

Exhibit B

HR&A Advisors, Inc.

RFP NO. DODX-200012-GD

**City of Gainesville Comprehensive
Plan Update**



Gayle Dykeman, Procurement Specialist 3

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City of Gainesville

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January 22, 2020
City of Gainesville, General Government Procurement
200 East University Avenue, Room 339
Gainesville, Florida 32601
RFP NO. DODX-200012-GD
City of Gainesville Comprehensive Plan Update

Dear Ms. Dykeman:

HR&A Advisors, Inc. (“HR&A”), is pleased to submit this proposal to help convene the people, leaders, and staff of the City of Gainesville (“City” or “Gainesville”) in developing the physical concepts, policy frameworks, and collaborative implementation strategies that will guide the next ten years of equitable economic development for Gainesville’s communities.

HR&A’s Inclusive Cities practice translates the ideas of communities and their advocates into meaningful systems change within local government. Our team brings both comprehensive planning and governance expertise to this project, and our deep experience incorporating racial equity and meaningful community engagement into our work uniquely qualifies us to support your transformative Plan Update. I, Andrea Batista Schlesinger, have dedicated my career to advancing economic equality and justice. As a former leader in government, think tanks, philanthropy and political campaigns, I understand the capacity and role of government, advocacy, and philanthropy in making cities just and dynamic places.

Today in Gainesville, there is a once-in-a-lifetime opportunity to directly address these challenges, in service of a deeper, shared goal – of bringing City leadership together with community members to develop a revitalized community vision for an equitable future and, further, to align City resources behind a plan that can achieve that vision. Several contributing factors together emphasize the opportunity of this Comprehensive Plan to create significant and meaningful impact on the life outcomes of Gainesville residents:

- 1) **There has been a recent public acknowledgement of the realities of racial inequity, which has supported a more shared sense of urgency to address the impacts of racial disparity.** The University of Florida’s 2018 assessment of racial equity put into sharp relief striking racial inequalities in the County, and spurred discussions of the impact that historic disinvestment and inequitable distribution of resources has had on communities of color across the city, and particularly on the east side of Gainesville.
- 2) **The City’s leadership has made meaningful recent efforts to continue to build on this knowledge by learning more about and acknowledging the local legacies of racial inequity.** The City has taken recent steps to deepen the leadership’s understanding of how city governments further racial inequity, including joining the capacity building network of the Government Alliance on Race and Equity (GARE) – one of the nation’s foremost associations supporting meaningful introspection and action by city leaders on instilling the principles of racial equity into local government.
- 3) **The City has already begun its journey to redesign the City structures, processes, and policies that create and expand racial injustice.** In a May of 2019 City Commission meeting, upon her return from the Government Alliance on Race and Equity’s (“GARE”) annual conference, City Commissioner Gail Johnson remarked that Gainesville is “about 10 years behind” more progressive cities. This unique acknowledgement was followed by the vocal support of both resident communities and other city leaders – including Mayor Poe – in the subsequent actions to launch new efforts in service of racial equity. These efforts include the establishment of a new racial equity subcommittee, realignment and reorganization of the Office of Equal Opportunity, and the acknowledgement that the City’s next Comprehensive Plan must expand its focus beyond its traditional assessments and recommendations to include a broader set

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of strategic and shared priorities for Gainesville's communities – one that uses an outcome-based approach to support a more equitable and just future for all.

Now is the time for change in Gainesville. Amid the pressure to redress historic injustices and strategize for future growth amid modern urban challenges – this is an opportunity to bring government closer to the people and establish a foundation for how city residents and leaders will embrace change and move Gainesville forward together, and in new ways. We understand that the goals of this project can be summarized as twofold:

- 1) **To expand the guiding framework** that guides the next decade of economic development decision-making. The City's next Comprehensive Plan must include a broader focus to include new thematic areas to address policy, land use, public service, and other areas for investment that can support affordability, access to economic opportunity, avenues for wealth creation, quality of life, and inclusive stewardship of the plan over the long term;
- 2) **To better reflect the goals, priorities, needs, and values of all citizens.** The Comprehensive Plan will “act as a basis for collaboration amongst citizens and their City in mutually shaping their living environment.” In order to create that foundation, public trust and interest are requirements, as well effective and sustainable systems for ongoing stewardship of – and accountability to – the Plan. In support of this goal, the process for developing the Plan must be broad and inclusive, and should result in a Plan that closely reflects and tracks against the perspectives and visions of local residents.

We will bring to bear lessons learned and best practices from across the country, derived from our work on citywide economic development and planning strategies in cities like Pittsburgh, Indianapolis, and Cincinnati, and from collaborating with mayors across the country on how to proactively address racial equity and change cultures within city hall through our engagements with the US Conference of Mayors. We are currently advising the City of Grand Rapids, Michigan on an equitable economic development strategy that places racial equity as a principle goal. For Talking Transition, we designed and led a program that transformed the usual closed-door process after the inauguration into an opportunity for broad public engagement, bringing together over 11,000 citizens and 200+ organizations countywide to participate in public conversations about policy issues and pose questions about their communities. We are honored to lend our expertise in support of your goals.

Please find on the following pages our proposal and qualifications. If you have any questions, please feel free to contact me with any questions at abs@hrcadvisors.com or (646) 695-5318.

Sincerely,

Andrea Batista Schlesinger
Partner, HR&A Advisors, Inc.

PROJECT TEAM OVERVIEW

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PROJECT TEAM OVERVIEW

HR&A Advisors, Inc. (HR&A) is a leading advisory firm of urbanists who care deeply about the future of cities. We are urban planners, economists and policy analysts who have worked for the last 40 years to make cities vibrant and vital.

Our team will be led by HR&A Partner **Andrea Batista Schlesinger**, who leads HR&A's Inclusive Cities practice with extensive expertise designing and implementing large-scale planning and engagement initiatives for government. Andrea will serve as the Project Director, guiding the team with strategic vision.



Andrea Batista Schlesinger leads the Inclusive Cities practice at HR&A, where she brings expertise in political transitions, organizational strategy and capacity building, program and policy design and implementation, and stakeholder and community engagement to design strategies that make cities more inclusive and growth more equitable. Her work focuses on supporting equitable economic development and removing barriers to opportunity for all communities in cities, through working to effect change in workforce development, education, criminal justice, racial equity, and other fields. Andrea developed of a comprehensive understanding of the ways that cities are incorporating racial equity into their governing for the United States Conference of Mayors. For the Trinity Park Conservancy, she created an Equitable Development Plan (EDP) that provides the Conservancy with a detailed toolkit of policies, advocacy efforts, initiatives, and partnerships to achieve the organization's equitable development vision.

Lydia Gaby will serve as Project Manager, leading day-to-day project operations. Lydia will act as point person for regular communications, coordination with the Department of Doing, other relevant departments, and production of all deliverables.



Lydia Gaby, Director in HR&A's New York office, leads economic development projects, impact and market analyses, and manages large-scale participatory projects. She supports a variety of HR&A services including program design and organizational strategy, inclusive economic revitalization, and climate adaptation planning. Most recently, she developed an equitable economic development framework for Greenwood Park in Baton Rouge, and is working to restructure the City of Newark, NJ's approach to economic development. She supported the historic transition of Judge Lina Hidalgo, Harris County's first female County Judge, by leading program development and management for Harris County Judge Lina Hidalgo's Talking Transition initiative, the County's largest community outreach and participatory policy-making initiative in recent history, engaging over 11,000 county residents in community policy design exercises and door-to-door canvass survey. She has developed strategies for organizations including the NYC Department of Education's Division of Early Childhood Education, for which she also developed and is supporting the implementation of a Racial Equity Plan, informed by dozens of conversations with experts nationwide.

