large inventory of City-owned real properties. These properties were acquired mostly through a judicial foreclosure process following property tax default or foreclosure of nuisance liens. The City wants to turn these properties, which have had a deleterious effect on neighborhoods, into neighborhood assets. The presence of these blighted properties is an obstacle to the stabilization and revitalization of the neighborhoods. The properties are a maintenance burden, generate no property tax revenue, and are currently not an asset for the community.

While the City has seen results from its current surplus land disposition program, there remains a high number of condemned properties that have not been absorbed by the surplus land program. The enactment of Ordinance 2018-871-E authorized the Real Estate Division to manage City-owned property including the disposition for affordable housing (Sec. 122-423). The City has complied with Florida Statutes Ch. 125.379 which requires the preparation of an inventory list of surplus properties that are suitable for housing. In an effort to formalize the disposition of these properties, the City passed legislation authorizing the sale of surplus properties with the proceeds going to an Affordable Housing Special Revenue Fund (2019-290 and 2018-871 Section 122.423).

The current surplus land program is structured to take in properties, clear liens and conduct demolition, but the disposition of the growing inventory of condemned properties requires a more robust approach. This new approach requires a system that rigorously evaluates the condemned and abandoned properties and links with a structure that has housing at the core of its mission and can provide the targeted marketing and neighborhood collaboration needed.

Note: This proposal uses the term "surplus land program" to refer to the City's existing program operated primarily by the Real Estate Division. The proposal also uses the term land bank as a general description. The term "land bank" is defined by HUD as, "a governmental or nongovernmental nonprofit entity established, at least in part, to assemble, temporarily manage, and dispose of vacant land for the purpose of stabilizing neighborhoods and encouraging re-use or redevelopment of urban property . . . ." Since Florida does not have state land bank enabling legislation, there is no statutory definition of a land bank; many communities that operate surplus land programs are in effect operating a land bank. The Coalition appreciates the term land bank because it conveys the value of properties that are deposited and transferred to recipients for the purpose of recovering the value of the property to the public good.

Proposal

Florida Housing Coalition and LISC propose to assist the City of Jacksonville with the implementation of a surplus land policy and procedure framework that will connect the City's existing program with a private community land trust. The organizations will evaluate the current inventory of publicly controlled assets and make recommendations for the transfer of residential properties to the community land trust.

The two organizations intend to launch the community land trust* (CLT) as a special program of Jacksonville LISC. The Coalition will guide LISC in program development and implementation of a land banking operation that allows for the sale or donation of properties to nonprofit or private housing developers subject to a 99-year ground lease that will guarantee affordability in perpetuity. The Coalition will assist the CLT in preparing its operating procedures and implementation tools including the ground lease and a property profile system. During the planning phase, LISC will focus its attention on completing a business plan for the CLT which will include three-years of financial modeling, including revenue and expense projections based upon different scenarios related to the volume of property acquisitions and dispositions by the CLT.

**The Coalition will use grant funding from Wells Fargo to help create and launch the CLT. Organizing and developing a sound financial plan for the CLT would be supported by this proposal.*

Approach

The formation of a community land trust will be made possible by the alignment of stakeholders from the public, private, and philanthropic sectors around a common housing agenda. This approach will leverage the collective investments and strengths of all, develop a unified and comprehensive framework for housing, open new opportunities for collaboration, and bring together resources in the most effective way.

Our approach is designed to help the City move its increasing inventory of condemned and abandoned properties to a productive use that enhances the surrounding neighborhoods. We anticipate that:

- The City will continue to acquire distressed properties through foreclosure and tax reversion
- The properties will be evaluated and the CLT will take title to properties appropriate for housing directly from the City
- The CLT will be responsible for property maintenance with City support
- The CLT will market the properties for housing and other neighborhood enhancing uses including single family, multifamily, side lots, pocket parks, etc.
- The CLT will continue to own the land and will offer a 99-year ground lease to nonprofits or builders, with emphasis on offering to community-based organizations those properties that lie within that organization's geography.
- The ground lease contains a right of repurchase that would be exercised by the CLT when the lessee wishes to sell or transfer the improvement. The CLT would then release the land and sell the improvement to an eligible household or entity keeping the home affordable.

