002204

Turning Ideas into Action

Fifth Avenue/Pleasant Street CRA Model Block Implementation Proposal

Prepared by
APD, Inc.
December 7, 2001

Karen Slevin, Manager
City of Gainesville
Community Redevelopment Agency
306 NE 6th Street, Bldg. B
Gainesville, Florida 32602

December 7, 2001

Dear Ms. Slevin,

We are pleased to give you this proposal for the implementation of the Model Blocks in the Fifth Avenue/Pleasant Street Community Redevelopment Area. Our experience with the Feasibility Study puts us in a unique position to continue the work into implementation. We are familiar with the area, and believe we would be the right choice to manage the project.

It has been our experience that successful community reinvestment strategies similar to the revitalization efforts taking place in your community require a Consultant/ Developer who has the background and experience to facilitate the formation of partnerships and leverage financial support of the project. Asset Property Disposition, Inc. has established a rapport with several national organizations with whom we have worked with in the past. Moreover, we are committed to the revitalization efforts in your community and certainly look forward to the opportunity to implement the Model Blocks strategy.

We will be available at your convenience if you have any questions.

Thank you for your consideration,

Jesse Wiles

O. Jesse Wiles
Asset Property Disposition, Inc.

City of Gainesville
Fifth Avenue/Pleasant Street CRA

Approach

APD's approach to implementation focuses on both capacity building and creating tangible impacts that catalyze the revitalization of our inner city neighborhoods. Although there are many obstacles to the redevelopment of the Fifth Avenue/Pleasant Street Community Redevelopment Area, there are also many assets of the neighborhoods that our Team will build on: location, affordability, and architectural character.

APD, Inc. recognizes that there are many issues that are special to our inner city, declining neighborhoods, such as title issues, absentee landlords, lead based paint issues, and citywide perceptions of the neighborhood. However, these issues can be handled through careful negotiations and creative marketing. Our Team has extensive experience in property acquisition, particularly in declining urban areas. Our Team also intends to create a viable marketing analysis and plan that will help the CRA to determine a potential market, and provide guidance to enable access to reach the target market through the appropriate marketing channels.

APD, Inc. also understands the special issues associated with the CRA, including the influx of student renters and the threat of gentrification. Our proposal includes a program that will attempt to curb the process of gentrification. Our Team proposes to work closely with the CRA and the City staff to develop a program that can be implemented by the City, and will enable the current residents to continue to live in their neighborhood.

Our firm will provide the necessary coordination and overall management for the project, including linking the City to public and private funding sources, current and future stakeholders, and effectively informing the community of the project. The APD Team will keep the lines of communication open to all stakeholders of the project.

City of Gainesville
Fifth Avenue/Pleasant Street CRA

Proposed Work Plan

Marketing Plan
(February 1-May 31)

APD will compile and analyze all data relevant to creating a market profile of the neighborhood. This data will be supplemented by interviews with various rental property owners and property owners within the residential marketing profile area (MPA). Countywide, citywide, and MPA-wide housing population trends will be examined with respect to the housing trends of the MPA to provide an analysis of affordability. Additionally, APD proposes to survey participants in City housing programs, residents of the MPA, and selected realtors to provide an analysis of marketability that will determine housing needs, amenities for new construction, as well as future marketing needs for the neighborhood. This document will be an important tool in developing funding for the project.

The marketing plan will provide the following information:

- A range of acceptable acquisition costs for vacant lots and homes;
- A range of acceptable sales prices;
- A profile of the target market;
- A range of income levels in the target market;
- A range of financing subsidies that will be needed to make the homes affordable to the target market; and
- The marketing strategy, which will include media outreach, homebuyer-counseling needs, and estimated cost.

The schedule of the Marketing Analysis is proposed as follows:

One Week
Community Meeting
APD will work with the City to conduct a community meeting for the purpose of familiarizing the Consulting Team with the community issues that could potentially impact the housing market of the MPA, and to determine a pool of potential survey recipients. The Team would need to discover new residents in the area, residents that left the area and later returned to live, and long-term residents.

One Week
Meeting with City Staff
APD will hold a meeting with City staff to determine areas where the Team can access potential homebuyers, such as housing program waiting lists and homebuyer counseling meetings. Additionally, the Team will need to

determine real estate agents working in the area, or areas with comparable housing stock.