Our flexible staffing structure allows us to quickly mobilize additional internal resource based on the needs of the project, as the planning process continues. While the subject matter experts listed may not play a day to day role on the project from the outset, HR&A staff assigned to the project work closely alongside these staff day-to-day across our five national office, and can meaningfully engage these experts and support resources should specific interest and need arise. Detailed information on HR&A's history, our qualifications and the staff who will support this effort can be found in the latter sections of this proposal.

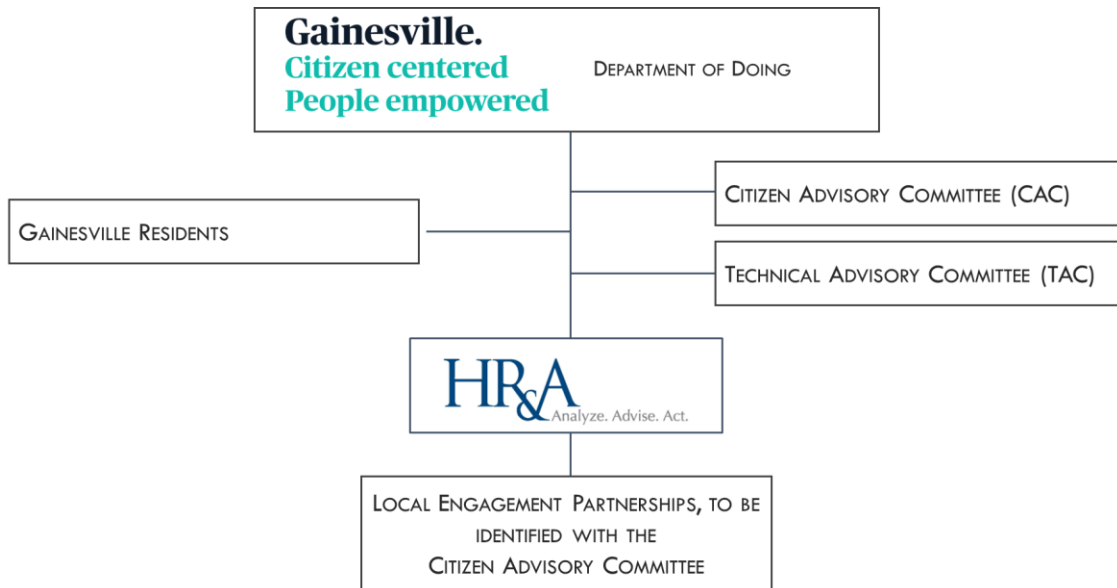
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Andrea and Lydia will be supported by additional HR&A staff as necessary, including subject matter experts such as:

	<p>Jeff Hebert, who is a leader in both resilience planning and community development for historically disinvested neighborhoods.</p>		<p>Phillip Kash, who brings expertise in affordable housing policy, as well as state & federal housing regulations.</p>
	<p>Judith Taylor, who is an expert in transportation planning as well as public-private partnership development.</p>		<p>Cary Hirschstein, who brings national experience with capital planning and incentives realignment strategies.</p>

We believe strongly in the value of working with local partners, particularly in the design and implementation of community engagement strategies. For this Comprehensive Plan, in order to further support the community’s right to decide how this process unfolds, we will plan to work with the Citizen Advisory Committee and other relevant stakeholders to identify a local partner together. From our experience managing similar partnerships in the implementation of city and countywide survey efforts in Portland, Baltimore, and Harris County, this approach better enables us to ensure that the skillsets, experience, and connections of the chosen local partner align with the desired public engagement activities selected in collaboration with community members.

PROJECT TEAM ORG CHART



PROJECT UNDERSTANDING AND APPROACH

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PROJECT UNDERSTANDING

HR&A's understanding of this context and how it might be used to define a vision and prioritize goals and initiatives in the plan is centered on four domains: people, economy, place, and systems.



PEOPLE

Within the City of Gainesville, where you live dictates the contours of your life and your access to wealth and opportunity – both at the community and individual levels. As an example, black residents have on average larger families, but live within smaller, older, and lower appraised homes, located in neighborhoods near schools with the lowest performance of 4th graders. These are just a few examples of how a history of inequitable economic development has left some residents behind. Our participatory process will aim to engage the city's neighborhoods and residents in conversations to grapple with sometimes long and fraught development histories, and to better understand recent growth and change. Questions to be asked may include: "How can the City reflect on its history and identify strategies to ensure that investment is directed equitably and especially towards those who need it?" and "What change is happening in our neighborhoods that supports – or detracts from – our shared vision of a positive future?"

HR&A understands that, with new investment in real estate and economic development, especially in the Downtown, housing affordability is an increasingly urgent issue and fears of displacement are real. It is also clear that this Comprehensive Planning process must consider the unique needs of different segments of the population, including youth, those living under or near poverty, and those without college degrees, particularly in terms of connecting people to economic and social opportunities.

ECONOMY

Centrally located between Jacksonville, Orlando, and Tampa, Gainesville is ranked as one of the top 25 smartest cities in America, and the strength of its local institutions has led to significant recent economic growth. New initiatives, including the establishment of the Gainesville Innovation District, work to foster the city's economic expansion. The city's over 27,000 university faculty and staff and over 50,000 students have an enormous impact on the local economy, and help to continually bring new ideas, new residents, and new investment to the city. Local programs such as Innovation Gainesville (iG) aim to bring together decision-makers and business leaders to build an innovation economy that leverages the strength of its universities, its medical industry, and supports the large student base.

The Comprehensive Plan must not only support the continued growth of these industries, Gainesville, but also acknowledge and focus intently on the economic development and investment that is needed in areas that have historically received neither public nor private investment. Historically, investment has focused on the West side of Gainesville. Not only has the East side not seen investment, but the prolonged disconnection of East side communities with quality educational services, wealth creation opportunities and jobs has led to a

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mismatch between East side residents' skills, and what jobs are available. Strategies within the Comprehensive Plan should aim to support these residents in accessing the resources and opportunities they need to access the economic growth of the city, while also supporting local anchor institutions and employers in identifying pathways for workforce development for local residents.

PLACE

As the city grows and changes, it will be important that the Comprehensive Plan implements strategies that help to preserve local affordability and cultural authenticity, to foster a sense of place, to support safe and prosperous new and existing mixed-use communities, and to increase connections across neighborhoods. There is an ongoing need for increased access to jobs for residents living in disconnected communities, and creative solutions for areas where heavy infrastructure investment is not feasible or not feasible in the short term. Mixed use/retail strategies & neighborhood vibrancy are needed in areas of protracted disinvestment, including access to healthy food. The Comprehensive Plan must also include strategies to fund and maintain new investments in transit and water infrastructure within and outside of public realm and new or existing open spaces that support community well-being and resilience.