Deliverables, Timeline and Budget Payment

Phase 1: Formation of CLT Program - within 4 months from execution of the contract:

- Establish a CLT line of business within LISC. This deliverable is paid for by a grant from Wells Fargo.
- Coalition provides a webinar presentation detailing the CLT framework.

Phase 2a: Implementation of CLT and Surplus Land Program Analysis-within 12 months of contract execution:

- Provide best practices training for operation of LISC CLT. Assist with job descriptions for CLT administration; operating documents including ground lease, relevant tools, and templates; training on the use of the ground lease and future transactions; and operating procedures for the CLT, including assistance with policies, procedures, and staff training.
- Assess City-owned properties acquired as a result of abandonment and municipal foreclosure. Determine the suitability for housing of each parcel based on physical characteristics, neighborhood goals, and potential for development as housing. Include key LISC staff in all of these activities. Assist with evaluation criteria for property selection; criteria for determination of best use for property; multifamily, single family, side lot, pocket park, community garden, etc.; marketing methods; community and neighborhood collaboration; application and disposition criteria.
- Coalition provides a webinar presentation detailing the progress of this project.
- Prepare interim report.

Phase 2b: Completion of a three- year business plan for a Jacksonville Community Land Trust

- Assess and recommend reasonable revenue and expenses projections over a three-year period.
- Determine appropriate management, staffing and oversight structure.
- Analyze market conditions to determine redevelopment costs, market demand and potential public investment opportunities to encourage overall redevelopment activity.
- LISC will assess the range of title issues associated with the current City portfolio of surplus properties.
- LISC will recommend a range of strategies to expedite the delivery of clear title to end users/occupants for surplus properties designated for the CLT.
- Assess the opportunity to attract properties beyond city surplus land for the CLT.
- Complete a three-year operating budget for the CLT.
- Identify appropriate internal and external management and tracking systems for maintenance and disposition of CLT properties

Phase 3: Ongoing Implementation of CLT Implementation and Program Buildout (within 24 months of contract execution)

- Assess the pipeline of incoming properties.
- Evaluate the locations and types of properties and address the scale of properties that may become available to develop the CLT framework with the capacity to manage not only held properties but future acquisitions.
- Review current practices and policies through the Code of Ordinances relevant to nuisance properties and the method of determining suitability for housing including 2018-871 and 2019-290. Provide observations and recommendations.
- Research and recommend an online tracking system of appropriate complexity for maintenance and disposition of the surplus properties. Include City and LISC in review and analysis.
- Coalition provides a webinar presentation detailing the progress of this project.
- Prepare final report.

**Note: Assistance with the formation of the CLT will be provided as a service to Jacksonville LISC under a grant the Coalition has received from Wells Fargo. Wells Fargo provides support to the Coalition to stand-up community land trusts, with the benefit of best practices and procedures through the Florida CLT Institute program supported by Fannie Mae and Freddie Mac.*

Budget

Total Cost: $180,000, which includes all labor and travel expenses, over the course of two years.

Jacksonville Community Land Trust Program			
Task/Item	**Deliverables**	**Timeframe**	**Budget**
Contract Execution			
Phase 1: Form CLT program	Establish a CLT line of business within Jacksonville LISC Provide webinar presentation detailing program design	First four months of project	($10,000) (Wells Fargo Grant received by FHC pays this line item)
Phase 2a: Initiation of operations of CLT Surplus Land Program	Develop CLT tools Train CLT staff Assess City portfolio Develop evaluation protocols for CLT Establish neighborhood coordination framework Provide quarterly webinars detailing program progress Prepare report	Within 12 months of contract execution	$85,000 (FHC)
Phase 2b: Completion of a three-year business plan for a CLT	Completion of three year business plan to include financial projections and management/staffing structure (includes staff time, legal costs and indirect)	Within four months of contract execution	$10,000 (LISC)
Phase 3: Program Operation and Stabilization	Assess City pipeline for CLT purposes Evaluation of properties and process for transfer to CLT Report on observations of City surplus land related ordinances and procedures Recommend online property profile system for CLT Provide quarterly webinars on program progress Prepare closeout report	Within 24 months of contract execution	$85,000 (FHC)
Total Project Cost*			$180,000

** Includes staff labor and travel expenses. Additional $180 services requested are billed at $150 per hour inclusive of all personnel and travel expenses.*

Relevant Experience

The Florida Housing Coalition has deep experience in both land bank programs and community land trusts, in addition to the financing, development and preservation of affordable housing. The Coalition established the Florida Community Land Trust Institute in January 2000; since 2007 the Coalition has assisted counties and municipalities in Florida and Texas with land bank planning and procedures.

