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March 16, 2026

### **VIA ECOURTS**

**Honorable Joseph A. Turula, J.S.C.**

Hudson County Superior Court

583 Newark Avenue, Floor 2

Jersey City, New Jersey 07306

**RE: In the Matter of the Application of the City of Jersey City, County of Hudson  
Docket No.: HUD-L-378-25**

Dear Judge Turula:

Please be advised that the City and FSHC have entered into a Mediation Agreement with respect to the above referenced matter. See Exhibit 1. Notwithstanding the foregoing, the task of determining credits has turned out to be herculean and impossible to complete by now. The City's expert, Beth McManus, PP, AICP, LEED AP has provided volumes of material to FSHC and FSHC has provided its response. However, there still remains outstanding issues. In an effort to create breathing room to resolve the issues with credits, the City has adopted Resolution 26-105, which invokes N.J.S.A. 52:27D-304.1(f)(2)(d). See Exhibit 2. N.J.S.A. 52:27D-304.1(f)(2)(d) provides that "a municipality involved in a continuing dispute over the issuance of compliance certification may adopt a binding resolution by this date to commit to adopting the implementing

ordinances and resolutions following resolution of the dispute, with necessary adjustments to reflect the resolution of the dispute.” We are hopeful that with continuing cooperation between the City and FSHC that we can declare the matter fully resolved. However, until all the issues over credits are resolved, we cannot say that.

To give the Court an understanding of the magnitude of the work in substantiating credits, the City was assigned a fair share attributable exclusively to a rehab obligation of 3,733. Our approved Spending Plan funds up to 1,051 rehabs. Therefore, if we can substantiate 2,830 credits, we meet the number. Our expert spent a great deal of time compiling crediting documentation going back four decades for literally thousands of units. While we believe we can substantiate 2,830 credits, the dialogue with FSHC is ongoing in that FSHC has raised questions about the documentation provided to date. If we cannot agree that the City is entitled to 2,830 credits, we will need to see if we can negotiate an accord with FSHC as to what is next.

In any event, while our expert is working with FSHC staff to try to resolve the claim to credits, it is noteworthy that the City has taken various actions to address affordable housing issues. First, on April 23, 2025, the City has adopted a Spending Plan that the Court approved. See Exhibit 3. Second, the City appointed companies and individuals eligible to serve as administrative agents in connection with the City’s affordable housing program. See Exhibit 4. See also section 188-19 on page 17 or Ordinance 25-114, attached hereto as Exhibit 5. Third, the City has committed to affirmative marketing. See section 188-17 on page 12-13 of Ordinance 25-114. The City stands ready to work with FSHC on any changes it would deem necessary on the resolution and ordinance.

In closing, while we hoped to be further along in the process, a tremendous amount of work has been done by our expert and City has a proven track record of going out of its way to address

the needs of low- and moderate-income households. Hopefully, this creates the climate for an amicable accord of the remaining issues.

Respectfully Submitted,

*Jeffrey R. Surenian*

Jeffrey R. Surenian

JRS/mo

cc: All Attorneys of Record (*via eCourts*)

# Exhibit 1

MEDIATION AGREEMENT BEFORE THE AFFORDABLE HOUSING DISPUTE  
RESOLUTION PROGRAM

In the Matter of the Application of the City of Jersey City, County of Hudson,  
Docket No. HUD-L-378-25

**WHEREAS**, the City of Jersey City (the “City” or “Jersey City”) having filed a resolution of participation in the Affordable Housing Dispute Resolution Program (the “Program”) and a declaratory judgment action pursuant to N.J.S.A. 52:27D-301, et. seq. (the “Fair Housing Act”) on January 30, 2025; and

**WHEREAS**, the Court entered an order on May 1, 2025, setting the City’s Fourth Round fair share obligations as a Present Need of 3,733 units and ordering the City to file a Housing Element and Fair Share Plan (“HEFSP”) by June 30, 2025; and

**WHEREAS**, the City having filed its HEFSP on June 25, 2025 (“Adopted HEFSP”); and

**WHEREAS**, FSHC having filed a letter pursuant to N.J.S.A. 52:27D-304.1(f)(2)(b) regarding the City’s HEFSP on August 29, 2025; and

**WHEREAS**, the City and FSHC have agreed to amicably resolve the issues set forth in the challenge through this mediation agreement and present this agreement for review by the Program and referral to the Mount Laurel judge pursuant to N.J.S.A. 52:27D-304.1(f)(2)(b) and Administrative Directive #14-24, which if approved will result in a compliance certification for the City for the Fourth Round;

**THEREFORE**, the City and FSHC agree:

**Fair Share Obligations**

1. The City’s Fourth Round Present Need or Rehabilitation Obligation is 3,733.

**Satisfaction of Fair Share Obligations**

2. Jersey City seeks to fulfill its Fourth Round present need obligation primarily through existing affordable units, as established by N.J.A.C. 5:97-6.2(b)(7). The mechanisms

proposed by the City in its HEFSP are attached as Exh. A. To receive credit, the City must provide appropriate documentation in accordance with N.J.A.C. 5:97-4.3 and N.J.A.C. 5:80-26.1, et seq. The affordable units listed in Exh. A. are eligible for credit for Present Need, with the following exceptions:

3. The following units are creditworthy for Present Need if documentation of rebuilt or renovated units is provided:
  - a. Marion Gardens - 217 units
  - b. Booker T. Washington Apartments - 263 units
  - c. Hudson Gardens - 200 units
  - d. Holland Gardens - 111 units
  - e. Barry Gardens I&II - 66 units
4. The following units are creditworthy for Present Need if deed restrictions or declarations of restrictive covenants are provided, and the City carries out a rehabilitation program in compliance with paragraph 7 below:
  - a. Curries Woods Townhouses - 180 units
  - b. Webb Apartments - 28 units
  - c. 254 Bergen - 14 units
  - d. Arlington Gardens - 31 units
  - e. Barbara Place Terrace - 34 units
  - f. Glennview Townhouses Phase II - 36 units
  - g. Catherine Todd Senior Living Center - 62 units
5. No later than February 16, 2026, the City shall provide a list of which units referenced in paragraph 3 and 4 it claims credits for under the applicable regulations, the number of credits claimed, and the basis therefore including supporting documentation.
6. If there are any additional units for which the City seeks credit, it shall supply the units and the basis for the credits by February 16, 2026.
7. Notwithstanding the foregoing, should the City wish to seek credit for any additional units after February 16, 2026, nothing herein shall prevent the City seeking such relief.
8. The City seeks credit for all affordable units in inclusionary projects that have been zoned for affordable housing. Notwithstanding the foregoing, should the City wish to change how it attributes credits for new units as compared to rehab units in subsequent housing cycles, it shall have the right to do so in conformance with all applicable law and FSHC reserves all rights with regards to any such proposed change in the future.

9. To address Jersey City’s Fourth Round Present Need obligation, the City shall conduct a rehabilitation program, consistent with the 2025 Spending Plan, to address any shortfall resulting from the above units not being creditworthy through the following process:
  - a. For any credits sought for Housing Authority units , the City shall work with the Housing Authority to develop a rehabilitation program for the applicable Housing Authority units . The City shall allocate trust funds towards rehabilitation of the units, as set forth in an adopted Spending Plan, and pursue the rehabilitation program throughout the Fourth Round. Such requirement shall not apply to any Housing Authority unit created since 2005 given that a new 30-year deed restriction from that point would run through the end of the Fourth Round so that the City does not receive credits for both the rehabilitation of and the creation of the same unit.
  - b. For any remaining shortfall, the City shall conduct a rehabilitation program, consistent with the 2025 Spending Plan. The program will be available to sale and renter occupied units occupied by low- and moderate-income households. The rehabilitation will be completed in accordance with the New Jersey State Housing Code, N.J.A.C. 5:28, or the requirements of the Rehabilitation Subcode, N.J.A.C. 5:23-6, as applicable.
  
10. Should the City have a shortfall after accounting for the above listed credits and programs, no later than February 16, , 2026, the City shall indicate which units shall be credited from affordable units approved or developed and anticipated to be approved or developed at specific sites pursuant to the City’s inclusionary zoning ordinance (IZO), Chapter 187 of the Jersey City Code.
  - a. No later than March 2, 2026, FSHC shall provide a response as to any remaining objections it may have towards the City’s plan for addressing the shortfall. FSHC and the City agree to work in good faith towards resolving any remaining disputes.
  
11. In all developments that produce affordable housing, the City and FSHC agree that, unless varied by a prior court order of the trial court, the below terms shall apply:

All of the affordable units shall fully comply with the Uniform Housing Affordability Controls, N.J.A.C. 5:80-26.1, et seq. (“UHAC”), including but not limited to the required bedroom and income distribution, length of affordability controls, and phasing of affordable units, or alternative affordability controls from units such as public housing units and units exempted from UHAC’s applicability section, N.J.A.C. 5:80-26.1.

- a. The City agrees to review its Affordable Housing Ordinance and other ordinances to ensure that it complies with the most up to date requirements of UHAC and revise those ordinances accordingly as part of its Fourth Round HEFSP and implementing ordinances.
- b. The affordable units shall be affirmatively marketed in accordance with UHAC and applicable law. The affirmative marketing shall include posting of all affordable units on the New Jersey Housing Resource Center website in accordance with applicable law. The affirmative marketing plan shall include the following community and regional organizations: Fair Share Housing Center, the New Jersey State Conference of the NAACP, the Latino Action Network, Hudson County NAACP, Hudson County Urban League, and Hudson County Housing Resource Center, New Jersey Housing Resource Center.

### **Process for Approval and Implementation**

12. Pursuant to N.J.S.A. 52:27D-304.1(f)(2)(b) and Administrative Directive #14-24, the municipality and FSHC recognize that the Program and/or county level housing judge must still review this agreement and the resulting HEFSP and implementing ordinances and resolutions for compliance with the Fair Housing Act prior to issuing a compliance certification, as follows:
  - a. The City and FSHC shall present this mediation agreement to the Program member for review upon full execution by both parties.
  - b. The Program Member shall review the agreement and if satisfied with compliance with the Fair Housing Act shall refer this matter to the Mount Laurel judge for review and entry of certification of compliance, conditioned on adoption of all implementing ordinances and resolutions.
  - c. The City shall adopt all implementing ordinances and resolutions no later than March 15, 2026, including but not limited to the outstanding items identified in the next paragraph. No later than 48 hours after adoption or March 15, 2026, whichever is sooner, the City shall file the information required by Paragraph 9 and any other adopted ordinances and resolutions on eCourts.
  - d. No later than April 15, 2026, the City and FSHC shall provide via filing on eCourts a form of consent order granting final compliance certification for the Court's review or identify any remaining issues of compliance that may be disputed at which point the court shall schedule a conference to review any such areas.
  - e. Both parties agree to implement the terms of this Agreement. If the Program, county level housing judge, or any appellate court rejects this Agreement, the parties reserve their right to rescind any action taken in anticipation of the Program's approval and return to status quo ante. All parties shall have an obligation to fulfill

the intent and purpose of this Agreement, unless to do so would be inconsistent with the final, unappealable adjudication of any Program or court ruling or judgment. The terms of this agreement may be enforced through an enforcement motion in this declaratory judgment or a separate action before the Program or the Superior Court, Law Division.

13. The City and FSHC agree that following conditions remain to be met prior to March 15, 2026, as conditions of compliance certification, and that the municipality shall provide these documents to FSHC in draft form for comment by February 16, 2026 except where otherwise noted:
  - a. The City shall amend the HEFSP to remove the units identified in paragraphs 3 and 4 and in accordance with the process set forth in paragraph 7 no later than March 15, 2026, including further documentation as to rebuilt or renovated units identified in paragraph 5 and deed restrictions for units identified in paragraph 6 to the extent the City still seeks credit for these units.
  - b. The City will update and adopt its affordable housing ordinance, development fee ordinance, affirmative marketing plan, and other administrative documents in accordance with the forthcoming regulations at N.J.A.C. 5:80-26.1, et seq., and N.J.A.C. after they are adopted and before March 15, 2026. The City also may amend its adopted Spending Plan if necessary to effectuate the provisions of paragraph 9 of this Agreement. The City shall provide a draft ordinances and administrative documents no later than February 24, 2026 for FSHC's comment and adopt them no later than March 15, 2026.

The City's Compliance Certification shall be subject to required ongoing monitoring as required by the statute, including NJSA 52:27D-329.2, 329.4, 313 and NJSA.40:55D-8.4. The City shall provide notice to FSHC of any action filed at the midpoint review.

14. This Agreement may be executed in counterparts, all of which together shall constitute the same agreement, and any exhibits or schedules attached hereto shall be hereby made a part of this Agreement. This Agreement shall not be modified, amended or altered in any way except by a writing signed by each of the parties. Each party acknowledges that each has entered into this Agreement on its own volition without coercion or duress after consulting with its counsel, that each signatory is the proper person and possesses the authority to sign the Agreement, and that this Agreement was not drafted by any one of the parties, but was drafted, negotiated and reviewed by all parties, therefore, the presumption of resolving ambiguities against the drafter shall not apply. Unless otherwise specified, it is intended that the provisions of this Agreement are to be severable. The validity of any article, section, clause or provision of this Agreement shall not affect the validity of the remaining articles, sections, clauses or provisions hereof. If any section of this Agreement shall be adjudged by a court to be invalid, illegal, or unenforceable in any respect, such determination shall not affect the remaining sections. No member, official or employee of the municipality shall have any direct or indirect interest in this Agreement, nor participate

in any decision relating to the Agreement which is prohibited by law, absent the need to invoke the rule of necessity.

On behalf of the City of Jersey City:



Peter Horton  
Acting Business Administrator

Date: 3/5/2026

On behalf of Fair Share Housing Center:

Date:

# Exhibit 2

# Resolution of the City of Jersey City, N.J.

File No. Res. 26-105  
Agenda No. 10.12  
Approved: Mar 11 2026



## RESOLUTION OF THE CITY OF JERSEY CITY EXERCISING THE CITY'S RIGHTS WITH RESPECT TO THE MARCH 15, 2026 DATE SET FORTH IN THE FAIR HOUSING ACT, AS AMENDED.