SYSTEMS

In addition to exploring the economic, social, demographic, and physical aspects of life in neighborhoods across the city, our team will also explore the systems – policies, structures, and processes – in place to support and steward growth and community development locally. The Comprehensive Planning process will not only help institutionalize accountability to a community vision but will also train city staff to understand how best to partner with community members in moving our city forward. HR&A will also identify creative funding strategies to support equitable citywide investment for the long term, including the new single Community Redevelopment Agency (CRA) district that collects taxes that has the power to move money from any of the former CRA districts to any of the others.

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PROJECT APPROACH

HR&A Advisors is a firm of analysts, planners, and policy experts who care deeply about the future of America's cities. For more than 40 years, we have helped urban communities by supporting policies and programs that create more livable and equitable places.

Our Inclusive Cities practice translates the ideas of communities and their advocates into meaningful systems change within local government. We launch programs that advance social and economic justice and inform policy. We work with communities so that they can be the most effective at using the levers available to them to make more equitable projects, neighborhoods, and cities. We are the bridge between intentions and implementation. Our work focuses on three core service areas:



**PROGRAM DESIGN &
PUBLIC ENGAGEMENT**



**LEADERSHIP &
GOVERNANCE**



SYSTEMS CHANGE

We put racial equity at the core of economic development. We are at the forefront of creating equitable city strategies across the country, a core pillar to our mission. I, Andrea Batista Schlesinger, the Partner-in-Charge of this project, lead our Inclusive Cities practice. We work at the intersection of race, class, and the city across the country. On behalf of the City of Philadelphia, we developed a Poverty Reduction Plan that designed new policies and strategies to alleviate and prevent poverty and build racial and economic equity into the future. We advised the U.S. Conference of Mayors, where we visited sites across the country to learn of best practices in addressing the historic and systemic racial disparities that continue to shape many of our nation's cities. In Dallas, we recommended implementable strategies to leverage a \$150M park investment on Harold Simmons Park, which will connect three distinct neighborhoods segregated by race and income.

We know how to design and implement meaningful public engagement. We are leaders in devising approaches to large-scale civic and public engagement that build consensus among the community and public actors across the country. For example, HR&A served as program manager leading the design and implementation of Talking Transition, an innovative civic engagement initiative to support Harris County Judge Lina Hidalgo, a 27-year old immigrant from Colombia, in her efforts to run an "open transition" at the beginning of her historic administration. The program transformed the usual closed-door process after the inauguration into an opportunity for broad public engagement, bringing together citizens countywide to participate in public conversations about policy issues and pose questions about their communities. In addition, in Portland, HR&A is leading the effort to develop and implement a citywide resident survey that will help track and manage the performance of programs and services and adopt frameworks that address access and service disparities across diverse communities.

We know comprehensive planning. Cities are dynamic, comprising diverse systems of public and private entities and infrastructure, subject to shifting market dynamics, and increasingly, both in competition with global urban centers for investment and responsible for increased self-sufficiency in the context of declining federal support. Developing strategic forward-looking comprehensive plans is critical to long-term urban growth that benefits all residents. In New York City, we led the production of OneNYC, the world's first urban resiliency strategy and the second iteration of its citywide plan. In Boston, we led the production of Imagine Boston 2030, the city's first comprehensive plan in 50 years, and set the agenda for the city's inclusive growth, investment, and development into the city's fifth century.

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THE NEED FOR MEANINGFUL PUBLIC ENGAGEMENT

Equitable community engagement is both a means to creating a successful project by providing ideas and input on the realities of city life and feedback throughout the process, and an end, through building an engaged community and establishing engagement infrastructure that can help the City implement its strategic goals and initiatives while staying accountable. A 21st-century city needs a highly engaged citizenry, especially in the context of rapid growth and change. Too often, community engagement strategies involving government agencies are weak, lacking in rigor or ambition. As long as “community engagement” is a throwaway, and as long as “inclusive planning” and “inclusive policy-making” has no real meaning, discipline, or rigor attached to it, we can’t ever really build the equitable and inclusive cities we desire.

Public engagement within the City of Gainesville’s Comprehensive Planning process will be designed with the community around meaningful opportunities for public input and involvement in the Plan, and will aim to include a broad and representative segment of the population, with strategies explicitly targeted toward including those residents too often excluded from civic discourse.

Our approach to public engagement relies on three core approaches:

- 1) **Generating ideas** by building the civic understanding of residents and supporting them throughout a process to understand and consider the opportunities afforded by a Comprehensive Plan;
- 2) **Collecting data** that is representative of perspectives and experiences citywide, and working with community members to interpret this data; and
- 3) **Building consensus** by supporting community members in activities to grapple with the tradeoffs of public policy and decision-making.

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Our process for the City of Gainesville's Comprehensive Plan can be summarized as follows:



1. Fact Finding.

To launch the planning process, we will need to establish a shared understanding – between the City, the public, and the HR&A Team - of existing conditions and what these conditions suggest about strengths, opportunities, weaknesses and threats that the plan must address. This can be achieved through a dual process of research and analysis as well as a series of initial City and community stakeholder meetings. The HR&A Team will execute a series of economic, demographic, and physical planning analyses, which will be synthesized to establish a holistic view of Gainesville in terms of the four previously described vision domains. Through an initial round of meetings and other outreach, City and community stakeholders can then provide suggestion for refinement of our baseline conditions assessment and public engagement plan.

2. Idea Generation.

We believe that successful strategic plans establish goals that are informed by history and present-day conditions but driven by long-term priorities. We will do this by launching a far-reaching public engagement effort that leverages multiple platforms and tools, potentially including interviews, pop-up events, an online survey, and/or workshops. The resulting output will be a catalog of what people care about: their needs and challenges, associated with particular neighborhoods, and will guide the creation of deeper engagement opportunities, such as community-driven focus groups and/or advisory groups, which can help to interpret engagement outputs and translate them into vision statements, priorities, and targets.

Focus or advisory groups, including the Citizens Advisory Committee, would be comprised of a diverse range of stakeholders, including groups who are most likely to be impacted by the implementation of the Comprehensive Plan, or who can help to represent the perspectives of those who may be impacted. The composition of these groups would be designed in consultation with City staff, and may include members from the business community, neighborhood or community organizations, as well as the general public. The groups could be tasked with the production of draft vision statements and goals that are responsive to community desires and needs and framed with a long-term outlook.

To ensure that priorities are ultimately reflective of the issues identified in the fact finding phase, the draft vision statements, priorities, and projects or initiatives can be released to the public through the online platform as well as in-person-house style pop-up events, where individuals can provide feedback. Feedback will be synthesized into suggested refinements of the draft vision statements to be reviewed and approved by the City.

3. Shared Understanding and Commitment Building.

Successful implementation of the Comprehensive Plan will ultimately rely on shared understanding, and a commitment to shared goals, being reached on multiple fronts. The City and the general public must agree with the strategic direction of the vision and priorities, the strategies and actions that will help the City achieve those priorities, and, finally, the departments or agencies that will be tasked with executing those strategies and actions. This can be achieved through internal City workshops as well as a final town hall meeting. Feedback will be synthesized to refine the actions, responsibilities, and metrics that will be included in the final plan.

SCOPE OF WORK AND TIMELINE

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SCOPE OF WORK

HR&A proposes the following scope of services based on the guidance provided by the City of Gainesville and our experience creating plans of a similar nature. Our process can be summarized as follows:



Task 1. Kickoff

HR&A will first review historical documents and past plans; engage the core client team and relevant divisions within the Department of Doing to understand project goals and priorities; convene the first Citizen Advisory Committee meeting(s) on a kickoff trip to Gainesville to discuss potential public engagement strategies; and confirm the desired approaches to stakeholder engagement and intergovernmental and/or regional coordination. These tasks will lay a strong foundation from which to build our analytic work to inform Plan development, while also helping to minimize the burden placed on the local community to educate the project team about local history and context.