One Week
APD will prepare surveys to be given to residents, potential homebuyers, and realtors.

One Week
Survey Administration
APD will administer the surveys to each different targeted group. The method of administration will be dependent on access and the size of the groups; however, an "in-person" method is preferred for each group.

30 Days
Data Analysis
Compile and analyze all available quantitative data, which will include the following:

- Demographic data for the MPA census blocks
- Recent sales data for the MPA and other comparable neighborhoods
- Assessed property values for the MPA and other comparable neighborhoods
- Survey results

Deliverable:
A report outlining the community meeting, survey design and administration, quantitative data analysis, and the survey results.

30 Days
Neighborhood Market Profile and Target Market Profile
APD will create a neighborhood market profile, which will include acquisition costs, property values (both assessed and market), and sales prices. Additionally, APD will create a target market profile, which will include demographics, preferences, and the level of financing subsidies that will be needed to make the model block homes affordable to the target market.

Deliverable
A complete market analysis of the MPA with recommendations for the Marketing Plan.

30 Days
Marketing Plan
A Marketing Plan will be developed to announce the model block initiative, select media outlets or channels of distribution that reach the target market, create an "image" for the initiative, and outline the cost associated with marketing the homes.

Deliverable

A complete Marketing Plan for the MPA, including positioning method, communication strategies, public relation and advertising strategies, distribution channels, and budgeting.

Gentrification Control Program (February 1-March 31)

APD will work with the City staff and the Community Redevelopment Agency attorney to create and implement a program to control gentrification. The recommended program is a tax relief program based on the residents' tenure and income (as recommended in the *Pleasant Street/Fifth Avenue Community Redevelopment Area Feasibility Study*, October 15, 2001). However, if this program type is determined to be unfeasible, the APD Team will research and recommend another action(s) to help reduce the impact of gentrification. APD recommends that the program research and implementation begin at the onset of the Implementation Phase to curb the gentrification occurring in the neighborhood as soon as possible.

The proposed schedule for the formation and implementation of the program is the following:

30 Days

Detailed Outline of Tax Relief Recommendation and Examples of Other Programs

APD will research the tax relief recommendation, provide detailed descriptions of other programs and provide an analysis of how this type of program could be applied to the City of Gainesville. APD will need to meet with the Community Redevelopment Agency attorney frequently during this phase.

Deliverables

A complete report on the Tax Relief Gentrification Program, and a recommendation regarding whether the City should proceed with the program. If the recommendation for the tax relief program is that the program is not feasible, then APD will include research and analysis for another set of action(s).

One Week

Meeting with City Staff

APD will meet with the Community Redevelopment Agency attorney and City staff to discuss the results of the report and the next steps.

One Week
Implementation Framework
APD will provide a work plan for the implementation of the program. This will include an outline of the necessary CRA Board meetings and Commission meetings, and a schedule of tasks.

Deliverable
Report outlining a work plan and schedule for the implementation of the program.

Funding Acquisition & Scenario (March 1- November 31)

APD will begin to apply for funding sources outside of the City, which could include grants, secondary mortgage market involvement, and loans. APD will write four funding applications on behalf of the City or a non-profit partner of the City. APD will create funding scenarios for the Model Blocks using the following:

- Bond monies obtained by the Community Redevelopment Agency;
- Grant monies obtained by non-profit partners of the City;
- City funding sources, such as CDBG, HOME, SHIP, and the TIF;
- Conventional financing sources with underwriting tailored to the Model Blocks; and
- Any loans or funding arrangements obtained through partnering with a secondary mortgage market; mortgage insurance program, the National Trust for Historic Preservation, and the local lending community.