### COUNCIL offered and moved adoption of the following resolution:

WHEREAS, on March 20, 2024, Governor Murphy signed an Amendment to the New Jersey Fair Housing Act ("FHA") into law (hereinafter the "FHA II") which governs the Fourth Round (2025-2035) of affordable housing obligations of all municipalities in New Jersey (the "Fourth Round"); and

WHEREAS, on January 30, 2025, in accordance with FHA II, the City of Jersey City ("City") timely filed a complaint for declaratory judgment seeking a certificate of compliance approving the City's affordable housing plan; and

WHEREAS, on June 25, 2025, in accordance with N.J.S.A. 52:27D-304.1(f)(2)(a), the City filed a Housing Element and Fair Share Plan ("HEFSP"); and

WHEREAS, following the City's filing of its HEFSP, Fair Share Housing Center ("FSHC") (hereinafter "objector") filed objections to the City's efforts to secure a certificate of compliance; and

WHEREAS FHA II envisions a determination on the issuance of compliance certification by the Affordable Housing Dispute Resolution Program ("Program") on or before December 31, 2025 (N.J.S.A. 52:27D-304.1 f. (2) (b)); and

WHEREAS, a "Program Settlement Recommendation - Housing Element and Fair Share Plan" issued on February, 10, 2026 recommended an Order from the Superior Court that requires the City to adopt and file its Amended HEFSP that contains the terms of a settlement as well as the implementing ordinances and resolutions proposed within the Amended HEFSP by March 15, 2026; and

WHEREAS, FHA II provides as follows:

(d) The program may permit a municipality that still has a remaining dispute by interested parties to retain immunity from exclusionary zoning litigation into the year following the year in which a new round begins if the program, or county-level housing judge, determines that the municipality has been unable to resolve the issues disputed despite being determined to come into constitutional compliance. The Administrative Director of the Courts shall develop procedures to enable a county-level housing judge to resolve this dispute over the issuance of compliance certification through a summary proceeding in Superior Court following the year in which the new round begins. A judge shall be permitted to serve as a county-level housing judge for more than one county in the same vicinage. **The pendency of such a dispute shall not stay the deadline for adoption of implementing ordinances and resolutions pursuant to this paragraph. The implementing ordinances and resolutions adopted prior to the resolution of the dispute may be subject to changes to reflect the results of the dispute. As an alternative to adopting all necessary implementing ordinances and resolutions by the March 15 deadline, a municipality involved in a continuing dispute over the issuance of compliance certification may adopt a binding resolution by this date to commit to adopting the implementing ordinances and resolutions following resolution of the dispute, with necessary adjustments to reflect the resolution of the dispute.** (N.J.S.A. 52:27D-304.1(f)(2)(d) (emphasis added)); and

WHEREAS, there may remain a dispute over the positions of the objector and the conditions of approval of the City's affordable housing plans that constitutes "a continuing dispute over the issuance of compliance certification"; and

WHEREAS, the City is entitled to comply via binding resolution to committing "to adopting the implementing ordinances and resolutions following resolution of the dispute, with necessary adjustments to reflect the resolution of the dispute" and thereby not be required to take all necessary actions by March 15, 2026.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF JERSEY CITY AS FOLLOWS:**

Res. 26-105

Approved: March 11 2026

**Resolution of the City of Jersey City exercising the City's rights with respect to the march 15, 2026 date set forth in the Fair Housing Act, as amended.**

1.All of the above Whereas Clauses are incorporated into the operative clauses of this Resolution as if set forth herein.

2.The City commits to making any adjustments to its ordinances or resolutions as it deems appropriate after it secures a resolution of its ongoing dispute with objector.

5.The City authorizes and directs its affordable housing counsel to submit and/or file this Resolution with the Court in the City's Declaratory Judgment Action.

6.This Resolution shall take effect immediately, according to law.

Res. 26-105

Approved: March 11 2026

Resolution of the City of Jersey City exercising the City's rights with respect to the march 15, 2026 date set forth in the Fair Housing Act, as amended.

APPROVED AS TO LEGAL FORM



Business Administrator



Corporation Counsel

Certification Required

RECORD OF COUNCIL VOTE - Mar 11														9-0	
	AYE	NAY	N.V.	Absent		AYE	NAY	N.V.	Absent		AYE	NAY	N.V.	Absent	N.V. - (Abstain)
BROOKS	✓				LITTLE	✓				SINGH	✓				
ZUPPA, JR.	✓				GILMORE	✓				LAVARRO	✓				
EPHROS	✓				GRIFFIN	✓				RIDLEY, PRES.	✓				

Adopted at a meeting of the Municipal Council of the City of Jersey.



President of Council



City Clerk

Res. 26-105

Approved: March 11 2026

**Resolution of the City of Jersey City exercising the City’s rights with respect to the march 15, 2026 date set forth in the Fair Housing Act, as amended.**

**RESOLUTION FACT SHEET -**

This summary sheet is to be attached to the front of any resolution that is submitted for Council consideration. Incomplete or vague fact sheets will be returned with the resolution.

**Project Manager**

John McKinney, Attorney	x5229	jmckinney@jcnj.org
Department	Department of Law	
Division	Corporation Counsel	

Note: Project Manager must be available by phone during agenda meeting (Wednesday prior to council meeting @ 1:00 p.m.)

Meeting	Regular Meeting of Municipal Council - Mar 11 2026
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**Purpose**

Pursuant to N.J.S.A. 52:27D-304.1(f)(2)(d), this resolution shall commit the City to adopting the implementing ordinances and resolutions following resolution of the dispute, with necessary adjustments to reflect the resolution of the dispute post a 3/15/2026 deadline. The resolution shall enable the City to continue to be immune from potential forms of litigation.

Approved by  
 John McKinney, Attorney  
 Peter Horton, Acting Business Administrator

Status:  
 Approved - Mar 05 2026  
 Approved - Mar 06 2026

# Exhibit 3

# Resolution of the City of Jersey City, N.J.

**File No.** Res. 25-275  
**Agenda No.** 10.15  
**Approved:** Apr 23 2025



## **A RESOLUTION AUTHORIZING THE ADOPTION OF A SPENDING PLAN FOR THE AFFORDABLE HOUSING TRUST FUND.**

### **COUNCIL offered and moved adoption of the following resolution:**

WHEREAS, the City of Jersey City (the "City") filed a Declaratory Judgment Action (the "Litigation") in the Superior Court of New Jersey, Hudson County, in furtherance of the Supreme Court's March 10, 2015, decision captioned In re Adoption of N.J.A.C. 5:96 & 5:97 by N.J. Council on Affordable Housing, 221 N.J. 1 (2015) (the "Supreme Court Decision"); and

WHEREAS, the City has in place a Development Fee Ordinance that establishes standards for the collection, maintenance, and expenditure of development fees to be used for providing low- and moderate-income housing in the City; and

WHEREAS, the Development Fee Ordinance establishes an affordable housing trust fund that includes development fees, payments from developers in lieu of construction of affordable units on-site, barrier free escrow funds, repayments from affordable housing program loans, recapture funds, proceeds from the sale of affordable units; and

WHEREAS, N.J.A.C. 5:97-8.1(d) requires a municipality with an affordable housing trust fund to receive approval of a spending plan from the Council on Affordable Housing or a court of competent jurisdiction prior to spending any of the funds in its housing trust fund; and

WHEREAS, the City has prepared a spending plan consistent with N.J.A.C. 5:97-8.10, which is attached hereto; and

WHEREAS, the City wishes to continue to provide affordable housing opportunities through expenditure of funds through the Affordable Housing Trust Fund;

### **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF JERSEY CITY AS FOLLOWS:**

1. The City approves and adopts the Spending Plan attached hereto.
2. The City requests that the court review and approve the attached Spending Plan.
3. This Resolution shall take effect immediately

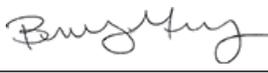
Res. 25-275

Approved: April 23 2025

**A Resolution authorizing the adoption of a spending plan for the Affordable Housing Trust Fund.**

APPROVED AS TO LEGAL FORM

  
 \_\_\_\_\_  
 Business Administrator

  
 \_\_\_\_\_  
 Corporation Counsel

Certification Required

RECORD OF COUNCIL VOTE - Apr 23														8-0	
	AYE	NAY	N.V.	Absent		AYE	NAY	N.V.	Absent		AYE	NAY	N.V.	Absent	N.V. - (Abstain)
RIDLEY	✓				SALEH	✓				DEGISE	✓				
PRINZ-AREY					SOLOMON	✓				RIVERA	✓				
BOGGIANO	✓				GILMORE	✓				WATTERMANN, PRES	✓				

Adopted at a meeting of the Municipal Council of the City of Jersey.

  
 \_\_\_\_\_  
 President of Council

  
 \_\_\_\_\_  
 City Clerk

Res. 25-275

Approved: April 23 2025

**A Resolution authorizing the adoption of a spending plan for the Affordable Housing Trust Fund.**

**RESOLUTION FACT SHEET -**

This summary sheet is to be attached to the front of any resolution that is submitted for Council consideration. Incomplete or vague fact sheets will be returned with the resolution.

**Project Manager**

Annisia Cialone, HEDC Director		x5070	ACialone@cnj.org
Department	Department of Housing, Economic Development, and Commerce		
Division	Office of the Director of HEDC		

Note: Project Manager must be available by phone during agenda meeting (Wednesday prior to council meeting @ 1:00 p.m.)

Meeting	Regular Meeting of Municipal Council - Apr 23 2025
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**Purpose**

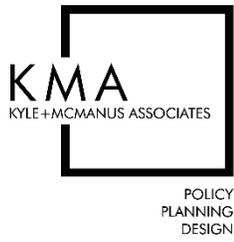
To formally adopt a spending plan in relation to the use of various funding in the City's Affordable Housing Trust Fund.
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**ATTACHMENTS:**

<a href="#">250416 Final Draft</a>
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Approved by  
 John McKinney, Attorney  
 John Metro, Business Administrator

Status:  
 Approved - Apr 11 2025  
 Approved - Apr 16 2025



# **AFFORDABLE HOUSING TRUST FUND SPENDING PLAN**

CITY OF JERSEY CITY | HUDSON COUNTY, NEW JERSEY

DRAFT – APRIL 16, 2025



## **INTRODUCTION**

The City of Jersey City adopted a development fee ordinance creating a dedicated revenue source for affordable housing on June 14, 2022. It was later approved by Superior Court on January 23, 2024 via an Order issued by the Hon. Joseph A. Turula, J.S.C. Among other attributes, the ordinance established the development fees to be collected and the terms of the City's affordable housing trust fund. This Spending Plan projects the anticipated collection of fees and directs how the trust fund monies will be dispersed through the end of the fourth round in July 2035.

As of November 26, 2024, Jersey City has collected approximately \$6,890,978 in development fees, interest, payments in lieu and payments from sale of "95/5" affordable units. All development fees, other income, and interest generated by the fund will be kept in an interest-bearing affordable housing trust fund account at Citizens Bank. All affordable housing trust money shall be spent in accordance with the City's approved development fee ordinance, Ord. 23-48 amending Section 160-2 of the Ordinance of the City of Jersey City, the applicable rules regulating affordable housing trust funds, the New Jersey Fair Housing Act, and this Spending Plan, as described in the sections that follow.

## **TRUST FUND REVENUES**

Jersey City considered the following in calculating a projection of revenue anticipated between November 27, 2024 and the end of the Fourth Round, July 1, 2035:

- A. Development Fees. The City anticipates that it will receive approximately \$52,875,000 from residential development and nonresidential development fees.
  1. Residential and nonresidential projects that have had development fees imposed upon them at the time of preliminary or final development approvals.
  2. All projects currently before the planning and zoning boards for development approvals that may apply for building permits and certificates of occupancy, excluding those that include affordable housing units or are otherwise exempt from development fees pursuant to the City's development fee ordinance.
  3. Future development that is likely to occur based on historical rates of development.
- B. Other funding sources. The City anticipates that it will receive approximately \$550,000 in other funding, such as revenue from "95/5" units.
- C. Projected interest. Based on the current average interest rate and projected rates of development fee revenue, Jersey City anticipates collecting approximately \$157,500 in interest.

The City will annually monitor the anticipated revenue to the affordable housing trust fund. To the extent the actual revenue differs from the projections, the City will adjust the anticipated expenditures accordingly.



**Projected Revenue**

Revenue Source	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035 (through July)	Total
Residential Development Fees	\$1,600,000	\$3,100,000	\$4,700,000	\$4,700,000	\$4,700,000	\$4,700,000	\$4,700,000	\$4,700,000	\$4,700,000	\$4,700,000	\$2,750,000	\$45,050,000
Nonresidential Development Fees	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$325,000	\$7,825,000
Other	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$550,000
Interest	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$7,500	\$157,500
<b>Total</b>	<b>\$2,415,000</b>	<b>\$3,915,000</b>	<b>\$5,515,000</b>	<b>\$3,132,500</b>	<b>\$53,582,500</b>							

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## **ADMINISTRATIVE MECHANISMS TO COLLECT AND DISTRIBUTE FUNDS**

The following steps for the collection and distribution of development fee revenues shall be followed by Jersey City.

- Collection of development fee revenues. All collection of development fee revenues will be consistent with the City's development fee ordinance and the requirements of N.J.S.A. 40:55D-8.1 through -8.7.
- Distribution of development fee revenues. The Director of the Division of Community Development, in concert with the City Manager and Chief Financial Officer will process the distribution of funds. The release of such funds, except for administrative use of funds, requires the adoption of a resolution by the City Council. Once a request is approved by resolution, the Chief Financial Officer releases the requested revenue from the trust fund for the specific use approved in the governing body's resolution.

## **DESCRIPTION OF ANTICIPATED USE OF AFFORDABLE HOUSING FUNDS**

Jersey City proposes to use the funds in the trust fund for the below listed items, pursuant to *N.J.A.C.* 5:93-8.16(a) and (c), during the Third Round:

- Rehabilitation Program.
- Creation of new affordable housing units.
- Affordability assistance program that will include emergency rental assistance, emergency health / safety repairs, down payment assistance, and creation of very low income units.
- Administration of affordable housing units and the City's affordable housing programs, inclusive of "expenses reasonably necessary for compliance with the processes of the program, including but not limited to, the costs to the municipality of resolving a challenge under the program" (*N.J.S.A.* 52:27d-329.2c(5)) and access to the right to counsel program.

For any other uses of affordable housing trust funds, the City will apply for an amendment to the Spending Plan.



## **Rehabilitation**

The City intends to spend approximately \$10,511,739 on rehabilitation activity for rental and sale units through July 2035. The City anticipates exceeding the minimum required average of \$10,000 per unit rehabilitated, as stated in *N.J.A.C. 5:93-5.2*. The program will be available to sale and renter occupied units occupied by low- and moderate-income households. The rehabilitation will be completed in accordance with the New Jersey State Housing Code, *N.J.A.C. 5:28*, or the requirements of the Rehabilitation Subcode, *N.J.A.C. 5:23-6*, as applicable. Any recaptured funds from a rehabilitation program shall be deposited into a municipality's affordable housing trust fund. The purpose of this program is to satisfy the City's rehabilitation obligation, as well as to improve housing conditions in the City.

