



Board of Directors

Agenda Item #4

Administrative Committee

Malcolm Young, Chairman

January 13, 2016

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Louisiana Housing Corporation

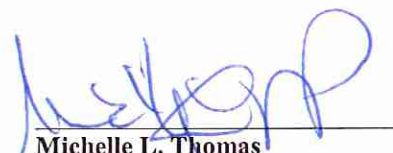
January 12, 2016

ADMINISTRATIVE COMMITTEE MEETING

AGENDA

Notice is hereby given of a regular meeting of the Administrative Committee to be held on **Wednesday, January 13, 2016 @ 10:15 A.M.**, Louisiana Housing Corporation Building, Committee Room 2, located at 2415 Quail Drive, Baton Rouge, Louisiana, by order of the Chairman.

1. Call to Order and Roll Call.
2. Approval of the Minutes of the November 25, 2015 Committee Meeting.
3. Resolution authorizing the LHC to enter into a contract for services with Lawyers' Committee for Civil Rights Under Law and Greater New Orleans Fair Housing Action Center for the Analysis of Impediments to Fair Housing Choice; and providing for others matters in connection therewith. Staff recommends approval.
3. Resolution authorizing the LHC to enter into a contract with Property One, Inc., under the Request for Proposals ("RFP"), for services for Commercial Property Management of LHC office buildings; and providing for other matters in connection therewith. Staff recommends approval.
4. Resolution authorizing the LHC to enter into a contract with the selected proposer, under the Request for Proposals ("RFP"), for services for Construction and Compliance Monitoring; and providing for other matters in connection therewith. Staff recommends approval.
5. Resolution authorizing the LHC to enter into a contract with CohnReznick LLP under the Request for Proposals ("RFP"), for services for Technology Services; and providing for other matters in connection therewith. Staff recommends approval.
6. Resolution authorizing the LHC to confer with Division of Administration ("DOA") and Civil Service Commission ("CSC") staff to explore all available options to reorganize staffing; and providing for other matters in connection therewith. Staff recommends approval.
7. Other Business.
8. Adjournment.



Michelle L. Thomas
LHC Interim Executive Director

If you require special services or accommodations, please contact Board Coordinator and Secretary Barry E. Brooks at (225) 763 8773, or via email bbrooks@lhc.la.gov.

Pursuant to the provisions of LSA-R.S. 42:16, upon two-thirds vote of the members present, the Board of Directors of the LHC may choose to enter executive session, and by this notice, the Board reserves its right to go into executive session, as provided by law.

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LOUISIANA HOUSING CORPORATION

LHC BOARD OF DIRECTORS ADMINISTRATIVE COMMITTEE MEETING

Wednesday, November 25, 2015 @ 9:00 A.M.

Guest Sign-In Sheet

GUEST NAME	FIRM
------------	------

PLEASE, PLEASE PRINT

1. JATIS G. HARRINGTON

LHC Staff

2. Richard Wehr

Standard Mfg

3. Glen Weller

Standard Mortgage

4. Larry Eyring

A. L. B. B. B.

5. John P. P.

Reginal James

ACM
PLEASE PRINT CLEARLY

GUEST NAME

FIRM

6. Kim Washington

Seneca Road

7. W. Nevel

8.

9.

10.

11.

12.

13.

14.

15.

16.

17.

18.

Administrative Committee Meeting Minutes
Wednesday, November 25, 2015
2415 Quail Drive
Committee Room 2
Baton Rouge, LA 70808
9:00 a.m.

Committee Members Present

Chairman Malcolm Young
Larry Ferdinand
Dr. Daryl Burckel

Committee Members Absent

Treasurer John Kennedy
Ellen Lee

Board Members Present

Michael Airhart
Mayson Foster
Willie Spears
Guy Williams, Jr.

Board Members Absent

Matthew Ritchie
Ellen M. Lee

Staff Present

Keith Cunningham
Michelle Thomas
Sarah Mulhearn
Todd Folse
Jessica Guinn
Brenda Evans
Nicole Sweazy
Collette Mathis
Juon Wilson
Janel Young

Others Present

See Sign-in sheet

Minutes

Call to Order and Roll Call. The Administrative Committee Meeting was called to order by Chairman Malcolm Young at 9:00 a.m. The roll was called by Ms. Selena Sims and a quorum was established.

Approval of Minutes. On a motion by Chairman Malcolm Young, which was seconded by Mr. Michael Airhart, the minutes of the September 9, 2015 committee meeting were approved without correction.

Action Items.

- *Resolution authorizing the issuance of a Request for Proposals (“RFP”) for a Commercial Property Manager for LHC office buildings; and providing for other matters in connection therewith. Staff recommends approval.*

Chairman Young introduced and explained the resolution. A motion was made by Chairman Young and seconded by Mr. Airhart, to favorably recommend the resolution to the Full Board. The motion passed unanimously.

- *Resolution authorizing the LHC to release a Request for Proposals (“RFP”) seeking proposals for Compliance Monitoring Services; and providing for other matters in connection therewith. Staff recommends approval.*

Chairman Young introduced and explained the resolution. A motion was made by Mr. Spears, seconded by Mr. Airhart, to recommend the resolution to the Full Board. The motion passed unanimously.

Adjournment.

There being no other business to discuss, Chairman Young adjourned the meeting at 9:11 a.m.

Selena Sims, Committee Secretary

LOUISIANA HOUSING CORPORATION

The following resolution was offered by Director _____ and seconded by Director _____ :

RESOLUTION

A resolution authorizing the Louisiana Housing Corporation (“LHC” or “Corporation”) to enter into a contract with Lawyers’ Committee for Civil Rights Under Law and Greater New Orleans Fair Housing Action Center for services for the Analysis of Impediments to Fair Housing Choice; and providing for others matters in connection therewith.

WHEREAS, the Louisiana Housing Corporation (“LHC” or “Corporation”) was created by and pursuant to the Louisiana Housing Corporation Act contained in Chapter 3-G of the Louisiana Revised Statutes of 1950, as amended (R.S. 40:600.86 through R.S. 40:600.111); and

WHEREAS, the LHC, as authorized by the State of Louisiana pursuant to R.S. 40:600.91(A), shall have the powers necessary or convenient to carry out and effectuate the purpose and provisions of the LHC Act; and

WHEREAS, on August 12, 2015, the Board of Directors of the Corporation authorized the release of a Request for Proposals (“RFP”) for Analysis of Impediments to Fair Housing Choice; and

WHEREAS, the Corporation has reviewed the response to the RFP for Analysis of Impediments to Fair Housing Choice.

NOW THEREFORE, BE IT RESOLVED by the Board of Directors of the Louisiana Housing Corporation (the “Board”), acting as the governing authority of said Corporation, that:

SECTION 1. The Louisiana Housing Corporation (“Corporation”) is hereby authorized to enter into a contract with **Lawyers’ Committee for Civil Rights Under Law and Greater New Orleans Fair Housing Action Center** for the Request for Proposals (“RFP”) for Analysis of Impediments to Fair Housing Choice.

SECTION 2. The Corporation staff and counsel are authorized and directed to prepare such documents and agreements as may be necessary to effectuate the provisions of this resolution.

SECTION 3. The Chairman, Vice-Chairman, Interim Executive Director, and/or Secretary of the Corporation are hereby authorized, empowered, and directed to execute any forms and/or documents required to be executed on behalf of and in the name of the Corporation, the terms of which are to be consistent with the provisions of this resolution.

This resolution having been submitted to a vote, the vote thereon was as follows:

YEAS:

NAYS:

ABSENT:

ABSTAIN:

And the resolution was declared adopted on this, the 13th day of January, 2015.

Chairman

Secretary

STATE OF LOUISIANA

PARISH OF EAST BATON ROUGE

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (Board), do hereby certify that the foregoing two (2) pages constitute a true and correct copy of a resolution adopted by said Board on January 13, 2015 entitled: “A resolution authorizing the Louisiana Housing Corporation (“LHC” or “Corporation”) to enter into a contract with **Lawyers’ Committee for Civil Rights Under Law and Greater New Orleans Fair Housing Action Center** or services for the Analysis of Impediments to Fair Housing Choice; and providing for others matters in connection therewith.”

IN FAITH WHEREOF, witness my official signature and the impress of the official seal of the Corporation on this, the 13th day of January, 2015.

Secretary

(SEAL)

FEE OFFER

The Lawyers' Committee received a grant from a national foundation that enables us to subsidize our professional services in a few select jurisdictions. As a result of this grant, we are able to provide a 25% discount on our staff time for this proposal.

The budget breakdown is as follows:

The above budget includes the following hourly rates, which reflect a 25% discount because of our national grant:

Diane Glauber, Joe Rich, Cashauna Hill: \$75 per hour.

Thomas Silverstein, Jason Bailey, Maxwell Ciardullo, Monika Gerhart, Sascha Bollag: \$40 per hour.

Total Hours for Project: 2,400.

TABLE A – Cost of Deliverables

Impediments Identified	\$5,000
Relevant Studies	\$5,000
Data Inventory	\$5,000
Evaluation of Fair Housing Legal Status	\$5,000
Methodology for the Identification of Impediments to Fair Housing	\$5,000
Timeline for Deliverables	\$5,000
Responding to Public Comments	\$5,000
Monthly Progress Reports	\$5,000
Outreach and Public Participation Plan	\$20,000
Spatial Data Files	\$5,000
Plan for Metadata Quality	\$5,000
Model Handbook	\$5,000
Presentation of Results	\$5,000
Data Files	\$5,000
Briefings	\$5,000
Analysis of Impediments	\$20,000
GRAND TOTAL COST	\$110,000

Table B – Job Classifications and Costs

Job Classification		Number of Hours	Hourly Rate		Total Cost by Job Classification
Executive		400	\$75		\$30,000
Project Managaer		1200	\$40		\$48,000
Anaylst III		800	\$40		\$32,000
Anaylst II					
Analyst I					
Administrative Assitant					
	Total Number of Hours by All Job Classifications	2,400		Total Cost	\$110,000



**LAWYERS' COMMITTEE FOR
CIVIL RIGHTS
U N D E R L A W**

1401 New York Avenue, NW
Suite 400
Washington, DC 20005-2124

Tel: 202.662.8600
Fax: 202.783.0857
www.lawyerscommittee.org

Request for Proposals of Analysis of Impediments to Fair Housing

Submitted jointly by:

Co-Chairs

John M. Nonna
James P. Joseph

Secretary

Eleanor H. Smith

Treasurer

Andrew W. Kentz

General Counsel

Nicholas T. Christakos

Lawyers' Committee for Civil Rights Under Law

1401 New York Avenue, Suite 400

Washington, DC 20005

(202) 662-8600

Tax Identification Number: 52-0799246

Contact: Diane Glauber, Co-Director, Fair Housing & Community Development

(202) 662-8303 phone; (202) 783-0857 fax; dglauber@lawyerscommittee.org

Greater New Orleans Fair Housing Action Center

404 S Jefferson Davis Pkwy

New Orleans, LA 70119

(504) 596-2100

Tax Identification Number: 72-1306717

Contact: Cashauna Hill, Executive Director

(504) 208-5916 phone; (504) 684-5688 fax; chill@gnofairhousing.org



November 25, 2015

Louisiana Housing Corporation
ATTN: E. Keith Cunningham, Jr.
Re: Analysis of Impediments RFP
2415 Quail Drive
Baton Rouge, Louisiana 70808

Co-Chairs

John M. Nonna
James P. Joseph

Secretary

Eleanor H. Smith

Treasurer

Andrew W. Kentz

General Counsel

Nicholas T. Christakos

Dear Mr. Cunningham:

Enclosed please find a proposal to conduct an *Analysis of Impediments to Fair Housing Choice* for the State of Louisiana. The Lawyers' Committee for Civil Rights Under Law (the "Lawyers' Committee") and the Greater New Orleans Fair Housing Action Center ("GNOFHAC") offer the combination of expertise in fair housing law and planning principles necessary to produce an Analysis of Impediments to Fair Housing Choice (AI) that not only meets, but exceeds HUD's requirements. We greatly appreciate your consideration of the essential strengths and unique qualities and experiences that we will bring to conducting Louisiana's AI.

The Lawyers' Committee is a national, nonpartisan, nonprofit civil rights legal organization that was formed in 1963 at the request of President John F. Kennedy to involve the private bar in providing legal services to address racial discrimination. The principal mission of the Lawyers' Committee is to secure, through the rule of law, equal justice under law, targeting in particular the inequities faced by African Americans and other racial and ethnic minorities. The Lawyers' Committee's Fair Housing & Community Development Project is one of the organization's most active areas of work.

The Greater New Orleans Fair Housing Action Center is a non-profit civil rights organization that was founded in 1995. Since its inception, GNOFHAC has built an impressive record of advocating for the fair housing rights of Louisiana consumers through enforcement, education, and homeownership protection. GNOFHAC is the only fair housing advocacy organization in the state of Louisiana.

Both organizations have worked closely with the Louisiana Housing Corporation to support LHC's efforts to promote access to housing opportunity and advance fair housing goals through meetings with staff and comments on proposed Qualified Allocation Plans (QAPs).

1. We Are Leaders in the Fair Housing Field

Through litigation in federal court and in HUD administrative proceedings, the Lawyers' Committee and GNOFHAC have intimate knowledge of HUD's requirements under the Fair Housing Act and its obligation to affirmatively further fair housing (AFFH). We grapple with the issues every day, often working closely with HUD. We will employ a forward-looking approach to ensure that Louisiana adopts a comprehensive AI that identifies fair housing impediments and designs appropriate actions to overcome those impediments.

2. We Have Deep Expertise Relevant to AIs

The members of our team have decades of experience in fair housing, planning, and affordable housing development. We are well-versed at incorporating fair housing into the local planning process. We have conducted training on various fair housing and planning issues for planners, attorneys, city, county and community development officials, and state officials.

The Lawyers' Committee recently completed two AIs in California; one for the City of Ontario and one for San Luis Obispo County. In addition, **we are subcontracting with HUD to provide training and technical assistance to jurisdictions on the implementation of the proposed new Affirmatively Furthering Fair Housing (AFFH) rule**, which was released on July 16, 2015. **We are currently also answering questions about the new rule posted on the HUD Portal.**

We have conducted training sessions on a range of topics including the duty to affirmatively further fair housing, land use provisions affecting affordable housing, policies that expand access to supportive housing for persons with disabilities, and many others. The members of our team are leaders in training local officials on how to fulfill their jurisdiction's legal obligation to affirmatively further fair housing. They also bring an in-depth understanding of fair housing law that enhances our team's ability to review local laws, practices, and policies for compliance with local, state, and federal fair housing law as well as the obligation to affirmatively further fair housing.

Conducting an AI involves far more than simply gathering data and commenting on it. It requires a thoughtful and insightful analysis of the data by applying an interdisciplinary understanding of planning, fair housing law and practice, and the dynamics of housing. Far too many AIs lack this analysis and context.

Unlike far too many AIs, our AI will actually analyze the information and explain why a policy, law, or practice complies or does not comply with fair housing law and sound planning principles.

3. We Know How to Produce an AI That Is Objective, Fair, Accurate, and In-Depth and Understand the Scope of Work to be Performed

As you will see from our detailed proposal, the AI we will conduct for the State of Louisiana will be much more than a simple exercise in gathering statistics. We apply an accurate, interdisciplinary analysis of the data within the context of fair housing law and sound planning

principles and practices. Our approach identifies public and private sector impediments to fair housing and presents a comprehensive set of responsive realistic recommendations to neutralize impediments. **Our team’s extensive and thorough understanding of fair housing, affordable housing, zoning, planning, and law enables us to avoid the “false positives” reported in some AIs — identifying a policy, practice, or law as an impediment that actually does *not* hinder fair housing choice.**

Our procedure combines interviewing representatives of relevant entities with an extensive review of data to provide a foundation for a fact-based analysis that identifies real impediments to fair housing choice. The recommendations we make to mitigate impediments systematically target the causes of each impediment with pragmatic solutions.

4. We Will Provide a Fresh, Independent Analysis of Fair Housing Impediments Facing the State of Louisiana

It is crucial that whoever conducts an AI be an independent reviewer without preconceptions about the subject jurisdiction or a conflict of interest. We have brought a fresh perspective to AIs that fulfills HUD’s expectations for AIs, especially in the wake of the Westchester County settlement.

5. We Are Dependable, Responsive, and Resourceful.

We urge you to speak with our references. They are the best sources for information on how accurate, fair, responsive, dependable, diplomatic, easy to work with, and resourceful we are.

6. Our Approach Complies with the Emerging AI Requirements of the “Westchester County Doctrine.”

One of our central goals in conducting an Analysis of Impediments is to protect our client communities from the sort of legal challenge that is costing Westchester County, New York over \$62 million. In addition to the cost of the settlement, the county’s continuing failure to comply with the settlement has led to HUD withholding or withdrawing more than \$12 million of Community Development Block Grant funds.

Our approach focuses on addressing the full range of fair housing issues within the core mandates of the Housing and Community Development Act of 1974. **This approach helps assure that the resulting AI will comply with the HUD rules and regulations on affirmatively furthering fair housing as well as the “Westchester County Doctrine”** enunciated in *United States and Anti-Discrimination Center of Metro New York, Inc. v. Westchester County, NY*; settled August 10, 2009. The “Westchester County Doctrine” holds that the affirmatively furthering fair housing analysis of an AI is distinctly different than an affordable housing analysis, that income is not a proxy for race, and that affordable housing is not a proxy for diversity. We are well-versed in the legal and regulatory framework that guides this work, and our team has significant experience with this very type of engagement. As a result, we can efficiently produce a quality AI that will serve the State of Louisiana. In addition, the Lawyers’ Committee is *partially funded* from a national foundation, enabling us to subsidize our hourly rate by approximately one-fourth. In other words, some of this proposal is, in a manner of speaking, already paid for.

- 7. We meet all appropriate state licensing requirements to practice in the state of Louisiana.**
- 8. We have no record of substandard work within the last five years (5), or ever.**
- 9. We have not engaged in any unethcal practices within the last five (5) years, or ever.**
- 10. If awarded the contract, the Lawyers' Committee and GNOFHAC acknowledge our complete responsibility for the entire contract, including payment of any and all charges resulting from the contract.**

Thank you for this opportunity to submit this proposal. We hope we will have the opportunity to work with the State of Louisiana on this essential project.