APD will outline how the funding will apply to the Model Blocks project. This will be an ongoing task, with variable funding application deadlines. Therefore, **deliverables** will be finished applications, negotiated funding agreements, and other products, outlined in *monthly progress reports.*

Property Acquisition
(April 30-October 31)

APD will manage and conduct all property acquisition activities (with the exception of the work write-ups) associated with the Model Blocks. For each Model Block property, APD will categorize the properties for priority for acquisition (if the property will be acquired), and will then take the following actions:

- Send a letter to the property owner inviting the owner to sell his or her property. The letter will be under the name of the Community Redevelopment Agency, with APD as the primary contact.
- If the property owner is unwilling to sell, or is asking an unreasonable price, APD will recommend using the eminent domain process to acquire the property.
- When the property is under contract and the City has site control (but before closing), APD will create a detailed development budget for each property. If the property development costs exceed the range specified in the Marketing Analysis, APD will recommend that the City exit the contract negotiations.

APD will conduct all of the negotiations for the acquisitions. Since the negotiations occur on a variable basis, the **deliverables** will include *monthly progress reports.*

Design & Construction
(December 30-ongoing)

APD will manage aspects of the design of the model blocks, including preparing requests for proposals for any design or architectural work. Since the work will occur on an ongoing basis, the **deliverables** will include *monthly progress reports.*

Overall Management & Coordination
(February 1-ongoing)

APD will hold *monthly meetings* with City staff and community group leaders to keep all stakeholders informed of the project. The meetings will include clarifying monthly reports and exchanging information regarding strategies and approaches.

City of Gainesville
Fifth Avenue/Pleasant Street CRA

Deliverables Due Date Matrix & Cost

Task	Deliverable	Due Date
Marketing Plan	Data Analysis Report Market Profile Report Final Market Plan	4/1 4/29 5/31
Gentrification Program	Recommendation Report Implementation Report	2/1 3/29
Funding Acquisition & Modeling	Monthly Progress Reports	First of Every Month for the Duration of the Contract
Property Acquisition	Monthly Progress Reports	First of Every Month for the Duration of the Contract
Design & Construction	Monthly Progress Reports	First of Every Month for the Duration of the Contract
Overall Management & Coordination	Monthly Team Meetings with City Staff	To be Scheduled

Fee

Total fee for the scope of work outlined above, including travel, production cost, transportation, and per-diem: **$74,000.00**

Notes

1. All urban design work, including any required architectural work will be billed separately.
2. APD will serve as manager of this project and will insure that all tasks described above are completed. Personnel from the Community Redevelopment Agency and the Community Development Department will be requested to serve on the Project Team. Project Team members will provide assistance to APD staff, as requested, and at the approval of the Department Director. All information requested will be delivered within a reasonable period of time after it is requested.
3. Proposed fees do not include GIS work and other mapping services required to complete any of the tasks needed to complete the project. Reproduction of the final report will include three bound originals in color, a B/W loose copy for reproduction, and a final version CD to be used for reproduction.