HR&A will ensure that the City understands and approves our processes for coordination with the City Project Manager, City Staff, the Technical and Citizen Advisory Committees, the City Commission and the Plan Board. We will also share for approval our approach to co-design and implementation of the public engagement strategy, understanding that the goals for public engagement are: to develop a shared community vision; to source community needs and goals; to identify priorities and values; to identify policies, projects, and initiatives; and to develop structures for community monitoring and stewardship of progress.

DELIVERABLES:

To conclude Task 1, the HR&A Team will submit the following items:

- Project Management Plan, including plans and processes to facilitate regular coordination with the City Project Manager, internal city staff, and other relevant stakeholders;
- Proposed Advisory Committee engagement strategies, including meeting schedules, and all related meeting materials and notes;
- Proposed Public Engagement Plan (PEP) & Co-Design Process, including meeting schedules, and all related meeting materials and notes. Note that the PEP to be developed with the community will contain (1) the goals of the engagement, (2) the range of stakeholders to be updated during the planning effort, (3) engagement techniques that will build public interest and awareness in the Plan, (4) a proposed engagement schedule noting the purpose and desired outcomes of each event or engagement opportunity, and (5) engagement assessment to evaluate how effective the process is at attracting and generating meaningful input.

Task 2: Existing Conditions and Opportunities Assessments

HR&A will conduct a series of assessments to tee up the Comprehensive Plan development process. As part of conducting these assessments, HR&A will travel to Gainesville for a second time to begin more extensive public and stakeholder engagement, armed with preliminary data and analysis on local challenges and opportunities.

On this second trip, the HR&A Team and local partner organizations will begin a multi-pronged engagement approach to maximize opportunities for feedback from a diversity of stakeholders. While the approach to engagement will be finalized as part of Task 1, the trip will also likely include the second round of advisory committee meetings, a kick-off public forum, curated roundtables designed around themes relevant to strategy development, and a pop-up event to generate interest in the Plan.

Assessments to be conducted will touch on all themes to be included within the plan, and include economic, retail, real estate market, and demographic analyses, affordable housing market existing conditions reviews, industry assessments, infrastructure and open space network reviews, and targeted neighborhood analyses, framed by overarching assessments of quality of life and access to opportunity across racial and demographic characteristics.

In collaboration with the City, Advisory Committees, and residents, these assessments and engagement activities will help HR&A to develop a shared Gainesville vision and set of priorities, to identify goals, and to begin to outline project or initiative opportunities for further consideration and review.

DELIVERABLES:

To conclude Task 2, the HR&A Team will submit the following items:

- All meeting notes and materials summarizing engagement to date.
- Draft elements of the Comprehensive Plan, including:
 - a. Data inventory and analysis of existing conditions of the community inclusive of population, demographics, land use, transportation, public services, financial condition, infrastructure and projections to 2030.
 - b. A revitalized community vision for the City of Gainesville, FL in light of historical inequities, existing conditions and projected circumstances.
 - c. Policy development, goals and objectives for each of the identified topic areas/plan elements.
 - d. Development of associated goals and objectives based upon public outreach and engagement process.
 - e. Identification of community needs and projects based upon existing and projected conditions and local circumstances.

Task 3: Policy Recommendations & Preliminary Comprehensive Plan

The Team will develop a set of policy recommendations that can help support equitable citywide investment, affordability, and accountability to Comprehensive Plan goals for the long term.

HR&A will develop recommendations for tactics and strategies that will help to maximize the presence of affordable housing and commercial space long-term. Building from our knowledge of local and state legislation and tools, HR&A will identify incentives and tools that may be leveraged to support and maintain affordable housing and commercial real estate as well as long term operations and maintenance of public assets and infrastructures. Throughout these analyses, HR&A will discuss the potential impacts of policy decisions on long-term land use trends, access to job opportunity, and other relevant criteria to be identified with the City and Citizen Advisory Committee. HR&A's recommendations may include multiple models or functions to implement and/or maintain and oversee the different assets considered (e.g. Community Land Trusts) and may include other recommendations for model exploration at a high level.

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HR&A will also convene a third round of engagement meetings with residents and advisory committees, to both review and refine the potential goals, priorities, projects and initiatives identified in Task 2, and to help in the development of policy recommendations that can also help to address any long-term challenges the City has faced in effective public collaboration.

We deeply understand the importance of developing structures for community members and local organizations to continue to support the master planning process over the long term, and will work with the City to develop metrics to track progress, a template for annual reporting on Plan implementation progress, and any recommendations for local organizations or residents to take action in support of their values and to hold the City accountable to shared goals.

DELIVERABLES:

To conclude Task 3, the HR&A Team will submit the following items:

- A draft Comprehensive Plan strategy document, laying out shared understandings, goals, and key initiatives – consisting of policies, programs, and tools – with each initiative accompanied by potential City leads, funding sources, and suggested metrics to support implementation planning.
- A draft Recommended Development Program that describes market conditions across the city, recommends land use mixes based on projected absorption, and outlines which initiatives or interventions would require public support, and highlight funding strategies to provide that support where needed.
- A draft Recommended Land Use Plan and accompanying maps that describe the desired balance of land uses across the city, reflecting resident, City, and stakeholder input.
- A draft set of Policy Goals, Objectives and Recommendations to help steward the successful implementation of the Comprehensive Plan for the long term.
- A draft Implementation Plan & Annual Update Template, along with associated metrics

Task 4: Comprehensive Plan Development

In the last phase of the planning process, the HR&A team will hold final meetings with the City, Advisory Committees, and general public to review and refine the draft final Comprehensive Plan, and participate in a roll-out of the final plan to key audiences, including Mayor of the City of Gainesville, local elected officials, the community at large, and the media.

HR&A will lead the development of materials that will help to communicate to diverse audiences important elements of the Plan, such as the collaborative process for developing the shared vision, goals, priorities, projects, policies contained within, and its projected impact on existing city challenges and inequities.

DELIVERABLES:

To conclude Task 4, the HR&A Team will submit the following items:

1. A Final Comprehensive Plan, and associated summary materials to be designed in collaboration with the Citizen Advisory Committee and the City to maximize accessibility. Contents will include all those listed within the RFP and any identified by community members throughout the planning process, including: an Executive Summary; a summary of existing conditions; a summary of the shared community vision, goals, priorities, and needs; policy goals and objectives; identified projects and opportunities; a review of existing and proposed comprehensive plan; and an implementation plan with an associated annual update template and metrics for accountability.