Sincerely,

Diane Glauber, Co-Director, Fair Housing & Community Development Project
Lawyers' Committee for Civil Rights Under Law

Cashauna Hill, Executive Director, Greater New Orleans Fair Housing Action Center

Enclosures

I. Background and Experience

A. Lawyers' Committee for Civil Rights Under Law

The Lawyers' Committee is a nonpartisan, nonprofit organization, formed in 1963 at the request of President John F. Kennedy to involve the private bar in providing pro bono legal services to address racial discrimination. The Lawyers' Committee engages in litigation, policy advocacy, public education, transactional legal services, and technical support. Based in Washington, D.C., the Lawyers' Committee is a national organization that works on matters in all regions of the United States. The Lawyers' Committee has approximately 51 staff who work in the following program areas: fair housing and community development, public policy, voting rights, educational opportunities, and employment discrimination.

The Lawyers' Committee has recently completed the Ontario, California AI and is finalizing the AI for San Luis Obispo County. In addition, **we are subcontracting with HUD to provide training and direct technical assistance to jurisdictions on the implementation of the proposed new Affirmatively Furthering Fair Housing (AFFH) rule. In addition, we are also assisting in the development of the AFH Assessment Tool Training Manual and answering questions about the new rule posted on the HUD Portal.**

The final AI for the City of Ontario is available at this link:

<http://www.relmanlaw.com/affh/AI%20Database%20Reduced/California2015CityofOntario.pdf>

The public comment draft AI for San Luis Obispo County is available at this link:

<http://www.slocounty.ca.gov/Assets/PL/Housing/DRAFT-Analysis+of+Impediments+-+Fair+Housing+Plan+-+SLO+County.pdf>

The People's Analysis of Impediments (AI) to Fair Housing Choice for New Orleans is available at this link: <https://lawyerscommittee.org/wp-content/uploads/2015/06/12-20-11-Peoples-AI-FINAL.pdf>

Our team brings a wealth of experience and pioneering efforts in affirmatively furthering fair housing. Resumes for all staff are included as an appendix.

Diane Glauber, the Lawyers' Committee's Co-Director of Fair Housing and Community Development, has extensive experience in providing training and technical assistance to jurisdictions on fair housing, affordable housing, and compliance with HUD regulations.

Diane Glauber recently led the effort to prepare an Analysis of Impediments to Fair Housing Choice for Ontario, California. Ms. Glauber also supervised staff preparing a People's Analysis of Impediments (AI) to Fair Housing for New Orleans, as well as a report detailing best practices for furthering fair housing in New Orleans. The reports were the result of extensive collaboration with community-based stakeholders and continue to inform advocacy efforts around housing issues in New Orleans to this day. HUD uses the People's Analysis of Impediments as a guide when reviewing the compliance of grantees across the country.

Ms. Glauber, in conjunction with the Ford Foundation, developed a new initiative to advocate for policy, regulatory and statutory changes at the national and state levels to promote the integration of community development and fair housing activities. She also oversaw approximately \$50 million annually in HUD grants as Director of Human Services for the City of Baltimore. She is an adjunct law professor and co-authored, “Affirmatively Furthering Fair Housing in REO-to-Rental Programs.” FHLB of San Francisco Community Development Investment Review (February 2014).

Joe Rich is the Co-Director of the Fair Housing & Community Development Project. He has served in this position since 2005, focusing on fair housing and fair lending litigation and policy, legal assistance to victims of Hurricane Katrina, and the National Commission on Fair Housing and Equal. Mr. Rich recently played a pivotal role in coordinating the preparation and filing of *amicus curiae* briefs in *Texas Department of Housing & Community Affairs v. Inclusive Communities Project*.

Before joining the Lawyers' Committee, Mr. Rich spent his entire legal career in the Department of Justice's Civil Rights Division, where he litigated and supervised hundreds of civil rights cases. From 1999 to 2005, he served as the chief of the Voting Section, where, in 2004, he directed and coordinated the most extensive election monitoring program in the history of the Civil Rights Division, involving coverage of 86 jurisdictions and election monitoring by over 1,000 federal employees. As Voting Section chief, Mr. Rich also was responsible for the coordination of the Department of Justice's response to the extraordinary events surrounding the 2000 election; preparation and implementation of the Department's responsibilities concerning redistricting plans after the 2000 Census, including overall responsibility for review of redistricting plans under Section 5 of the Voting Rights Act (VRA); enforcement of vote dilution and other cases brought under Section 2 of the VRA; and enforcement of the language assistance provisions of the VRA.

Prior to his tenure in the Voting Section, Mr. Rich spent 12 years as deputy chief in the Housing and Civil Enforcement Section of the Civil Rights Division, where he was involved in hundreds of fair housing and fair lending cases and helped to develop and implement the Department's fair housing and fair lending enforcement program after the passage of the 1988 Fair Housing Amendments Act. Additionally, he served as deputy chief and trial attorney in the Civil Rights Division's Educational Opportunities Section, where he litigated and supervised approximately 100 school desegregation and other equal education cases.

Thomas Silverstein, Associate Counsel in the Lawyers' Committee's Fair Housing and Community Development Project, led the effort to prepare an Analysis of Impediments to Fair Housing Choice for a county in California. He has experience in fair housing and disability rights enforcement and policy advocacy at the federal, state, and local levels. His work focuses primarily on increasing compliance with the duty to affirmatively further fair housing. On September 18, 2015, Mr. Silverstein provided training on HUD's new Affirmatively Furthering Fair Housing rule for the conference of Region 4 of the National Community Development Association. Mr. Silverstein has drafted formal comments on HUD's Affirmatively Furthering Fair Housing rule, both draft versions of the Assessment of Fair Housing tool released by HUD to date, the Department of the Treasury's regulation implementing Title VI of the Civil Rights Act of 1964, and multiple qualified allocation plans (QAPs) and AIs.

Jason Bailey, Equal Justice Works Fellow, is currently addressing housing discrimination in Arkansas through direct representation and education to low-income tenants. Mr. Bailey is also in the process of establishing and training a network of fair housing advocates, as well as developing systemic impact litigation. Previously, Mr. Bailey was Investigator for the Arkansas Fair Housing Commission, where he investigated allegations of housing discrimination, conducted outreach programs and seminars to inform the public of fair housing laws, and negotiated and monitored conciliation agreements.

B. Greater New Orleans Fair Housing Action Center

GNOFHAC staff have contributed to the creation of numerous Analyses of Impediments and are prepared to provide relevant technical assistance to the City of New Orleans as it drafts its Assessment of Fair Housing (AFH). GNOFHAC's prior work on the People's Analysis of Impediments for New Orleans (2011, 2014) in joint leadership with the Lawyers' Committee for Civil Rights Under Law, yielded such outcomes as the creation, collection, and analysis of housing data and the creation of policy recommendations.

Commitment to Louisiana

The Lawyers' Committee has been working in Louisiana continuously over the past ten years, beginning a few weeks after Hurricane Katrina devastated much of the Gulf Coast. The Lawyers' Committee has one dedicated staff person located in New Orleans and has three attorneys working on Louisiana matters from its offices in Washington, DC. Over the past ten years, our Louisiana work has included policy advocacy to advance fair and affordable housing, tenants' rights, and workers' rights; and transactional legal and capacity-building assistance to over twenty nonprofit and community-based organizations.

A sampling of our fair housing work in Louisiana with our partner GNOFHAC includes advocacy for the City Planning Commission (CPC) to adopt zoning policies that would affirmatively further fair housing, including an inclusionary zoning policy and a process for individuals with disabilities and for developers of housing for people with disabilities to request reasonable accommodations in zoning and building requirements. In addition, together we researched the best practices for affirmatively furthering fair housing in the Louisiana's QAP and developed incentives in the QAP for development in high-opportunity areas, in low-income areas that have a revitalization plan, and for people with disabilities in integrated settings.

A full-service fair housing advocacy organization, GNOFHAC accomplishes its work through strategic focus on education and outreach; enforcement; foreclosure prevention counseling; and policy advocacy. GNOFHAC's policy advocacy work focuses on ensuring passage of equitable housing policies at the city, state, and federal level. GNOFHAC serves communities and clients throughout the state of Louisiana. GNOFHAC has partnered with community groups and stakeholders to advance legislation, as well as departmental and municipal policies that bring equity to the statewide housing landscape.

After New Orleans' 2010 Analysis of Impediments to Fair Housing *Choice* failed to meet even basic threshold criteria in identifying barriers to housing access and outlining actions to overcome impediments to fair housing choice, GNOFHAC partnered with the Lawyers'

Committee to remedy the insufficient process and document. New Orleans' vastly deficient AI indicated that few stakeholders and City officials understood the ways in which land use and funding decisions could significantly impact housing access and demonstrated the existence of an unmet need for technical assistance regarding such strategies.

GNOFHAC staff have contributed to the creation of numerous Analyses of Impediments and are prepared to provide relevant technical assistance to the City of New Orleans as it drafts its Assessment of Fair Housing (AFH). GNOFHAC's prior work on the People's Analysis of Impediments for New Orleans (2011, 2014) in joint leadership with the Lawyers' Committee for Civil Rights Under Law, yielded such outcomes as the creation, collection, and analysis of housing data and the creation of policy recommendations. Further, GNOFHAC continues to collaborate with Jefferson Parish (a suburban community adjacent to New Orleans) on the creation and implementation of its AI. GNOFHAC has also worked extensively with the Greater New Orleans Housing Alliance and the City of New Orleans to create HousingNOLA, a 10-year housing plan that addresses New Orleans' housing needs. GNOFHAC's Policy Analyst, Maxwell Ciardullo, chaired the Data Committee. Monika Gerhart-Hambrick, GNOFHAC's Policy and Communications Director, joined Mr. Ciardullo on the Policy and Leadership Committees, and Mr. Ciardullo served on the project's Executive Committee.

Cashauna Hill was appointed GNOFHAC's Executive Director in April 2015. She oversees all of the Center's financial, investigative, enforcement, education, policy, and foreclosure prevention activities. Prior to accepting the Executive Director position, Ms. Hill served as an Assistant City Attorney for the City of New Orleans, where she worked with City policymakers on housing policy issues, in addition to managing litigation and representing City employees and departments in court and administrative proceedings.

Ms. Hill served as a GNOFHAC Staff Attorney from 2011 to 2013. She is a 2005 graduate of Tulane Law School, where she began her legal career as a student-attorney representing indigent clients pursuing civil rights claims. Ms. Hill earned her undergraduate degree, *cum laude*, from Spelman College. An attorney licensed in Louisiana and Oregon, Ms. Hill served as the Fair Housing Staff Attorney at Oregon Law Center's Portland office immediately preceding her time as a Staff Attorney at GNOFHAC. In that capacity, she represented low-income individuals across the state of Oregon. She also advised City officials on effective fair housing policy through service as a member of the committee chosen to draft the City's Analysis of Impediments to Fair Housing Choice (AI). Upon joining GNOFHAC's staff in 2011, Cashauna collaborated with City leaders and other housing advocates to update the City of New Orleans' AI. She has extensive experience in AI processes, housing policy development, and fair housing matters generally.

Monika Gerhart has served as the Policy Director for GNOFHAC since 2012. In that capacity, Ms. Gerhart leads the organizations regulatory and legislative advocacy efforts, including in relation to Louisiana jurisdictions' efforts to affirmatively further fair housing. Ms. Gerhart has over a decade of organizing and policy advocacy experience with most of that experience focused on the Gulf Coast region. Ms. Gerhart has earned her M.A. from Tulane University and has a B.A. from the University of Minnesota.

Maxwell Ciardullo has worked as a Policy Analyst for GNOFHAC since 2014. In that capacity, he has conducted research, participated in coalition-based advocacy efforts, and worked with policymakers. Mr. Ciardullo has an M.A. in Regional Planning from the University of Massachusetts and a B.A. from the University of Illinois.

Sascha Bollag has worked as a Staff Attorney for GNOFHAC since 2013. Mr. Bollag has worked on fair housing litigation and administrative complaints at every step of the enforcement process and has also engaged in policy advocacy efforts. Mr. Bollag earned his J.D. from the New York University School of Law and his B.A. from the University of North Carolina.

Lawyers' Committee - References

Project: City of Ontario Analysis of Impediments to Fair Housing Choice

Katryna Gonzalez, Housing Manager

City of Ontario Housing and Municipal Services Agency

208 West Emporia Street, Ontario, CA 91762

Phone: (909) 395-2322

kgonzalez@ci.ontario.ca.us

A letter of recommendation from Ms. Gonzalez is attached in Appendix C.

Project: San Luis Obispo County Analysis of Impediments to Fair Housing Choice

Ted Bench, Planner

San Luis Obispo Planning and Building Department

976 Osos Street, Room 200, San Luis Obispo, CA 93408

Phone: (805) 781-5701

tbench@co.slo.ca.us

Project: Fair Housing Training and Technical Assistance

Debbie Davis, Programs & Initiatives Manager

New Mexico Mortgage Finance Authority

344 4th Street SW

Albuquerque, NM 87102

Phone: (505) 767-2221

ddavis@housingnm.org

GNOFHAC - References

Project: City of New Orleans 2011 Analysis of Impediments to Fair Housing Choice

Alice Riener, Chief Legal Officer

CrescentCare

2601 Tulane Ave, Suite 500

New Orleans, LA 70119

504-821-2601, Ext. 263 (Office)

Alice.Riener@crescentcarehealth.org

Project: HousingNOLA

Andreanecia Morris, Chair

Greater New Orleans Housing Alliance
1050 S. Jeff Davis Pkwy, Suite 301
New Orleans, LA 70125
(504) 821-7235
Amorris@gnoha.org

Insurance

The Lawyers' Committee carries professional errors and omissions coverage in the amount of \$1,000,000.

GNOFHAC carries professional liability coverage for the work of its' attorneys in the amount of \$1,000,000.

Financial Statements – See Appendix

II. Scope of Services Proposed

A. Identification of Fair Housing Concerns and Issues

1. We will meet by telephone and/or Skype (or similar service) with staff of the Louisiana Housing Corporation (LHC) to ensure that all parties agree on expectations for this project. Our conversations with staff will give us insights into local fair housing issues, identify any special situations or sensitive issues, and inform us of staff priorities and expectations for the AI.
2. No consultant could know Louisiana as well as the state's own staff. In addition to the government and private sector agencies, departments, and organizations that we are able to identify on our own to include in our interviews and reviews of practices, programs, and policies, we will ask state staff to identify and provide contact information for local groups and individuals who represent interests such as people with disabilities and organizations that advocate on their behalf; organizations and advocates for the other classes protected under the Louisiana Equal Housing Opportunity Act (La. R.S. 51:2601, et seq.), organizations that work with low- and moderate-income households; fair housing groups, housing counseling organizations, and other stakeholders in the community who are engaged in or concerned with housing related issues, particularly fair housing.
3. We will interview representatives of these groups, as well as other relevant parties identified during the course of our research such as community and business organizations, to inclusively and systematically gather input from them on the issues on which they have expertise and/or experience in Louisiana. We will interview representatives of these groups as well as the other organizations that state staff identifies and that we identify in the course of our research.
4. We will review Louisiana's current Consolidated Plan, Analysis of Impediments to Fair Housing Choice, the CDBG Action Plan, the Consolidated Annual Performance and Evaluation Reports (CAPER), and other relevant documents to identify previously-specified impediments and actions implemented to mitigate those impediments. This review includes an appraisal of actions already underway in Louisiana to affirmatively further fair housing and a review of what the state reports it has done to implement its Analysis of Impediments.
5. We will use Census data, American Community Survey data, HUD data, and other existing sources of accurate data to examine demographic patterns in the state to identify concentrations and exclusions, if any, of protected classes in particular parts of the state. These data sources may include data on demographics, income, housing, employment, education, and transportation.
6. We will review local zoning regulations, occupancy regulations, and local housing and/or building code requirements with local government agencies and prepare recommendations regarding fair housing compliance. This review will analyze how zoning and land-use policies, rules, and regulations relate to those issues contained in the Louisiana Equal Housing Opportunity Act and the nation's Fair Housing Act, and their relationship to other fair housing rules and regulations. We will consult with governmental agencies regarding land-use regulations. We will assess how the laws, regulations and administrative policies, procedures, and practices of the state affect the location, availability, and accessibility of housing.

7. We will identify and evaluate the procedures and practices of the 162 Louisiana housing authorities regarding, subsidized housing (Housing Choice Vouchers), demolition and displacement decisions involving assisted housing, and its policies regarding the needs of people with disabilities.

8. We will review existing research, if any, to identify and analyze real estate broker activities regarding fair housing activities and regulations (including but not limited to possible steering, blockbusting, and other practices that result in housing discrimination). We will seek to identify the practices followed by real estate firms in Louisiana as well as the practices of rental managers based on existing studies.

9. We will conduct a review of existing studies, if any, of residential property appraisal practices in Louisiana. False and inflated appraisals have contributed to the subprime and predatory lending crisis. We will also examine existing studies, if any, of homeowner and renter insurance sales and underwriting practices, and property tax practices as they relate to fair housing.

10. We will analyze and report on the two most recent available years (2013 and 2014) of Home Mortgage Disclosure Act (HMDA) data for the state and the nine Louisiana Metropolitan Statistical Areas, in order to place Louisiana's data in context. These reports outline the type, number, dollar amount, denial rate, and other important information on loans made by lenders. This analysis should reveal any disparities in rejection rates by race and ethnicity, and whether any local lending patterns in the community might impede fair housing choice. This analysis will seek to identify any discriminatory lending policies or practices. We will also review and report on data presented in existing studies, if any, of home mortgage lending practices within Louisiana.

11. We will review the findings of housing discrimination testing and/or audits of sale and rental practices, if any, conducted in Louisiana by any fair housing organization or governmental unit since completion of the State's latest Analysis of Impediments and offer recommendations for an effective testing/auditing program if current programs have not been effective.

12. We will consult with governmental agencies to review and analyze policies and practices related to providing public transportation services that may affect fair housing choice and access to opportunity.

13. Based on data obtained from law enforcement agencies, we will review and analyze information on the nature and extent of incidents of racial violence/hate crimes, if any, in Louisiana.