## **Creation of New Affordable Housing Units**

The City will spend up to \$20,000,000 to work with developers and property owners to subsidize the creation of new affordable housing units. The City will subsidize the creation of affordable housing units in the following scenarios:

- Conversion of approved but unbuilt market rate units to affordable housing units as part of an agreement with a developer.
- Conversion of existing market rate units to affordable housing units through an agreement with a landlord or home buyer.
- Creation of new 100% affordable housing developments, such as but not limited to Low Income Housing Tax Credit developments.
- Creation of new affordable housing units that are required pursuant to the applicable set-aside requirement, provided the City finds that the project is not financially feasible without the subsidy. Up to 15% of the money used for creation of new affordable housing units will be available for this purpose.

For-profit and non-profit developers are eligible to participate in the program. The subsidy will be provided in exchange for compliant affordability controls for 40 years, in the case of rental units, or 30 years in the case of sale units. All properties in the City where residential development is permitted / approved will be eligible for this funding. The affordable housing units will meet the applicable requirements of U.H.A.C. (*N.J.A.C. 5:80-26.1 et seq.*). This program's goal is to expand affordable housing opportunities throughout the City.

## **Affordability Assistance**

Jersey City is required to spend a portion of its collected funds to render existing affordable units (i.e. those with a deed restriction, permanent supportive housing, or other affordability restriction) more affordable. At least one-third of that amount must be dedicated to very low-income households (i.e., households earning less than 30% of the regional median income) or to create very low-income units. As



detailed in the table that follows, based on fees and interest collected to date, projected revenues, and affordability assistance expenditures to date, Jersey City will dedicate a minimum of \$17,977,043 toward affordability assistance for income-qualified households in affordable units, including a minimum of \$5,992,348 for very low-income households.

It should be noted that the 30% affordability assistance standard may change and indeed the proposed Fair Housing Act rules for the Division of Local Planning Services (*N.J.A.C. 5:99*), eliminates the 30% requirement. The City reserves the right to reallocate some portion of the 30% monies to other expenses identified in the Spending Plan should the requirement no longer apply.

<b>Affordability Assistance Calculation</b>		
Actual development fees through November 26, 2024		\$6,890,978.20
Less Nonresidential Development Fee Reimbursements	-	\$0.00
Development fees and interest projected, 2024-2035	+	\$53,032,500
Less development fees collected to finance new construction of affordable housing	-	\$0.00
<b>Total</b>	=	<b>\$59,923,478</b>
30 percent requirement	x 0.30 =	\$17,977,043
Less affordability assistance expenditures through December 31, 2018	-	
<b>Projected minimum affordability assistance requirement</b>	<b>=</b>	<b>\$17,977,043</b>
<b>Projected minimum very low-income affordability assistance requirement</b>	<b>÷ 3 =</b>	<b>\$5,992,348</b>

The City will implement the following affordability assistance programs.

- Emergency Rental Assistance

The City will partner with Hudson County to expand the existing program to provide additional assistance to City residents. The program is currently offered to all County municipalities and is operated by the County Department of Housing and Community Reintegration Office of Social Services; however, Jersey City will provide additional funding to expand access to the program for its households living in restricted rental units (i.e. those with a deed restriction, permanent supportive housing, or other affordability restriction) and those with housing choice vouchers. Eligible households include



those living in the City that can demonstrate they are behind on rent payments or are facing a summons for eviction or notice to quit from a landlord, and which are low or moderate income. The program will provide a grant that provides up to 12 months of rent, which includes both rent arrears and/or prospective rent, although prospective rent is limited to 6 months. Low income households and those living in permanent subsidized housing will be prioritized.

- **Emergency Health / Safety Repairs**

Owners of low-and moderate-units (both sale and rental units) may receive a grant for emergency and/or health and safety related repairs that they do not have the financial resources to make otherwise. Funding will not be provided for standard maintenance items, work covered by the homeowner association, damage covered by homeowner insurance and/ or minor repairs such as small areas of peeling paint or other items that can be addressed easily by the homeowner. This funding will help preserve the affordable deed restricted housing stock and the residents who reside in the homes.

- **Down Payment Assistance**

This program will provide a subsidy to homebuyers of deed restricted affordable units within the City to use as a principal down payment. The City will provide up to \$50,000 as a grant to the homeowner for use as a downpayment for the deed restricted affordable unit. The goal of this program is to enhance homeownership opportunities in the City for low and moderate income households.

- **Converting low- and moderate-income units to very-low-income units or creating new very low income units, etc.**

The City will provide a subsidy to developers of inclusionary and 100 percent affordable housing developments to convert low- or moderate-income units to make them affordable to very low-income households, which may include special needs and supportive housing opportunities. The goal of the program is to expand affordable housing opportunities for very low income households.

See the enclosed details for each of these programs.

## **Administrative Expenses**

Jersey City may use affordable housing trust fund revenue for related administrative costs in an amount up to a maximum of 20% of collected funds, estimated to be \$11,984,696 as shown in the table that follows . Permitted administrative expenditures pursuant to the Fair Housing Act and the applicable rules are as follows:

- **Staff fees**

Costs associated with efforts by the City Attorney, Engineer, Planner and other staff (proportionate) salaries and consultant fees related to plan preparation and implementation, and participating in the process created by amendments to the Fair Housing Act on March 20, 2024.



- Program administration expenses

Administrative agent (which may include City staff or consultant) costs associated with administering affordable housing units and programs, such as but not limited to income qualification, calculating rents and sales prices, affirmative marketing, monitoring, and conducting affordability assistance.

- Right to Counsel Program

Ord. 23-048 establishes a Right to Counsel Program for Jersey City renters. The Goal of the program is to provide City renters with access to free legal services in landlord-tenant court to mitigate rising rents and evictions and to reduce the serious threats to the public health, safety and general welfare of the residents of Jersey City that rising rents and evictions have created. Doing so will assist low and moderate income households in retaining their housing and reduce the costs associated with it. In accordance with Ord. 23-047, the City will provide representation for low and moderate income households who qualify as covered individuals in covered proceedings pursuant to Ord. 23-047.

Jersey City shall fund the administration of its Right to Counsel Program for low-and-moderate income residents through its affordable housing trust fund by using a portion the permitted administrative expenditures, up to 20% of its collected funds, to provide legal services covered under Ord. 23-047. No funds generated from the affordable housing trust fund shall be used to provide legal services as part of the Right to Counsel Program for tenants who do not qualify as low or moderate income.

<b>Administration Expenditure Calculation</b>		
Actual development fees and interest through November 26, 2024		\$6,890,978.20
Non-residential Development Fee Reimbursements	-	\$0.00
Development fees and interest projected, 2024-2035	+	\$53,032,500
<b>Total</b>	<b>=</b>	<b>\$59,923,478.20</b>
20 percent maximum permitted administrative expenses	x 0.20 =	\$11,984,695.64
Less administrative expenditures through November 26, 2024	-	\$0.00
<b>Projected Administrative Costs through July 1, 2015</b>	<b>=</b>	<b>\$11,984,696</b>



**Projected Expenditures**

Program	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035 (through July)	Total
Rehabilitation	\$1,003,393	\$1,003,393	\$1,003,393	\$1,003,393	\$1,003,393	\$1,003,393	\$1,003,393	\$1,003,393	\$1,003,393	\$1,003,396	\$477,806	\$10,511,739
New Construction Programs	\$1,909,091	\$1,909,091	\$1,909,091	\$1,909,091	\$1,909,091	\$1,909,091	\$1,909,091	\$1,909,091	\$1,909,091	\$1,909,091	\$909,090	\$20,000,000
Administrative Expenditures	\$1,143,994	\$1,143,994	\$1,143,994	\$1,143,994	\$1,143,994	\$1,143,994	\$1,143,994	\$1,143,994	\$1,143,994	\$1,143,994	\$544,755	\$11,984,695
Affordability Assistance Program	\$1,715,990	\$1,715,990	\$1,715,990	\$1,715,990	\$1,715,990	\$1,715,990	\$1,715,990	\$1,715,990	\$1,715,990	\$1,715,995	\$817,138	\$17,977,043
<b>Total</b>	<b>\$5,772,468</b>	<b>\$5,772,476</b>	<b>\$2,748,789</b>	<b>\$60,473,477</b>								



**SUMMARY**

The following provides a summary of the anticipated collections and expenditures of the City’s affordable housing trust fund.

<b>Spending Plan Summary</b>		
Affordable Housing Trust Fund Balance November 26, 2024		\$6,890,978
Development fees and interest projected, 2024-2035	+	\$53,582,500
<b>Total</b>	<b>=</b>	<b>\$60,473,478.20</b>
Rehabilitation	-	\$10,511,739
Creation of New Affordable Housing Units		\$20,000,000
Administrative expenditures	-	\$11,984,695.64
Affordability Assistance Program	-	\$17,977,043.46
<b>Excess Funds</b>	<b>=</b>	<b>\$0</b>



## **AFFORDABILITY ASSISTANCE DETAILS:**

- **EMERGENCY HEALTH / SAFETY REPAIRS PROGRAM**
- **DOWNPAYMENT ASSISTANCE PROGRAM**
- **VERY-LOW INCOME CONVERSION PROGRAM**

CITY OF JERSEY CITY | HUDSON COUNTY, NEW JERSEY

DRAFT – APRIL 16, 2025



## **EMERGENCY HEALTH / SAFETY REPAIRS PROGRAM**

Owner occupied deed restricted affordable units and renter occupied deed restricted affordable units in buildings containing 25 or less units may receive a grant of up to \$25,000 for emergency and/or health and safety related repairs that they do not have the financial resources to make otherwise. Funding will not be provided for standard maintenance items, work covered by the homeowner association, damage covered by homeowner insurance and/or minor repairs such as small areas of peeling paint or other items that can be addressed easily by the homeowner. This funding will help preserve the affordable deed restricted housing stock and the residents who reside in the homes. The program is operated similar to the rehabilitation program in that the Division of Community Development will coordinate home improvements between the City construction offices, homeowner, and contractors.

Application to the program shall include proof of income qualification, which may be conducted by the Division of Community Development, copy of the deed restriction, and proof of work items needed. A program inspector shall visit the home and document and confirm the emergency repair and to prepare the work specifications and cost estimate. Once eligibility has been confirmed, the City Division of Community Development will send the homeowner and eligibility letter, work specifications and Instructions to obtain and provide proposals from contractors. The homeowner will have to fund any amount over the program funding limit, payable directly to the contractor.

Once the homeowner provides the above items, the City will pass a resolution authorizing funding assistance. Upon receipt of the approved municipal resolution, the homeowner will be provided the construction agreement for the homeowner and contractor to execute.

Upon construction completion, the property shall have all permits closed out. If work does not require permit, the program inspector will inspect work to ensure completeness before payment.

The Division of Community Development submits the contractor invoice to the City for payment and forwards the mortgage, when applicable, to the City to file (record) with the county clerk.

Recipients of Emergency Health / Safety Repairs Program funds are required to abide by the deed restriction (located in their deed or Affordable Housing Agreement) and the Uniform Housing Affordability Controls (N.J.A.C. 5:80-26.1 et seq.) during the entire control period set forth in the deed restriction.

The program is not limited to one or more specific housing types or property locations in Jersey City.



## **DOWNPAYMENT ASSISTANCE PROGRAM**

This program will provide a subsidy to income-qualified homebuyers of deed restricted affordable units within the City to use as a principal down payment. The City will provide up to \$50,000 as a grant to the homeowner for use as a downpayment for the deed restricted affordable unit. The goal of the program is to incentivize homeownership and to provide financial assistance to income-qualified homebuyers.

Application to the program shall include proof of income qualification, which may be conducted by the Division of Community Development, copy of the contract to purchase a deed restricted home that has been signed by the seller, and copy of the deed restriction (current or draft to-be-applied, as may be applicable). Affordability controls will be for not less than 30 years consistent with the requirements of the Uniform Housing Affordability Controls (N.J.A.C. 5:80-26.1 et seq.).

Once applicant provides the required application documents noted above, the City will pass a resolution authorizing funding assistance. Upon receipt of the approved municipal resolution, the homeowner will be provided an agreement for execution.

Recipients of Downpayment Assistance Program funds are required to maintain the unit as their principal residence for the duration of the deed restriction and abide by all other requirements of their deed restriction (located in their deed or Affordable Housing Agreement) and the Uniform Housing Affordability Controls (N.J.A.C. 5:80-26.1 et seq.).

The program is not limited to one or more specific housing types or property locations in Jersey City.

## **VERY-LOW INCOME CONVERSION PROGRAM**

The City will provide a grant to developers of inclusionary or 100 percent affordable housing developments or buy down the cost of low- or moderate-income units to make them affordable to very low-income households, which may include special needs and supportive housing opportunities. The goal of the program is to expand affordable housing opportunities for very low income households. The affordability assistance will result in additional very low-income units beyond what is required by state affordable housing rules. The City may negotiate with developers on a case-by-case basis to determine the appropriate amount of subsidy required to make the unit affordable to a very low-income household.

The program is not limited to one or more specific housing types or property locations in Jersey City.



## **PROGRAM ADMINISTRATION**

The availability of any Affordability Assistance Programs shall be noticed to all owners and tenants of affordable units within City and provided to all administrative agents of affordable units within the City.

Jersey City's Affordability Assistance Programs shall be administered by the City Division of Community Development. After an applicant is income qualified by the Division, pursuant to the Uniform Housing Affordability Controls, an affordability assistance application will be completed and forwarded with all necessary documentation to the program administrator in the Division.

The affordability assistance recipient will sign a contract with the City which states, at a minimum: the amount of funds granted, procedures, duration and conditions of affordability assistance, and repayment information.