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TIMELINE

Phase	HR&A Team	Deliverables
Task 1 (Kickoff) <i>Months 1-2</i>	<ul style="list-style-type: none"> Review Plans and Historical Documents Pre-Kickoff Coordination Kickoff Trip in Gainesville First Citizen Advisory Committee Meeting(s) Development of Draft Engagement Plans 	<ul style="list-style-type: none"> Project Management Plan Proposed Advisory Committee engagement strategies Proposed Public Engagement Plan (PEP) & Co-Design Process
Task 2 (Existing Conditions and Opportunities Assessments) <i>Months 2-4</i>	<ul style="list-style-type: none"> Existing Conditions and Opportunities Assessments Community Engagement Prioritization Analyses 2nd Round of City and Advisory Committee Meetings 	<ul style="list-style-type: none"> All meeting notes and materials summarizing engagement to date. Draft elements of the Comprehensive Plan
Task 3 (Policy Recommendations & Preliminary Comprehensive Plan) <i>Months 5-8</i>	<ul style="list-style-type: none"> Long-Term Affordability and Opportunities Identification Long-term governance and oversight recommendations development Draft Initial Report 3rd Round of City and Advisory Committee Meetings Testing Direction with Stakeholders 	<ul style="list-style-type: none"> Draft Comprehensive Plan strategy document Draft Recommended Development Program Draft Recommended Land Use Plan Draft set of Policy Recommendations
Task 4 (Comprehensive Plan Development) <i>Months 9-10</i>	<ul style="list-style-type: none"> Comprehensive Plan Refinement 4th Round of City and Advisory Committee Meetings Testing Direction with Stakeholders Task Presentations to the Mayor, Community, Stakeholders, and Media 	<ul style="list-style-type: none"> Comprehensive Plan and associated summary communications materials

QUALIFICATIONS

QUALIFICATIONS

“ We founded this firm to continue the reinvention of the American city into vibrant urban centers that offer jobs and sustain a high quality of life for diverse communities ”

John H. Alschuler, Chairman



HR&A Advisors, Inc. (HR&A) is an industry-leading real estate, economic development, and public policy consulting firm.

We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over forty years. We understand the importance of linking accretive private investment with public resources to support investors and communities' responsibilities and aspirations.

We have offices in New York, Los Angeles, Dallas, Raleigh, and Washington DC, a presence that allows us to serve clients all over the world.

From Southern California to Brooklyn, and Detroit to Seattle, we have guided hundreds of clients in transforming real estate and economic development concepts, and public infrastructure, first into actionable plans then into job-producing, community strengthening assets. We have served a range of clients – real estate owners and investors, hospitals and universities, cultural institutions, community development organizations and governments – since 1976

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HR&A has four decades of experience crafting economic development solutions that are both visionary and practical.

HR&A creates frameworks for a wide range of economic development strategies and master planning efforts, for clients that include cities, regions, research parks, industrial waterfronts, and cultural districts. We produce implementation plans that help public officials, community leaders, developers, and constituents create new policies and programs to advance economic mobility and outline the partnerships and governance needed to move them forward.

A key aspect of helping cities innovate their economic development strategies is developing new approaches to deploying traditional economic development tools. Cities need to ensure that their economic incentives and investments are not only producing reasonable returns, but also driving public benefit and inclusive outcomes. We rigorously measure the performance of programs, re-align program goals and criteria to reflect public policy objectives, shape innovative approaches that drive greater public ROI, and design custom implementation tools for deal evaluation and performance tracking.

Today, the American city confronts increasingly urgent challenges of inclusion. Economic and racial disparities are found in our neighborhoods and institutions, and reflected in a range of policies and practices. Cities are theaters for the ways that class, race, and geography intersect—to the exclusion of many of the communities that make them vibrant. While there is a growing movement to change this, there are still too few meaningful solutions to resolve existing and growing inequities in our cities.

HR&A focuses on translating the ideas of communities and their advocates into meaningful systems change. As a firm with foundations in real estate, public policy, and economic development, we bring a deep understanding of government, knowledge of local and private economic forces, and analytical rigor to promote inclusive economic growth. By equipping our clients with the right tools, programs, and strategies, we help government, civic, and business leaders to build more dynamic and equitable cities.

HR&A helps our clients with a focus on three key areas of change – creating more equitable development, removing barriers to opportunity, and fostering more inclusive governance.

OUR PRACTICE IS GUIDED BY FOUR CORE PRINCIPLES:

SYSTEMIC CHANGE

Planning and policy are intricately connected to race, wealth, and economic opportunity. The thoughtful **reevaluation and restructuring of organizations, behaviors, and operations can allow public and private institutions to better serve diverse constituencies.**

PARTICIPATION

Inclusive community engagement leads to better, more effective policy. **Stakeholders from a range of perspectives must have a seat at the table** when deciding matters of economic development, public investment, and policy change.

ACCOUNTABILITY

Cities make better decisions when they can accurately identify the impact of policies on neighborhoods, residents, businesses, and visitors. **Metrics of success that define social resilience, affordability, and economic diversity are as valuable to the vitality of cities as financial indicators.**

IMPLEMENTATION

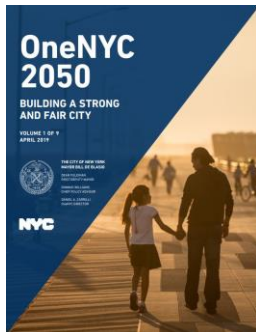
Reducing existing disparities requires a feasible and clear path forward. Cities must **identify and prioritize actions to effect real change.**

WE KNOW EQUITABLE COMPREHENSIVE PLANNING



Los Angeles Citywide Economic Development Strategy

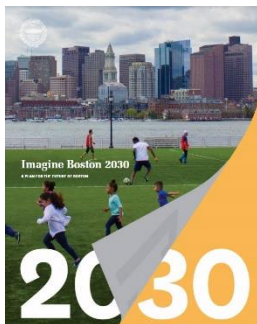
On behalf of the Economic and Workforce Development Department of the City of Los Angeles, HR&A prepared the City's first citywide economic development strategy. To prepare the strategy, the HR&A team prepared detailed analyses of the City's economy, workforce, and economic development initiatives, and also documented economic development best practices employed by peer cities. These analyses laid the foundation for a needs assessment and SWOT analysis, which were also informed by input from focused roundtable sessions with residents, businesses and neighborhood leaders across the City, as well as a widely-distributed online survey. The final strategy includes a comprehensive vision statement and set of overarching long-term goals to promote equitable and sustainable economic growth, as well as a detailed five-year implementation plan with actions to direct the City to make meaningful progress toward its vision and goals. The plan includes 16 actions, including actions to strengthen the City's economic development delivery system, strengthen the economy of City communities, empower City residents, and strengthen City businesses and industries. HR&A delivered the final strategy, which also meets federal and other grant funding requirements, in mid-2018. The strategy is now under review for adoption by the Los Angeles City Council.



OneNYC 2050 Project Management & Advisory

Building from the successful management and launch of the de Blasio administration's first long-term plan, OneNYC, released in 2015 – HR&A Advisors supported the Office of the Mayor of New York City to serve as project manager and strategic advisor for the City's long-term plan: OneNYC 2050. OneNYC 2050 consists of 8 goals and 30 initiatives that together comprise a strategy to prepare New York City for the future. To develop the strategy, HR&A led an inter-agency team with representation from more than 70 agencies to guide the creation of a series of strategic initiatives that will serve as a blueprint for tackling New York City's most significant challenges.

OneNYC 2050 was shaped by the input and feedback of 16,000 resident voices through community forums, public surveys, pop-up events, small group discussions and speaking engagements, and an advisory board comprised of experts from a wide variety of disciplines, including civic leaders, businesspeople, academics, and community leaders. Mayor Bill de Blasio launched OneNYC 2050 on April 22, 2019 as part of the City's "Green New Deal," and the City subsequently proposed a 10-year capital strategy within its executive budget that includes \$117 billion capital program, aligned with OneNYC initiatives.