B. Demographic Data, Income Characteristics, Etc.

We will review existing local housing and economic data to identify current locations of various classes protected under the local, state and federal law, low- and moderate-income households, and other issues necessary to the general analysis of demographic data, lending activities, real estate activities, and possible barriers to fair housing. This data will be used to develop a housing profile of the state that includes a breakdown by race and income. The data may also be used to develop demographic maps displaying particular characteristics needed for the analysis including but not limited to:

- Housing patterns of ethnic and/or racial populations
- Location of housing specifically for people with disabilities
- Areas of possible minority concentration and segregation

1. We will produce an analysis of the demographics of the state and each of its 64 parishes by reviewing data produced by the HUD AFH Assessment Tool, 2000 and 2010 census data; American Community Survey data; community surveys already in the possession of the state; the state's Housing Assistance Plans and Consolidated Plan; data from the State of Louisiana, HUD, and other sources; and other relevant data to identify any patterns that may suggest the presence of discriminatory practices and/or policies in the public and private sectors.

We will apply sound research methodologies to this demographic data to identify the presence, if any, of impediments to fair housing choice. We will create tables, graphs, and maps as needed to clearly depict the data in a user-friendly manner.

2. We will identify the availability of affordable housing as it relates to fair housing choice. It is likely that we will need access to actual home sales data from the Multiple Listing Service via the Louisiana Realtors® Association. It is important to remember, however, that under the Westchester County Doctrine noted in our cover letter, "affordable housing" is not always a proxy for the central issues of fair housing.

3. We will use a fair and methodologically-sound approach to determine the nature of racial and ethnic diversity in housing. We will go beyond raw census data to determine whether the racial composition of communities within the state reflects a free housing market that is not distorted by discrimination — one where household income is the primary determinant of who lives in each municipality in Louisiana. To comply with AI requirements, we propose to analyze the extent of racial and ethnic diversity in communities within the state within the context of their larger regional housing markets. This is the sort of improved data collection that HUD has recommended.

In addition to considering Dissimilarity Index and Exposure Index data, this approach takes into account household income and is a fair and reliable way to identify degrees of diversity. Our analysis takes into account differences in household income by race and ethnicity, which the Dissimilarity Index does not do.

We will also attempt to analyze the proportion of households by race and ethnicity that would live in each municipality within each metropolitan or micropolitan area in a free housing market not distorted by discrimination. This approach takes into account the cost of existing housing for each municipality as well as differences in households' income. By comparing these approximations to the actual proportions of households by race and Hispanic ethnicity, this analysis enables us to identify areas of concentrations that are likely due to historical and/or current housing discrimination.

C. Past and Present Fair Housing Services, Activities, and Actions

1. We will conduct an analysis of the state and of existing fair housing and legal services organizations and the programs that they offer Louisiana. This analysis will summarize and

assess past and present fair housing programs, activities, services, and actions such as testing programs, education and outreach efforts, affordable housing initiatives, and fair housing investigations.

2. We will review the nature and extent of fair housing complaints and/or lawsuits, if any, against Louisiana and non-entitlement municipalities as well as against property owners, rental managers, and real estate brokers within the state. If a court has found unlawful segregation or housing discrimination, we will analyze actions to be taken to remedy the illegal situation.

We will produce tables that show allegations, protected classes, and type of housing tenure. Fair housing complaints can be filed under the Louisiana Equal Housing Opportunity Act and the federal Fair Housing Act. We will obtain data from the Louisiana Realtors Association, Louisiana Department of Justice Office of the Attorney General, and from HUD. We will analyze and report on housing discrimination complaints and lawsuits, if any, filed during the 2011–2015 study period.

3. We will be available for on-site visits. We have found that an on-site examination of the subject state gives us additional insights that enhance our research for the analysis of impediments and help us better understand the nature of the state. It would be highly desirable to allow two days for a one-day guided tour by state staff and a day for in-person interviews with appropriate state sources. We also plan to meet with relevant jurisdictions and stakeholders throughout the state.

D. Identification of Specific Impediments to Fair Housing Choice and Recommendations

A complete analysis will be made of impediments to fair housing choice in the following areas:

- Sale and rental of housing
- Practices of real estate agents and brokers, as best they can be identified
- Practices of rental managers, as best they can be identified
- Availability of financing assistance for housing
- Public policies and actions affecting fair housing
- Any land use control ordinance provisions that act to reduce fair housing choice and/or fail to comply with the nation's Fair Housing Act and the Louisiana Equal Housing Opportunity Act.

This analysis will include explanations of how a specific practice, ordinance provision, or action impedes fair housing choice or fails to comply with state and/or federal fair housing laws.

1. The AI will identify and evaluate impediments, if any, to fair housing choice based on the federal Fair Housing Act and the Louisiana Human Rights Act.

2. This analysis will craft recommendations for actions the state can take and policies the state can implement to mitigate each impediment identified.

E. Production of the Final AI Report

We will prepare a final report in compliance with the requirements of the U.S. Department of Housing and Urban Development. It will include recommendations for strengthening Louisiana's efforts to affirmatively further fair housing and will address fair housing issues exposed by the analysis. All data sources will be clearly identified. The data, findings, and recommendations will be presented in a well-organized, coherent, and accessible narrative with supporting graphics and tables.

1. To place this analysis of impediments in context, we will relate it to the purposes of the Community Development Block Grant (CDBG) Program and Fair Housing Act. The goals of the Fair Housing Act and the purposes of the Housing and Community Development Act of 1974, which authorizes the CDBG program, provide guidance for conducting a proper analysis of impediments to fair housing choice.
2. The AI report will include an executive summary. The entire report will be written in a plain language, user-friendly manner that includes appropriate graphs, tables, photographs, charts, and maps.
3. We will prepare a polished draft AI report for review by appropriate state staff prior to a period of public review that the state may wish to hold. During the course of the project we will share early drafts of AI chapters with state staff to obtain their feedback and check for accuracy.
4. We will revise the draft AI report in conjunction with appropriate state staff and provide this revised draft in PDF format for public review, the length of time to be determined by the state.
5. Following the public review, we will make appropriate refinements to the AI and produce three digital copies of a final AI in Microsoft Word and text-searchable PDF formats so any citizen can read the report no matter what operating system or electronic device (e.g., computer, tablet, smartphone) they use, and so the state can post the AI on its website. We will also provide three bound copies printed two-sided and in color on letter-sized paper. All supporting data and materials will be provided in electronic files.

F. Services Expected of the State

We view Louisiana as a collaborative partner. We have designed our proposal to minimize the amount of time state staff will need to devote to this project and to take into account the data and information the state has already provided online. We do, however, anticipate the assistance of staff within the Louisiana Housing Corporation, as delineated in this proposal, to share their insights with us, share with us any documentation and data in the state's possession needed to successfully complete this Analysis of Impediments, and to provide print or electronic files of the state's laws, regulations, procedures, and policies noted in this proposal that are not available to the general public online.

III. Project Schedule

Date(s)	Action
January 4, 2016	Execute Professional Services Agreement

January 5 – 30, 2016	Begin collection of pertinent documents and data, including the state's past Analysis of Impediments, Consolidated Plan, Consolidated Annual Performance and Evaluation Report, state policies that affect local land use and zoning, and the states' Housing Authorities' Annual Agency Plans and Housing Choice Voucher Administrative Plans.
February 1 – 19, 2016	Make initial phone and e-mail contact with all key stakeholders including municipal officials, affordable housing developers, fair housing organizations, civil rights organizations, disability advocacy organizations, tenant organizations, and property managers. Conduct Skype or telephone meetings with representatives of stakeholder organizations.
February 22, 2015 – April 1, 2016	Conduct substantive analysis of all relevant planning documents. Develop schedule and outreach strategy for public participation process. Conduct preliminary analysis of demographic and housing data.
April 4 - 29, 2016	Hold community meetings statewide
May 2- 27, 2016	Prepare draft Analysis of Impediments.
May 30, 2016	Submit of draft Analysis of Impediments.
June 10, 2016	Submit revised Analysis of Impediments incorporating comments from state staff.
Jun3 13 – July 11, 2016	Public review of draft Analysis of Impediments.
July 29, 2016	Submit final Analysis of Impediments.

IV. Cost Breakdown – submitted separately

Appendix A

Resumes of Key Staff

Diane Glauber
2112 South Road
Baltimore, MD 21209
(202) 329-9467 (Cell)
Diane.glauber@comcast.net

Professional Experience

Lawyers' Committee for Civil Rights Under Law, Washington, DC 2010–Present

Co-Director of Fair Housing and Community Development

Create new fair housing and community development initiatives designed to promote civil rights and social justice in disadvantaged communities nationwide. Program areas include Gulf Coast hurricane recovery, prevention of land loss in minority communities, affordable housing development, fair housing advocacy, regional planning, community preservation, and nonprofit capacity building and restructuring. Provide oversight and coordination on legal matters with national law firms and community development organizations. Supervise staff attorneys, legal fellows, and law school interns. Attend congressional briefings and hearings and hold strategy meetings with senior federal officials. In conjunction with the Ford and Open Society Foundations, developed a new initiative to advocate for policy, regulatory and statutory changes at the national and state levels to promote the integration of community development and fair housing activities.

Mayor's Office, Baltimore, MD 2007-2010

Director of Human Services

Supervised and directed all general operations of a \$55 million agency with 100 employees, including strategic planning, grants administration, staff supervision, financial management and evaluation. Worked with elected officials, city agencies, service providers, consumers, and the business and philanthropic communities to develop and implement strategies to assist homeless and low-income individuals and families. Developed Baltimore's 10 Year Plan to End Homelessness, created the City's first year-round shelter for single individuals, and placed more than 250 households into permanent housing with supportive services.

Enterprise Community Investment, Inc., Columbia, MD 2002-2007

Director, Syndication Programs

Led national initiatives to create and preserve affordable housing in partnership with organizations such as the National Affordable Housing Trust and the Corporation for Supportive Housing, which resulted in the creation and preservation of over one-thousand affordable housing units. Coordinated the \$10 million Enterprise Community Loan Fund, negotiated predevelopment and acquisition loans, and prepared all documents. Conducted national supportive housing trainings and provided direct technical assistance to nonprofit organizations.

Baltimore Community Foundation, Baltimore, MD 1998-1999

Program Officer

Responsibilities included developing program initiatives to improve outcomes for children, families and communities; securing funding for initiatives from donors and other foundations; educating nonprofit organizations on foundation procedures and priorities; and providing staff support to the Children and Families, Community Development and Scholarship Committees. Partnered with the Annie E. Casey Foundation on a joint neighborhood grants program and collaborated with the Safe and Sound Campaign on the creation of out-of-school activities.

YMCA of Central Maryland, Baltimore, MD

1996-1998

Director of Housing and Community Services

Implemented initiatives that created affordable housing, economic development, and academic and cultural enrichment opportunities for very low-income families and individuals. Secured \$2.5 million for the development and operation of a transitional housing program for 39 homeless women and children and oversaw all predevelopment activities, including physical and program design, financing, and facility management issues. Supervised family resource centers that provided after school programs for at-risk teens. Developed and secured funding for New Horizons Academy Camp, a summer camp for 160 homeless and disadvantaged children.

The Enterprise Foundation, Columbia, MD

1993-1996

Director of Supportive Housing

Provided technical assistance and training to community-based nonprofit organizations and municipalities nationwide in the development of housing and supportive services for people with special needs. Areas of assistance included program and physical design, finance, organizational development, property management, and supportive services. Secured a large HUD technical assistance grant and built a supportive housing division.

Burchman Terrio Urban Consultants, Illinois, NY

1988-1993

Senior Project Manager

Worked with over twenty nonprofit organizations in the planning and development of housing and supportive services for homeless individuals and families. Responsibilities included the development of treatment and services plans, financial packaging, preparation of licensing and grant applications, and project management. Obtained approximately \$50 million in federal and state grant funding for development of residential substance abuse treatment facilities, community residences for people with mental health issues, and supportive housing.

Publications

“Innovative Post-Disaster Community-Based Housing Strategies.” In *Building Community Resilience Post-Disaster*, edited by Dorcas Gilmore and Diane Standaert, ABA Forum on Affordable Housing and Community Development Law, 2013.

Diane Glauber and Philip Tegeler, “Affirmatively Furthering Fair Housing in REO-to-Rental Programs.” FHLB of San Francisco Community Development Investment Review (February 2014).

Education

The University of Maryland School of Law, Baltimore, MD, Juris Doctorate

The Wagner School of Public Service, Illinois University, NY, M.P.A. in Nonprofit Management

Emory University, Atlanta, GA, B.A. in History

Teaching

Adjunct Faculty, *University of the Baltimore School of Law*

2014 - Present

Course taught: Community Development Clinic

Joseph D. Rich
1401 Illinois Ave. NW, Suite 400
Washington, DC 20005

Work Experience:

- Lawyers' Committee for Civil Rights under Law, 2005- present
- Director and Co-Director, Fair Housing and Community Development Project, May, 2005-present
- Department of Justice, Civil Rights Division, 1968-2005
 - Hired under Attorney General's Honors Program
 - Chief of the Voting Section in the Department of Justice's Civil Rights Division from 1999 to 2005.
 - Deputy Chief in the Civil Rights Division's Housing and Civil Enforcement Section from 1987-1999.
 - Deputy Chief and Trial Attorney in the Civil Rights Division's Educational Opportunities Section from 1969-1986.
 - Litigation, and supervision of litigation, of hundreds of civil rights cases.
 - Extensive experience supervising enforcement sections in the Department's Civil Rights Division with as many as one hundred employees.
 - Significant public speaking and outreach experience.

Substantive Experience

I. Lawyers' Committee for Civil Rights Under Law

- **Significant Litigation**
 - *Greater New Orleans Fair Housing Center v. St. Bernard Parish (E.D. La.)*, alleging race discrimination in an ordinance passed by Parish limiting rental of homes to "blood relatives." St Bernard Parish is 93% white and borders the predominantly black Lower Ninth Ward and New Orleans East neighborhoods in Orleans Parish.
 - Helped draft numerous amicus curiae briefs including one *Chicago Lawyers*

Committee v. Craigslist (N.D. Ill.) and in Seventh Circuit; and one in the district court, court of appeals and Supreme Court in *Clearing House Association v. Spitzer*.

- Co-counsel in exclusionary zoning case *Mhany Management Co. et al v. Nassau County and Village of Garden City*. Successfully litigated in 2013. See 985 F. Supp. 390 (E.D.N.Y. 2013)
- **National Commission on Fair Housing and Equal Opportunity:** The National Commission on Fair Housing and Equal Opportunity was a bipartisan commission sponsored by the Lawyers' Committee for Civil Rights Under Law, the NAACP Legal Defense Fund, the Leadership Conference on Civil Rights Education Fund, and the National Fair Housing Alliance. After months of field hearings and investigation in five cities across the United States, I participated in drafting the Commission's report in December 2008 -- "The Future of Fair Housing," which can be found on the Lawyers' Committee website.
- **The Loan Modification Scam Prevention Network:** In 2009, I helped create this major initiative to fight the scamming of homeowners facing default or foreclosure. It continues into the present and has its own website -- www.preventloanscams.org -- where information can be found about this major initiative.
- **Affirmatively Further Fair Housing Initiative:** In 2010, seeking improved enforcement of the Fair housing Act's requirement that recipients of federal housing funding take steps to affirmatively further fair housing became a top priority of the Fair Housing Project. Recently, in May 2011, working with the Community Development Project, we published "Strategies to Affirmatively Further Fair Housing: Proposals for the City of New Orleans Comprehensive Zoning Ordinance and Beyond" to address impediments to fair housing in New Orleans. This publication can be found on the Lawyers' Committee website.

II. Department of Justice, Civil Rights Division

- **Fair Housing and Fair Lending**
 - Part of a management team in the Housing and Civil Enforcement Section that developed and implemented the Department of Justice's fair housing and fair lending enforcement program after the passage of the 1988 Fair Housing Amendments Act. Several major initiatives were begun during this period, including:

- The development of the first testing program for fair housing and fair lending in the history of the Civil Rights Division;
 - A major fair lending enforcement program which had a significant impact on the lending industry; and
 - The development of a program to train and involve United States Attorney offices in the greatly expanded enforcement work generated by this Act.
- Supervision of (and, on several occasions, participation in) litigation of hundreds of fair housing and fair lending cases. Some of the more significant of these cases are: *City of Edmunds v. Washington State Building Code Council*, 115 S. Ct. 417 (1994), affirming 18 F.3d 802 (9th Cir. 1994)(addressing handicap provisions of the Fair Housing Amendments Act); *Senior Civil Liberties Ass’n Inc. v. Kemp*, 761 F. Supp. 1528 (M.D. FL 1991), aff’d 965 F.2d 1030 (11th Cir. 1992)(upholding the constitutionality of the familial status provisions of the Fair Housing Amendments Act); *United States v. Decatur Federal Savings & Loan Ass’n*, P-H Fair Housing-Fair Lending Reporter, para. 19,377 (initial supervision of first case investigated under the Section’s fair lending program); *United States v. Badgett*, 976 F.2d 1176 (8th Cir. 1992)(first case to address legality of the occupancy standards under the Fair Housing Amendments Act); *United States v. City of Taylor*, 798 F. Supp. 442 (E.D. MI 1992), rev’d sub nom *Smith & Lee Associates v. City of Taylor*, 13 F.3d 920 (6th Cir. 1993); on remand, 872 F. Supp. 413 (E.D. MI 1995), aff’d in part and rev’d in part, 102 F.3d 781 (6th Cir 1996)(group home case involving discriminatory zoning decisions); *White v. Pence*, 961 F.2d 776 (8th Cir. 1992)(first jury trial under the Fair Housing Amendments Act); *Blackwell v. HUD*, 908 F.2d 864 (11th Cir. 1990)(first case charged by HUD to go to trial under the Fair Housing Amendments Act).
 - Planning and implementation of a major increase in the enforcement of fair housing and fair lending laws after passage of the 1988 Fair Housing Amendments Act. During the period that I was in the Housing and Civil Enforcement Section, the number of fair housing cases filed increased over seven-fold staff and section staff more than doubled.
 - Speaking engagements before fair housing organizations and housing and lending industry groups; and training of Assistant United States Attorneys.
 - Part of a team of attorneys which filed and litigated the greatest number of school desegregation cases ever by filed the Department. My primary

responsibility was serving as lead attorney on approximately thirty five cases in Texas and Arkansas.