Fifth Avenue/Pleas edule

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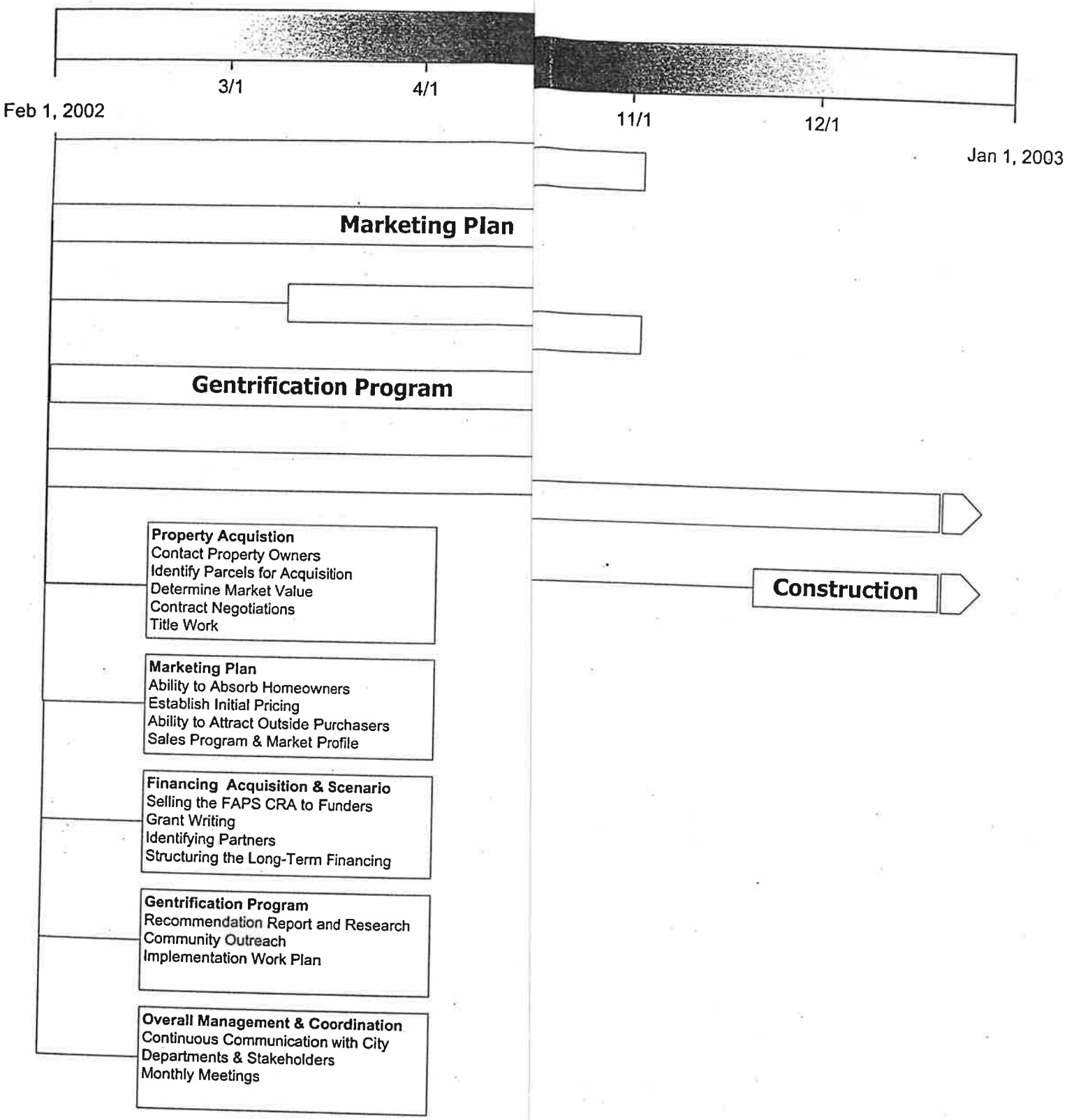

O. JESSE WILES
Principal

EDUCATION
Bachelor of Science, Urban Affairs
University of Cincinnati

Masters, Community Planning
Masters, Public Administration
University of Cincinnati

PROFESSIONAL MEMBERSHIPS
Savannah Historic Review Board
Leadership Savannah
Education Advisory Council National Urban League

EXPERIENCE
Mr. Wiles has a wide range of experience in community planning, real estate development, and housing financing. During his tenure as the Deputy Executive Director of Cincinnati's Urban League, Jesse was a founding organizer of the Neighborhood Housing Services of Cincinnati and served on the Board of Directors for four years. He also worked closely with the Cincinnati Board of Education to design one of the nations first models that demonstrated how community development influenced learning within neighborhood schools.

Mr. Wiles served as the first Housing Director for the City of Savannah, Georgia from 1977 to 1979 where he is credited with developing over $50 million in real estate for the City. During his tenure as Housing Director, he secured funding for one of the nation's first Neighborhood Strategy Area programs that helped transform Savannah's Victorian District; he engineered a unique Tri-Party agreement between the City of Savannah, Savannah Landmark CDC, and Fannie Mae. The agreement resulted in conventional underwriting of over 250 units of scatter-site multi-family housing for low-to-moderate families. Mr. Wiles is also credited with successfully securing one of the nation's first Inner-City Venture Fund awards through the National Trust for Historic Preservation. Through his work with the National Trust Savannah's Beech Institute was able to prevent almost certain gentrification by leveraging the ICVF monies to develop properties for low-to-moderate renters and homeownership.

Currently, Mr. Wiles is the president of APD, Inc. and serves as the firm's principal planner, project manager, and housing finance expert.