Boston Citywide Planning – Imagine Boston 2030

HR&A served as project manager and real estate and economic analysis lead for Imagine Boston 2030, Boston's first comprehensive plan in 50 years. Imagine Boston sets the agenda for the city's growth, investment, and development as Boston enters its fifth century. HR&A guided an interdisciplinary planning, strategy, and engagement team to develop an action-oriented plan that builds on a deep understanding of historical context and recent demographic and economic changes. Based on projections for long-term population and job growth, HR&A assessed the housing supply and space to work that Bostonians will need to support anticipated growth. Imagine Boston 2030 was shaped by the input and feedback of 15,000 resident voices through community workshops, open houses, online activities, street team exercises, industry roundtables, and more. The final Imagine Boston 2030 plan articulates how the initiatives and priority actions will be funded, led, and measured to ensure success—directly informing the City's five-year capital plan and tracked in part through an online metrics dashboard. The plan was approved by the Boston Planning and Development Agency board in August 2017.

WE KNOW PUBLIC ENGAGEMENT



Talking Transition in New York City and Washington DC

HR&A served as program manager leading the design and implementation of Talking Transition, an innovative civic engagement initiative of a coalition of ten New York City foundations including the Open Society Foundations (OSF), Ford Foundation, and Rockefeller Brothers Fund. The program transformed the usual closed-door process between the mayoral election and inauguration into an opportunity for broad public engagement, bringing together citizens citywide to participate in public conversations about policy issues and pose questions about their communities. Over fifteen days, HR&A supported programming to create an open tent forum on Canal Street that hosted 120 live public events and accommodated 15,000 visitors. Additionally, the program extended into outer-borough neighborhoods using “mobile tents” and a team of over 100 canvassers. HR&A distributed a survey, which received over 70,000 responses that revealed New Yorkers’ sentiments about their neighborhoods and the current state of the City. HR&A elevated the results from the survey through social media networks and the Talking Transition website. In Washington D.C., HR&A planned and executed a second public engagement survey coinciding with the 2014 mayoral transition. On behalf of OSF and a consortium of District-based grantees – including the Urban Institute, the National Institute for Civil Discourse, DC Vote, and DC Working Families – HR&A designed a survey instrument and identified methods for survey deployment to 8,500 respondents. HR&A assessed survey data and synthesized results for public dissemination, including a citywide 21st-Century Town Hall presentation and report for Mayor Bowser.



Talking Transition: Harris County

HR&A led program management of Talking Transition: Harris County, based on the previous iterations of Talking Transition. This iteration aimed to make the first 100 days of the new Harris County administration, led by County Judge Lina Hidalgo, one that has the potential to catalyze a durable transformation of the civic infrastructure in Harris County. This initiative included the launch of an survey program, a public information and education campaign to creatively disseminate critical data on county government, a series of community town halls consisting of curated panel discussions and assembly-style dialogues around chosen policy themes, and a series of in-depth workshops for stakeholder organizations to collectively craft recommendations around specific policy issue areas that informed the County Judge’s Year 1 Action Plan.



Portland Community Insights Survey and Community Data Fellowship

On behalf of The City of Portland’s City Budget Office, and in close collaboration with other municipal leaders, HR&A is leading the effort to develop and implement a citywide resident survey that will help Bureaus track and manage the performance of programs and services, adopt frameworks that address access and service disparities across Portland’s diverse communities, and prepare to make strategic investments and budget decisions that realize an equitable vision of Portland. Portland is a city that will be increasingly shaped by growth and diversity. HR&A is leading a strategy of canvassing and community outreach to increase the engagement of underrepresented populations in the budgeting process and make sure the survey provides actionable insights that reflect the priorities of a diverse set of Portlanders.



Baltimore Community Survey

For Open Society Institute - Baltimore, HR&A managed the design and implementation of a citywide survey on resident priorities to inform the 2020 mayoral and city council election and the incoming administration’s policy agenda. In partnership with five community organizations and with extensive input from subject matter experts in government and academia, HR&A designed a survey that would yield actionable results to which the incoming administration would be held accountable. Additionally, through on-the-ground canvassing that targeted traditionally underrepresented groups in the city, HR&A ensured that the survey was inclusive of a diversity of Baltimoreans. Reaching over 5,000 residents, the Blueprint for Baltimore survey is the largest issue-oriented survey in the city’s history. HR&A is currently compiling results into a report that will inform upcoming mayoral candidate forums in February.

WE PUT RACIAL EQUITY AT THE CORE OF ECONOMIC DEVELOPMENT



Philadelphia Poverty Reduction Study

On behalf of the City Council of Philadelphia, HR&A analyzed strategies to reduce the city's poverty rate. Though Philadelphia's real estate market has recovered since the recession and average household incomes have grown substantially, over 26% of residents are currently in poverty, the highest rate among the ten largest cities in the U.S. Furthermore, 37% of the city's children below the age of 18 live below the federal poverty line. HR&A helped the Council take a fresh look at the City's anti-poverty strategy by generating a shortlist of the most effective policy interventions informed by conversations with national experts and tailored to local needs and economic conditions. Specifically, HR&A helped the Council assess ideas related to housing, workforce development, and increasing utilization of State- and City-provided benefits programs. HR&A also helped to prioritize these programs and establish a common framework for assessments of their effectiveness, and by so doing provided the Council with a framework to become a more effective advocate as the City and Mayor explore new antipoverty programs



Redevelopment Strategy for the Blue Valley Corridor

HR&A created a redevelopment strategy for Kansas City's 3,500-acre Blue River Valley Industrial Corridor to encourage job creation and advance equitable economic growth. Though the Blue Valley Corridor has benefited from recent flood mitigation investment, and active industrial uses and brownfield sites, the adjacent neighborhoods have faced long-term disinvestment. HR&A led a team to assess existing conditions, engage stakeholders, and define an economic and physical redevelopment vision. HR&A worked with the city's economic development corporation to identify priority locations, create physical concepts, and crafted an implementation strategy to attract investment through infrastructure investment and land acquisition and disposition



Equitable Development Plan & Impact Study for Harold Simmons Park

The Trinity Park Conservancy engaged HR&A to recommend implementable strategies to leverage a \$150M park investment on Harold Simmons Park, which will connect three distinct neighborhoods segregated by race and income. HR&A's Equitable Development Plan (EDP) provided the Conservancy with a detailed toolkit of policies, advocacy efforts, initiatives, and partnerships to achieve the organization's equitable development vision and benefit the diversity of neighboring communities. The Conservancy has begun implementation of the EDP, which will inform the organization's forthcoming programming plan, public sector engagement, and investment strategy in advance of a groundbreaking in 2020 or 2021.



Economic and Community Benefits of the Memphis Riverfront Plan

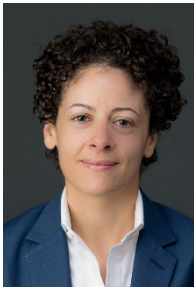
On behalf of the Memphis Riverfront Development Corporation, HR&A assessed the potential economic and community benefits of the Memphis Riverfront Concept, a plan for the city's six-mile riverfront along the Mississippi River. HR&A identified and described the expected economic benefits of the park including expanded opportunities for local businesses; increased real estate development and values; and additional tax revenue to the city. The benefits case also considered the community impacts associated with the park and an equity framework for the potential plan that outlined a strategy for using the park to serve all of Memphis' residents in an equitable manner across the design, construction, operation, and programming of the renewed riverfront.