- Supervision of litigation by a staff of approximately forty employees.

Education:

- University of Illinois Law School

J.D. cum laude

Assistant Editor, *Illinois Law Review*.

- Yale University

B.A., History

Department of Justice Awards:

- Three Special Commendation Awards
- Nine Special Achievement Awards

Bar Admission: Washington, D.C., 1987

THOMAS SILVERSTEIN

1850 Ingleside Terrace NW, Apt. 2, Washington, DC 20010, thom.silverstein@gmail.com, 703-851-9599

EDUCATION

UNIVERSITY OF VIRGINIA SCHOOL OF LAW, Charlottesville, VA

Juris Doctor, May 2013

- **HONORS:** 2013 Pro Bono Award, top honor for pro bono service; Program in Law and Public Service, one of twenty-five members of the Class of 2013 selected; Elsie Hughes Cabell Endowed Scholarship, Recipient
- **ACTIVITIES:** *Virginia Journal of Social Policy & the Law*, Executive Editor; Public Interest Law Association, Alternative Spring Break Director; Students for Sensible Drug Policy, President

COLLEGE OF WILLIAM AND MARY, Williamsburg, VA

B.A., English Literature, May 2008

- **HONORS:** Dean's List; National Merit Scholar
- **ACTIVITIES:** Tidewater Labor Support Committee, Students for Sensible Drug Policy

EXPERIENCE

LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW, Washington, DC

Associate Counsel, Fair Housing & Community Development Project, September 2014 to Present

- Participate in all stages of impact fair housing litigation from investigation to appeals.
- Participate in the drafting of *amicus curiae* briefs on major fair housing issues.
- Advise community-based organizations on policy advocacy initiatives relating to fair housing and affordable housing.

George N. Lindsay Fellow, Fair Housing & Community Development Project, September 2013 to September 2014

- Designed and implemented a holistic strategy for promoting compliance with the duty to affirmatively further fair housing including administrative enforcement, regulatory policy advocacy, and technical assistance to community-based organizations.

Legal Assistant and Project Associate for Fair Housing, Community Development, and Environmental Justice Projects, July 2008 to July 2010

- Conducted case intakes. Summarized and analyzed intakes for attorney review.
- Conducted demographic research in support of litigation.

BAZELON CENTER FOR MENTAL HEALTH LAW, Washington, DC

Legal Intern, May 2012 to July 2012

- Conducted legal research and drafted memoranda in support of litigation under the Americans with Disabilities Act and the Rehabilitation Act.
- Researched and drafted memoranda about current clinical practices in the field of treating and housing people with serious mental illness.
- Monitored legislative and regulatory developments affecting the disability rights movement.

CENTRAL VIRGINIA LEGAL AID SOCIETY, Charlottesville, VA

Legal Intern, May 2011 to August 2011

- Researched and drafted memoranda on various consumer law topics.
- Interviewed clients and investigated the factual basis for possible claims and defenses
- Drafted pleadings and correspondence.

JASON P. BAILEY

401 Nottingham Road • Little Rock, AR 72205 • (870) 918-5073 • jasonpaulbailey@gmail.com

EDUCATION

University of Arkansas School of Law, Fayetteville, AR
(Top 14%)

Class Rank: 18/129

Juris Doctor, *magna cum laude*, May 2015

GPA:

3.53/4.00

Honors: *Arkansas Law Review*, Member

Teaching Assistant, Prof. Jonathan L. Marshfield, Legal Research & Writing (2013-14)

Research Assistant, Faculty Research Team (2014)

Student Committee for Faculty Hiring

Activities: Criminal Defense Clinic – Rule XV Student Attorney (2014-15)

Equal Justice Works – President (2013-14)

Black Law Students Association – Treasurer (2013-14), Historian (2014-15)

Arkansas State University, Jonesboro, AR

GPA: 4.00/4.00

Master of Public Administration, May 2010

Honors: Most Outstanding Graduate – MPA Program

Teaching Assistant, Introduction to U.S. Government (2009)

Activities: ASU Graduate Student Council

University of Arkansas at Monticello, Monticello, AR

GPA: 3.42/4.00

Bachelor of Arts in Political Science, May 2008

Activities: Marching & Jazz Bands

Alpha Phi Alpha Fraternity, Inc. – President (2005-06)

PUBLICATIONS

Comment, *Are Landlords the New Police? The Unintended Consequences of the Arkansas Residential Landlord-Tenant Act's Access Provision*, 67 Ark. L. Rev. 627 (2014).

EXPERIENCE

Lawyers' Committee for Civil Rights Under Law, Washington, DC

2015 – Present

Equal Justice Works Fellow: Implements an initiative with the Fair Housing and Community Development Project which seeks to address housing discrimination in Arkansas by providing direct representation and education to low-income tenants, establishing and training a network of fair housing advocates, as well as developing systemic impact litigation.

Office of General Counsel of the University of Arkansas, Fayetteville, AR

2014 – 2015

Law Clerk: Assisted with legal matters affecting the University such as employee relations, policy development and compliance, contract review, pending litigation and other matters. Performed research

and drafted memoranda concerning student constitutional rights, the ADA, the Clery Act, Title VII, Title IX, FERPA, FMLA and FLSA. Assisted with processing of routine FOIA requests. Drafted opinion letters and recommended the disposition of student disciplinary appeals.

Southern Poverty Law Center, Montgomery, AL

Summer 2014

Legal Intern: Aided Economic Justice Project attorneys and staff with federal class action lawsuits challenging debtors' prisons in Alabama and the systemic denial of access to Medicaid in Tennessee. Drafted memoranda concerning the Fair Debt Collection Practices Act and the constitutionality of the Arkansas criminal eviction statute. Observed and assisted attorneys in mediation hearings. Conducted field investigations, community outreach and client interviews.

Office of the Public Defender, Fayetteville, AR

Spring 2014

Law Clerk: Assisted Deputy Public Defenders at legal proceedings, including arraignments, pre-trial hearings and trials. Organized and reviewed discovery materials. Filed motions, orders and other legal documents. Performed legal research and drafted correspondence.

Legal Aid of Arkansas, Springdale, AR

Fall 2013

Legal Extern: Assisted the supervising attorney in the representation of clients in divorce and custody proceedings. Performed research, drafted legal memoranda, interrogatories, correspondence, divorce complaints, guardianship petitions and other legal documents. Aided Housing Workgroup attorneys in providing counsel to tenants facing evictions. Assisted in the preparation of an appellate brief challenging the termination of parental rights in an adoption proceeding.

Arkansas Attorney General's Office, Little Rock, AR

Summer 2013

Law Clerk: Aided Assistant Attorneys General in the Environmental and Consumer Protection Divisions by performing legal research and writing on multiple issues, such as potential violations of the Clean Water Act and the Clean Air Act related to the 2013 Mayflower, Arkansas oil spill. Drafted a memorandum concerning the Attorney General's common law authority to address public corruption. Assisted and observed staff in depositions and administrative hearings.

Prosecuting Attorney's Office, El Dorado, AR

Summer 2013

Law Clerk: Assisted Deputy Prosecutors in the preparation of felony and misdemeanor prosecutions. Served as second chair in a felony possession of a controlled substance case. Reviewed evidence, interviewed parties, drafted opening statements, and prepared witness and exhibit lists. Performed legal research and drafted responses to defense motions.

United States District Court for the Western District of Arkansas, El Dorado, AR

Summer 2013

Judicial Intern to The Honorable Susan O. Hickey: Prepared bench memorandum addressing whether the Arkansas Deceptive Trade Practices Act applied to public entities and their agents. Reviewed motions and drafted orders concerning the disposition of social security disability benefits. Observed criminal sentencing hearings and pre-trial conferences.

Arkansas Fair Housing Commission, Little Rock, AR

2010 – 2012

Investigator: Investigated allegations of housing discrimination pursuant to the Arkansas Fair Housing Act and other civil rights laws. Drafted investigative plans, interrogatories, subpoenas, conciliation agreements and letters of determination. Performed intake and analyzed incoming complaint information.

Conducted outreach programs and seminars to inform the public of fair housing laws. Negotiated conciliation agreements and monitored compliance of agreements between parties.

BAR ADMISSIONS

Arkansas State Bar, 2015

CASHAUNA M. HILL
New Orleans, LA
cashaina.hill@gmail.com
(404) 310-8298

Admitted to Oregon and Louisiana Bars

EDUCATION:

Tulane Law School, New Orleans, Louisiana

Juris Doctor

May 2005

Study Abroad: Spetses, Greece

Spelman College, Atlanta, Georgia

Bachelor of Arts, Political Science (*cum laude*)

May 2002

EXPERIENCE:

Law Department, City of New Orleans; New Orleans, Louisiana

Assistant City Attorney

May 2013 – Present

- Represent the City of New Orleans and its employees in state and federal courts, and in administrative proceedings;
- Manage multi-million dollar litigation;
- Advise City departments.

Greater New Orleans Fair Housing Action Center (GNOFHAC); New Orleans, Louisiana

Staff Attorney

December 2011 – May 2013

- Litigated federal housing discrimination claims on behalf of individuals and GNOFHAC;
- Supervised and managed legal interns;
- Participated in stakeholder groups convened by the City of New Orleans, as a member of the City's Analysis of Impediments to Fair Housing Choice and Consolidated Plan committees;
- Cultivated relationships with community-based organizations with similar missions and clients;
- Coordinated with education/outreach staff to update training materials to reflect changes in fair housing laws and regulations.

Portland Community College; Portland, Oregon

Instructor, Introduction to Business Law

January 2011 – December 2011

- Taught legal principles to students with varying levels of education and work experience;
- Created and implemented syllabi and curricula for each course, the development of which involved researching external sources to ensure that students received information that reflected current trends;
- Provided personalized feedback for assignments submitted.

Oregon Law Center (OLC); Portland, Oregon

Fair Housing Staff Attorney

April 2009 – December 2011

- Litigated housing and lending discrimination claims in state and federal courts on behalf of low-income clients;

- Engaged in community outreach and education around housing discrimination laws and equity issues;
- Built and maintained relationships with various community partners servicing OLC's client base;
- Coordinated with legislative advocacy team members as appropriate to help shape OLC's legislative agenda;
- Advocated on behalf of OLC's client communities, as a member of the City of Portland's Analysis of Impediments to Fair Housing Choice committee, and through testimony before Portland's City Council on the need for strong enforcement of fair housing laws;
- Advised and educated City leaders on effective fair housing policy and enforcement.

Wiles Law Group, LLC; Portland, Oregon

Associate Attorney

November 2007 – April 2009

- Defended contractors in construction defect litigation.

Multnomah County Circuit Court; Portland, Oregon

Judicial Clerk, The Honorable Ronald E. Cinniger

October 2005 – October 2007

- Assisted with courtroom administration, and conducted tasks including completion of long- and short-term research projects, memoranda, and bench opinions.

Tulane University Civil Litigation Clinic; New Orleans, Louisiana

Student Attorney

August 2004 – May 2005

- Represented low-income clients in civil rights cases.

New Orleans Legal Assistance Corporation; New Orleans, Louisiana

Law Clerk

September 2003 – December 2003

- Assisted Managing Attorney in representation of domestic violence survivors in divorce and child custody cases.

LEADERSHIP POSITIONS:

Greater New Orleans Louis A. Martinet Legal Society, Inc.; New Orleans, Louisiana

President

October 2014 – Present

- Manage 14-member Board of Directors;
- Ensure that organization offers relevant, mission-based programming for benefit of members, while maintains fiscal soundness.

A.P. Tureaud American Inn of Court; New Orleans, Louisiana

Executive Committee Member

April 2014 – Present

- Oversee operation of organization dedicated to fostering spirit of professionalism and diversity within local legal community, including preparing reports to the board and ensuring organization's financial security.

Greater New Orleans Louis A. Martinet Legal Society, Inc.; New Orleans, Louisiana

President-Elect

October 2013 – October 2014

- Coordinated with organization's Treasurer to prepare and publish budget;
- Planned legislative update event for members;
- Established relationships and began building partnerships with local non-profit organizations.

Oregon State Bar Diversity Section; Portland, Oregon
Chair-Elect

January 2011 – December 2011

- Planned and implemented programming that benefitted members.

Multnomah Bar Foundation; Portland, Oregon

Chair, Signature Project Committee

January 2011 – December 2011

- Directed organization's efforts to develop and produce a video series on democracy and civics education, for distribution to non-profit organizations and schools via YouTube and cable access television;
- Ensured that signature project met all timelines and was completed within the \$50,000 budget;
- Coordinated fundraising efforts to assist in completing goals related to the project.

Owen M. Panner American Inn of Court; Portland, Oregon

Pupilage Group Leader

September 2010 – December 2011

- Led group of 8 Inn members in furtherance of the Inn's mission to foster professionalism among members of the legal community;
- Planned and implemented Continuing Legal Education programming for Inn members.

Oregon Women Lawyers (OWLS); Portland, Oregon

Secretary

May 2010 – December 2011

- Recorded meeting minutes;
- Kept accurate records of membership and committee assignments, and ensured availability;
- Submitted reports to the board as necessary.

Oregon Women Lawyers; Portland, Oregon

Executive Committee Member

May 2010 – December 2011

- Worked with the organization's officers to, as necessary, provide recommendations for action to the organization's board.

Oregon Women Lawyers; Portland, Oregon

Co-Chair, Judicial Work Group

May 2010 – December 2011

- Managed activities of 10-person committee that identified and recruited talented women and minorities to seek appointment to Oregon's federal and state judicial benches;
- Directed the work group's efforts to provide support and technical assistance to candidates for judicial appointment;
- Coordinated, planned, and implemented "Road to the Bench" informational sessions for OWLS members around the state.

Oregon State Bar Diversity Section; Portland, Oregon

Secretary

January 2010 – January 2011

- Recorded meeting minutes;
- Submitted reports to the board as necessary;
- Maintained membership records.

Oregon Women Lawyers; Portland, Oregon

Chair, Transformation Committee

May 2009 – May 2010

- Directed 12-person committee tasked with assisting in carrying out organization's mission, to transform the practice of law through the advancement of women and minorities within the profession;

- Directed the committee's efforts in awarding the annual Workplace Leader Award to an organization whose practices best embodied OWLS' mission;
- Completed and submitted reports to the board as necessary.

PROFESSIONAL MEMBERSHIPS, HONORS, AND VOLUNTEER ACTIVITIES:

Coach, Benjamin Franklin High School Mock Trial Team	<i>October 2013 – Present</i>
Member, New Orleans Bar Association	<i>January 2013 – Present</i>
Member, A.P. Tureaud American Inn of Court	<i>May 2012 – Present</i>
<u>Daily Journal of Commerce</u> (Portland, Oregon) "Up and Coming Lawyer"	<i>November 2011</i>
Member, United States District Court Judicial Selection Committee Office of United States Senator Ron Wyden	<i>October 2011 – December 2011</i>
Board Member, Planned Parenthood Advocates of Oregon	<i>June 2011 – December 2011</i>
Co-Grader, Oregon State Bar Board of Bar Examiners	<i>February 2010 – July 2010</i>
Fellow, Oregon State Bar Leadership College	<i>January 2010 – December 2010</i>
Member, Oregon State Bar Diversity Section Executive Committee	<i>February 2009 – December 2011</i>
Board of Directors, Multnomah Bar Foundation	<i>January 2009 – December 2011</i>
Member, Owen M. Panner American Inn of Court	<i>January 2008 – December 2011</i>
Board of Directors, Interstate Firehouse Cultural Center	<i>January 2008 – May 2010</i>
Board of Directors, Oregon Women Lawyers	<i>May 2007 – December 2011</i>
Coach, Jefferson High School Mock Trial Team	<i>October 2005 – December 2011</i>
Member, Multnomah Bar Association Young Lawyers Section (YLS)	<i>September 2005 – December 2011</i>
• Recipient, YLS Award of Merit: May 2009	

Maxwell Simon Ciardullo

1022 Race Street, Apt 2, New Orleans, LA 70130
maxwell.ciardullo@gmail.com 202.492.4381 mobile

EDUCATION

University of Massachusetts, Amherst, MA – MA in Regional Planning, May 2012

Activities: Planning Student Organization, *Treasurer*
Graduate Employee Organization, *Department Steward*
Awards: Outstanding Student Award

University of Illinois, Urbana-Champaign, IL – BA in Sociology, May 2004

Awards: Summa Cum Laude, Departmental Distinction, Dean's List
Phi Beta Kappa National Honors Society

WORK & RELEVANT EXPERIENCE

Greater New Orleans Fair Housing Action Center

Policy Analyst, June 2014 – Present (New Orleans, LA)

- Conducts research and writes about fair housing policy issues at the local, state, and national level.
- Engages policymakers on key fair housing issues and supports the policy team's work to disseminate advocacy information.

New Orleans Health Department

Strong Cities, Strong Communities Fellow – Healthcare Access, September 2012 – May 2014 (New Orleans, LA)

- Wrote memos and white papers for the Mayor and the director of the Department related to health care access policy issues.
- Conducted research, data analysis, and mapping to monitor and support the sustainability of the health care safety net infrastructure, specifically with regard to community health centers in the region.
- Managed and implemented the Department's outreach and enrollment plan for the Affordable Care Act's Marketplace and the regional Medicaid Waiver program.

Northampton Office of Planning and Development

Consultant, January 2011 – May 2011 (Northampton, MA)

- Revised subdivision regulations to incorporate low-impact development and shared streets principles.
- Researched and drafted federal grant applications for open space acquisition funding.

New England's Sustainable Knowledge Corridor & UMass, Architecture + Design Department

Facilitator, January 2011 – May 2011 (Amherst, MA)

- Worked with a professor and team of students to lead the public engagement portion of a HUD Sustainable Communities planning grant.
- Facilitated conversations about housing, transportation, jobs, and the environment with underrepresented groups throughout Western Massachusetts.
- Synthesized feedback and wrote reports for the Pioneer Valley Planning Commission (PVPC).

Pioneer Valley Planning Commission & UMass, Regional Planning Department

Studio Project Participant, September 2011 – December 2011 (Amherst, MA)

- Collaborated with a professor and team of students to redefine environmental justice communities for the PVPC and more deeply integrate environmental justice principles into its sustainability planning.
- Led research, analysis, and presentations on housing affordability and housing planning in the region.
- Conducted research on, and an assessment of how representative elected officials in the region are of their constituents with regard to race, socioeconomic status, and gender.