Land Bank Experience

St. Lucie County, 2007. The Coalition prepared a land bank plan with policies and procedures. The County was faced with platted lots escheating through tax reversion and lacked a program other than traditional surplus land auctions to dispose of the properties. The investors were not interested in the scattered site single family lots. Eventually the county deployed the Neighborhood Stabilization Program to develop foreclosed properties as well as acquire more foreclosed lots. Assistance was provided to the City of Port St. Lucie during this timeframe to address the number of abandoned houses that had been condemned due to poor construction. The Coalition worked with HUD on an agreement to meet the clearance of slum and blight national objective for that inventory.

City of West Palm Beach, 2011. The City was faced with a growing inventory of foreclosed properties in its community redevelopment areas Coleman Park and Northwood. The City had built this inventory in anticipation of Neighborhood Stabilization Program funds that would repay expenses and build new homes. The Coalition held a series of public meetings and meet with community stakeholders. A Land Bank Plan was prepared that provided principles and criteria for the disposition process. In the decade since the City began to systematically replace vacant lots with homes, the surplus land program has become a key feature of its affordable housing program. Nonprofit and private developers may acquire properties through sale or donation which keeps housing costs in the affordable range.

Port Arthur, Texas, 2011. The Coalition provided technical assistance to the City of Port Arthur as it grappled with an inventory of over 200 abandoned and delinquent properties under the Neighborhood Stabilization Program. Gladys Cook guided the City to evaluate and assess each parcel for its suitability for housing or alternatives such as parks, side lots, or conservation. Recommendations were provided to the City Attorney to implement the Texas Land Bank Enabling legislation so that the disposition of buildable sites could be expedited by housing providers. These properties were not only impacted by the Great Recession but by Hurricane Ike from which dozens of collapsed and damaged buildings remained. The City was able to utilize its NSP funding and reduce its inventory.

Dallas, Texas, 2017. The City of Dallas asked the Coalition to assist with program reforms of its Urban Land Bank Demonstration Program. The inventory of abandoned properties continued to increase but the existing program was not effectively moving properties to private development as housing. The program had been initially funded by municipal bonds and the land bank was not netting enough in revenue to function on its own. There were conflicts of interest and negative publicity that led to a suspension of any land transfers. The Coalition was asked to review the program and make recommendations for policies and procedures that would prevent abuse and to identify other means for the land bank to remain solvent. The Coalition worked with land bank staff and administrative officials to reform the system. The 2019 Annual Report of the Dallas Land Bank notes that the land bank has led to 3,733 single family homes and 2,933 rental units.

University of Miami, 2017. The Coalition produced a report about best practice models for community land trusts, land banks and urban land conservancies as part of project on Shared Equity and Permanent Affordability. The report provided models and applications for Miami-Dade County.

<u>Community Land Trust Experience</u>

The Florida Community Land Trust Institute, a program of the Florida Housing Coalition, was founded by Florida Housing Coalition CEO Jaimie Ross in January 2000. The Florida Community Land Trust Institute (Florida CLT Institute) supports excellence in community land trusts and other shared-equity housing models, as well as policy initiatives such as inclusionary zoning and linkage fee ordinances. In regard to community land trusts in Florida, the Florida CLT Institute provides assistance to government and nonprofit entities to assess whether a community land trust is appropriate for a particular community and, if so, direction for choosing the best model along with startup and capacity-building activities.

The Florida CLT Institute is a national leader in best practices for CLTs. It was chosen by both Fannie Mae and Freddie Mac to develop and implement pilot programs for the nation. With support from Fannie Mae, we developed a lender guideline review program to assure salability in the secondary market. With support from Freddie Mac, the Coalition's Institute developed a CLT training and certification program. Receiving CLT certification from the Florida Housing Coalition requires meeting high standards for program documentation and procedures. The concept behind CLT certification is that lenders and local governments can have confidence in the operations of the CLT, knowing that loans will be saleable on the secondary market and that the stewardship of the CLT makes it the ideal nonprofit to manage or develop surplus lands.