# Exhibit 4

# Resolution of the City of Jersey City, N.J.

**File No.** Res. 25-586  
**Agenda No.** 10.22  
**Approved:** Sep 10 2025



## **A RESOLUTION DESIGNATING COMPANIES AND INDIVIDUALS ELIGIBLE TO SERVE AS ADMINISTRATIVE AGENTS IN CONNECTION WITH THE CITY OF JERSEY CITY'S MUNICIPALLY MANDATED AFFORDABLE HOUSING PROGRAM.**

### **COUNCIL offered and moved adoption of the following resolution:**

**WHEREAS**, pursuant to Section 188-7 et seq. of the Municipal Code, the City of Jersey City (City) through its Division of Affordable Housing (Division) operates an Affordable Housing Program (Program) designed to monitor affordable housing units for residents of Jersey City; and

**WHEREAS**, in connection with the Program, the City executes Affordable Housing Agreements (Agreement) with developers of residential buildings; and

**WHEREAS**, pursuant to the Agreement, a developer is required to contract with an Administrative Agent to administer a developer's affordable housing units and to ensure that the affirmative marketing of all affordable housing units is consistent with City's affirmative marketing plan for affordable housing units; and

**WHEREAS**, the City shall designate by resolution of the City Council one or more Administrative Agents to administer newly constructed affordable housing units in accordance with N.J.A.C. 5:93 and UHAC; and

**WHEREAS**, pursuant to Section 188-17 of the Municipal Code, the City is required to designate Administrative Agents who are available to contract with developers to administer affordable housing units; and

**WHEREAS**, the City advertised a Request for Qualifications for Affordable Housing Administrative Agents and received 4 proposals on July 23rd, 2025; and

**WHEREAS**, the Division has selected and recommended three Administrative Agents for the pool to be approved by Resolution of the Municipal Council. To ensure diversity of services, the City, through the Division, will ensure at its discretion that no Administrative Agent is administering more than 25% of the Division's portfolio at any given time; and

**WHEREAS**, the Division reviewed the proposals and determined that the companies and individuals listed on Exhibit A attached hereto are qualified to perform the duties and responsibilities of an Administrative Agent.

### **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF JERSEY CITY AS FOLLOWS:**

1. The above recitals are incorporated herein by reference;
2. The companies and individuals listed on Exhibit A attached hereto are designated as Administrative Agents eligible to provide services to developers of affordable housing units in the City of Jersey City; and
3. The Mayor or Business Administrator is authorized to execute the agreement attached hereto as Exhibit B with each of the companies and individuals listed on Exhibit A.

Res. 25-586

Approved: September 10 2025

**A Resolution designating companies and individuals eligible to serve as administrative agents in connection with the City of Jersey City's Municipally mandated Affordable Housing Program.**

APPROVED AS TO LEGAL FORM



Business Administrator



Corporation Counsel

Certification Required

RECORD OF COUNCIL VOTE – Sep 10														9-0	
	AYE	NAY	N.V.	Absent		AYE	NAY	N.V.	Absent		AYE	NAY	N.V.	Absent	N.V. – (Abstain)
RIDLEY	✓				SALEH	✓				DEGISE	✓				
HULINGS	✓				SOLOMON	✓				RIVERA	✓				
BOGGIANO	✓				GILMORE	✓				WATTERMANN, PRES	✓				

Adopted at a meeting of the Municipal Council of the City of Jersey.



President of Council



City Clerk

Res. 25-586

Approved: September 10 2025

**A Resolution designating companies and individuals eligible to serve as administrative agents in connection with the City of Jersey City's Municipally mandated Affordable Housing Program.**

**RESOLUTION FACT SHEET -**

This summary sheet is to be attached to the front of any resolution that is submitted for Council consideration. Incomplete or vague fact sheets will be returned with the resolution.

**Project Manager**

Genevieve Gazon, Director, Affordable Housing		2015475169	ggazon@jcnj.org
Department	Department of Housing, Economic Development, and Commerce		
Division	Division of Affordable Housing		

Note: Project Manager must be available by phone during agenda meeting (Wednesday prior to council meeting @ 1:00 p.m.)

Meeting	Regular Meeting of Municipal Council - Sep 10 2025
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**Purpose**

Resolution designating companies and individuals eligible to serve as administrative agents in connection with the city of jersey city's municipally mandated affordable housing program
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**ATTACHMENTS:**

<a href="#">AA Service Agreement - AdminAgent Exhibit B</a> <a href="#">List of Qualified Agents - Exhibit A</a> <a href="#">Acuity Consulting Services - Qualification Statement</a> <a href="#">Elite Realty Associates LLC</a> <a href="#">RFQ - Quetzal Consulting</a> <a href="#">Odra Rodas RFQ - 2025 -3</a> <a href="#">2025 RFQ Qualified Admin. Agent Services Exhibit C</a>
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Approved by  
 Genevieve Gazon, Director, Affordable Housing  
 Annisia Cialone, HEDC Director  
 Ray Reddington, Attorney  
 John Metro, Business Administrator

Status:  
 Approved - Aug 22 2025  
 Approved - Aug 22 2025  
 Approved - Aug 25 2025  
 Approved - Sep 02 2025

**ADMINISTRATIVE AGENT SERVICE AGREEMENT**

**AGREEMENT** made this \_\_\_ day of \_\_\_\_\_, 2025 between the City of Jersey City, a municipal corporation of the State of New Jersey (“City”), City Hall, 280 Grove Street, Jersey City, New Jersey 07302 and \_\_\_\_\_ (“Administrative Agent”), (address)\_\_\_\_\_

**WHEREAS**, the City’s Division of Affordable Housing enters into agreements with developers obligating a developer of a multi-family residential building (“Project”) to construct a specified number of affordable housing units in the developer’s Project; and

**WHEREAS**, Administrative Agents are needed to ensure that a developer is satisfying its obligations to provide affordable housing units as set forth in the developer’s agreement with the City; and

**WHEREAS**, on June 16<sup>th</sup>, 2025 the City published a Request for Qualifications (“RFQ”) in order to establish a pool of Administrative Agent who will be available to accept assignments as the Administrative Agents for developers’ Projects; and

**WHEREAS**, an Administrative Agent selected for an assignment will execute an agreement with the developer; and

**WHEREAS**, Resolution was approved on [Date] , 2025 authorized this agreement between the City and the Administrative Agent.

**NOW, THEREFORE**, in consideration of the mutual promises and covenants set forth herein, the parties agree as follows:

**ARTICLE I**

**Purpose of Agreement**

The purpose of this Agreement is for the Administrative Agent to accept assignments to provide Administrative Agent services in connection with affordable housing projects within Jersey City.

**ARTICLE II**

**Scope of Services**

1. The Administrative Agent shall perform all the services as described in the City’s Request for Qualifications (RFQ) and the Administrative Agent’s Qualification Statement (Exhibit “A”), which are attached hereto and incorporated herein by reference (Contract Documents). The agreement consists of this Agreement and the Contract Documents. This Agreement and the Contract Documents are intended to complement and supplement each other. In the event that there is a conflict or discrepancy between the provisions of this Agreement and the Contract Documents, the provisions

of this Agreement shall govern over the provisions of the Contract Documents; the provisions of the City's RFP shall govern over the provisions of the Contractors Proposal.

2. The term of this agreement shall be the Period of Qualification which begins on September 15, 2025 and ends on September 14, 2026.
3. During the Period of Qualification the Administrative Agent agrees to accept no less than four (4) assignments from the City.

**ARTICLE III**  
**Contractual Relationship**

1. In performing the services under this agreement, the Administrative Agent shall operate and have the status of an independent contractor and shall not act as an agent or employee of the City. As an independent contractor, Contractor shall be solely responsible for determining the means and methods of performing the services described in the Scope of Services.
2. The Administrative Agent shall perform the services to be furnished under this Agreement with the degree of skill and care that is required by customarily accepted competent professional practices to assure that all work is correct and appropriate for the purposes intended.

**ARTICLE III**  
**Termination**

1. If the Administrative Agent does not accept four (4) assignments from the City during the Period of Qualification, the City may terminate this Agreement by providing the Administrative Agent with 30 days' notice.

**ARTICLE IV**  
**Entire Agreement**

1. This Agreement constitutes the entire agreement between the City and Administrative Agent. It supersedes all prior or contemporaneous communications, representations of agreement, whether oral or written with respect to the subject matter thereof and has been induced by no representations, statements or agreements other than those herein expressed. No agreement hereafter made between the parties shall be binding on either party unless reduced to writing and signed by an authorized officer of the party sought to be bound thereby.
2. This agreement shall in all respects be interpreted and construed and the rights of the party thereto shall be governed by the laws of the State of New Jersey.

**ARTICLE V**  
**Assignment**

The Administrative Agent shall make no assignment nor transfer this Agreement or assign or transfer any part of the work under this Agreement without the written consent of the City. This Agreement shall be binding upon the parties hereto, their heirs, executors, legal representatives and assigns.

**ARTICLE VI**  
**Notice**

All notices or other communications given hereunder shall be in writing and shall be deemed to be duly given if delivered to:

John Metro  
City Business Administrator  
City Hall  
280 Grove Street  
Jersey City, NJ 07302

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to be executed by their duly authorized officers.

Attest:

City of Jersey City

\_\_\_\_\_  
Sean Gallagher, City Clerk

\_\_\_\_\_  
John Metro, Business Administrator

Attest:

Administrative Agent's Name:

\_\_\_\_\_

\_\_\_\_\_



STEVEN M. FULOP  
MAYOR OF JERSEY CITY

**CITY OF JERSEY CITY**  
**DEPARTMENT OF HOUSING, ECONOMIC**  
**DEVELOPMENT AND COMMERCE**  
**DIVISION OF AFFORDABLE HOUSING**

3 JACKSON SQUARE (342 MARTIN LUTHER KING DR.) | JERSEY CITY, NJ 07305  
O: 201.547.5169 | E-MAIL: DOAH@jcnj.org



GIGI GAZON  
DIVISION DIRECTOR

**EXHIBIT A**

- Acuity Consulting Services, 65 Capri Drive. Brick NJ
- Elite Realty, 580 Memorial Drive, Neptune NJ
- Quetzal Consulting, 383 Summit Avenue, Jersey City NJ

PDF'S OF RFQS ARE ATTACHED AS SEPARATE FILES



July 18, 2025

Gigi Gazon, Director  
Division of Affordable Housing  
The Holloway Building  
4 Jackson Square  
Jersey City, New Jersey 07305

**Re: Request for Qualifications for Administrative Agent Services  
Contract Year: September 15, 2025 through September 14, 2026  
City of Jersey City, New Jersey**

Dear Ms. Gazon:

Acuity Consulting Services, LLC ("ACS") is pleased to provide this Qualifications Statement, and formally express our sincere desire to provide Affordable Housing Administrative Agent Services for the City of Jersey City for the September 15, 2025 through September 14, 2026 contract year ("Contract Year"). Our professionals have reviewed the City's affordable housing documentation, including applicable sections of the City's Master Plan, Ordinance, existing affordable housing program documentation, and related documentation. Our professionals have also provided administrative agent and/or professional planning services on projects in Jersey City and surrounding communities throughout Hudson County. Through the aforementioned document review and professional work experience, ACS has gained a detailed knowledge of the City's programs, goals, and needs. As detailed in this Qualifications Statement submission, ACS professionals have over 20 years of experience providing Affordable Housing Administrative Agent Services, and can leverage our local knowledge and extensive experience to provide the highest quality of service for the City of Jersey City

Peter Van den Kooy, Vice President of ACS, is proposed to serve as the Principal for the proposed Affordable Housing Administrative Agent Services. Mr. Van den Kooy brings a strong breadth and depth of experience to the City, including over 22 years of experience providing Affordable Housing Administrative Agent Services for municipal clients as well as local knowledge through providing the services outlined in the preceding paragraph.

ACS provides the full range of Affordable Housing Administrative Agent Services required by the RFQ and will ensure that the City remains in compliance with the regulations of the New Jersey Department of Community Affairs, the Substantive Rules of the Council on Affordable Housing (COAH), the Uniform Housing Affordability Controls, the Fair Housing Act, and all other applicable regulations and case law, including all of the updates to these regulations for the Fourth Round of affordable housing compliance. Representative services include the preparation of Housing Plan Element and Fair Share Plans, implementing ordinances, the design, implementation and management of affordable housing programs, including but not limited to first time home buyer, extension of expiring controls, special needs, market-to-affordable, and housing rehabilitation programs, affirmative marketing and applicant placement for rental and for-sale inclusionary and 100% affordable housing projects, administrative agent and planning support for affordable housing legal matters, and technical advisory services on all affordable housing matters. In addition, ACS provides a full suite of land use planning services including the preparation of master plans, ordinances, redevelopment studies and



plans, feasibility studies and special planning projects, and advisory services for land use planning matters as well as program administration services for municipal and county programs.

Our professionals have extensive experience providing Affordable Housing Administrative Agent Services to municipal clients that has been gained through providing services in this capacity in over 70 New Jersey municipalities. Representative clients to which our professionals have provided Affordable Housing Administrative Agent Services include, but are not limited to, the following municipalities:

- Dumont Borough
- Fair Lawn Borough
- Hillsborough Township
- Hoboken City
- Howell Township
- Jersey City
- Linden City
- Marlboro Township
- Monmouth Beach Borough
- Newark City
- Plainfield City
- Sayreville Borough
- Tinton Falls Borough

The combination of experience and local knowledge outlined above makes ACS ideally suited to provide Affordable Housing Administrative Agent Services for Jersey City.

Our enclosed qualification package contains an Executive Summary and Statement of Qualifications, Statement of Experience, references, resumes of key personnel, a compensation proposal, the required forms, and all of the other items required by the RFQ. Our professionals can commit to availability and responsiveness to Jersey City. ACS staff are supported by a team of professional planners, administrative agents, rehabilitation program administrators, economic development professionals, and allied services professionals who will be available to assist in the provision of the required services to the City, as needed. Please note that ACS is also a Certified Women Business Enterprise in the State of New Jersey.

We thank you for the opportunity to submit this Qualification Statement and look forward to hopefully working with you in providing Affordable Housing Administrative Agent Services for Jersey City during the contract year. Should this Qualifications Statement meet the City's approval, please provide our office with the appropriate contract for services and a list of any related documentation that may be required. In the meantime, should you have any questions, please do not hesitate to contact me via phone at 908-675-1785, or via email to [peter.v@acuitytoday.com](mailto:peter.v@acuitytoday.com).

Very truly yours,

A handwritten signature in black ink that reads "Peter Van den Kooy".

Peter Van den Kooy, AICP, PP  
Vice President



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**EXECUTIVE SUMMARY AND  
STATEMENT OF QUALIFICATIONS**

## Executive Summary and Statement of Qualifications

Acuity Consulting Services, LLC (“ACS”) is pleased to provide this Qualifications Statement to provide Affordable Housing Administrative Agent Services in support of Jersey City’s affordable housing program during the contract year. It is our understanding that the City desires to appoint a firm to provide Affordable Housing Administrative Agent Services. The respondent firm(s) must provide a highly experienced, certified Administrative Agent to provide all of the requested services outlined in the RFP as well as complete such other Affordable Housing Administrative Agent tasks as may be required. The consultant must ensure that the City of Jersey City maintains compliance with applicable affordable housing regulations and policies. These services must be provided efficiently, cost effectively and with a high degree of quality.

ACS satisfies and exceeds all of the criteria outlined above. As described in detail in the subsequent sections of this Proposal, ACS’s professionals specialize in providing Affordable Housing Administrative Agent Services for municipal clients and the firm maintains highly experienced Administrative Agents who have attained their Affordable Housing Professional Certification from Rutgers University as well as highly experienced planners who are New Jersey-licensed and AICP-certified.