Tapestry Health Northampton Needle Exchange

Harm Reduction Intern, September 2010 – August 2011 (Northampton, MA)

- Managed two projects researching and mapping participants' access to clean needles in the Pioneer Valley and participants' use of Narcan (the drug that reverses opiate overdoses).
- Developed literature, website content, protocols, and procedures for the program.
- Provided case management and harm reduction education to participants, as well as HIV testing and needle exchanges.

Sexuality Information and Education Council of the United States (SIECUS)

Information Coordinator, February 2008 – August 2010; *Information Associate*, June 2006 – January 2008; *Public Policy Assistant*, December 2004 – June 2006 (Washington, D.C and New York, NY)

- Coordinated SIECUS' Community Advocacy Project, including monitoring local controversies surrounding sexuality education, providing technical assistance to local advocates, and analyzing and writing about trends in sexuality education controversies and organizing.
- Developed and delivered workshops around the country to a variety of professional audiences.
- Acted as supervisor and project manager for all NY office interns.

VOLUNTEER AND ADVOCACY EXPERIENCE

National Community Land Trust Network, Research Collaborative

Member, January 2012 – Present (Northampton, MA & New Orleans, LA)

- Interviewed 22 CLT directors from around the country and wrote a master's thesis on CLTs' experiences with providing rental housing.
- Analyzed the strategies CLTs have used to develop and manage rental housing, evaluated their success in both endeavors, and suggested recommendations for the future.
- Coordinated research and shared findings with the National Community Land Trust Network.

Tenants and Neighbors

Member and Volunteer, January 2007 – November 2009 (New York, NY)

- Educated NY State Senate and Assembly members and NY City Council members on rent regulation and stabilization policies and landlord abuses.
- Acted as building organizer for a 12-unit apartment building in Crown Heights, Brooklyn fighting landlord harassment, neglect, and un-permitted construction.

SELECTED PUBLICATIONS:

Maxwell Ciardullo and Emily Thaden, "Community Land Trusts Have Renters Too," *Shelterforce*, Spring 2013, available online: www.shelterforce.org/article/3464/community-land-trusts-have-renters-too/

Maxwell Ciardullo, *Community Land Trusts and Rental Housing: Assessing Obstacles to and Opportunities for Increasing Access*, May 2012, available online: <http://scholarworks.umass.edu/theses/859/>

RELEVANT SKILLS:

Microsoft Office, ArcGIS, Adobe InDesign, excellent written and oral communication

Monika Gerhart

3144 N Rampart St, New Orleans, LA 70117 ♦ 504.258.9294 ♦ monika.a.gerhart@gmail.com

PROFESSIONAL EXPERIENCE

Greater New Orleans Fair Housing Action Center, New Orleans, LA February 2012- Present
Policy Director

Responsibilities include leading the organization's regulatory and legislative work at the local, state and federal levels.

Equity and Inclusion Campaign, New Orleans, LA November 2009 – January 2012
Director of Policy & Governmental Relations

Responsibilities include leading the organization's policy priorities and objectives, overseeing communications and steering coalition of advocates to achieve common goals.

Amnesty International, New Orleans, LA March 2007 - May 2009
Gulf Coast Campaign Coordinator

Responsibilities included management of cross-functional team spanning five units in four regional offices; oversight of internal and external project operations; set and implement strategies for benchmark and long-term disaster housing goals.

Public Campaign, Washington, DC April 2006 - March 2007
National Field Organizer

Developed and implemented field operations for state legislative and ballot initiative campaigns.

Amnesty International, Washington, DC August 2005 – April 2006
Special Projects Assistant

Responsibilities included coordination of internship program and special projects on an as-needed basis.

Tulane University, New Orleans, LA August 2002-May 2004
Research Assistant

Provided research support to Political Science and Latin American Studies departments.

Rockefeller Foundation/Iguana Films, New Orleans October 2003- July 2004
Senior Production and Research Assistant

Conducted primary source content research; served as local project liaison.

CONTRACTED EMPLOYMENT

Tulane University, New Orleans, LA September 2009 - December 2009
Adjunct Faculty Member, Department of Spanish and Portuguese

Taught accelerated introductory Spanish (112); Spanish Conversation and Composition (204)

SEIU International, New Orleans, LA July 2009 - October 2009

Organizer, Change that Works Campaign

Short term, contracted position to advance national healthcare reform with specific legislative targets

University of Wisconsin Milwaukee, Milwaukee, WI

January 2001 - May 2002

Adjunct Faculty Member, Department of German

Taught Beginning German (101); German Conversation & Composition (428)

EDUCATION

Master of Arts, 2004

Roger Thayer Stone Center Research Fellow
Tulane University, New Orleans, LA

Bachelor of Arts, German, Political Science, 1997

University of Minnesota
Minneapolis, MN

Democracy and Diversity Institute, 2005

New School for Social Science Research, New York City, NY
University of Cape Town, Cape Town, South Africa

Louisiana Effective Leadership Fellowship, 2011

Sanford School of Public Policy, Duke University, Durham, NC
College of Business, Southern University, Baton Rouge, LA

VOLUNTEER EXPERIENCE

Independent Women's Organization

June 2014 - Present

Executive Board Member

Leading Educators

December 2011 - May 2013

Advisory Board Member

Restaurant Opportunities Center, New Orleans, LA

January 2009 - November 2011

Advisory Board Member

Equity and Inclusion Campaign, New Orleans, LA

April 2008 - November 2009

Executive Board Member

Americans for Gulf Coast Recovery, New Orleans, LA

December 2007- July 2010

Co-founder and Board Co-Chair

Seminar on Historical Change and Social Theory

August 2004-February 2005

Discussant, Tulane University

Krewe of Muses, Lady Stepper sub-krewe

June 2004-Present

Organizational Partners: Roots of Music

LANGUAGES

Fluent in German, Proficient in Spanish

Alexander "Sascha" Bollag * sbollag@nyu.edu * 919.923.5973

Education:

NEW YORK UNIVERSITY SCHOOL OF LAW, NEW YORK, NY: J.D., MAY 2012

Activities: African Law Association, Co-Chair; Environmental Law Journal, Articles Editor; Law Students for Human Rights, Alien Tort Statute and Stop-and-Frisk Projects (with the Center for Constitutional Rights); National Lawyers Guild, Legal Observer and Immigration Court Observation Project; NYU Public Interest Law Foundation Board Member

LOYOLA UNIVERSITY NEW ORLEANS COLLEGE OF LAW/ TULANE UNIVERSITY LAW SCHOOL

Visiting Student, Fall 2011-Spring 2012

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL, Chapel Hill, NC: B.A., History, *Highest Distinction*, May 2006

PROFESSIONAL EXPERIENCE:

GREATER NEW ORLEANS FAIR HOUSING ACTION CENTER, New Orleans, LA

Legal Fellow, January 2013-May 2014; ***Staff Attorney***, May 2014-Present

Manage housing discrimination cases from intake through the HUD administrative process and/or litigation in federal court. Coordinate housing discrimination testing. Assigning attorney for summer interns. Work on various policy issues.

LOYOLA UNIVERSITY NEW ORLEANS COLLEGE OF LAW, New Orleans, LA

Student Attorney, Stuart H. Smith Law Clinic and Center for Social Justice, Fall 2011-Spring 2012

Member of the Community Justice section of the Law Clinic. Managed various cases, including security deposit disputes, Fair Housing Act (FHA) claims, Freedom of Information Act (FOIA) litigation, and other civil claims.

SOUTHEAST LOUISIANA LEGAL SERVICES, New Orleans, LA

Legal Intern, Fall 2011

Assisted housing unit with various issues including legal research, drafting court documents, and client intake.

NEW YORK LAWYERS FOR THE PUBLIC INTEREST, New York, NY

Legal Intern, Summer 2011

Edited and Bluebooked legal documents. Wrote and submitted collaborative regulatory comments. Researched various aspects of environmental and regulatory law and disability law. Attended various events, including coalition meetings.

CENTER FOR CONSTITUTIONAL RIGHTS, New York, NY

Legal Intern, Spring 2011

Worked with International Human Rights docket. Researched property law, procedure, non-profit and consumer state and federal law relating to assorted human rights issues.

NEW YORK UNIVERSITY SCHOOL OF LAW, New York, NY

Law Student Advocate, Global Justice Clinic, Gender and Counterterrorism Project, Spring 2011

Researched human rights and security issues in Southeast Asia. Interviewed government and NGO officials. Wrote various documents, including sections of published report on gender and counterterror.

Professors Philip Alston (UN Special Rapporteur on Extrajudicial Executions) and Burt Neuborne, Research Assistant, Summer 2010

Researched domestic and international legal, military, and security issues and contributed to published UN report. Edited and cite and source checked various documents.

FOOD & WATER WATCH, Washington, DC

Legislative Coordinator, January 2008-August 2009; Organizer, June 2007-January 2008

Developed relationships with government agencies and Congressional staff to influence legislation and rulemakings. Coordinated and attended Capitol Hill and agency briefings and meetings. Analyzed regulations and bills. Organized fishing communities and environmental and consumer activists to engage in political processes. Media work.

ADDITIONAL INFORMATION

Conversational and written Spanish. Proficient in LexisNexis, Westlaw, Microsoft Office Suite, databases, basic HTML.

Appendix B

Financial Statements

Audited Financial Statements

**LAWYERS' COMMITTEE
FOR CIVIL RIGHTS UNDER LAW**

December 31, 2014

Lawyers' Committee For Civil Rights Under Law

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Independent Auditor's Report on the Financial Statements

To the Board of Directors and Trustees
The Lawyers' Committee
for Civil Rights Under Law

We have audited the accompanying financial statements of Lawyers' Committee for Civil Rights Under Law (Lawyers' Committee) which comprise the statement of financial position as of December 31, 2014, and the related statement of activities, cash flows and functional expenses for the year then ended, and the related notes to the financial statements. The prior year summarized comparative information has been derived from the Lawyers' Committee's 2013 financial statements, and in our report dated April 11, 2014, we expressed an unmodified opinion on those financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Lawyers' Committee's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Lawyers' Committee's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Lawyers' Committee for Civil Rights Under Law as of December 31, 2014, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note L to the financial statements, the Lawyers' Committee's unrestricted net assets were in a deficit balance of \$741,400 as of December 31, 2014. Our opinion is not modified with respect to that matter.

Tate & Tryon

Washington, DC
May 27, 2015

2021 L STREET, NW

SUITE 400

WASHINGTON, DC

20036

TELEPHONE

202/293-2200

FACSIMILE

202/293-2208

Lawyers' Committee for Civil Rights Under Law

Statements of Financial Position

<i>December 31,</i>	2014	2013
Assets		
Cash and cash equivalents	\$ 1,996,421	\$ 1,000,325
Investments	4,031,117	3,549,096
Accounts receivable	1,615	2,174
Grants receivable	2,792,705	6,652,132
Unconditional promises to give	987,288	647,077
Prepaid expenses	79,733	92,692
Employee advances and other	278	6,549
Property and equipment, net	242,377	322,197
Total assets	\$ 10,131,534	\$ 12,272,242
Liabilities and net assets		
Liabilities		
Accounts payable	\$ 353,787	\$ 164,166
Accrued expenses	398,873	258,575
Custodial escrow funds	129,612	129,612
Payroll taxes and related liabilities	6,230	16,255
Due to affiliates	3,457	3,457
Lease obligations	17,939	24,063
Line of credit	350,000	500,000
Deferred rent and construction allowance	449,731	563,603
Total liabilities	1,709,629	1,659,731
Net assets		
Unrestricted		
Undesignated	(775,170)	212,626
Board-designated funds	33,770	33,770
Total unrestricted net (deficit) assets	(741,400)	246,396
Temporarily restricted	7,012,796	8,215,606
Permanently restricted	2,150,509	2,150,509
Total net assets	8,421,905	10,612,511
Total liabilities and net assets	\$ 10,131,534	\$ 12,272,242

See notes to the financial statements.

Lawyers' Committee for Civil Rights Under Law

Statements of Activities

For the Year Ended December 31, 2014 (with Comparative Totals for 2013)

	Unrestricted	Temporarily Restricted	Permanently Restricted	2014 Totals	2013 Totals
Revenue and other support					
Donated services	\$ -	\$ 26,540,667	\$ -	\$ 26,540,667	\$ 27,042,444
Public support	2,618,405	1,924,943	-	4,543,348	12,152,185
Special event: Higginbotham Dinner net of direct expenses of \$440,616 and \$393,766, respectively	1,476,854	-	-	1,476,854	2,048,420
Legal fees from court awards	690,932	-	-	690,932	301,585
Interest and other income	35,179	107,523	-	142,702	51,413
Net assets released from restrictions	29,789,639	(29,789,639)	-	-	-
Total revenue and other support	34,611,009	(1,216,506)	-	33,394,503	41,596,047
Expenses and losses					
Program services					
Voting Rights	15,184,000	-	-	15,184,000	9,505,328
Fair Housing / Community Development	7,173,631	-	-	7,173,631	11,786,585
Legal Mobilization and Public Policy	5,845,312	-	-	5,845,312	932,414
Employment Discrimination	2,431,989	-	-	2,431,989	4,819,792
Educational Opportunities	1,873,964	-	-	1,873,964	4,833,075
Public Education and General Legal	818,418	-	-	818,418	1,105,221
Total program services	33,327,314	-	-	33,327,314	32,982,415
Supporting services					
Management and general	1,299,007	-	-	1,299,007	1,169,111
Fundraising	1,086,322	-	-	1,086,322	964,204
Total supporting services	2,385,329	-	-	2,385,329	2,133,315
Total expenses	35,712,643	-	-	35,712,643	35,115,730
Change in net assets before net gain on investments	(1,101,634)	(1,216,506)	-	(2,318,140)	6,480,317
Net gain on investments	113,838	13,696	-	127,534	178,102
Change in net assets	(987,796)	(1,202,810)	-	(2,190,606)	6,658,419
Net assets, beginning of year	246,396	8,215,606	2,150,509	10,612,511	3,954,092
Net assets, end of year	\$ (741,400)	\$ 7,012,796	\$ 2,150,509	\$ 8,421,905	\$ 10,612,511

See notes to the financial statements.

Lawyers' Committee for Civil Rights Under Law

Statements of Cash Flows

<i>Year Ended December 31,</i>	2014	2013
Cash flows from operating activities		
Change in net assets	\$ (2,190,606)	\$ 6,658,419
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation and amortization	84,053	94,012
Net gain on investments	(127,534)	(178,102)
Uncollectible accounts	7,910	-
Permanently restricted contributions	-	(2,000,000)
Changes in assets and liabilities:		
Accounts receivable	(7,351)	(205)
Grants receivable	3,859,427	(5,279,277)
Promises to give	(340,211)	(75,668)
Prepaid expenses	12,959	190,548
Employee advances and other	6,271	23,371
Accounts payable	189,621	(145,658)
Accrued expenses	140,298	3,312
Payroll taxes and related liabilities	(10,025)	7,037
Deferred rent and construction allowance	(113,872)	(132,912)
Total adjustments	3,701,546	(7,493,542)
Net cash provided by (used in) operating activities	1,510,940	(835,123)
Cash flows from investing activities		
Purchase of property and equipment	(4,233)	(1,124)
Proceeds from sale of investments	1,478,414	147,862
Purchase of investments	(1,832,901)	(1,711,785)
Net cash used in investing activities	(358,720)	(1,565,047)
Cash flows from financing activities		
Proceeds from line of credit	350,000	500,000
Principal payments on the line credit	(500,000)	-
Principal payments on capital leases	(6,124)	(5,597)
Permanently restricted contributions	-	2,000,000
Net cash (used in) provided by financing activities	(156,124)	2,494,403
Net increase in cash and cash equivalents	996,096	94,233
Cash and cash equivalents, beginning of year	1,000,325	906,092
Cash and cash equivalents, end of year	\$ 1,996,421	\$ 1,000,325
Supplemental schedule of noncash investing and financing activities		
Interest paid	\$ 14,222	\$ 4,668

See notes to the financial statements.

Lawyers' Committee for Civil Rights Under Law

Statement of Functional Expenses

For the Year Ended December 31, 2014 (with Comparative Totals for 2013)

	2014										2013	
	Program Services											
	Voting Rights	Fair Housing/ Community Development	Educational Opportunities	Employment Discrimination	Legal Mobilization and Public Policy	Public Education and General Legal	Management and General	Fundraising	Total	Total		
Salaries and Benefits												
Salaries	1,608,463	741,698	327,681	220,605	422,761	184,348	647,248	480,602	\$ 4,633,606	\$	4,125,986	
Benefits	302,554	147,983	65,249	44,658	84,308	37,264	141,068	95,493	918,577		701,361	
Contractual services and co-counsel fees	1,911,017	899,881	392,930	285,263	507,069	221,612	788,316	576,095	5,552,183		4,827,347	
Donated services	591,001	79,017	15,094	17,083	805	90,414	83,175	275,186	1,151,775		1,227,855	
Rent and occupancy	11,783,374	5,932,000	1,341,660	2,082,497	5,136,851	264,285	-	-	26,540,667		27,042,444	
Travel and meetings	335,217	133,951	68,549	40,627	77,839	29,417	136,676	75,460	897,736		853,425	
Depreciation and amortization	183,932	42,136	21,018	5,223	46,334	169,768	76,812	17,304	562,527		364,423	
Office expenses	22,052	12,637	6,428	3,451	9,551	2,881	18,919	8,134	84,053		94,012	
Telephone	157,120	48,244	7,651	4,173	39,014	16,410	73,730	83,944	430,286		275,548	
Insurance & Interest	127,008	23,157	12,421	8,794	16,033	5,629	38,135	8,041	239,218		167,540	
Printing and duplication	20,461	9,960	5,123	2,944	6,015	1,333	18,846	2,784	67,466		66,283	
Printing and duplication	29,112	13	454	217	733	11,725	14,382	12,837	69,473		59,778	
Temporary help	361	-	42	-	-	673	14,704	15,873	31,653		72,989	
Postage and delivery	7,059	1,418	1,735	595	1,107	3,334	29,404	10,664	55,316		49,881	
Court costs and professional dues	16,286	1,217	859	1,122	3,961	937	5,908	-	30,290		14,205	
Total expenses	\$ 15,184,000	\$ 7,173,631	\$ 1,873,964	\$ 2,431,989	\$ 5,845,312	\$ 818,418	\$ 1,299,007	\$ 1,086,322	\$ 35,712,643	\$	35,115,730	

See notes to the financial statements.