- **Historic Springfield, Jacksonville, FL** – served as overall project manager for this initiative that developed program guidelines that encouraged housing and community development activities in Springfield, a historic neighborhood in the City of Jacksonville. The project included identifying key market indicators as part of the preparation of the Revised Historic Springfield Action Plan, and developing a range of program strategies that encouraged the general public to consider Historic Springfield as a place to live. Designed and implemented the Springfield Historic Acquisition and Revitalization Program (SHARP), which provides financing incentives to qualified purchasers to acquire and renovate vacant and abandoned homes. This program has attracted new residents into the area, and has created substantial interest in the private sector.

- **Affordable Homeownership Opportunity Event, Savannah Georgia -** worked with the City of Savannah in partnership with Neighborhood Housing Services (NHS) of Savannah, a local non-profit organization, to assist the City in accomplishing neighborhood revitalization targeted for several select neighborhoods. The sale of homes scheduled for renovation in the target neighborhoods was part of a comprehensive neighborhood revitalization

strategy evolving out of an intense market study. The study provided information that produced a marketing plan to encourage homeownership by both low- and moderate-income first time homebuyers. Affordable Housing Opportunity Eventss were held and resulted in one of the nation's most successful model blocks located in the historic neighborhood of Dixon Park.

- **East Jacksonville Neighborhood Action Plan, Jacksonville, Fl.** – a neighborhood revitalization strategy that focused on the growth and development of the neighborhood commercial district, infill housing and rehabilitation, industrial expansion, and Brownfields issues; the Plan included residents, stakeholders, and businesses in the planning process, as well as the implementation of the Plan.

- **Springfield Revitalization Action Team, Jacksonville, Fl.** – a team created to address the implementation of the Springfield Action Plan; and has created an incentive program for developers, developed a database for cataloging program participants, developed a rental rehabilitation program, and performed an evaluation of existing programs.

- **Kings Road/Beaver Street Neighborhood Action Plan, Jacksonville, FL.** - a neighborhood plan and revitalization project that focused on neighborhood conservation, Community Redevelopment Area designation, and designing a joint development strategy between a Historically Black College and a neighborhood experiencing decline.

- **Grand Ave. Development Project, Jackson, Ms.** – a model block neighborhood development project featuring the acquisition and development of 25 units of vacant single-family homes for homeownership. APD provided consulting services to a local non-profit development corporation that resulted in securing CDBG funding, conventional financing, marketing and homebuyer preparation funding, and establishing architectural design standards

- **Freddie Mac, Atlanta, Ga.** – works closely with Freddie Mac's Expanding Markets/Community Lending Division. Through our work with Freddie Mac commitments ranging from $250,000 to $250,000,000 have been issued to facilitate lending for homeownership and the housing development strategy structured through our community plans. Projects have been initiated in the following cities: Baltimore, MD, Boston, MA, Chicago, IL, Cleveland, OH, Harrisburg, PA, Jackson, MS and Los Angeles, CA.

COURTNEY S. HARRIS
Project Manager

EDUCATION
Bachelor of Arts, Anthropology
University of Florida

Master of Urban & Regional Planning
Florida State University

PROFFESSIONAL MEMBERSHIPS
American Planning Association
National Trust for Historic Preservation

EXPERIENCE
As a project manager and community planner, Courtney Harris has created a number of neighborhood plans, as well as managed the implementation of revitalization projects. Her experience ranges from state level comprehensive planning to neighborhood revitalization.

Courtney Harris has worked for the Department of Community Affairs, where she focused on guiding communities through the state planning requirements, and has worked with the City of New Smyrna Beach focusing on developing recreational facilities and guiding new development.

Currently, Courtney is the manager of the Jacksonville, Florida office, where she manages all community-planning activities, particularly neighborhood revitalization. Courtney has also completed a successful Corridor Study for a declining commercial highway, and has completed a neighborhood plan that received the Florida Planning and Zoning Association Award for the Best Small-Scale Redevelopment Plan.

- **Sidewalk Improvement Plan, New Smyrna Beach, Fl.** – a citywide inventory of the current sidewalk conditions and detailed recommendations for improvements, cost estimates, and recommendations for the establishment of a sidewalk fund.