All services will be provided in accordance with the Fair Housing Act, N.J.S.A. 52-28D-301 et seq., the Uniform Housing Affordability Controls N.J.A.C. 5:80-26.1 et seq., the Substantive Rules of the New Jersey Council on Affordable Housing, N.J.A.C. 5:93 et seq., HUD regulations, and other pertinent regulations and case law as outlined within subsequent sections of this submission.

Peter Van den Kooy, AICP, PP, Vice President of ACS, is proposed to serve as Principal for this engagement. Mr. Van den Kooy has over 22 years of experience providing Affordable Housing Administrative Agent Services. He has provided a full range of public and private sector affordable housing services, including technical planning and affordable housing administration support during settlement agreement negotiations, preparation of Housing Plan Element and Fair Share Plans, associated ordinances and redevelopment plans, affirmative marketing plans, spending plans, special planning studies on affordable housing, a full range of Administrative Agent services, and design, implementation, and management of the full range of affordable housing programs. In total, Mr. Van den Kooy has provided affordable housing planning and administrative agent services to over 70 New Jersey municipalities in urban, suburban, and rural settings. Mr. Van den Kooy has reviewed the City’s existing affordable housing documentation, provided administrative agent services for projects in Jersey City, and has led numerous projects in surrounding communities throughout Hudson County. Through this experience he has gained a detailed understanding of the City’s affordable housing projects, programs, goals, and needs.

Heather Van den Kooy, President of ACS, has over 12 years of experience in housing program administration, community outreach, real estate advisory, grant writing, and project management. This experience has enabled her to gain detailed knowledge of the local and regional housing market, and develop a strong skill set in housing program design and administration.

Daniel Levin, Senior Associate at ACS, has over 18 years of experience providing Affordable Housing Administrative Agent Services. He has provided a full range of public and private

sector affordable housing services, ranging from technical planning and affordable housing administration support during settlement agreement negotiations through full compliance plan preparation as well as a full range of Administrative Agent services, including the design, implementation, and management of the full range of affordable housing programs. Mr. Levin has provided these services to numerous New Jersey municipalities in urban, suburban, and rural settings.

Representative clients that ACS's professionals have provided Affordable Housing Administrative Agent Services to include, but are not limited to, Belleville Hillsborough, Howell, Marlboro, and Pemberton Townships, Dumont, Fair Lawn, Monmouth Beach, and Tinton Falls Boroughs, and Hoboken, Jersey City, Linden, Newark, and Plainfield Cities. The combination of experience and local knowledge outlined above makes ACS ideally suited to provide Affordable Housing Administrative Agent Services for Jersey City for the Contract Year.

As ACS is located in Long Valley, New Jersey, this relatively close proximity to Jersey City will ensure a high level of responsiveness. ACS will serve as the prime consultant for this contract. Mr. Van den Kooy will serve as the officer responsible for all services required for the duration of contract.

ACS has been in operation since February 2020 under the same management and firm name, and has developed a strong track record of success in assisting municipal clients with Affordable Housing Administrative Agent Services. ACS is in full compliance with all applicable affirmative action and civil rights requirements, regulations and policies, and similar requirements with respect to all aspects of business operations. Please note that no judgements, claims, or lawsuits are pending, outstanding, or have occurred against ACS within the last three years for professional malpractice or for any other reason. Neither the firm nor any individuals assigned to this engagement are suspended, or otherwise prohibited from professional practice by any federal, state or local agency. ACS is not currently and has not previously been involved in any bankruptcy or reorganization proceedings within the last ten (10) years. No immediate relatives of the Principal(s) of ACS are City employees or elected officials of the City. Additionally, ACS has no existing or potential conflicts of interest with regard to engagement with the City of Jersey City. Please note that ACS is also a Certified Women Business Enterprise in the State of New Jersey.

Should you have any questions regarding any aspect of this Qualifications Statement submission, please contact Peter Van den Kooy, PP, AICP via phone at 908-675-1785, via email to [peter.v@acuitytoday.com](mailto:peter.v@acuitytoday.com), or via mail to 8 Gentry Drive, Long Valley, NJ 07853.

Each ACS Team member brings to the proposal unique skills and individual life experiences that will complement and contribute to the success of the City's Affordable Housing Program. In addition, as our combination of local knowledge and extensive technical experience makes ACS uniquely qualified to provide Affordable Housing Administrative Agent Services for the City of Jersey City, the ACS Team will provide you with the best Affordable Housing Administrative Agent Services available.

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**STATEMENT OF EXPERIENCE**

## Statement of Experience

As mentioned previously, ACS specializes in providing Affordable Housing Administrative Agent Services for municipal clients. ACS maintains highly experienced Administrative Agents who have attained their Affordable Housing Professional Certification from Rutgers University as well as highly experienced planners who are New Jersey-licensed and AICP-certified.

Peter Van den Kooy, AICP, PP, Vice President of ACS, is proposed to serve as Principal for this engagement. Mr. Van den Kooy has over 22 years of experience providing Affordable Housing Administrative Agent Services. He has provided a full range of public and private sector affordable housing services, including technical planning and affordable housing administration support during settlement agreement negotiations, preparation of Housing Plan Element and Fair Share Plans, associated ordinances and redevelopment plans, affirmative marketing plans, spending plans, special planning studies on affordable housing, a full range of Administrative Agent services, and design, implementation, and management of the full range of affordable housing programs. In total, Mr. Van den Kooy has provided affordable housing planning and administrative agent services to over 70 New Jersey municipalities in urban, suburban, and rural settings. Mr. Van den Kooy has reviewed the City's existing affordable housing documentation, provided administrative agent services for projects in Jersey City, and has led numerous projects in surrounding communities throughout Hudson County. Through this experience he has gained a detailed understanding of the City's affordable housing projects, programs, goals, and needs.

Heather Van den Kooy, President of ACS, has over 12 years of experience in housing program administration, community outreach, real estate advisory, grant writing, and project management. This experience has enabled her to gain detailed knowledge of the local and regional housing market, and develop a strong skill set in housing program design and administration.

Daniel Levin, Senior Associate at ACS, has over 18 years of experience providing Affordable Housing Administrative Agent Services. He has provided a full range of public and private sector affordable housing services, ranging from technical planning and affordable housing administration support during settlement agreement negotiations through full compliance plan preparation as well as a full range of Administrative Agent services, including the design, implementation, and management of the full range of affordable housing programs. Mr. Levin has provided these services to numerous New Jersey municipalities in urban, suburban, and rural settings.

Our professionals have extensive experience providing Affordable Housing Administrative Agent Services to municipal clients that has been gained through serving in this capacity in over 70 New Jersey municipalities. Representative clients to which our professionals have provided Affordable Housing Planning and/or Administrative Agent Services include, but are not limited to, the following municipalities:

- Dumont Borough
- Fair Lawn Borough
- Hillsborough Township
- Hoboken City
- Howell Township

- Jersey City
- Linden City
- Marlboro Township
- Monmouth Beach Borough
- Newark City
- Pemberton Township
- Plainfield City
- Sayreville Borough
- Tinton Falls Borough

The combination of experience and local knowledge outlined above makes ACS ideally suited to provide Affordable Housing Administrative Agent Services for Jersey City during the contract year.

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## SCOPE OF SERVICES

## Scope of Services

It is our understanding that the City desires to appoint a firm to provide Affordable Housing Administrative Agent Services. The respondent firm(s) must provide a highly experienced, certified Administrative Agent to provide all of the requested services outlined in the RFQ as well as complete such other Affordable Housing Administrative Agent tasks as may be required. The consultant must ensure that the City of Jersey City maintains compliance with applicable affordable housing regulations and policies. In addition, the consultant must have detailed knowledge of the UHAC and the Department of Housing and Urban Development (HUD) affordable housing requirements and definitions. These services must be provided efficiently, cost effectively, and with a high degree of quality.

Further, the consultant must have a commitment to Equal Opportunity, Affirmative Action, and Diversity Programs, support of, and utilization of Minority and Women Owned Business Enterprises (MBE/WBE), and/or Local Owned Business Enterprises (LBE) consistent with the established Federal, State and City's Policies.

As demonstrated in the preceding and subsequent sections of the Qualifications Submission, ACS meets or exceeds all of the criteria set forth within the RFQ and maintains the experience, capacity, and capabilities to provide all of the requested Affordable Housing Administrative Agent Services. In addition, ACS is a New Jersey certified Women Owned Business Enterprise (WBE).

ACS will leverage its extensive experience in serving as Affordable Housing Administrative Agent in municipalities throughout New Jersey to continue the implementation of the City's existing programs. In addition, as ACS is one of the preeminent firms providing Affordable Housing Planning and Administrative Agent Services in the State of New Jersey and is very heavily involved in assisting municipal clients with technical advisory services as it pertains to new affordable housing regulations, ACS will be able to provide exceptional technical advisory services to the City. We will be able to assist the City in identifying the least cost, highest value approaches to maintain compliance, leverage private sector dollars to fund certain tasks and services as noted above, design and implement programs that are compliant with applicable regulations, and administer all aspects of the City's affordable housing program. In addition, ACS's extensive affordable housing planning experience provides added value to our Administrative Agent services, as we are able to provide technical advisory services informed by planning principles and the full knowledge of key New Jersey and Federal planning statutes and regulations.

The Scope of Services to be provided by ACS shall include, but not be limited to, the following as outlined within the RFQ:

1. Household Certification;
2. Records Retention;
3. Rentals and Resale.

4. Preparation/review of individual Affirmative Fair Housing Marketing Plans, receiving and reviewing applications, and conducting lotteries for the properties that the Administrative Agent is responsible for administering.
5. Additional Services to be provided under this engagement:
  - a. Prepares, reviews and implements Affordable Fair Housing Marketing Plans related to municipally mandated affordable housing units;
  - b. Accepts and tracks applications during an open application period;
  - c. Conducts an applicant lottery;
  - d. Conducts interviews, obtains sufficient documentation of gross income and assets upon which to base a determination of income eligibility for low, moderate and workforce income restricted units;
  - e. Provides written notification to each applicant as to the determination of eligibility or non-eligibility;
  - f. Creating and maintaining a referral list of eligible applicant households from the applicant lottery for each administered property;
  - g. Conducts recertification activities for each administered property;
  - h. Provides bi-annual and annual reporting to the Division of Affordable Housing on behalf of each administered property; and
  - i. Attends meetings when requested.

It is our understanding that Administrative Agents may also be called upon to provide other types of affordable housing services of a specialized nature. In those instances, ACS will execute a contract with the Owner/Landlord for providing the services described in the RFQ, which contract will comply with and be subject to all applicable provisions of Chapter 188 of the Jersey City Municipal Code. The Owner/Landlord will pay a fee to the Administrative Agent for ACS's services. The fee will be determined by agreement between the Owner/Landlord and ACS, as the Administrative Agent, and will be consistent with the proposal submitted by ACS. To the extent that the terms of any contract proposed by the Owner/Landlord appear non-compliant or in conflict with the duties of the Administrative Agent under the Code, the Administrative Agent will notify the Division of Affordable Housing.

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**STAFFING PLAN**

## Staffing Plan

ACS is comfortable with the firm's current workload and its ability to effectively and efficiently provide the required services. We commit to being available in-person, or remotely, for all necessary meetings related to the City's planning needs. ACS maintains the capacity to dedicate staff to provide planning services to Jersey City during the duration of the contract period. It is anticipated that the number of hours required per week will vary significantly depending on project deadlines. ACS has the capacity to dedicate staff full-time (up to 40 hours per week) to the City's projects during busy time periods in order to support the City during periods of heavy work demand.

Peter Van den Kooy, AICP, PP will serve as Principal and Leslie Gibson will serve as the lead staff member to provide services to the City under this engagement. Please see the concise staffing descriptions, below, and the resumes included in the next section of this Qualifications Statement for detailed information regarding the professional experience of Mr. Van den Kooy and the other professionals that are proposed to provide supporting services on this engagement. Please note that ACS may utilize highly qualified subcontractors for certain specialized services on an as needed basis.

**Peter Van den Kooy, PP, AICP:** Mr. Van den Kooy, Vice President of ACS, has provided public and private sector affordable housing planning and administration services for over 22 years, during which time he has provided the full spectrum of affordable housing planning and administration services to over 70 municipal clients. Having reviewed the City's existing affordable housing documentation, provided planning services for projects in Jersey City under previous employ, and led numerous projects for Hudson County and surrounding communities, he has gained a detailed understanding of the City's affordable housing projects, programs, goals, and needs. He has extensive experience providing a full range of affordable housing services, including technical planning support during settlement agreement negotiations, preparation of Housing Plan Element and Fair Share Plans, associated ordinances and redevelopment plans, providing the full range of Administrative Agent services, and the design, implementation, and management of the full range of affordable housing programs. Mr. Van den Kooy is a licensed Professional Planner, Member of American Institute of Certified Planners, a certified Affordable Housing Professional as conferred by Rutgers University, New Brunswick, New Jersey, and a certified affordable housing Administrative Agent.

**Heather Van den Kooy:** Ms. Van den Kooy, President of ACS, has over 12 years of experience in affordable housing, housing program administration, community outreach, real estate advisory, grant writing, and project management. This experience has enabled her to gain detailed knowledge of the local and regional housing market, and develop a strong skill set in affordable housing program design and management. She has substantial experience in the full range of affirmative marketing, affordable housing applicant intake, income eligibility certification, and placement. In addition, she has experience in conducting HUD housing conditions surveys and in providing advisory services for housing reconstruction and rehabilitation grants, including resiliency grant programs for income qualified households. Ms. Van den Kooy is a certified Administrative Agent having obtained an Affordable Housing Professional Certification from Rutgers University, New Brunswick, New Jersey.

**Daniel Levin:** Mr. Levin, Senior Associate at ACS, has over 18 years of experience providing Affordable Housing Planning and Administrative Agent Services. He has provided a full range of public and private sector affordable housing services, ranging from technical planning and affordable housing administration support during settlement agreement negotiations through full compliance plan preparation as well as a full range of Administrative Agent services, including the design, implementation, and management of the full range of affordable housing programs. Mr. Levin has provided these services to numerous New Jersey municipalities in urban, suburban, and rural settings.