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

A. LAWYERS' COMMITTEE AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Lawyers' Committee: Lawyers' Committee for Civil Rights Under Law (Lawyers' Committee) is a nonpartisan not-for-profit organization, formed in 1963 to develop better public understanding of civil rights and the related judicial and legal processes. The main goal of the Lawyers' Committee is to "secure, through the rule of law, equal justice under law."

The Lawyers' Committee acquires its funds mainly through foundation grants, contributions, and court awarded fees. These funds are expended to provide representation without cost in administrative and judicial proceedings to victims of unlawful discriminatory practices.

Income tax status: The Lawyers' Committee is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code, except on net income derived from unrelated business activities. The Lawyers' Committee has been classified by the Internal Revenue Service as other than a private foundation within the meaning of Section 509(a)(1) of the Internal Revenue Code.

The Lawyers' Committee adopted the accounting standard related to uncertain income tax positions. This standard requires that realization of an uncertain income tax position must be more likely than not (greater than 50% likelihood of realization) before it can be recognized in the financial statements. For the years ended December 31, 2014 and 2013, management did not identify any uncertain income tax positions. At a minimum, the tax years ended 2011 through 2014 are open for examination by taxing authorities.

Basis of accounting: The Lawyers' Committee prepares its financial statements on the accrual basis of accounting. Revenue is recognized when earned and expense when the obligation is incurred.

Use of estimates: Preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and cash equivalents: For financial statement purposes, the Lawyers' Committee considers highly liquid investments with maturities of three months or less to be cash equivalents.

Grants receivable and unconditional promises to give: The Lawyers' Committee has received funding commitments and unconditional promises to give from various foundations and donors. Amounts due in excess of one year have been discounted to present value using a rate of 3.25% as of December 31, 2014. Conditional promises to give are not included as support until the conditions are substantially met. Management is of the opinion that all unconditional promises to give are collectible, and that the fair value of the receivables approximates the carrying value shown on the financial statements.

Due to affiliates: The Lawyers' Committee allocates a portion of its Higginbotham Dinner revenue and Combined Federal Campaign and United Way revenue to assist local Lawyers' Committees (Committees). The local Committees are not related to the Lawyers' Committee in any way, except that they function in a similar capacity. Each local Committee is a separate and distinct entity.

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

A. LAWYERS' COMMITTEE AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

Net assets: For financial statement purposes, net assets consist of the following:

Unrestricted: Unrestricted net assets include those net assets whose use is not restricted by donors, even though their use may be limited in other respects, such as by board designation. See Note G for details regarding Board-designated net assets.

Temporarily restricted: Temporarily restricted net assets include those net assets whose use by the Lawyers' Committee has been donor restricted by specified time or purpose limitations. See Note H for details regarding temporarily restricted net assets.

Permanently restricted: Permanently restricted net assets must be maintained in perpetuity by the Lawyers' Committee. Generally, the donors permit the Lawyers' Committee to use all or part of the income earned on related investments for general or specific purposes. See Note I for details regarding permanently restricted net assets.

Donated services: Contributions of donated services that create or enhance non-financial assets or that require specialized skills and would typically need to be purchased if not provided by donation are recorded at fair market value. Included are pro-bono services provided to the Lawyers' Committee by lawyers and law firms. The fair value of these services has been estimated by the law firms to be \$26,540,667 and \$27,042,444 for the years ended December 31, 2014 and 2013, respectively.

Functional allocation of expenses: The costs of providing various program and supporting services have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the program and supporting services benefited.

Comparative totals: The financial statements and footnote disclosures for the year ended December 31, 2013 are presented only to provide a basis for comparison with fiscal year 2014. The 2013 fiscal year financial statements and footnote disclosures are not intended to present all information necessary for the fair presentation in accordance with U.S. generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Lawyers' Committee's financial statements for the year ended December 31, 2013, from which the summarized information was derived. For consistency with the 2014 presentation, the 2013 expenses related to Fair Housing and Community Development have been combined.

Subsequent events: Subsequent events have been evaluated through May 27, 2015, which is the date the financial statements were available to be issued.

B. CONCENTRATIONS

Credit risk: The Lawyers' Committee maintains demand deposits with commercial banks. At times, certain balances held within these accounts may not be fully guaranteed or insured by the U.S. federal government. The uninsured portions of cash and money market accounts are backed solely by the assets of the underlying institution. Therefore, the failure of an underlying institution could result in financial loss to the Lawyers' Committee.

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

B. CONCENTRATIONS – CONTINUED

Market risk: The Lawyers' Committee invests funds in a professionally managed portfolio that contains various types of marketable securities. Investments are exposed to market and credit risks and may be subject to significant fluctuations in fair value. As a result, the investment balances reported in the accompanying financial statements may not be reflective of the portfolio's value during subsequent periods.

C. FAIR VALUE MEASUREMENTS

The Lawyers' Committee has implemented the accounting standards topic regarding fair value measurements. This standard establishes a framework for measuring fair value in accordance with generally accepted accounting principles and expands disclosures about fair value measurements. This standard uses the following prioritized input levels to measure fair value. The input levels used for valuing investments are not necessarily an indication of risk.

Level 1 – Observable inputs that reflect quoted prices for identical assets or liabilities in active markets such as stock quotes;

Level 2 – Includes inputs other than level 1 inputs that are directly or indirectly observable in the marketplace such as yield curves or other market data; and

Level 3 – Unobservable inputs which reflect the reporting entity's assessment of the assumptions that market participants would use in pricing the asset or liability including assumptions about risk such as bid/ask spreads and liquidity discounts.

The following is a summary of the input levels used to determine fair values, measured on a recurring basis, at December 31,:

2014	Total	Fair Value		
		Level 1	Level 2	Level 3
Investments				
Common stock	\$ 1,773,781	\$ 1,773,781	\$ -	\$ -
US government securities	400,665		400,665	
Corporate bonds	372,889		372,889	
Mutual funds	1,098,420	1,098,420		
Investments carried at fair value	3,645,755	\$ 2,872,201	\$ 773,554	\$ -
Cash management fund*	380,606			
Money market funds*	4,756			
Total investments	\$ 4,031,117			

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

C. FAIR VALUE MEASUREMENTS – CONTINUED

2013	Total	Fair Value		
		Level 1	Level 2	Level 3
Investments				
Common stock	\$ 1,670,427	\$ 1,670,427	\$ -	\$ -
US government securities	390,641		390,641	
Corporate bonds	386,928		386,928	
Mutual funds	947,429	947,429		
Investments carried at fair value	3,395,425	\$ 2,617,856	\$ 777,569	\$ -
Cash management fund*	148,915			
Money market funds*	4,756			
Total investments	\$ 3,549,096			

*The cash management fund and money market funds are not subject to the provisions of fair value measurements as they were recorded at cost. Management believes that cost approximates fair value for these items.

Investments using Level 2 inputs consist of government bonds and corporate bonds and are priced using an outside data and pricing company (the Company). In determining the fair value of the investments, the Company uses a market approach based on the credit risk of the issuer, maturity, current yield, and other terms and conditions of each security. Management believes the Company's estimate to be a reasonable approximation of the fair value of the investments.

D. GRANTS RECEIVABLE AND UNCONDITIONAL PROMISES TO GIVE

The anticipated timing of future cash flows related to grants receivable and unconditional promises to give were as follows at December 31,:

	2014	2013
Receivable in less than one year	\$ 1,338,538	\$ 3,779,079
Receivable in one to five years	2,618,000	3,815,000
Less: discount to present value	(176,545)	(294,870)
	\$ 3,779,993	\$ 7,299,209

E. PROPERTY AND EQUIPMENT

Acquisitions of property and equipment greater than or equal to \$1,000 are capitalized at cost. Donated property and equipment is capitalized at fair market value at the date of the gift. Property and equipment is depreciated using the straight-line method over the estimated useful lives of the assets as follows:

Furniture and equipment	5 - 10 years
Computers and software	3 years

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

E. PROPERTY AND EQUIPMENT - CONTINUED

Leasehold improvements are amortized over the lesser of the remaining office lease term or the estimated useful lives of the improvements. Assets under capital lease are amortized over the lesser of the lease term or the useful life of the leased asset.

Property and equipment consists of the following at December 31,:

	2014	2013
Furniture and equipment	\$ 170,582	\$ 169,084
Computers and software	651,960	649,225
Leasehold improvements	578,713	578,713
	<u>1,401,255</u>	<u>1,397,022</u>
Less: accumulated depreciation	<u>(1,158,878)</u>	<u>(1,074,825)</u>
	<u>\$ 242,377</u>	<u>\$ 322,197</u>

F. CAPITAL LEASE OBLIGATIONS

The Lawyers' Committee has entered into a capital equipment lease expiring in June 2017. The aggregate lease payments were discounted at the inception of the lease and the net present value was recorded as a liability. The fair value of the related equipment was recorded as a component of property and equipment and is being amortized over the life of the related leases. The leased equipment has the following book value at December 31,:

	2014	2013
Furniture and equipment	\$ 32,276	\$ 32,276
Less: accumulated depreciaton	<u>(16,138)</u>	<u>(9,683)</u>
	<u>\$ 16,138</u>	<u>\$ 22,593</u>

Future minimum lease payments and the present value of payments under the capital lease obligations are as follows:

	Amount
2015	\$ 8,040
2016	8,040
2017	<u>4,020</u>
	20,100
Less: amounts representing interest	<u>(2,161)</u>
	<u>\$ 17,939</u>

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

G. BOARD-DESIGNATED NET ASSETS

Board-designated net assets consists of the following at December 31,:

	2014	2013
Domestic Legal Assistance Fund	\$ 16,728	\$ 16,728
Anniversary Fund	11,242	11,242
Lloyd Cutler Memorial Fund	5,800	5,800
	<u>\$ 33,770</u>	<u>\$ 33,770</u>

H. TEMPORARILY RESTRICTED NET ASSETS

The Lawyers' Committee receives long-term grants from foundations and corporations which specify that funds are to be expended over a period of one or more years.

Temporarily restricted net assets consists of the following at December 31,:

	2014	2013
Voting Rights	\$ 3,712,239	\$ 5,330,709
Program Reserves	1,766,637	1,669,918
National Support	631,038	542,769
Education	511,643	189,410
Fair Housing/Community Development	482,362	644,336
Employment Discrimination	71,548	-
Public Policy	13,270	125,000
Legal Mobilization	604	8,334
Less: discount to present value for receivables	(176,545)	(294,870)
	<u>\$ 7,012,796</u>	<u>\$ 8,215,606</u>

I. PERMANENTLY RESTRICTED NET ASSETS AND ENDOWMENT REPORTING

The Lawyers' Committee's endowments consist of funds established for a variety of purposes. As required by generally accepted accounting principles, net assets associated with these endowments are classified and reported based on the existence or absence of donor-imposed restrictions. These endowments represent the accumulation of contributions to increase the Lawyers' Committee's permanently restricted net assets.

During the year ended December 31, 2013, the Lawyers' Committee received a \$2,000,000 contribution from the Ford Foundation. The grant is to be used to create an operating reserve fund (the Reserve). The Lawyers' Committee is permitted to borrow funds from the Reserve as long as such borrowings comply with the approved policy governing the use of the funds. The Lawyers' Committee is also encouraged to have a repayment plan in place for any borrowings made from the Reserve.

Investment earnings related to the Reserve are available for current year operations.

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

I. PERMANENTLY RESTRICTED NET ASSETS AND ENDOWMENT REPORTING - CONTINUED

Interpretation of Relevant Law

Though the Board of Directors of the Lawyers' Committee has not conducted a formal analysis of its compliance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA) enacted by the District of Columbia in 2008, the Board has established policies regarding the preservation, investment and expenditure of permanently restricted net assets. Consistent with generally accepted accounting principles (GAAP), the Board believes that permanently restricted funds require the preservation of the fair value of the gifts, and that earnings on those funds should be classified in accordance with the donor's stipulations, if any, as temporarily restricted.

Funds with Deficiencies

From time to time, the fair value of assets associated with individual donor-restricted Lawyers' Committee funds may fall below the level that current law requires the Lawyers' Committee to retain for a fund of perpetual duration. In accordance with GAAP, deficiencies of this nature are reported in unrestricted net assets. No such deficiencies resulted from unfavorable market fluctuations for the years ended December 31, 2014 and 2013.

Return Objectives and Risk Parameters

The Board of Directors of the Lawyers' Committee has adopted a policy for the management of the Lawyers' Committee's assets. These investment policies articulate the broad investment philosophy that governs the management of the assets of the Lawyers' Committee.

Strategies Employed for Achieving Objectives

The Lawyers' Committee is committed to a long-term approach with a balanced program of investments to preserve and enhance the real purchasing power of the fund so as to provide a stable and, in real terms, constant stream of investment income. The Lawyers' Committee's investment objective is to attain a rate of return comparable to relevant investment indexes.

The following is a summary of endowment activity and composition as of and for the year ended December 31,:

2014	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Beginning of year	\$ -	\$ 121,954	\$ 2,150,509	\$ 2,272,463
Contributions				-
Investment return:				
Interest and dividends	73,573	2,205		75,778
Net appreciation (realized and unrealized)	75,304	17,189		92,493
Total investment return	148,877	19,394	-	168,271
Appropriations	(148,877)			(148,877)
End of year	\$ -	\$ 141,348	\$ 2,150,509	\$ 2,291,857

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

I. PERMANENTLY RESTRICTED NET ASSETS AND ENDOWMENT REPORTING - CONTINUED

2013	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Beginning of year	\$ -	\$ 96,256	\$ 150,509	\$ 246,765
Contributions			2,000,000	2,000,000
Investment return:				
Interest and dividends	20,824	3,276		24,100
Net appreciation (realized and unrealized)	25,446	22,422		47,868
Total investment return	46,270	25,698		71,968
Appropriations	(46,270)			(46,270)
End of year	\$ -	\$ 121,954	\$ 2,150,509	\$ 2,272,463

Permanently restricted net assets consists of the following at December 31,:

	2014	2013
Ford Foundation	\$ 2,000,000	\$ 2,000,000
B. Segal Fellowship	126,000	126,000
E. Wolf Award	24,509	24,509
	<u>\$ 2,150,509</u>	<u>\$ 2,150,509</u>

J. EMPLOYEE ANNUITY PLAN

The Lawyers' Committee has a tax-deferred annuity plan as described in Section 403(b) of the Internal Revenue Code covering substantially all employees. The employer has the option of contributing or not contributing to the plan each year. The Board of Directors approved a \$110,110 employer contribution to the plan for the year ended December 31, 2014. This amount is included within accrued expenses as of December 31, 2014. No employer contributions were made to the plan for the year ended December 31, 2013.

K. COMMITMENTS AND CONTINGENCIES

Commitments: The Lawyers' Committee entered into operating lease agreements for the rental of office and storage space expiring in March 2018. The landlord has required the Lawyers' Committee to establish a \$120,000 letter of credit with a financial institution to serve as a security deposit. In addition, as of December 31, 2014 and 2013, the Lawyers' Committee has established an account at the financial institution of \$129,613 to serve as collateral for the letter of credit. This collateral account is included with "cash and cash equivalents" on the statements of financial position.

The leases contain an annual escalation clause, which adjusts base rentals. In addition, the landlord provided the Lawyers' Committee with a construction allowance of \$581,335. Furthermore, during the course of the lease, the Lawyers' Committee has received various rental abatements. In accordance with U.S. generally accepted accounting principles, deferred rent and construction allowance represents the amount by which straight-line rental expense exceeds rental payments.

Lawyers' Committee for Civil Rights Under Law

Notes to the Financial Statements

K. COMMITMENTS AND CONTINGENCIES - CONTINUED

Total anticipated future minimum lease payments under the leases are as follows:

Year Ending December 31,

2015	\$ 573,963
2016	1,011,061
2017	1,038,905
2018	261,762
	<u>\$ 2,885,691</u>

Line of Credit: During 2012, the Lawyers' Committee entered into a working capital line of credit (the LOC) agreement with a financial institution in the amount of \$1,000,000. The line of credit matures in December 2015. Borrowings under the line of credit accrue interest at a rate of 3.75%. All borrowings are collateralized by the receivables of the Lawyers' Committee. For the year ended December 31, 2014 and 2013, the Lawyers' Committee drew \$350,000 and \$500,000 from the LOC, respectively. The \$350,000 was still outstanding as of December 31, 2014. Interest expense incurred under the LOC for the years ended December 31, 2014 and 2013 was approximately \$12,300 and \$3,600, respectively.

Employment Contract: The Lawyers' Committee has entered into an employment agreement with its President and Executive Director. The agreement stipulates that the Lawyers' Committee will be liable for severance and other payments under certain circumstances.

Contingencies: Management represents that there have been no material claims, suits or complaints filed, nor any pending against the Lawyers' Committee. In the opinion of management, all other matters which are asserted or unasserted are without merit and would not have a significant effect on the financial position or results of operations if they were disposed of unfavorably.

In the current and prior years, the Lawyers' Committee has received revenue from private foundations and the U.S. Federal Government. These contracts are subject to audit by the contributing entity. However, the Lawyers' Committee believes that adjustments, if any, as a result of such audits will not have a material effect upon the financial statements.

L. DEFICIT UNRESTRICTED NET ASSETS BALANCE

As of December 31, 2014, the Lawyers' Committee had a deficit unrestricted net assets balance of \$741,400. The Lawyers' Committee's governance and management are aware of the deficit and intend to closely monitor the organization's financial performance. As a result, operational adjustments will be made as deemed necessary in accordance with the organization's financial position. However, the ultimate outcome of these efforts cannot be predicted.