United States Conference of Mayors

Across the country, discriminatory historical policies have led to lasting disparities in social and economic outcomes across race. Motivated by the recent confirmation of New Orleans Mayor Mitch Landrieu as its President, U.S. Conference of Mayors ("the Conference") has made it a priority to leverage its network of mayors and strategic partnerships to effect changes in policy and governance. As cities take on the challenges of addressing racial disparities, HR&A designed a program for how the Conference can build the capacity of mayors and their staff. The program provided recommendations for elevating the need for government to proactively target racial equity, and supporting cities to make meaningful practice change in how departments make decisions and allocate budget with the goal of reducing racial disparities as a key objective.

Exhibit B



ANDREA BATISTA SCHLESINGER

PARTNER

EDUCATION

London School of Economics
Master of Science, History
2013

Columbia University
Master of Arts, History
2012

University of Chicago
Bachelor of Arts, Public Policy
1994 - 1999

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2017 – Present

Open Society Foundations
Deputy Director, US Programs
2013 – 2017

City University of New York
Adjunct Professor
2011

City of New York
Special Advisor to the Mayor
2010 – 2011

Bloomberg for New York
Senior Advisor
2009 – 2010

Drum Major Institute for Public Policy
Executive Director
2002 – 2009

PUBLICATIONS

*The Death of "Why?": The Decline of
Questioning and the Future of Democracy*
2009, Berrett-Koehler

AWARDS AND HONORS

Gay City News Impact Awards Honoree

LatinaPAC Dolores Huerta Award
Recipient

Andrea Batista Schlesinger leads the Inclusive Cities practice at HR&A, where she brings expertise in organizational strategy and capacity building, program and policy design and implementation, and stakeholder and community engagement to design strategies that make cities more inclusive and growth more equitable. Her work focuses on supporting equitable economic development and removing barriers to opportunity for all communities in cities, through working to effect change in workforce development, education, criminal justice, racial equity, and other fields. Andrea comes from the Open Society Foundations, George Soros' global philanthropy, where she was Deputy Director of US Programs. Previously, Andrea served as a Special Advisor to New York City Mayor Michael R. Bloomberg and as Executive Director of the Drum Major Institute for Public Policy, originally founded by an advisor to Rev. Dr. Martin Luther King, Jr.

Economic and Community Benefits of the Memphis Riverfront Plan, TN

Evaluating the economic and community benefits associated with the Memphis Riverfront Concept, a connective plan for the 6-mile waterfront. Estimating the established economic impacts of the plan, comparing the park's economic opportunities to baseline conditions and studying the effects of the development of the park on inclusion and equity. Quantifying the anticipated order-of-magnitude benefits of the investment using local market research, case study analysis, and findings from the visit. Also considering the community impacts associated with the park and how the park can serve residents in an equitable manner.

Harold Simmons Park Equitable Development Plan, Dallas, TX

For the Trinity Park Conservancy, prepared the Equitable Development Plan (EDP) for the area surrounding the new Harold Simmons Park. First, analyzed real estate market, demographic, and socioeconomic data for Park-adjacent neighborhoods and the City of Dallas to understand the perceived and realized changes in neighborhoods likely to be impacted by the Park. Completed an in-depth review of policies, development approaches, partnership structures, and programs in Dallas and across the US that mitigate the potential negative impacts of the Park and maximize the positive role the project can play in addressing legacies of disinvestment and racial inequity. Developed an Equity Toolkit. Provided discrete tactics to prevent involuntary displacement, facilitate the creation of opportunity neighborhoods, protect cultural heritage, generate collective investment and ownership opportunities and establish equitable policies and practices within the Conservancy. Prepared an action plan to guide implementation of the EDP, detailing roles and responsibilities for Conservancy, the City, and private partners.

Philadelphia Poverty Reduction Strategy

Working with the City Council of Philadelphia to reduce Philadelphia's poverty rate by recommending policy recommendations tailored to local needs and economic conditions. Focusing on strategies related to housing, workforce development, and increase utilization of State- and City-provided benefits programs, and then prioritizing these programs and assessing their effectiveness at reducing poverty using a customized, common framework that the City Council can use as a tool to successful advocate for antipoverty programs.

New York City EarlyLearn Integration & Racial Equity Plan

Supporting the City of New York in integrating the EarlyLearn program—a system of services for children ages 0-5—from management under the Administration of Children's Services into the Department of Education. Creating recommendations on operational design, organizational structure, personnel needs, and culture of EarlyLearn as a part of a complex integration process with the potential to be a powerful force to prepare New York's children

for educational success. Evaluating peer city approaches to implementing organizational practices and policies that support racial equity.

U.S. Conference of Mayors Equity Agenda

On behalf of the U.S. Conference of Mayors, designed and managed a multi-city program to equip city leaders and staff with the resources needed to advance racial equity in their cities. Conducted a landscape analysis in cities across the country to understand their aspirations, obstacles encountered, and resources needed to achieve racial and economic equity goals. This analysis informed the creation of a new national racial equity program to provide capacity building and curated technical assistance to senior leadership within cities.

Talking Transition: Harris County, TX

Leading program development and management for Harris County Judge Lina Hidalgo's Talking Transition initiative. To ensure all residents understand how county government works—and how they can change it for the better—the framework for Talking Transition includes: a county-wide survey seeking input on topics to inform the Judge's priorities; a series of community town halls with community discussions and assembly-style dialogues around policy themes; a series of open "office hours" that invite residents to learn what different County agencies do, how they work, and actionable information about the services, programs, and civic participation opportunities that they offer residents; and a series of workshops for stakeholder organizations to collectively craft recommendations around specific policy issues to inform the Judge's Year 1 Action Plan.

Establishing a City-Owned Public Bank in Seattle, WA

Developed a feasibility study concerning the City of Seattle's development of a municipally-operated bank as an alternative to its expiring financial services contract with Wells Fargo. Seattle is among the first cities in the United States to consider such an option. The study examined the universe of potential funding and governance structures as well as their associated trade-offs in terms of risk and benefit. The study also identified actions and approvals required for an array of banking activities, and proposed a robust series of complementary approaches that the City may want to consider to achieve its objectives given the political and financial challenges of forming a City-owned bank and the difficulty of achieving large-scale public benefits within the existing legal and regulatory framework.

Open Society Foundation Puerto Rico Recovery Strategy

On behalf of the Open Society Foundations, evaluated the feasibility of an initiative to provide technical assistance and capacity building to Puerto Rican mayoral and municipal leadership as they rebuild from the devastation of the 2017 hurricane season. Through stakeholder interviews with Puerto Rican government officials, private stakeholders, and philanthropic organizations, evaluated municipal recovery needs on the ground. Proposed the design of a municipal technical assistance and capacity building program with recommendations for how to operationalize and fund, taking a two-pronged approach that will include: network management of a mayor-to-mayor matching program to pair mainland U.S. mayors with Puerto Rico's mayors to exchange disaster recovery best practices, and content development and delivery of a series of regional workshops to build the capacity of Puerto Rico's mayors and municipal staff on topics such as resiliency planning, fiscal health, and economic development.