- **Recreational Trail Technical Assistance Grant, New Smyrna Beach, Fl.**– An assessment of the feasibility of a recreational trail along a utilities corridor; the assessment included researching historical sites along the proposed trail, and the completion of technical assistance grant from the National Park Service

- **Kings Road/Beaver Street Neighborhood Action Plan, Jacksonville, Fl.** – a comprehensive neighborhood revitalization plan which focused on infill housing and rehabilitation, zoning issues, commercial development, the expansion of a local college, and historic preservation; the Plan was created using a community participatory method which allowed the community to be involved in the planning process and the implementation of the Plan.

- **US 1 Corridor Study, Jacksonville, Fl.** – project manager for a study that included the overall development of the Corridor, as well as economic development strategies for declining segments; the Study focused on transportation infrastructure improvements, landscape design, and economic development strategies that were developed by working closely with the business association. This Plan received an award from the Florida Planning and Zoning Association for Best Large-Scale Redevelopment Plan.

- **East Jacksonville Neighborhood Action Plan, Jacksonville, Fl.** – project manager for a neighborhood revitalization strategy that focused on the growth and development of the neighborhood commercial district, infill

housing and rehabilitation, industrial expansion, and Brownfield issues; the Plan included residents, stakeholders, and businesses in the planning process, as well as the implementation of the Plan. This Plan resulted in the formation of a non-profit group that focuses on cleaning up the vacant lots and the yards of elderly homeowners by employing the local youth to complete the lots. This Plan received the Florida Planning and Zoning Association for Best Public Participation.

- **Springfield Revitalization Action Team, Jacksonville, Fl.** – Project manager for a team created to address the implementation of the Springfield Action Plan; and has created an incentive program for developers, developed a database for cataloging program participants, developed a rental rehabilitation program, and performed an evaluation of existing programs.

- **5th Avenue/Pleasant St. Project Feasibility Study, Gainesville, Fl.** – a Study designed to determine the feasibility of housing rehabilitation and market compatibility for a deteriorated historic neighborhood; the Study provides a neighborhood profile, determines project areas, and identifies financing resources.

- **Federal Housing Administration (FHA) Disposition of Foreclosed Properties Study, Neighborhood Reinvestment Corporation-** Study regarding the disposition practices of the FHA for foreclosed properties in marginal neighborhoods. The Study included a survey of 14 NeighborWorks Organizations, as well as three site visits. Recommendations were provided for overall program changes and financial modeling.

- **Edison Avenue Neighborhood Action Plan, Jacksonville, Fl.** – project manager for a comprehensive neighborhood plan which focused on Brownfield redevelopment, housing, the creation of a central neighborhood commercial district, and land use and zoning issues. The Plan incorporated public input attained through numerous community meetings and workshops.

JADE WILES
Sales & Acquisition Manager

EDUCATION
Business Administration
University of South Carolina
Spartanburg, SC

PROFFESIONAL MEMBERSHIPS
National Association of Realtors
Georgia Association of Realtors
Atlanta Board of Realtors
Accredited Auctioneer of Real Estate
National Auctioneer Association

EXPERIENCE
As sales manager, Jade is responsible for the on-site sales operations of Affordable Housing Opportunity Events (AHOA) for the disposition of property by non-profit organizations and local governments to low-to-moderate individuals and families. Mr. Wiles is responsible for selling over 600 properties with sales totaling over $40 million to date. Jade has experience in property acquisition, construction and renovation management, staff training and buyer education, community outreach, advertising placement and distribution, and work write-up preparation.

- **Acquisition Manager, Edward Waters College, Jacksonville, FL-** Developed and currently managing Property Acquisition Strategy both commercial and residential, as part of a comprehensive neighborhood revitalization plan for the expansion and preservation of a Historic Black College.

- **Project Manager, Peoplestown Revitalization Corporation, Atlanta,GA-**Develop a strategy program to identify property owners of vacant and abandoned structures, as well as vacant lots located in a targeted area for the purpose of rehabilitation and in-fill new construction of inner-city property for low-to-moderate income families.

- **Realtor, Metro-brokers/GMAC Real Estate, Georgia-** I assist individuals and families with consultation, purchasing and or selling of real property; member of Corporate Relocation Division primarily responsible for valuation estimates of foreclosed properties throughout the Greater Metro Atlanta area.