T A T E



T R Y O N

A Professional Corporation

Certified Public

Accountants

and Consultants

Independent Auditor's Report on the Other Information

To the Board of Directors and Trustees
The Lawyers' Committee
for Civil Rights Under Law

We have audited the financial statements of Lawyers' Committee for Civil Rights Under Law (Lawyers' Committee) as of and for the year ended December 31, 2014, and have issued our report thereon dated May 27, 2015, which contained an unmodified opinion on those financial statements. Our audit was performed for the purpose of forming an opinion on the financial statements as a whole. The other information is presented for purposes of additional analysis and is not a required part of the financial statements. Such other information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The other information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Washington, DC
May 27, 2015

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Management Discussion and Analysis

2014 Highlights

The mission of the Lawyers' Committee for Civil Rights Under Law for more than 50 years has been to mobilize the expertise and resources of the private bar to combat racial injustice, and, in that time, tens of millions of Americans have benefitted from our work. In 2014, the Lawyers' Committee faced a myriad of challenges and made great strides in advancing justice for all. Here are a few highlights:

Protecting Democracy

VOTING RIGHTS AND ELECTION PROTECTION

In 2014 the challenge of legally protecting voting rights and helping individual voters retain access increased when the United States Supreme Court in 2013 eliminated pre-clearance requirements for election law changes in states that are traditional voting rights offenders. In response, the Lawyers' Committee pursued an active docket of strategic litigation on matters such as Voter ID laws, purging of voter rolls, and reduction of early voting hours. In addition to our litigation docket, we undertook efforts to educate voters by creating voter information toolkits, launching an updated online voting information App and conducting Twitter Town Hall meetings. During the election season, we fielded more than 43,000 phone calls in law firm based call centers around the country. In addition to the hotlines, we organized or supported field programs in 22 states and captured more than 23,000 voter queries and complaints in the Our Vote Live data base. Overall we had 2,000 legal volunteers. The Lawyers' Committee convened and staffed the National Commission on Voting Rights (NCVR), a diverse panel of voting and civil rights leader to examine the current state of voting rights. By the end of May, 2014, the Commission had conducted 25 state and regional hearings covering 48 states and Washington, DC, and engaged more than 400 regional, state, and local organizations. On the anniversary of the signing of the Voting Rights Act and a year after the Supreme Court's Shelby County v. Holder decision, the National Commission on Voting Rights released its first report *Protecting Minority Voters: Our Work is Not Done* showing where and how minority voters continue to be harmed by racial discrimination in voting. The VRP has been involved in more than 20 matters over the past year, many of them litigation of national prominence as well as local importance in Arizona, Georgia, Louisiana, Nevada, Texas, and South Dakota. While many of our legal cases remain in various stages of appeal, we believe we will prevail in numerous precedent setting cases. We had a major victory in Texas NAACP v. Cascos when U.S. District Judge Nelva Gonzales Ramos issued a decision ruling that the Texas restrictive photo identification law violated the United States Constitution and Section 2 of the Voting Rights Act finding that it was enacted for the purpose of discriminating against African American and Latino voters, and that it creates a substantial burden on the fundamental right to vote, constitutes a poll tax, and denies minority voters an equal opportunity to participate in the political process. As we move ahead into 2015 and beyond, we are confident that we have strengthened our capacity to wage effective Election Protection efforts in upcoming elections.

Management Discussion and Analysis

Pursuing Police and Criminal Justice Reform

The Lawyers' Committee for Civil Rights was called upon to exercise urgent leadership in the aftermath of the killing of Michael Brown in Ferguson, Missouri. We helped organize a coalition of national civil rights organizations to devise and promote a series of critical reforms in policing. As a coalition leader, we help bring together and amplify the voices and resources of each organization, playing on our strengths and building overall capacity to address the issue of police brutality and the need for systemic change. In addition, we conducted a series of fact-finding meetings to gather insight into specific inequities in the criminal justice system, including inadequate representation of indigent citizens, mass incarceration, improper use of criminal background checks, modern-day debtors' prisons, and racial profiling. We will continue and expand activities to sustain post-Ferguson police reform efforts and address specific, unmet needs in the area of criminal justice reform. The Lawyers' Committee has also worked continuously in a supporting role by coordinating its vast network of pro bono attorneys and experience organizing large-scale pro bono projects to enable the Clemency Project 2014. The Lawyers' Committee designed a process to screen thousands of federal prisoner applications based on criteria released by the U.S. Department of Justice in April 2014. Over 26,000 federal prisoners have applied to be part of the initiative, and 50 law firms have committed to taking on almost 900 matters.

Protecting Consumers

During the foreclosure crisis, in response to a troubling rise of predatory loan modification scams, the Lawyers' Committee created the "Loan Modification Scam Prevention Network" (LMSPN), along with Fannie Mae, Freddie Mac, NeighborWorks America and the Homeownership Preservation Foundation (HPF). The LMPSN database has received more than 43,000 complaints and contributed to foreclosure rescue fraud investigations at over 100 federal, state, and local enforcement agencies. The Lawyers' Committee continued to prosecute 12 of our 14 filed lawsuits on behalf of over 450 distressed homeowners. These litigation efforts have resulted in a total of 120 entities being shut down and individuals being barred from any involvement with mortgage assistance relief services, and the total monetary relief for victims of the scams as a result of settlements, judgments, punitive damages awards, and sanctions through these litigation efforts grew to over \$3.7 million.

Ensuring Access to Opportunity

EDUCATION

An important educational focus area is the Lawyers' Committee's Parental Readiness and Empowerment Program (PREP). PREP seeks to improve K-12 student performance, retention, and access to equal educational opportunities for low-income and minority children in targeted communities by increasing parental engagement. PREP works to ensure that parents become successful advocates for their children so they have meaningful access to a quality education. In 2014, we expanded the program to New York and Minneapolis serving hundreds of parents through

See independent auditor's report on the other information.

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Management Discussion and Analysis

skill-building clinics. Since PREP was launched as a pilot project in 2010, we have since engaged more than 1,500 parents and educators and over 180 legal volunteers in 64 workshops and educational consultation clinics in the New York City, Minneapolis/St. Paul, San Diego, and the Greater Washington, D.C. metropolitan areas. An online platform for PREP is currently in production, which will deliver its best practices and techniques around the country through e-clinics, web-based counseling and dynamic parent-to-parent interactions.

EMPLOYMENT

In 2010 the Bureau of Census implemented a policy preventing applicants with prior criminal or conviction records from obtaining jobs as decennial enumerators. In response, the Lawyers' Committee filed a Title VII suit with many other advocacy organizations on behalf of African-American and Latino applicants who were denied enumerator positions, and who were disproportionately affected by the new screening standards. The U.S. District Court has certified a class of several hundred thousand minority applicants who were unfairly denied the opportunity to compete for positions as enumerators. This is the largest employment discrimination class action in the country. The Employment Project also is working to disseminate best practices for proper use of criminal background checks to avoid discrimination against formerly incarcerated individuals.

Creating Fair and Vital Communities

FAIR HOUSING AND COMMUNITY DEVELOPMENT

The Fair Housing and Community Development Project won a historic exclusionary zoning case in the Village of Garden City, New York. The court found exclusionary zoning adopted by Garden City had a disparate impact on minorities and perpetrated segregation in that community. The project also succeeded in persuading HUD and the State of Mississippi to expand a landmark \$132 million Katrina housing settlement to include over 1,500 households and an additional \$40 million for long overdue repairs. Work was also undertaken to improve Louisiana landlord tenant laws to bring them closer in line with best practices for protecting tenant rights. At the intersection between fair housing and community development we continue to elevate the voices of low-income persons and communities of color to ensure full participation in the decisions that will ultimately determine community development and housing choice in their communities, and are developing strategies to help national organizations, foundations, and federal agencies collaborate most effectively.

Engaging the Public and Policy-Makers in Finding New Solutions

THE PUBLIC POLICY PROJECT

The Public Policy Project launched a Judicial Diversity Program in Washington and North Carolina to provide networking opportunities for lawyers from underrepresented communities, to conduct programs to educate the public about the importance of diversity in the judiciary and regarding various pathways to the bench, and to encourage aspiring attorneys. We have joined a coalition of organizations to create a centralized system for submitting clemency petitions on behalf of potentially eligible federal prisoners. Our Educational Project staff has introduced a bill on proper use of

Management Discussion and Analysis

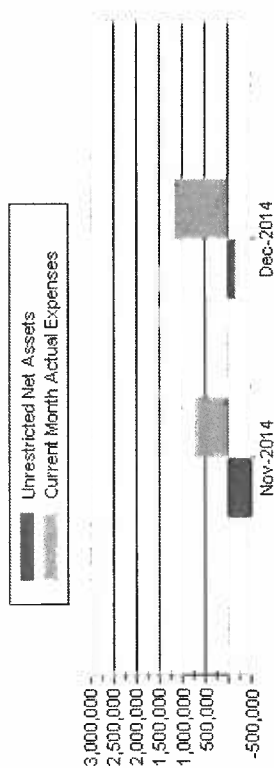
background checks for school employees. The project proposed critical legislation to repair the Voting Rights Act after *Shelby County v. Holder* eliminated key safeguards of the Act which prevented voter suppression. Finally, we have provided special leadership in defining a consensus reform agenda and will support its implementation through public education, administrative law and legislative advocacy in collaboration with other civil rights groups.

The work of the Lawyers' Committee for Civil Rights Under Law has exceptional impact because it is multi-disciplinary—involving litigation, research, legal mobilization, advocacy and education. The work of a small core program staff leverages more than \$25 million worth of donated legal services every year from the nation's major law firms. This voluntary investment means every dollar philanthropically donated to the Lawyers' Committee generates three additional dollars of high quality, donated legal service. The unique and strategic work of the Lawyers' Committee was essential to this nation's quest for racial justice in 2014.

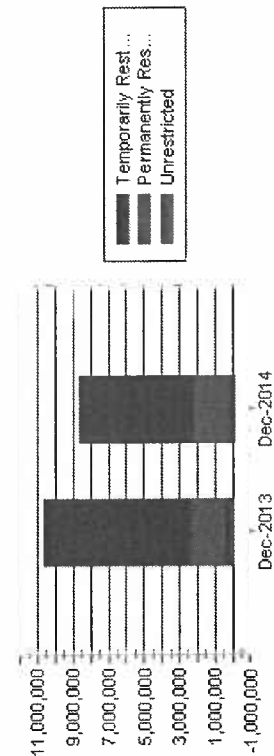
Lawyers' Committee for Civil Rights Under Law

Financial Position, Strength, and Liquidity Dashboard

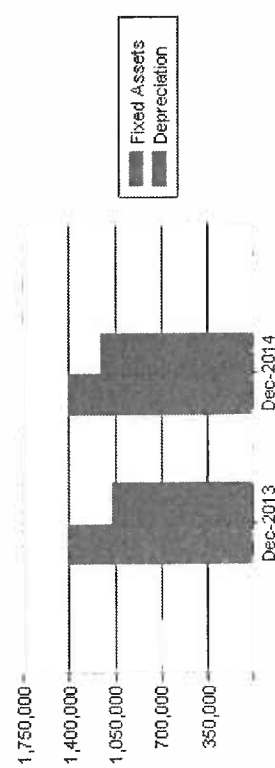
Liquidity Unrestricted Net Assets vs. Monthly Expenses



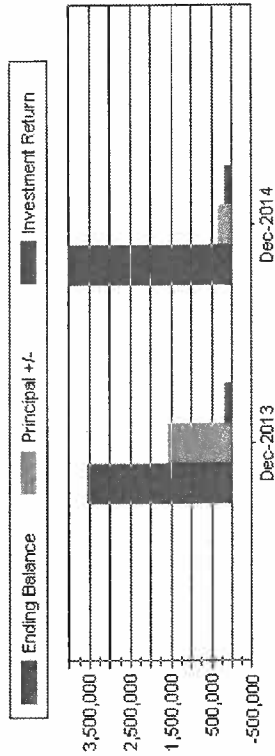
Net Asset Composition



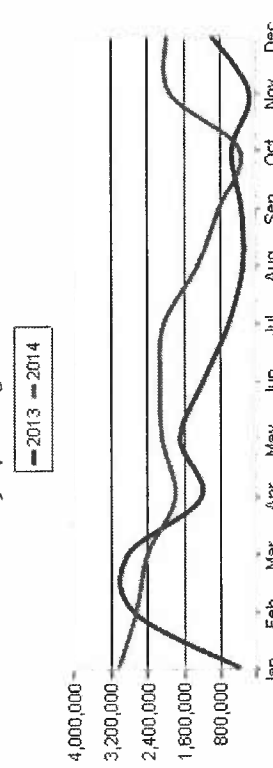
Fixed Assets & Accumulated Depreciation/Amortization



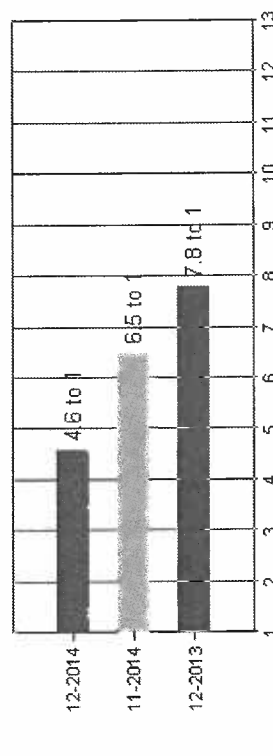
Investment Balances



Monthly Operating Cash Balance



Current Ratio % of Assets/Liabilities

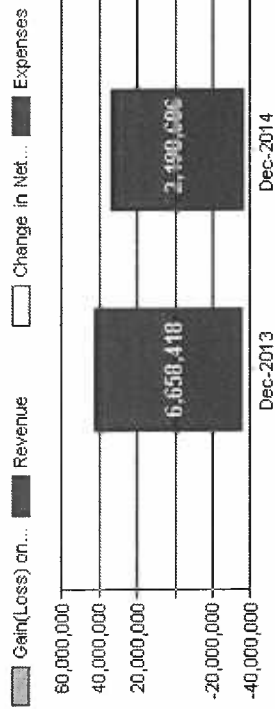


See independent auditor's report on the other information.

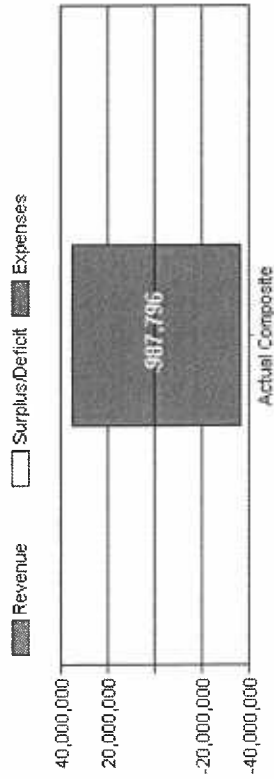
Lawyers' Committee for Civil Rights Under Law

Operating Programs Dashboard

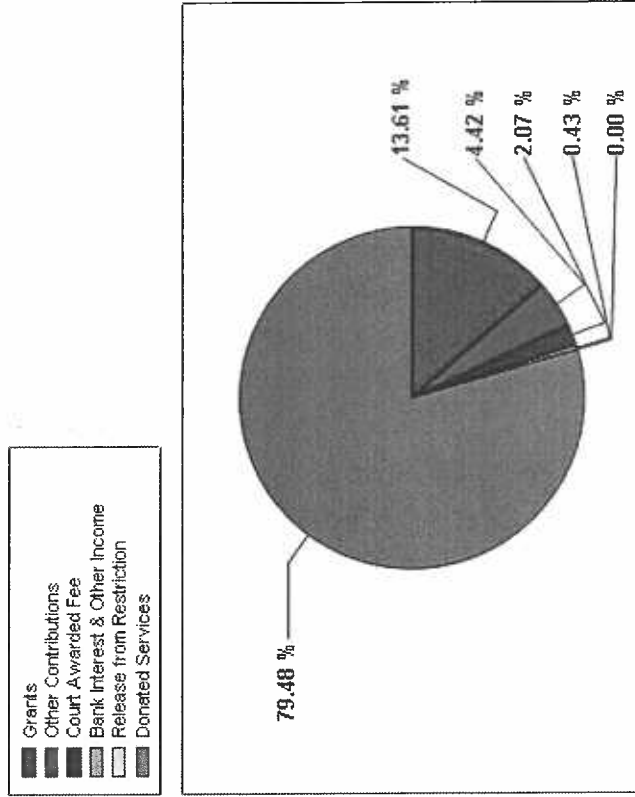
YTD Operating Results & Change in Net Assets



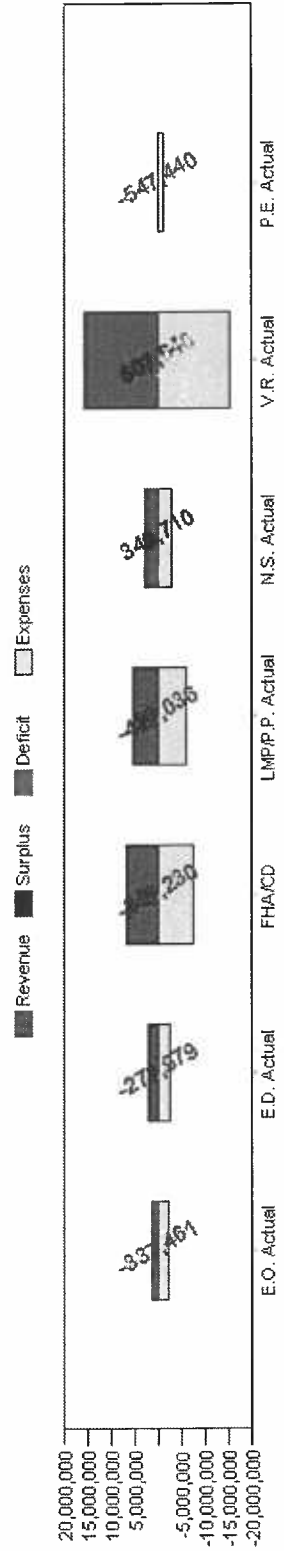
Program YTD Unrestricted Operating Results Composite



Operating Revenue Mix



Program YTD Unrestricted Operating Results by Program (excluding G&A Expense)



See independent auditor's report on the other information.