**Leslie Gibson:** Ms. Gibson, Senior Associate, brings more than 30 years of experience administering housing and community development programs for local government. She has overseen initiatives across the housing continuum—from homelessness services, rental subsidies, permanent supportive housing and workforce housing to homeownership, rehabilitation, development, and neighborhood revitalization—with federal, state and local funding sources including, but not limited to, HUD, LIHTC, and U.S. Rural Development. Leslie has authored planning and compliance documents including Consolidated Plans, HUD Annual and 5-Year PHA Plans, Fair Housing Marketing Plans, Analyses of Impediments to Fair Housing, spending plans, guiding principles and policies, application packets, and financial due diligence documents. In overarching positions, Leslie served as an intergovernmental liaison, oversaw partnerships, designed strategic communications, led community engagement, and reformed internal systems.

**Isabella Asher:** Ms. Asher has over 13 years of experience providing administrative and business operations support in both corporate and small business settings with a strong foundation in technical support and systems coordination. Skilled at streamlining workflows, enhancing service delivery, customer service, and resolving issues efficiently to maintain client satisfaction. Ms. Asher has leveraged and applied these skill sets to implement and support program administration and planning projects, including management of project and unit tracking spreadsheets, waiting lists, and other components, as well as correspondence with applicants and clients to help expedite project delivery and completion. Adept at bridging communication between cross-functional teams, she also serves as the project coordination lead for multiple planning and program administration projects.

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**RESUMES**



HEATHER VAN DEN KOOY  
PRESIDENT

**EDUCATION / CERTIFICATION:** Bloomsburg University  
B.A. Education 2002

- Affordable Housing Professional Certification
- Affordable Housing Administrative Agent
- Licensed Real Estate Agent

**GENERAL DESCRIPTION OF EXPERIENCE:**

Ms. Van den Kooy has over 11 years of experience in providing public outreach, project management, real estate advisory, housing administration, and grant writing services for public and private sector clients in urban, suburban, and rural settings.

Ms. Van den Kooy has extensive experience in providing public outreach and marketing services for community projects and programs throughout New Jersey. She has managed multiple public outreach teams simultaneously to complete projects of substantial size over large geographic areas.

Her experience extends to project management where she has provided oversight to over 25 staff members on public outreach and community development projects. Through this experience she has become adept at organizing and coordinating large project teams and expertly managing logistics to successfully complete complex projects.

Ms. Van den Kooy has worked for Keller Williams Realty as a Realtor and provided real estate sales and compliance advisory services. This experience extends to for sale as well as rental unit leasing transactions. She has also provided housing conditions survey services throughout central and southern New Jersey as a subcontractor for HUD related programs.

In addition, she has provided oversight over affordable housing administration and housing rehabilitation program services for municipal clients in New Jersey.

Representative clients include Fair Lawn Borough, Jackson Township, and numerous private sector housing developers active in the New Jersey housing market.

Ms. Van den Kooy's experience also extends to grant writing and advisory services as it pertains to reconstruction and rehabilitation resiliency grants for income qualified households as well as other housing related grant programs.

**Representative Project Descriptions:**

**Jackson Township Affordable Housing Administrative Agent and Rehabilitation Program Administration:** Serves as the Administrative Agent for the Township and provides affordable housing administration services for existing and pending affordable housing developments and the Housing Rehabilitation Program. Reviews affordable housing applications, income qualifies households, updates the Operating Manual annually, implements the Affirmative Marketing Plan, maintains the project files in accordance with applicable law, and oversees the compliance of the Township's program.

**Fair Lawn Borough Affordable Housing Administrative Agent:** Serves as the Administrative Agent for the Borough as a subconsultant to Development Directions, LLC and is responsible for implementing the Borough's affordable housing program. Responsibilities include the full range of program design, implementation and oversight for the Borough's New Construction and Housing Rehabilitation Programs.



**Jersey City Affordable Housing Administrative Agent for Private Sector Affordable Rental Development:** Serves as Administrative Agent for nine affordable rental units. Services include development and implementation of the affirmative marketing plan, application review, lottery, income certification, applicant placement, and compliance administration. ACS has been pre-qualified by the City of Jersey City to administer affordable and workforce housing developments in Jersey City.

**Jersey City Workforce Housing Administrative Agent for Private Sector For-Sale Units:** Serves as Administrative Agent for eight for-sale workforce units. Services include development and implementation of the affirmative marketing plan, application review, lottery, income certification, applicant placement, project reporting to the City of Jersey City, and compliance administration.



A. PETER VAN DEN KOOY, PP, AICP  
VICE PRESIDENT

**EDUCATION / CERTIFICATION:**

East Stroudsburg University  
B.S. Biology 2000

Rutgers University  
M.C.R.P. 2004

- American Institute of Certified Planners
- New Jersey Professional Planner License No. 5918
- Affordable Housing Professional Certification
- COAH Administrative Agent

**PROFESSIONAL AFFILIATIONS:**

- American Planning Association
- Affordable Housing Professionals of NJ: Policy Committee Member
- Housing & Community Development Network of NJ: Monmouth County Team Chair & State Housing Policy Committee Member

**GENERAL DESCRIPTION OF EXPERIENCE:**

Mr. Van den Kooy has over 19 years of experience in providing planning, affordable housing administration, real estate development advisory, grants and funding, and environmental permitting services for numerous public and private sector clients in urban, suburban, and rural settings.

Mr. Van den Kooy specializes in affordable housing administration and advisory services. He has managed the administration of over 2,000 affordable housing units. In addition, he has designed and implemented affordable housing programs for over 40 municipalities in the State of New Jersey. Representative programs include new construction affordable housing administration, housing rehabilitation, market to affordable, extension of expiring controls, accessory dwelling units, affordability assistance, first time home buyer, and other programs.

Mr. Van den Kooy has provided a wide array of affordable housing advisory and administration services to numerous clients for projects ranging from single family homes to multi-family developments of over 300 units in size.

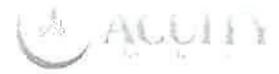
He has also provided a full range of services for private sector projects from initial concept development and site identification through feasibility analysis, due diligence, grants and funding, permitting and approvals, construction and project operation and administration. Public sector projects also include annual program compliance monitoring, grants and funding application review, litigation support, and presentations and advisory services to governing bodies and land use boards.

Representative clients include: Barnegat Township, Dumont Borough, Fair Lawn Borough, Hillsborough Township, Jackson Township, Tinton Falls Borough, Wildwood Crest Borough, and numerous private sector clients, including prominent housing developers and national builders active in the State of New Jersey.

**Representative Project Descriptions:**

**Planner and Administrative Agent, Tinton Falls Borough, NJ:** Serve as the Affordable Housing Planner for the Borough. Manage the Borough's affordable housing portfolio, which includes inclusionary family units, senior housing units, special needs units, 100% affordable housing projects, extension of expiring controls program units, and other units and mechanisms. Prepare updates to the Operating Manual, Spending Plan and other compliance documents, and prepare and file the Annual Reports. Previously led Administrative Agent services, including affordable housing application reviews, income qualification of households, implementation of the Affirmative Marketing Plan, and all other required duties of the Administrative Agent in accordance with UHAC.

**Fair Lawn Borough Affordable Housing Planner and Administrative Agent:** Served as the Affordable Housing Planner, prepared the Borough's compliance plan, and implemented and managed the Affordable Housing Program. Currently serve as the Administrative Agent and implement and manage the Borough's Affordable Housing Program, including oversight for the Borough's New Construction and Housing Rehabilitation Programs.



**Washington Promenade, Dumont Borough, NJ:** Designed, implemented, and managed affirmative marketing, preliminary and final certification of applicants, and applicant placement for 22 units of affordable rental housing within this 146-unit inclusionary housing development, under previous employ.

**Hillsborough Village Center, Hillsborough Township, NJ:** Completed all duties as the Administrative Agent for 46 affordable housing units within this 191-unit inclusionary project, under previous employ. Maintained seamless communication with the developer and the Township to ensure efficiency and compliance for all aspects of the project.

**Multiple For-Sale Inclusionary Housing Developments, Barnegat Township, NJ:** Designed, implemented and completed Administrative Agent services for the initial sale and resale of over 30 affordable housing units in Barnegat Township, New Jersey for multiple private sector developers and the Township of Barnegat, under previous employ. Comprehensive Administrative Agent services were provided from development of the Affirmative Marketing Plan through advertisement, preliminary application review, affordable housing lottery, applicant selection, final certification, closing, oversight of deed restriction recording, and project closeout, including quality assurance and quality control services to ensure project compliance with UHAC, the Township's Ordinance, and other pertinent regulations.

**Township Planner, Township of Marlboro:** Prepared a detailed Master Plan Reexamination Report, which included extensive analyses and recommendations for updates to the Land Use Plan Element, Housing Plan Element and Fair Share Plan, and the Open Space and Recreation Plan as well as rezoning recommendations to implement the changes envisioned, under previous employ. In addition, Mr. Van den Kooy provided technical planning support during settlement agreement negotiations and prepared the Township's Affordable Housing Compliance Plan, including a comprehensive update of the Housing Plan Element and Fair Share Plan, implementing ordinances to correspond to settlement agreements with multiple developers, affordable housing administration program manuals,

affirmative marketing plan, spending plan, and other affordable housing program documents. Subsequently, he collaborated with Township officials to implement the Housing Plan Element and Fair Share and the various court mandated affordable housing programs, prepared the Midpoint Review Report, provided annual monitoring and compliance services, and provided advisory services to the Township for all affordable housing planning matters. These services helped balance development with the need for open space preservation and environmental stewardship, infused the principles of sustainability and green design into the Master Plan, and ensured that all of the Conditions of the Township's Final Judgment of Compliance and Repose were satisfied to enable the Township to continue to maintain protection from builder's remedy lawsuits.

**Professional Planner, Borough of Point Pleasant:** Provided extensive affordable housing and land use planning services, under previous employ, including, but not limited to the preparation of updates to the Borough's affordable housing compliance documents, implementation of the Housing Plan Element and Fair Share Plan, preparation of the Affordable Housing Midpoint Review Report, affordable housing administration services, review of proposed development projects, and advisory services regarding ordinances and other matters. The services provided helped shape the development intensity and design of housing projects in the Borough in order to ensure that they are compatible with surrounding land uses. The services also ensured that all of the Conditions of the Borough's Final Judgment of Compliance and Repose were satisfied and that Point Pleasant continued to maintain protection from builder's remedy lawsuits.

**Consulting Affordable Housing Planner, Red Bank Borough:** Prepared several area in need of redevelopment studies and plans as well as a Housing Plan Element and Fair Share Plan, implementing ordinances, and associated affordable housing compliance documents, under previous employ. The redevelopment studies and plans supported needed revitalization on key sites in the Borough and promoted affordable housing in order to help secure a Judgment of Compliance and Repose. Mr. Van den Kooy also implemented the

Housing Plan Element and Fair Share Plan and worked to satisfy the Conditions of the Borough's Final Judgment of Compliance and Repose to enable Red Bank to continue to maintain protection from builder's remedy lawsuits. Prepared key analyses, strategies and recommendations for a comprehensive update of the Borough of Red Bank Master Plan. The updated Master Plan is envisioned to establish a detailed vision, sound policy foundation, and detailed recommendations to provide a blueprint for the Borough's continued success in revitalization, economic growth, resiliency and quality of life for the next 10 years. The Master Plan will also include site specific conceptual plans and strategies for 3 catalyst sites that are anticipated to spur further revitalization.

DAN LEVIN, PP, AICP  
 SENIOR ASSOCIATE

**EDUCATION / CERTIFICATION:**

University of Illinois at Urbana-Champaign  
 B.A. Urban Planning 2004  
 University of Pennsylvania  
 M.C.P. 2014

- American Institute of Certified Planners
- New Jersey Professional Planner License No. 6472

**PROFESSIONAL AFFILIATIONS:**

- American Planning Association

**GENERAL DESCRIPTION OF EXPERIENCE:**

Mr. Levin has nearly 20 years of experience in urban planning, affordable housing administration and community development both domestically and abroad. Dan spent seven years working in the private and local government sectors where he contributed to economic development plans, local area master plans, and review of planning applications. Since returning to the US, Dan has worked for non-profit community development corporations in Philadelphia and Wilmington, Delaware where he focused on real estate development and neighborhood planning processes. Most recently Dan has spent the past seven years working in the affordable housing arena in New Jersey, being intimately involved with the preparation of housing elements and fair share plans and related programs. He also is very familiar with the complicated administrative agent requirements for affordable housing units in New Jersey.

Dan also has teaching experience. During the spring semester of 2024, Dan was a lecturer for the 1<sup>st</sup> year graduate planning studio at the University of Pennsylvania. He oversaw the work of seven students to create a comprehensive plan for the City of Burlington.

**Representative Project Descriptions:**

**Jersey City Affordable Housing Study:** Provided in-depth analysis of affordable housing landscape for Jersey City, NJ. Conducted interviews with municipal staff including department directors and the Assistant Business Administrator. Conducted additional research and composed preliminary and final reports. Presented findings to 14 different Jersey City government entities, including the Business Administrator and JP Morgan Chase (project funder). The project ultimately led to the creation of a new

Affordable Housing Division within the City.

**Affordable Housing Planner, Bernardsville, NJ:**

Drafted the Borough's Housing Element and Fair Share Plan, including compliance mechanisms and updated affordable housing ordinances. Created program manuals for market to affordable and accessory apartment programs. Create affordability assistance manual and administered roll out of affordability assistance programs. Worked with Borough to select a developer for a 100% affordable project as part of its compliance mechanisms.

**Administrative Agent Compliance Services, Asbury Park, NJ:**

Conducted thorough audit of complicated Regional Contributions Agreements compliance issues for the City. Reviewed over 20 years' worth of city rehabilitation files and coordinated with project team to deliver a path for compliance to the Mayor and Council.

**Wilmington Kitchen Incubator, Wilmington, DE:**

Oversaw the development of the business plan for a kitchen incubator, including strategic direction, operation outline, and RFP process for an operator. Facilitated steering committee meetings, managed consultant, and provided regular updates to organizational board members.

**Vacant to Vibrant, Wilmington, DE:**

Managed the design and community engagement process for a creative placemaking exercise in West Center City Wilmington. Managed the consultant to redesign two vacant lots and two vacant alleyways. Also facilitated and led multiple community meetings, focus groups, and a final project open house.

**Walnut Hill Neighborhood Plan, Philadelphia PA**

Led neighborhood planning process for a community in West Philadelphia. Directed work done by AmeriCorps member, chaired steering committee meetings, facilitated community meetings, developed and implemented outreach and engagement strategies, background research, and final recommendations.

**Neighbourhood Activity Centres Strategy, Melbourne, AUS:**

Reviewed, analyzed, and provided land use and policy recommendations for more than 40 local shopping precincts in the municipality of Greater Dandenong. Coordinated and facilitated public meetings and stakeholder workshops.