- **Construction Manager, Atlanta, GA-**Coordinated the construction of 25 custom-built homes in Niskey Lake Cove Subdivision, in Atlanta with sales prices ranging from $180K to 240K. Responsibilities included managing and monitoring the following: roofing, siding, trim/finishing and cornice work, installation of hardwood floors, hanging/finishing drywall, pouring/finishing concrete, erosion control and landscaping.

- **Construction Manager, Atlanta, GA-**Coordinated the construction of 25 custom-built homes in Niskey Lake Cove Subdivision, in Atlanta with sales prices ranging from $180K to 240K. Responsibilities included managing and monitoring the following: roofing, siding, trim/finishing and cornice work, installation of hardwood floors, hanging/finishing drywall, pouring/finishing concrete, erosion control and landscaping.

- **Marketing strategies and advertising and campaigns, Alabama, Ohio, Florida, Chicago, Pennsylvania, California, Georgia**– designed marketing strategies and advertising campaigns in conjunction with planned community and neighborhood revitalization initiatives aimed at increasing community involvement, building consensus, and revitalizing and redeveloping inner and central-city neighborhoods throughout the United States.

- **On-Site Sales Manger, various United States cities-**Responsible for the day-to-day Affordable Housing Opportunity Auction activities, which included, but limited to the following; customer/client relations, lender and client scheduling, monitoring marketing activities, scheduling ad placement, coordinating Buyer Awareness meetings, coordinating Open House dates, monitoring pre-approval process with lenders, and all auction day activities through closings.

- **Construction Process Manager-NHS Savannah, GA.-**Developed process to track the construction process for rehabbed inventory as well as new construction. Worked closely with the rehab specialist and contract vendors to systematically deliver and evaluate properties within a predetermined amount of time, eliminating excessive carrying cost and wasted materials to the NHS.

BEVERLY P. CURRY
Marketing & Community Participation Manager

EDUCATION

Bachelor of Science, Marketing
South Carolina State University

Master of Business Administration
Clark Atlanta University

PROFESSIONAL MEMBERSHIPS

National Black MBA Association
National Association of Realtors
Georgia Association of Realtor
Metro South Board of Realtor

EXPERIENCE

As marketing manager/consultant Beverly has been instrumental in designing and developing numerous marketing strategies, programs and initiatives, which has included internal and business-to-business marketing. In addition, Beverly has managed and provided project oversight and technical assistance on numerous projects. Her experience ranges from project conceptualization to development and implementation.

Beverly Curry has worked with state and federal government agencies, local city governments, non-profit and community-based organizations. Her focus has been on developing innovative and creative strategies to facilitate homeownership education and increasing market appeal, support and participation for programs.

Currently, Beverly is a Marketing and Community Participation Manager in the Atlanta, Georgia office. She works with clients to develop and prepare neighborhood and community-based initiatives, marketing materials, marketing and advertising campaigns and prepares applications and proposals to request and solicit funding for programs and projects. Beverly has been credited with developing and implementing homeownership education and counseling program that have gained national recognition. She has also received training and certifications from the Neighborhood Reinvestment Training Institute, which has included "Marketing Your Home Ownership Programs", "Working with State and Local Governments", Home Ownership Programs: Model of Success "and" Home *Buyers Clubs".*

- **Home Buyers Education Club, Jackson, MS**–developed and implemented a comprehensive homeownership education and counseling program designed to educate prospective buyers on the home buying process, preparation and owning a home as part of the City's revitalization initiative. This initiative involved the redevelopment and revitalization of an inner city neighborhood through creation of affordable housing opportunities.

- **Home Buyers Education Club, Alabama A&M University, Normal AL**—developed and implemented a comprehensive homeownership education and counseling program that coupled buyer preparedness with community and revitalization initiatives. Initiatives were aimed at creating affordable homeownership opportunities for low and moderate-income families and first time homebuyers in a target neighborhood adopted by the University.

- **Marketing strategies and advertising and campaigns, Alabama, Ohio, Florida, Chicago, Pennsylvania, California, Georgia**– designed marketing strategies and advertising campaigns in conjunction with planned community and neighborhood revitalization initiatives aimed at increasing community involvement, building consensus, and revitalizing and redeveloping inner and

central-city neighborhoods throughout the United States.