Greater New Orleans Fair Housing Action Center

Profit & Loss

January through December 2014

Accrual Basis

Jan - Dec 14

Ordinary Income/Expense

Income

Total 43300 · Direct Public Grants	182,224
Total 43400 · Direct Public Support	12,539
Total 44400 · Government Contracts	20,250
Total 44500 · Government Grants	837,311
Total 45000 · Investments	3,199
Total 47200 · Program Income	616
6030 · Case Settlements	224,551
Total 6040 · Grants	22,524
6100 · Miscellaneous	(511)

Total Income 1,302,702

Gross Profit 1,302,702

Expense

Total 8000 · Salaries & Wages	62,421
Total 8001 · Salaries	831,410
Total 8002 · Payroll Expenses	70,341
8004 · Pension Expense	18,762
Total 8005 · Employee Benefits	87,593
Total 8006 · Professional Fees	27,797
8007 · Payroll Service Fees	2,780
8008 · Office Supplies	26,931
Total 8009 · Postage	3,214
Total 8012 · Equipment	7,153
Total 8013 · Communication Services	23,081
8014 · Web Hosting	364
8015 · Computer Network Maintenance	192
Total 8016 · Dues and Subscriptions	14,336
Total 8017 · Insurance	29,150
Total 8019 · Utilities	10,455
Total 8020 · Advertising	18,009
Total 8021 · Testing	22,480
Total 8022 · Staff Travel	81,633
Total 8023 · Service Charges	3,712
Total 8024 · Staff/Board Development	-
8025 · Printing and Publications	10,253
Total 8026 · Events	28,757
8030 · Donations	500
8050 · Property Taxes	50,254
8060 · Litigation Costs	13,667
8080 · Translation Expenses	1,170
8090 · Miscellaneous Expense	9,282
8096 · Interest on Building Loan	15,426
Total 8100 · Building Maintenance	11,733

Total Expense 1,482,855

Net Ordinary Income (180,153)

Other Income/Expense

Total Other Income 19,627

	Jan - Dec 14
Total Other Expense	<u>15,500</u>
Net Other Income	<u>4,127</u>
Net Income	<u><u>(176,025)</u></u>

Greater New Orleans Fair Housing Action Center

Balance Sheet

As of December 31, 2014

Accrual Basis

Dec 31, 14

ASSETS

Current Assets

Checking/Savings

1000 · Liberty Bank	14,396
1002 · Chase Acct	67,818
1003 · Chase Investments	49,723
1004 · PayPal	42
1010 · First NBC	
1010-01 · Money Market Account	1,213,040
1010-10 · IOLTA	7,097
Total 1010 · First NBC	<u>1,220,137</u>

Total Checking/Savings 1,352,116

Accounts Receivable

1100 · Accounts Receivable	<u>383,529</u>
Total Accounts Receivable	383,529

Other Current Assets

1150 · Reimbursable Exp Receivable	6,929
1200 · Undeposited Funds	1,502
12100 · Inventory Asset	<u>1,186</u>
Total Other Current Assets	<u>9,617</u>

Total Current Assets 1,745,262

Fixed Assets

1501 · Jefferson Davis Building	
1502 · Accum Depreciation-Jeff Davis	(76,209)
1501 · Jefferson Davis Building - Other	<u>476,720</u>
Total 1501 · Jefferson Davis Building	<u>400,512</u>

Total Fixed Assets 400,512

Other Assets

14000 · In-Kinds Donations- Auction	1,140
18800 · Utility Deposits	<u>1,036</u>
Total Other Assets	<u>2,176</u>

TOTAL ASSETS 2,147,949

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	
20000 · *Accounts Payable	<u>4,332</u>
Total Accounts Payable	4,332

Dec 31, 14

Credit Cards

2010 · Credit Cards

2010-02 · BOA Business Card 5,762

2010-03 · Chase Card Services 25,411

Total 2010 · Credit Cards 31,172

Total Credit Cards 31,172

Other Current Liabilities

2020 · Federal Income Taxes Payable (11)

2021 · Federal Required Payable 1,803

2030 · FICA Payable (25)

2035 · Medicare FICA Payable (6)

2041 · Medical Premium Payable 288

2042 · Health Insurance Payable 2,248

2043 · Dental Premiums Payable 1,413

2045 · Short Term Disability Payable 4,359

2046 · Long Term Disability Payable 1,473

2047 · Life Insurance Payable 568

2048 · AD&D Insurance Payable 142

2055 · EE Requested Deduction 150

2060 · Retirement Payable 8,625

2110 · Direct Deposit Liabilities (1,051)

2300 · Fiscal Agent Liability 29,341

2306 · Litigation Partner Payable (1,600)

2315 · Intern Partnership Fund (4,000)

25900 · Security Deposits Held 1,250

Total Other Current Liabilities 44,966

Total Current Liabilities 80,470

Long Term Liabilities

2800 · Building Loan Payable 266,755

Total Long Term Liabilities 266,755

Total Liabilities 347,226

Equity

3000 · Opening Balance Equity 997

3150 · Temp. Restricted Net Assets

3152 · Annual Board Fundraiser Fund 127

3155 · W.F. Community Development Fund 1,368,553

Total 3150 · Temp. Restricted Net Assets 1,368,680

3200 · Unrestricted Net Assets 607,071

Net Income (176,025)

Total Equity 1,800,723

TOTAL LIABILITIES & EQUITY 2,147,949

Appendix C

Letter of Recommendation



PAUL S. LEON
MAYOR

AL C. BOLING
CITY MANAGER

DEBRA DORST-PORADA
MAYOR PRO TEM

November 24, 2015

MARY E. WIRTES, MMC
CITY CLERK

ALAN D. WAPNER
JIM W. BOWMAN
PAUL VINCENT AVILA
COUNCIL MEMBERS

JAMES R. MILHISER
TREASURER

RE: Lawyers' Committee for Civil Rights Under Law

To Whom It May Concern:

The City of Ontario contracted with the Lawyers' Committee for Civil Rights Under Law to provide consulting services in connection with the update to the City's Analysis of Impediments to Fair Housing Choice (AI). I was the City's lead on the production of the AI update, and I worked closely with Diane Glauber of the Lawyers' Committee on the project. At every step of the process, Diane and her team met or exceeded our expectations. Despite the extremely ambitious timetable on which we were preparing the AI, the Lawyers' Committee was able to draft a document that provided a comprehensive analysis of our community and demonstrated the care invested in balancing competing considerations.

If you have any questions about my experience working with Diane and her team, please do not hesitate to contact me at (909) 395-2322 or kgonzalez@ci.ontario.ca.us.

Sincerely,

Katryna Gonzalez
Project Manager

The following resolution was offered by _____ and seconded by _____:

RESOLUTION

A resolution authorizing the Louisiana Housing Corporation (the “LHC” or “Corporation”) to contract with Property One, Inc. to provide commercial property management for LHC office buildings; and providing for other matters in connection therewith.

WHEREAS, the Louisiana Housing Corporation (the “Corporation” or “LHC”) owns and operates two commercial properties in Baton Rouge, Louisiana: the Main Office at 2415 Quail Drive, and the Industriplex Office, located at 11637 Industriplex Boulevard; and

WHEREAS, both commercial properties are currently managed by LHC staff; and

WHEREAS, it has been determined that the continued efficient management and operation of the physical plants of these commercial properties requires the skill and expertise of a commercial property manager; and

WHEREAS, on November 25, 2015, the Board of Directors of the Corporation authorized the release of a Request for Proposals (“RFP”) for Commercial Property Management; and

WHEREAS, the RFP was released on November 30, 2015, and the two (2) proposals received on December 22, 2015 have been reviewed and scored.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Louisiana Housing Corporation (“Board”), acting as the governing authority of said Corporation, that:

SECTION 1. The Louisiana Housing Corporation (“Corporation”) is hereby authorized to enter into a contract with the selected proposer Property One, Inc. for the Request for Proposals (“RFP”) for Commercial Property Management.

SECTION 2. The Corporation staff and counsel are authorized and directed to prepare such documents and agreements as may be necessary to effectuate the provisions

of this resolution.

SECTION 3. The Chairman, Vice Chairman, Interim Executive Director, and/or Secretary of the Corporation are hereby authorized, empowered, and directed to execute any forms and/or documents required to be executed on behalf of and in the name of the Corporation, the terms of which are to be consistent with the provisions of this resolution.

This resolution having been submitted to a vote, the vote thereon was as follows:

YEAS:

NAYS:

ABSENT:

ABSTAIN:

And the resolution was declared adopted on this, the 13th day of January, 2016.

Chairman

Secretary

STATE OF LOUISIANA

PARISH OF EAST BATON ROUGE

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (the “LHC” or “Corporation”), do hereby certify that the foregoing two pages (2) constitute a true and correct copy of a resolution adopted by said Board of Directors on January 13, 2016 entitled: “A resolution authorizing the Louisiana Housing Corporation (the “LHC” or “Corporation”) to contract with Property One, Inc. to provide commercial property management for LHC office buildings; and providing for other matters in connection therewith.”

IN FAITH WHEREOF, witness my official signature and the impress of the official seal of the Corporation on this, the 13th day of January 2016.

Secretary

(SEAL)

Commercial Property Management – Evaluation Committee Recommendation

Proposer	Reviewer 1 Score	Reviewer 2 Score	Reviewer 3 Score	Committee Score
Property One, Inc. 4141 Veterans Blvd., Suite 300 Metairie, LA 70005	87	91	97	91.6
HGI Facilities Management, LLC 4641 Fairfield Street, Suite D Metairie, LA 70006	81	82	80	81.0

Recommended Proposer:

Property One, Inc.

The proposed fee for the recommended property manager is \$2,500 per month plus \$50/hour for a roving maintenance person. The unsuccessful proposer's fee is \$7,425 per month.

Evaluation Team:

Loretta Wallace
Todd Folse
Victoria Hilton

The following resolution was offered by _____ and seconded by _____:

RESOLUTION

A resolution authorizing the Louisiana Housing Corporation (the “LHC” or “Corporation”) to contract with Nan McKay and Associates, Inc. to provide Construction and Compliance Monitoring Services; and providing for other matters in connection therewith.

WHEREAS, the Louisiana Housing Corporation (“LHC” or “Corporation”) was created by and pursuant to the Louisiana Housing Corporation Act contained in Chapter 3-G of the Louisiana Revised Statutes of 1950, as amended (R.S. 40:600.86 through R.S. 40:600.111); and

WHEREAS, the Corporation is required to undertake physical inspections and on-site file reviews of the properties that it funds; and

WHEREAS, such physical inspections and on-site file reviews are currently conducted by the LHC’s Compliance Department; and

WHEREAS, as a result of recent changes in staffing in the Compliance Department, it has been determined that it may be beneficial to the Corporation to procure the professional services of a firm or organization specialized in construction and compliance monitoring to assist in the efficient management and operation of that department; and

WHEREAS, on November 25, 2015, the Board of Directors of the Corporation authorized the release of a Request for Proposals (“RFP”) for Construction and Compliance Monitoring Services; and

WHEREAS, the RFP was released on December 8, 2015, and the eight proposals received on January 7, 2016 have been reviewed and scored.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Louisiana Housing Corporation (“Board”), acting as the governing authority of said Corporation, that:

SECTION 1. The Louisiana Housing Corporation (“Corporation”) is hereby authorized to enter into a contract with the selected proposer Nan McKay and Associates,

Inc. for the Request for Proposals (“RFP”) for Construction and Compliance Monitoring Services.

SECTION 2. The Corporation staff and counsel are authorized and directed to prepare such documents and agreements as may be necessary to effectuate the provisions of this resolution.

SECTION 3. The Chairman, Vice Chairman, Interim Executive Director, and/or Secretary of the Corporation are hereby authorized, empowered, and directed to execute any forms and/or documents required to be executed on behalf of and in the name of the Corporation, the terms of which are to be consistent with the provisions of this resolution.

This resolution having been submitted to a vote, the vote thereon was as follows:

YEAS:

NAYS:

ABSENT:

ABSTAIN:

And the resolution was declared adopted on this, the 13th day of January, 2016.

Chairman

Secretary

STATE OF LOUISIANA

PARISH OF EAST BATON ROUGE

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (the “LHC” or “Corporation”), do hereby certify that the foregoing two pages (2) constitute a true and correct copy of a resolution adopted by said Board of Directors on January 13, 2016 entitled: “A resolution authorizing the Louisiana Housing Corporation (the “LHC” or “Corporation”) to contract with Nan McKay and Associates, Inc. to provide Construction and Compliance Monitoring Services; and providing for other matters in connection therewith.”

IN FAITH WHEREOF, witness my official signature and the impress of the official seal of the Corporation on this, the 13th day of January 2016.

Secretary

(SEAL)

Construction and Compliance Monitoring – Evaluation Committee

Recommendation

Maximum Possible Score = 100

Proposer	Reviewer 1 Score	Reviewer 2 Score	Reviewer 3 Score	Reviewer 4 Score	Reviewer 5 Score	Committee Score
Nan McKay and Associates, Inc. 1810 Gillespie Way, Suite 202 Cajon, CA 92020	91.75	93.75	95.00	96.00	90.00	93.30
First Housing Development Corporation of Florida 107 South Willow Ave. Tampa, FL 33606	78.62	87.62	82.37	78.22	44.77	74.32
CSRS, Inc. 6767 Perkins Rd, Suite 200 Baton Rouge, LA 70808	85.73	77.33	71.68	58.48	49.98	68.64
CB&I Environmental & Infrastructure 4171 Essen Lane Baton Rouge, LA 70809	45.20	80.54	78.29	75.94	40.19	64.03
ComNet, LLC 4811 Harding Blvd. Baton Rouge, LA 70811	31.60	46.30	21.10	18.60	25.10	28.54
C&C General Contractors, MISS, Inc. 4468 Whispering Bend Drive Memphis, TN 38125	34.55	22.00	6.85	8.10	21.10	18.52
Kroll Associates, Inc. 600 Third Avenue New York, NY 10016	25.50	16.90	3.50	17.75	14.50	15.63
CERCONTEC, LLC 7505 Pines Rd., Suite 1190 Shreveport, LA 71129	28.75	11.00	8.50	12.25	17.00	15.50

Recommended Proposer(s):
Nan McKay and Associates, Inc.

The evaluation team recommends that the corporation enter into contract negotiations with Nan McKay and Associates, Inc. in order to facilitate the issuance of task orders as needed.

Evaluation Team:

Lauren Hartley Holmes

Dione Milton

Todd Folse

Robert McNeese

Debra Washington

The following resolution was offered by _____ and seconded by _____:

RESOLUTION

A resolution authorizing the Louisiana Housing Corporation (the “LHC” or “Corporation”) to enter into a contract with CohnReznick LLP to provide Planning and Product Development as needed under the Request for Proposals for Technology Services; and providing for other matters in connection therewith.

WHEREAS, the Louisiana Housing Corporation (“LHC” or “Corporation”) was created by and pursuant to the Louisiana Housing Corporation Act contained in Chapter 3-G of the Louisiana Revised Statutes of 1950, as amended (R.S. 40:600.86 through R.S. 40:600.111); and

WHEREAS, the LHC, as authorized by the State of Louisiana pursuant to R.S. 40:600.91(A), shall have the powers necessary or convenient to carry out and effectuate the purpose and provisions of the LHC Act; and

WHEREAS, the LHC Board of Directors and Staff has recognized the need for enhancement of the Corporation’s technology systems, ongoing maintenance, and technical support; and

WHEREAS, on September 9, 2015 date, the Board of Directors of the Corporation authorized the release of a Request for Proposals (“RFP”) for Technology Services;

WHEREAS, the RFP was issued on November 2, 2015 and the three (3) proposals received on December 14, 2015 have been reviewed and scored; and

WHEREAS, two of the three respondents are currently state vendors and LHC may procure them under lower state-negotiated billing rates.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Louisiana Housing Corporation (“Board”), acting as the governing authority of said Corporation, that:

SECTION 1. The Louisiana Housing Corporation (“Corporation”) is hereby

authorized to enter into a contract with the CohnReznick LLP for Planning and Product Development under the Request for Proposals (“RFP”) for Technology Services

SECTION 2. The Corporation staff and counsel are authorized and directed to prepare such documents and agreements as may be necessary to effectuate the provisions of this resolution.

SECTION 3. The Chairman, Vice Chairman, Interim Executive Director, and/or Secretary of the Corporation are hereby authorized, empowered, and directed to execute any forms and/or documents required to be executed on behalf of and in the name of the Corporation, the terms of which are to be consistent with the provisions of this resolution.

This resolution having been submitted to a vote, the vote thereon was as follows:

YEAS:

NAYS:

ABSENT:

ABSTAIN:

And the resolution was declared adopted on this, the 13th day of January, 2016.

Chairman

Secretary

STATE OF LOUISIANA

PARISH OF EAST BATON ROUGE

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (the “LHC” or “Corporation”), do hereby certify that the foregoing two pages (2) constitute a true and correct copy of a resolution adopted by said Board of Directors on January 13, 2016 entitled: “A resolution authorizing the Louisiana Housing Corporation (the “LHC” or “Corporation”) to enter into a contract with CohnReznick LLP to provide Planning and Product Development as needed under the Request for Proposals for Technology Services; and providing for other matters in connection therewith.”

IN FAITH WHEREOF, witness my official signature and the impress of the official seal of the Corporation on this, the 13th day of January 2016.

Secretary

(SEAL)

Technology Services – Evaluation Committee Recommendation

Proposer	Reviewer 1 Score	Reviewer 2 Score	Reviewer 3 Score	Reviewer 4 Score	Committee Score
Turn Key Solutions, LLC 11911 Justice Avenue Baton Rouge, LA 70816	87	87	82	81	84.25
CGI Technologies and Solutions, Inc. 11100 Mead Road Baton Rouge, LA 70809	46	78	64	36	56.0
CohnReznick LLP* 7501 Wisconsin Avenue, Suite 400E Bethesda, MD 20814	49	59	61	41	52.5

**CohnReznick only proposed to provide planning under the scope of work, which was allowable according to the RFP.*

Recommended Proposer(s):
CohnReznick LLP

The intent of the Technology Services RFP was to award multiple contracts in order to issue task orders on an as-needed basis. There was no identified savings in direct contracting with Turn Key or CGI; therefore an award is not recommended. Both Turn Key and CGI are on the preferred state vendors list and LHC may continue to use both for services under the existing rates that are available to state agencies. The contract award to CohnReznick LLP will allow LHC to issue them task orders for planning services as needed.

Evaluation Team:

John Ampim
Calvin Humble
Lionell Dennis
Kevin Jackson



PLACE HOLDER PAGE

Resolution authorizing the LHC to **confer with Division of Administration (“DOA”) and Civil Service Commission (“CSC”) staff to explore all available options to reorganize staffing;** and providing for other matters in connection therewith. Staff recommends approval.