LESLIE GIBSON  
SENIOR ASSOCIATE

**EDUCATION / CERTIFICATION:**

Ithaca College, Photography and Sociology

University of Colorado in Boulder  
B.A. Sociology and Women Studies

Graduate, ULI Real Estate Diversity Initiative Program

Certifications: CDBG, HOME, LIHTC, finance, mediation

**GENERAL DESCRIPTION OF EXPERIENCE:**

Ms. Gibson joined ACS in 2025. She brings more than 30 years of experience administering housing and community development programs for local government. She has overseen initiatives across the housing continuum—from homelessness services, rental subsidies, permanent supportive housing and workforce housing to homeownership, rehabilitation, development, and neighborhood revitalization—with federal, state and local funding sources including, but not limited to, HUD, LIHTC, and U.S. Rural Development.

Leslie has authored planning and compliance documents including Spending Plans, Consolidated Plans, HUD Annual and 5-Year PHA Plans, Affirmative Fair Housing Marketing Plans, Analyses of Impediments to Fair Housing, guiding principles and policies, application packets, and financial due diligence documents. In overarching positions, Leslie served as an intergovernmental liaison, oversaw partnerships, designed strategic communications, led community engagement, and reformed internal systems.

**REPRESENTATIVE PROJECT DESCRIPTIONS:**

**Affordable Housing Administrative Agent Services**

– Bucks County, PA

Designed and presented a slide deck training to County Housing and Community Development staff about HUD Part V Income and Asset Certification.

**Affordable Housing Administrative Agent Services**

– Multiple Municipalities, NJ

Updated Spending Plans for 2025-2035, reporting on programming intentions funded by the Affordable Housing Trust Fund.

**Affordable Housing Administrative Agent Services –**

Lambertville, NJ

Compiled a Limited Environmental Impact Statement (EIS) report for a developer seeking property subdivision approval.

**Affordable Housing Administrative Agent Services –**

Montclair Township, NJ

Identified qualified applicants for vacant affordable housing units. Administered subordination agreement for a borrower of the jurisdiction’s Home Improvement Program. Create monthly activity reports for the Township Council.

**Town of Crested Butte, CO**

Led the qualification process for the Town’s first workforce development.

**Gunnison Valley Regional Housing Authority, CO**

Provided technical assistance for rental and buyer programs, and trained staff on HUD and LIHTC compliance.

**FORWARD Platform - Seattle, WA.**

Using Covid-19 Relief Funds, qualified jurisdictional recipients for rental assistance, businesses to recoup expenses, and provided subsidies for frontline staff serving unhoused people through this civic analytics platform.

**The Ramsay Group - Lancaster, CA**

Conducted project-related work for local jurisdictions, including writing Analysis of Impediments to Fair Housing at this strategic planning and project management agency.

**Boulder County Housing Authority, CO**

Structured Louisville, Colorado’s first affordable homeownership program. Secured more than \$27M in government grants and 38 project-based subsidies for property portfolio. Managed compliance for 58 properties. Authored more than 10 HUD PHA Plans and 20 resident policies and procedures. Unified 10 internal teams to coordinate development processes. Led all processes to gain approval for the State of Colorado Section 811 pilot program, receiving first allocation of project rental assistance. Designed and led affordable housing presentations to County divisions, agency partners, and community members. Served as liaison to HUD FHEO and County’s internal strategic communications team, and represented on the Regional Consortium, aligning housing and community development goals with federal funds. Conducted extensive underwriting for financial real estate closings.

**Boulder County, CO**

Organized more than 100 groups to collect data for the Point-in-Time Count, a national initiative tracking the

LESLIE GIBSON  
SENIOR ASSOCIATE

number of unhoused individuals to educate community and increase/direct federal funding. Authored the first program manual on best practices for future counts.

**City of Boulder, CO**

Administered mobile home repair and homeownership programs and participated in the design of and revisions to the City's inclusionary zoning program. Wrote Consolidated Plan reports for regional compliance.

**City and County of Broomfield, CO**

As first housing manager, established the program's identity, identified issues, secured resources, and collaborated with the community and Council to develop and advance initiatives and set programming. Created partnerships with federal, state and local funders, neighboring jurisdictions, local agencies and residents. Through a successful challenge of the Census Bureau's population estimate, awarded HUD CDBG Entitlement status. Negotiated partnership with Habitat for Humanity to rehabilitate foreclosed properties during the 2008 market downturn. Authored first Consolidated Plan.

**City of Longmont, CO**

Managed all activities for first-time buyer and rehabilitation programs, completing more than 200 purchases and 100 rehabilitation and accessibility projects. Led the regional housing rehabilitation group's initiative to align HUD, EPA, and the State of Colorado's updated (1999) lead-based paint regulations into a more unified standard for jurisdictional compliance. Served on Inclusionary Zoning Task Force and managed the Neighborhood Revitalization Program.

ISABELLA ASHER  
 TECHNICAL SERVICES SUPPORT

**EDUCATION / CERTIFICATION:**

Ocean County College/Rowan at Burlington County College  
 Criminal Justice

Thomas Edison State University  
 Business Administration

**GENERAL DESCRIPTION OF EXPERIENCE:**

Ms. Asher has over 13 years of experience providing administrative and business operations support in both corporate and small business settings with a strong foundation in technical support and systems coordination. Skilled at streamlining workflows, enhancing service delivery, and resolving issues efficiently to maintain client satisfaction. Ms. Asher has extensive experience supporting and managing day-to-day operations and systems, and a proven ability to foster strong client and vendor relationships through exceptional communication and problem-solving skills. Ms. Asher has leveraged and applied these skill sets to implement and support program administration and planning projects, including management of project and unit tracking spreadsheets, waiting lists, and other components, as well as correspondence with applicants in an efficient and professional manner. Adept at bridging communication between cross-functional teams, she also serves as the project coordination lead for multiple planning and program administration projects.

**Representative Project Descriptions:**

**Municipal Planning Services and Planning Board Planning Services, Sayreville Borough, NJ:** Reviews and manages the Planning Board application documentation from the start of the entitlements phase through resolution compliance. Assists in the development of templates and other materials to streamline workflow. Conducts research, compiles information, and assists with the finalization of technical reports.

**Affordable Housing Administrative Agent Services, Hoboken, NJ:** Serves as a key member of the Administrative Agent team for affordable and workforce housing developments on behalf of the City. Currently supports the administration of multiple affordable and workforce housing developments. Manages the intake portal and serves as lead in applicant inquiry processing.

**Westfield Crossing, Town of Westfield, NJ:** Provided Administrative Agent Services, including preliminary and final certification of applicants, and applicant placement for multiple affordable rental units within this inclusionary housing development.

**Affordable Housing Administrative Agent Services, Montclair, NJ:** Serves as a key member of the Administrative Agent team for affordable and workforce housing developments on behalf of the Township. Currently supports the administration of multiple inclusionary affordable and workforce housing developments. Manages the intake portal and serves as the lead for applicant inquiry processing.

**Housing Plan Element and Fair Share Plan, Multiple Municipalities, NJ:** Supported the project team with review and compilation of technical documentation, project scheduling, and report finalization. Completed this work for multiple Housing Plan Element and Fair Share Plans.

**Affordable Housing Planner, Borough Planner, and Affordable Housing Administrative Agent, Dumont Borough, NJ:** Supports the project team as the lead on applicant intake and responses to applicant inquiries. Provided support during the preparation of the Borough's Housing Plan Element and Fair Share Plan with respect to review and compilation of technical appendices, project scheduling, and finalization of the Plan.

**39 Madison, Newark City, NJ:** Provided Administrative Agent Services, including preliminary and final certification of applicants, analysis of application materials, applicant placement, and related tasks for multiple affordable rental units within this inclusionary housing development.

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## **REFERENCES AND RELEVANT PROJECT EXPERIENCE**

## References and Relevant Project Experience

References and representative examples of relevant projects and similar engagements completed by ACS personnel within the past 5 years are listed below.

### **Hoboken City Affordable Housing Administrative Agent**

**Approximate Dates of Service: 2024 - Present**

**Project Budget: \$70,000**

**Reference:**

Christopher A. Brown, AICP, PP, Community Development Director

City of Hoboken

94 Washington St., Hoboken, NJ 07030

P: 201-420-2000 ext. 3000

E: [cbrown@hobokennj.gov](mailto:cbrown@hobokennj.gov)

### **Plainfield City Consulting Affordable Housing Program Development and Administrative Agent Services**

**Approximate Dates of Service: 2023 - Present**

**Project Budget: \$15,000**

**Reference:**

Donna Morris, Project Coordinator

Office of Community Development

515 Watchung Avenue

Plainfield, NJ 07060

P: 908-753-3377

E: [donna.morris@plainfieldnj.gov](mailto:donna.morris@plainfieldnj.gov)

### **Monmouth Beach Borough Consulting Affordable Housing Planner and Administrative Agent**

**Approximate Dates of Service: 2017 - Present**

**Project Budget: \$7,500**

**Reference:**

Andrew Bayer, Esq., Affordable Housing Counsel

101 Crawfords Corner Road

Holmdel, NJ 07733

P: 732-405-3686

E: [abayer@pashmanstein.com](mailto:abayer@pashmanstein.com)

### **Fair Lawn Borough Planner of Record, Planning Board Planner, Zoning Board Planner, Administrative Agent, and Rehabilitation Program Administrator**

**Approximate Dates of Service: 2007 - Present**

**Project Budget: \$48,000**

**Reference:**

Jim Van Kruiningen Jr., Borough Manager, Deputy OEM Coordinator

8-01 Fair Lawn Avenue

Fair Lawn, NJ 07410  
P: 201-794-5310  
E: [jvankruiningen@fairlawn.org](mailto:jvankruiningen@fairlawn.org)

**Dumont Borough Affordable Housing Planner, Administrative Agent, Borough Planner and Joint Land Use Board Planner**

**Approximate Dates of Service:** 2018 - Present

**Project Budget:** \$49,000

**Reference:**

Jeanine Siek, Borough Administrator  
50 Washington Avenue  
Dumont, New Jersey 07628  
P: 201-387-5060  
E: [jsiek@dumontboro.org](mailto:jsiek@dumontboro.org)

**Wildwood Crest Borough Affordable Housing Planner and Administrative Agent**

**Approximate Dates of Service:** 2017 - Present

**Project Budget:** \$15,500

**Reference:**

Constance A. Mahon, Business Administrator  
Wildwood Crest  
6101 Pacific Avenue  
Wildwood Crest, NJ 08260  
P: 609-729-8041  
E: [cmahon@wildwoodcrest.org](mailto:cmahon@wildwoodcrest.org)

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**ABILITY TO PROVIDE SERVICES**

## Ability to Provide Services

ACS is comfortable with the firm's current workload and its ability to effectively and efficiently provide the required services to Jersey City. We commit to being available in-person, or remotely, for all necessary meetings related to the City's needs. ACS maintains the capacity to dedicate staff to provide the requested services to the City during the duration of the contract period.

ACS will provide the required services out of Long Valley, New Jersey. This relatively close proximity to Jersey City will ensure that all required meetings and site visits will be able to be covered, and responsiveness to any emergent matters will be able to be provided expeditiously.

The following section summarizes ACS's technical process and equipment used in planning work:

### **Use of Technology**

ACS's information technology resources have been assembled to facilitate the pursuit of excellence in the Firm's Commitment to providing the highest quality of service. The opportunity to use computing systems and software, as well as internal and external data networks, is important to all members of the Firm and its client community.

### **Security and Privacy**

ACS employs various measures to protect the security and transmittal of its client data, the security of its computing resources, and of its user accounts. We maintain backup and recovery systems in accordance with disaster recovery guidelines, as well as for implementing and maintaining computer security in accordance with best practices and the Firm's policies and procedures. The Firm respects encryption rights on its networks and encrypts information and transactions when secure confidentiality is an obligation as defined by the requirements of a client or project.

### **Scope of Policy**

ACS's acceptable use policy applies to all users of the firm's information technology resources. These resources include the systems, facilities, software applications, technologies and resources required to prepare project documentation and deliverables, and for storage, communication and transmittal, whether individually controlled or shared, stand-alone or networked. Included in this definition are all electronic resources, and computing and electronic communication devices and services, such as, but not limited to, computers, mobile devices, printers, e-mail, data transmissions, video, and web-services.

### **Tools**

#### Design Tools:

Graphic, modeling, and presentation visuals are created from a suite of tools which include ArcGIS, Adobe Creative Suite, and many others, with the understanding that the most appropriate and efficient tool is used to address each task.

Collaboration Tools:

We are familiar with a variety of different tools to facilitate audience interaction, including many tools used during the COVID-19 pandemic. These include the Social Pinpoint community engagement platform, various video conferencing platforms (e.g., Zoom, Microsoft Teams, and Webex), and the use of real-time polling and virtual whiteboard exercises.

Project Documentation, Transmittals & Collaboration:

Industry standard tools like the Microsoft Office Professional Suite and the Google Workspace Suite of tools are used for word processing, spreadsheets, presentations, emails, and project scheduling.

The transmittal of project documentation with external parties including is accomplished using Google Workspace, Dropbox, or similar services. These are internet-based systems that guarantee secure delivery and record of every transaction. These tools also provide a collaborative environment where all team members can share, process, and transmit project documents like meeting minutes, submittals, etc.

Storage, Data Availability & Security

All project data is stored on a robust system which is secure and protected by multiple backup/snapshots throughout the business day. Additional steps are taken to ensure business continuity by copying project data to an off-site colocation facility.

On highly confidential projects, additional measures are taken to isolate the project data, on separate physical hardware where necessary, as well as restrict access to the same data to only the approved team members. Access to such project files and isolated systems are closely monitored and logged in accordance with ACS's acceptable use Policy.

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**COMPENSATION PROPOSAL**

## Compensation Proposal

For private sector projects the Administrative Agent will receive a transactional fee directly from the owners/management companies of the affordable housing units available for rent/sale. As such, our standard fees and rates are outlined below. Please note that the fees and rates outlined herein may increase or decrease based upon negotiations with developers/property managers, market conditions and other factors.

- Affirmative Marketing and Applicant Selection: \$5,700
- Income Certification/Recertification and Applicant Placement: \$900 per certification or denial
- Waiting List Management: \$50-\$195/month
- Affordable Housing Reporting: \$275-\$575 per report
- Annual Rent Increase Calculation and Notice: \$275-\$575

Additional fees may apply depending on the needs of the client/project and in cases where unforeseen items and/or technical advisory services are needed. Additional fees may be proposed as fixed fee or in accordance with the rate schedule outlined below.