- **HUD Historically Black College and University Grant Program, Edward Waters College, Jacksonville, FL**—prepared federal grant application requesting $300,000 in funding to begin the redevelopment and revitalization of a commercial corridor and targeted residential community both adopted by the college. Proposed initiatives would be implemented as part of the Mayor and the City of Jacksonville's major thrust for the revitalization of central city neighborhoods. A grant was awarded in the amount of $250,000.

- **Community Outreach Partnership Program (COPC), Edward Waters College, Jacksonville, FL**—prepared grant applications requesting funding in the amount of $400,000 and $300,000. Funding would be utilized to implement community and outreach activities in target community adopted by the college along with HBCU grant activities. Applications were prepared for the 2000 and 2001 grant periods respectively.

- **Affordable Homeownership Auction Event, Jackson, MS---** Project Manager and Consultant to the local city governments and local non-profit organizations. Managed local on-site office, and facilitated the mortgage pre-qualification process. Coordinated community involvement and outreach activities. Worked closely with community leaders, neighborhood organizations and local city officials. Coordinated pre- and post- auction activities.

- **Realtor—Metro-brokers/GMAC Real Estate-**assist buyers and sellers with the purchase and sell of real property. Specialize in contract negotiations, property valuation, marketing and advertising. Offer both buyer and seller representation.

- **Affordable Housing Auction, Sales Manager- Harrisburg, PA and Jackson, MS--** Provided consultation to local city officials and non-profit organizations to implement auction event. Coordinated and managed all advertising, to include media buys, press releases, press events, city-sponsored events, home buyers education and neighborhood activities implemented in conjunction with the event. Managed all sales day activities and provided oversight for post auction activities, loan approvals and closings.

- **Central Savannah River Area—Rural Affordable Housing, Thomas, GA-** conducted training sessions to educate housing counselors on administering rural affordable housing programs and providing homeownership counseling to prospective purchasers. Prepared training manuals for CSRA Tract Workers and a Homeownership Education Program Guide for Housing Administrators.

MELODY L. BENBOW
Planner

EDUCATION
Criminology
Florida State University

Master of Urban & Regional Planning
Florida State University

PROFFESSIONAL MEMBERSHIPS
American Planning Association
National Trust for Historic Preservation

EXPERIENCE
As a planner and project manager, Ms. Benbow has participated in a number of neighborhood planning projects, and led grass roots initiatives. Her experience is within community redevelopment and housing programs.

Melody Benbow has worked for the City of Tallahassee Department of Neighborhood and Community Services, where she assisted clients through the HOME, SHIP, and CDBG funded programs, and the City of Clearwater, where she served as a Neighborhood Services Coordinator.

Currently, Melody is a planner and project manager in the Jacksonville office, where she develops neighborhood revitalization strategy plans and community initiatives. She has also successfully completed a countywide housing conditions survey and conservation overlay district plan.

- **Housing Strategy Leon County, FL-** an assessment and evaluation of housing conditions and housing rehabilitation programs which identified affordable housing and areas of need, recommended strategies for improving the housing rehabilitation program, and identified potential funding sources

- **Griffin Heights Neighborhood Assessment, Tallahassee, Fl.** – an assessment of neighborhood characteristics which provided the data and analysis which was the basis for the future development of a comprehensive neighborhood plan.

- **Island Estates Neighborhood Conservation Overlay District Plan, Clearwater, Fl.**- a neighborhood plan focused on preserving the existing character of the Island Estates community. The plan was developed using a participatory method that encouraged heavy community involvement.

- **Edison Avenue Neighborhood Action Plan, Jacksonville, Fl.** – a comprehensive neighborhood plan which focused on brownfields redevelopment, housing, the creation of a central neighborhood commercial district, and land use and zoning issues. The Plan incorporated public input attained through numerous community meetings and workshops.

- **Jacksonville's Brownfield Program, Jacksonville, Fl**- project manager for a performance evaluation of Jacksonville's Brownfields Redevelopment program and summary of the achievements of the EPA Pilot Assessment Project.

- **Lem Turner/Rebault Senic Community Plan, Jacksonville Fl-** project manager for a community plan that includes a review of current redevelopment activity and the establishment of a neighborhood conservation district for the area.