Virtually all the 18 CLTs in Florida have been assisted by the Coalition. Below some recent CLT work is highlighted.

The Central Florida Regional Housing Trust. The Coalition launched, on behalf of the Community Foundation of Central Florida, the framework for a community land trust with a regional market. The Coalition prepared a business plan for the CLT along with operating procedures and a three-year staffing plan and budget. The multi-county CLT is working most closely with the City of Orlando in an initiative to prevent displacement in the rapidly developing Parramore neighborhood and is set to take title to close to 100 troubled properties.

Florida Keys Community Land Trust. In the wake of Hurricane Irma, the Coalition was asked to set up a community land trust to rebuild Big Pine Key. This island was the epicenter of destruction and most of the workforce housing was destroyed. The CLT has been awarded $8 million in CDBG-DR funds for the development of 17 homes on a former trailer park and has 4 new cottages occupied with a plan for 7 more. The Coalition has guided the CLT through the formation stages, forging a relationship with Monroe County, and widespread community and philanthropic support.

ROOF. Residential Options of Florida (ROOF) is a statewide CLT focused on homes for persons with developmental disabilities. The Coalition worked with this organization from its inception in 2015. A solution was needed that would provide lifelong independent living options coupled with permanent affordability. ROOF now has six homes in place or under construction in three counties. Many more homes are planned as boards of trustees are assembled statewide. In addition to working with local communities and CLTs, the Florida Housing Coalition supports all the CLTs in Florida with policy work at the state and local level. For example, the ad valorem tax treatment for CLTs codified in Florida Statute 193.018 was the result of the Coalition's education and advocacy. Similarly, the Coalition drafted the sample SHIP strategy

for local governments, allowing the down payment monies used for CLT homebuyers to remain in the property as the CLT transfers title from one income eligible homebuyer to the next.

The Coalition has also published guidance on surplus land and land banking, and a primer on CLTs.

Florida's Surplus Land Statutes for Affordable Housing: A Guidebook for Implementation Using Best Practices, 2019. The surplus lands guidebook was prepared to support local governments in the implementation of its surplus land to benefit the development of affordable housing. The guide provides step by step instructions in forming a program to implement Florida Surplus Land Statutes.

Community Land Trust Primer, Florida Housing Coalition, 2015. The CLT Primer is an all-inclusive resource for the formation and operation of community land trusts in Florida. The Primer includes model legal documents and guidance for local governments and nonprofit organizations seeking to deploy the CLT as a tool for the provision of housing that is affordable in perpetuity.

Gladys Cook
RESILIENCE AND RECOVERY DIRECTOR

Gladys Cook is the Resilience and Recovery Director for the Florida Housing Coalition. As a planner, Gladys provides research and analysis skills in the formation of disaster recovery strategies for the equitable redevelopment of housing. She produces a weekly disaster recovery webinar for housing professionals and provides training and technical assistance to communities and organizations in the financing of housing development and rehabilitation. Gladys is a strong proponent of innovative building methods for rapid repairs and home replacement and the evaluation of alternative construction methods in the procurement arena. She offers capacity building and strategic planning for organizations including predevelopment, underwriting and compliance for homeownership, rental and supportive housing. Gladys specializes in land banking and the use of surplus land for community land trusts. Gladys is a problem solver and consensus builder seeking to maximize human and capital resources to expedite disaster housing recovery, and the expansion of the supply of accessible, resilient, and affordable homes for workforce and special needs households. Gladys has a master's in Urban and Regional Planning and has more than 25 years of experience in housing and community development.

Blaise Denton
RESEARCH MANAGER AND TECHNICAL ADVISOR

Blaise Denton is Research Manager and Technical Advisor for the Florida Housing Coalition. He has years of experience working with state and local government focusing on affordable housing, transportation-oriented development, historic preservation, and special populations issues. Prior to joining the Coalition, Blaise worked as a training and policy specialist at the Florida Department of Elder Affairs, where he designed E- Learning courses used to train hundreds of adult day care administrators, created budgeting systems to help manage over two million federal grant dollars, and provided planning and policy services. He has facilitated stakeholder meetings while researching transportation-oriented development and community safety issues in Tallahassee, Orlando, and nationally. Previously he has worked with the Florida Main Street Program, where he provided local communities with access to research, marketing, and ArcGIS services. Blaise specializes in ArcGIS, land use planning and practices, community stakeholder engagement, technical writing, and training services across the spectrum of the Coalition's work. Blaise holds a master's in Urban and Regional Planning and bachelor's in both Literature and Religion from Florida State University.