### **Acuity Consulting Services Personnel**

### **Rate Per Hour**

Partner/Principal	\$195
Senior Associate	\$185
Project Manager	\$170
Technical Professional	\$139
Technical Assistant	\$95

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**FORMS AND RELATED DOCUMENTS**



## STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

**Taxpayer Name:** ACUITY CONSULTING SERVICES LLC

**Trade Name:**

**Address:** 65 CAPRI DRIVE  
BRICK, NJ 08723-0872

**Certificate Number:** 2439491

**Effective Date:** March 26, 2020

**Date of Issuance:** October 29, 2022

**For Office Use Only:**

20221029110531291

**CERTIFICATE OF EMPLOYEE INFORMATION REPORT  
INITIAL**

This is to certify that the contractor listed below has submitted an Employee Information Report pursuant to N.J.A.C. 17:27-1.1 et. seq. and the State Treasurer has approved said report. This approval will remain in effect for the period of **15-MAR-2023** to **15-MAR-2030**

**ACUITY CONSULTING SERVICES LLC  
65 CAPRI DRIVE  
BRICK NJ 08723**



*Elizabeth Maher Muoio*

ELIZABETH MAHER MUOIO  
State Treasurer







# Rutgers, The State University of New Jersey Affordable Housing Professionals of New Jersey

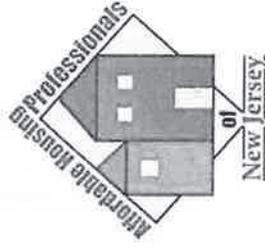
*The Center for Government Services hereby certifies that*

*Heather Van den Kooy*

*has successfully completed the prescribed course of study established for the*

## Affordable Housing Professional Certification Program

### FALL 2022



*Alan Zalkind*  
Director, Center for Government Services  
Division of Continuing Studies  
Rutgers, The State University of New Jersey

*Edwin W. Schmierer, Esq.*  
President  
Affordable Housing Professionals of NJ

## RUTGERS

Center for Government Services

THIS DOCUMENT IS PRINTED ON WATERMARKED PAPER, WITH A MULTI-COLORED BACKGROUND AND MULTIPLE SECURITY FEATURES. PLEASE VERIFY AUTHENTICITY.

**State Of New Jersey  
New Jersey Office of the Attorney General  
Division of Consumer Affairs**

THIS IS TO CERTIFY THAT THE  
**Board of Professional Planners**

HAS LICENSED

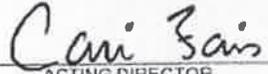
**A. P. VandenKooy  
65 Capri Drive  
Brick NJ 08723**

**FOR PRACTICE IN NEW JERSEY AS A(N): Professional Planner**

04/07/2024 TO 05/31/2026  
VALID

33LI00591800  
LICENSE/REGISTRATION/CERTIFICATION #

  
Signature of Licensee, Registrant, Certificate Holder

  
ACTING DIRECTOR

**The American Institute of Certified Planners**

The Professional Institute of the American Planning Association

hereby qualifies

**Albert Peter Vandenkooy**

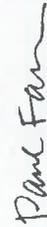
as a member  
with all the benefits  
of a Certified Planner and  
responsibility to the  
AICP Code of Ethics  
and Professional Conduct.

Certified Planner Number: 021180

**October 25, 2006**

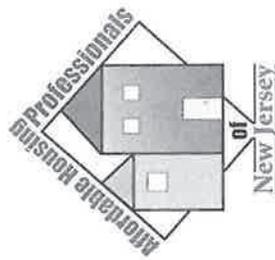


WINDSOR VT



EXECUTIVE DIRECTOR

# Rutgers, The State University of New Jersey Affordable Housing Professionals of New Jersey



*The Center for Government Services hereby certifies that*

**Albert Peter Van den Kooy**

*has successfully completed the prescribed course of study established for the*

**Affordable Housing Professional  
Certification Program  
Fall 2022**

Alan Zalkind  
Director, Center for Government Services  
Division of Continuing Studies  
Rutgers, The State University of New Jersey

Edwin W. Schmierer, Esq.  
President  
Affordable Housing Professionals of NJ

**RUTGERS**  
Center for Government Services



**Item J. Letter of Qualification**

**July 23, 2025**

Attn: Raquel Tosado, Director, QPA  
Division of Purchasing  
280 Grove Street, 1<sup>st</sup> Floor, Room 116  
Jersey City, New Jersey 07302

Dear Mrs. Tosado:

The undersigned have reviewed the Statement of Qualification submitted in response to the Request for Qualifications (RFQ) issued by the City of Jersey City (City), dated Acuity Consulting Services, LLC, in connection with the City's need for Administrative Agent Services.

We affirm that the contents of our Statement of Qualifications (which Statement of Qualification is incorporated herein by reference) are accurate, factual, and complete to the best of our knowledge and belief and that the Statement of Qualification is submitted in good faith upon express understanding that any false statement may result in the disqualification of **Acuity Consulting Services, LLC**.

(Respondent shall sign and complete the spaces provided below. If a joint venture, appropriate officers of each company shall sign.)

Heather Van den Kooy Dated: 7/23/25

Signature of Chief Executive Officer

Heather Van den Kooy, President

Typed Name and Title

Acuity Consulting Services, LLC

Typed Name of Firm

Heather Van den Kooy Dated: 7/23/25

Signature of Financial Officer



Peter Van den Kooy, Vice President

**Typed Name and Title**

Acuity Consulting Services, LLC

**Typed Name of Firm**

**\*If a joint venture, partnership, or other formal organization is submitting a Statement of Qualifications, each participant shall execute this Letter of Qualification.**



**Item K. Letter of Intent**

July 23, 2025

Attn: Raquel Tosado, Director, QPA  
Division of Purchasing  
280 Grove Street, 1<sup>st</sup> Floor, Room 116  
Jersey City, New Jersey 07302

Dear Mrs. Tosado:

The undersigned, Respondent, has (have) submitted the attached Statement of Qualifications in response to the Request for Qualifications (RFQ), issued by the City of Jersey City (City), dated July 23, 2025, in connection with the City's need for Administrative Agent Services.

Acuity Consulting Services, LLC hereby states:  
Name of Respondent

1. The Statement of Qualifications contains accurate, factual, and complete information.
2. Acuity Consulting Services, LLC agrees (agree) to participate in good faith in the procurement process as described in the RFQ and to adhere to the City's procurement schedule.
3. Acuity Consulting Services, LLC acknowledges/acknowledge that all costs incurred by it/them in connection with the preparation and submission of the Statement of Qualifications prepared and submitted in response to the RFQ, or any negotiation which results therefrom shall be borne exclusively by the Respondent.
4. Acuity Consulting Services, LLC hereby declares/declare that only persons participating in this Statement of Qualifications as Principals are named herein and that no person other than those herein mentioned has any participation in this Statement of Qualifications or in any contract to be entered into with respect thereto. Additional persons may subsequently be included as participating Principals, but only acceptable to the City. Respondent declares that this Statement of Qualifications is



made without connection with any other person, firm or parties who have submitted a Statement of Qualifications, except as expressly set forth below and that it has been prepared and has been submitted in good faith and without collusion or fraud.

- 5. Acuity Consulting Services, LLC acknowledges and agrees that the City may modify, amend, suspend, and/or terminate the procurement process, in its sole judgment. In any case, the City shall not have any liability to the Respondent for any costs incurred by the Respondent with respect to the procurement activities described in this RFQ.
- 6. Acuity Consulting Services, LLC acknowledges that any contract executed with respect to the provision of The Administrative Agent Services must comply with all applicable affirmative action and similar laws. Respondent hereby agrees to take such actions as are required to comply with such applicable laws.

(Respondent shall sign and complete the space provided below. If a joint venture, appropriate officers of each company shall sign.)

Heather Vandenberg Dated: 7/23/25

Signature of Chief Executive Officer

Heather Van den Kooy, President

Typed Name and Title

Acuity Consulting Services, LLC

Typed Name of Firm

\* If a joint venture, partnership, or other formal organization is submitting a Statement of Qualifications, each participant shall execute this Letter of Intent.



# Administrative Agent Services

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Elite Realty Associates LLC

509 Memorial Drive

Neptune, NJ 07753

Business Phone: 551-999-2932

Personal Email: [DianeGloria08@gmail.com](mailto:DianeGloria08@gmail.com)

Coahpro.com

[coahpro@gmail.com](mailto:coahpro@gmail.com)

Date: July 12, 2025

To: Patricia Vega and Raqual Y. Tosado

City of Jersey City

Office of Housing Preservation

City of Jersey City

Emails: [vegap@jcnj.org](mailto:vegap@jcnj.org), [Rtosado@jcnj.org](mailto:Rtosado@jcnj.org)

RE: Bid 0000390187 – Qualification Statement: Administrative Agent Services

I am pleased to submit this response to your Request for Qualifications (RFQ) for Administrative Agent services . As the Owner and President of Elite Realty Associates LLC, a 100% woman-owned and operated firm, I bring over four decades of licensed real estate experience, including more than 40 years as a dedicated affordable housing professional in the State of New Jersey.

Elite Realty Associates LLC, formed in 2010 and headquarters in Clifton & our affordable housing office is in Neptune, NJ . We are uniquely positioned to fulfill the requirements of this contract with excellence, compassion, and strict compliance with all applicable state and municipal regulations, including UHAC, and Fair Housing requirements.

In each of these roles, I have worked closely with developers, municipal planning boards, and housing liaisons to ensure affordable units are created, marketed, and administered in full compliance with state statutes and best practices. My method always includes early coordination with all stakeholders, implementation of affirmative marketing strategies, and rigorous income verification procedures.

**Why I Am Applying.** I am currently one of your administrative agents and would like to continue the DOAH Team

Your mission statement-"to preserve existing affordable units, create new ones, and develop policies that serve the future of all Jersey City residents"-is one that deeply aligns with my life's work. Having grown up in housing instability myself, I understand firsthand the importance of safe, dignified, and affordable homes. I not only bring technical skill to this role, but a heart for service, advocacy, and equity.

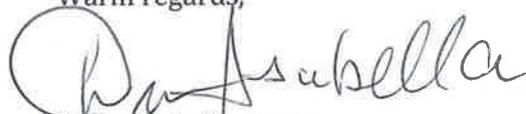
As a former Board Member of the Greater Bergen Board of Realtors' Diversity, Equity & Inclusion Committee, I continue to advocate for inclusive housing policies and transparent practices that uplift underrepresented communities.

**Financial Stability & Commitment.** Elite Realty Associates maintains sufficient capital reserves, with the ability to scale services as needed. We currently operate with a budget capacity of \$300,000, with the ability to expand to \$1,000,000 if the contract demands.

We have no judgments, no bankruptcies, and a spotless record of compliance across all engagements. Our firm holds all necessary business registrations and licenses at both the state and federal level to act as an Administrative Agent in New Jersey.

I respectfully submit this proposal for your review and consideration. I am available at your convenience for an interview, presentation, or clarification. Thank you for this opportunity to serve your community, and I look forward to the possibility of partnering with Jersey City in the preservation and expansion of its affordable housing stock.

Warm regards,



Diane Isabella Gloria

Administrative Agent / Municipal Housing Liaison

Owner & President, Elite Realty Associates LLC

dianegloria08@gmail.com

551-999-2932 (Office)

2. As a licensed real estate professional and affordable housing expert with over 40 years of experience, I, Diane Isabella, have dedicated my career to ensuring that New Jersey communities meet their affordable housing obligations. As the owner and president of Elite Realty Associates LLC, I currently serve as the Administrative Agent for Palisades Park, Jersey City, and Newark, New Jersey. My extensive experience includes administering UHAC-compliant services, conducting income qualifications, and managing affordable housing lotteries and waitlists. With a deep understanding of New Jersey's Mount Laurel affordable housing regulations, I am committed to excellence and am a trusted leader in the field.

3. Elite Realty Associates LLC

509 Memorial Drive

Neptune, NJ 07753

Business Phone: 551-999-2932

Personal Email: [DianeGloria08@gmail.com](mailto:DianeGloria08@gmail.com)

Coahpro.com

[coahpro@gmail.com](mailto:coahpro@gmail.com)

4. Elite Realty Associates was formed as a NJ (LLC ) Limited Liability Corporation on 3/2010

- a) Principal is Diane Isabella Gloria 100% Women Owned(WBE) 509 Memorial Drive Neptune, NJ 07753 place of business
- b) Does Not Apply
- c) Does Not Apply
- d) Elite Realty Associates has complied with all applicable affirmative action ( or similar) requirements with respect to its business activities, together with such evidence as our President Diane has an active role as a board member of the Greater Bergen Board of Realtors in the Diversity, Equity and Inclusion Committee , Accredited Buyer Representative ABR National Association of realtors

5. Elite Realty Associates LLC. has been in Business under the same name since March 2010.
- 6.The Respondent has been under current management since March 2010.
- 7.The Respondent has No Judgments
- 8.The Respondent has No Bankruptcy or reorganization.
- 9.Confirming Appropriate Federal & State Licenses are in place to perform activities.
- 10.Letter of intent attached.

5 ) none

6 ) \$ 300,000.00 but if needed we are willing and can obtain \$1million

7 ) Carriage Park at Lawrence

Ridge Point Fort Lee

Spring Lake Heights

Newark

Jersey City

Lawrence

Metuchen

8) does not apply in trial but I have served for 6 years on the Paramus Board of Adjustments

9) I am not an attorney, does not apply

L. Hourly rate: \$140.00

## **Passion Narrative & Mission Statement**

As a seasoned real estate broker with over 40 years of experience and a certified Administrative Agent and Municipal Housing Liaison, I bring more than credentials—I bring compassion, lived understanding, and an unwavering commitment to people.

I wholeheartedly align with the mission of the City of Jersey City:

**“To track and enforce municipally mandated affordable units in order to preserve existing units and effectively create new affordable units; and to study and recommend housing policy to ensure a holistic approach to meet the ongoing and future needs for all Jersey City residents.”**

My life’s work is rooted in this same purpose. I have walked alongside individuals and families who struggle to secure decent, stable housing. I have witnessed the heartbreak that housing insecurity brings—but I have also seen the hope that a safe, affordable home can restore.

That is why I do this work—not just with expertise, but with **empathy and intention**. As a broker, I understand the business side of real estate. But as someone who has faced life’s challenges, I also understand the **human side**. Every unit preserved, every family placed, every barrier removed is a chance to **transform a life** and uplift a community.

As your Administrative Agent, I promise to not only uphold the highest standards of compliance and accountability but also to honor the dignity of your residents. I am here to **listen**, to **serve**, and to **protect** the affordable housing that is so vital to Jersey City’s future.

With kindness in my heart and boots on the ground, I am ready to be part of the team that safeguards housing equity for all.

— **Diane Isabella Gloria**

Owner & President, Elite Realty Associates LLC

Certified Administrative Agent & Municipal Housing Liaison

Licensed Real Estate Broker – State of NJ