Kody Glazer
LEGAL
DIRECTOR

Kody Glazer is Legal Director for the Florida Housing Coalition. Kody is an expert on inclusionary housing policies, community land trusts, fair housing, land use, environment law, and the law as it relates to housing. As Legal Director, he has a lead role in the Coalition's advocacy efforts at all levels of government and has expertise in drafting state legislation and local housing ordinances and policies. Kody also provides technical and legal assistance to local governments and community-based organizations on a variety of issues relating to affordable housing development. He is the author of the Coalition's Accessory Dwelling Unit Guidebook and co-author of the Coalition's Opportunity Zones Guidebook. Prior to joining he coalition, Kody clerked for the National Fair Housing Alliance on issues related to fair housing and equitable opportunity. Kody graduated with honors from the Florida State University College of Law, where he was a member of the Florida State University Law Review and the Journal of Land Use & Environmental Law. In 2019, Kody was chosen to represent the FSU College of Law as an outstanding law student by the City, County and Local Government Section of the Florida Bar.

Ashon Nesbitt
CHIEF
PROGRAMS
OFFICE AND
TECHNICAL
ADVISOR

Ashon Nesbitt is Chief Programs Officer and Technical Advisor for the Florida Housing Coalition. Ashon leads the Florida Community Land Trust Institute, providing training and technical assistance to local governments, nonprofits, lenders, and other stakeholders for the creation and support of community land trusts statewide. Ashon also leads the Coalition's nonprofit capacity building work, sharing knowledge and expertise in housing development. In addition, Ashon helps local governments with land use tools and creative models for affordable housing development and finance, such as adaptive reuse. Ashon has professional experience in local government program administration, tax credit finance, and rental development, as well as a master's in Urban and Regional Planning and Real Estate from the University of Florida, and a bachelor's in Architectural Studies from Florida A&M University.

Jaimie Ross
PRESIDENT & CEO

Jaimie Ross is the President and CEO of the Florida Housing Coalition. Jaimie's work includes all forms of legislative and administrative advocacy and education related to the planning and financing of affordable housing. Prior to joining the Florida Housing Coalition as CEO, Jaimie served as the Affordable Housing Director at 1000 Friends of Florida, a statewide nonprofit smart growth organization, from 1991- 2015. Prior to her tenure at 1000 Friends of Florida, Jaimie was a land use and real property lawyer representing for profit and nonprofit developers and financial institutions with a law firm in Orlando. In 1991, she initiated the broad-based coalition that successfully advocated the passage of the William E. Sadowski Affordable Housing Act, providing a dedicated revenue source for affordable housing in Florida. Jaimie continues to facilitate the Sadowski Act Coalition to ensure funding for Florida's state and local housing programs. She has authored numerous articles on the planning and financing of affordable housing and smart growth tools for producing and preserving affordable housing. With funding from the Rockefeller Foundation, Jaimie produced "Creating Inclusive Communities," to promote best practices for inclusionary housing programs. She founded the Florida Community Land Trust Institute in January 2000. Nationally, Jaimie served as an Executive Officer on the Founding Board of Grounded Solutions Network, and on the boards of the Innovative Housing Institute and the National Low Income Housing Coalition, as well as on the National Community Advisory Boards for several banks. She is a nationally recognized expert in avoiding and overcoming the NIMBY (Not In My Back Yard) syndrome. Jaimie is past Chair of the Affordable Housing Committee of the Real Property Probate & Trust Law Section of the Florida Bar, and a former Fannie Mae Foundation James A. Johnson Community Fellow.

Local Initiatives Support Corporation's Team

Denise Scott, Executive Vice President, Programs
Richard Manson, Program Vice President, Northeast
Richard Pinner, Associate General Counsel
Helene Caloir, Director, New York State Housing Stabilization Fund
Chuck Shealy, Real Estate and Economic Development Program Officer, LISC Jacksonville
Mia Brezin, Program Officer, Field Excellence

FLORIDA HOUSING COALITION

LISC LOCAL INITIATIVES SUPPORT CORPORATION