Exhibit B



LYDIA GABY
DIRECTOR

EDUCATION

Harvard College
Bachelor of Science
Environmental Science and Public Policy
2015

Phillips Exeter Academy
2010

WORK EXPERIENCE

HR&A Advisors, Inc.
Director
2020 – Present

HR&A Advisors, Inc.
Senior Analyst
2019 – 2020

HR&A Advisors, Inc.
Analyst
2016 – 2018

HR&A Advisors, Inc.
Research Analyst
2015 – 2016

Harvard University Graduate School of Design
Research Assistant
2014 – 2015

AWARDS

HT Fisher Prize in GIS

David Rockefeller International
Experience Grant for study in Venice,
Italy

Harvard University Center for the
Environment Research Fellowship

Lydia provides analytical and research support to economic development projects, impact and market analyses, and manages organizational strategy projects. She supports a variety of HR&A services including program design and organizational strategy, inclusive economic revitalization, and racial equity planning.

Equitable Master Plan Framework for Greenwood Park, Baton Rouge, LA

On behalf of the City of Baton Rouge and as part of a team led by Sasaki Associates, helped inform a conceptual programming and funding strategy to assist with the catalytic redevelopment of Greenwood Community Park, one of the largest public parks in East Baton Rouge Parish, and a significant amenity for the residents of the North Baton Rouge community and the visitors to the Baton Rouge Zoo, which is located within the park. Participated in a workshop with City stakeholders to identify programming goals and operating budget considerations. Produced case studies demonstrating a range of operating and funding models from successful parks around the country. Estimated the revenue potential of four priority program uses, and helped inform a phasing strategy for the long-term build-out of the park. The Parks and Recreation Commission for the Parish of East Baton Rouge approved the park's [master plan](#) in September, 2019, allocating \$25-\$35 million in public funding for the implementation of Phase 1.

Talking Transition: Harris County, TX

Served as deputy program manager for Harris County Judge Lina Hidalgo's Talking Transition initiative. To ensure all residents understand how county government works—and how they can change it for the better—the framework for Talking Transition includes: a county-wide survey seeking input on topics to inform the Judge's priorities; a series of community town halls with community discussions and assembly-style dialogues around policy themes; a series of open "office hours" that invite residents to learn what different County agencies do, how they work, and actionable information about the services, programs, and civic participation opportunities that they offer residents; and a series of workshops for stakeholder organizations to collectively craft recommendations around specific policy issues to inform the Judge's Year 1 priorities.

Memphis Riverfront Concept Benefits Analysis

Evaluating the economic and community benefits associated with the Memphis Riverfront Concept, a connective plan for the 6-mile waterfront. Estimating the established economic impacts of the plan, comparing the park's economic opportunities to baseline conditions and studying the effects of the development of the park on inclusion and equity. Quantifying the anticipated order-of-magnitude benefits of the investment using local market research, case study analysis, and findings from the visit. Also considering the community impacts associated with the park and how the park can serve residents in an equitable manner.

Racial Equity Program Design and Implementation

To support the NYC DOE's Division of Early Childhood Education (DECE), HR&A is currently leading efforts to incorporate racial equity principles into the organizations' policies and practices. Key areas of focus will include recruitment, talent management and retention, and potentially decision-making, community engagement, and program quality standards, among other focuses. In a first phase of work, HR&A is conducting client and subcontractor research to understand best practices and optimal processes for racial equity planning work. Upon confirmation of a preferred approach, HR&A led subcontracting efforts and support the division's development of a Racial Equity Plan, which will include goals, recommendations,

and an implementation strategy.

Downtown Revitalization in New York State

For New York State's Downtown Revitalization Initiative (DRI), HR&A will lead a technical consulting team for three downtown communities awarded \$10 million each in state funds: Plattsburgh, Jamestown, and Jamaica, Queens. In concert with the NYS Department of State and Local Planning Committees, HR&A and a team of planning, design, and engineering subconsultants will help identify priority projects and broader investment strategies that can be supported with the \$10 million of state funds; provide technical analysis to guide project-specific implementation strategies; and develop strategic investment plans that advance project execution and position the downtown areas to leverage additional public and private investments toward future downtown growth. Ultimately, the goal of DRI is to transform these downtown areas into places where tomorrow's workforce will want to live, work and raise a family.

Imagine Boston 2030: Citywide Planning in Boston, MA

Developed the City of Boston's comprehensive plan, Imagine Boston 2030, to set the agenda for the city's growth, investment, and development. Based on feedback from a range of community members and stakeholders, as well as extensive analysis of citywide conditions and international best practices, generated a vision for Boston's future across policy domains including people, economy, places, and environment, for codification in a strategic vision plan outlining future goals, indicators, and targets. Following community review of the strategic vision plan, led detailed analysis and refine processes, timelines, and funding sources to achieve specific place-based initiatives by 2030.

Gentilly Resilience District Implementation

Supported the City of New Orleans in its implementation of a \$141 million resilience building project proposal for a low to moderate income neighborhood in New Orleans. Supported the development of new parks and open space through the creation of supplemental capital financing and ongoing funding strategies. Developed governance and implementation strategies to ensure the programs within the Gentilly Resilience District are scalable Citywide in the future

Buckhead Park over GA400

On behalf of the Buckhead Community Improvement District (BCID), HR&A is supporting Rogers Partners and Nelson Byrd Woltz in the conceptual design and implementation strategy for a new signature park in Buckhead over Atlanta's GA 400 highway. The current engagement builds on an intensive funding strategy developed in Stage 1 that set the stage for the development of a more detailed economic impact study and funding strategy, and developed a clear picture of a projects with an associated funding approach, limited technical barriers to implementation, and a strong enough place-making impact that can be completed as a meaningful first phase. In this second phase of engagement, HR&A is developing a preliminary programming strategy and operations and maintenance budget for the new park for discussion with the Board of the BCID.

Skillful Workforce Development Initiative, The Markle Foundation

On behalf of Skillful, an initiative of the Markle Foundation, supported the design a workforce development program in Indiana that helps organizations and employers better match unemployed and underemployed residents with open jobs. Worked as an extension of the Skillful team to identify potential Indiana partners and funders and created an operations plan for launch and program implementation.

Exhibit B



JEFF HÉBERT

PARTNER

EDUCATION

Harvard University
John F. Kennedy School of Government
Achieving Excellence in Community
Development
2014

Massachusetts Institute of Technology
Master in City Planning
2004

New York University
Bachelor of Arts
Urban Design & Architecture Studies
2002

WORK EXPERIENCE

HR&A Advisors
Partner
2019 (Present)

City of New Orleans
Deputy Mayor & Chief Administrative
Officer
2016–2018

New Orleans Redevelopment Authority
Executive Director
2012–2016

City of New Orleans
Director of Neighborhood Revitalization &
Code Enforcement
2010–2012

Concordia, LLC
Director of Planning
2008–2010

Louisiana Recovery Authority
Director of Community Planning
2006–2008

AFFILIATIONS

FUSE Corps
Vice Chairman

Reinvestment Fund
Advisory Board Member

Jeff is a national expert in the areas of redevelopment, equitable and inclusionary growth, economic development, and resiliency. He works with cities around the country to develop strategies that mitigate future economic, social, and physical shocks and stresses. A city planner by training, his forward-looking and holistic design approach helps urban communities better adapt to changing economies and environments.

Prior to joining HR&A, Jeff served Mayor Mitch Landrieu and the City of New Orleans in many capacities, including as the First Deputy Mayor & Chief Administrative Officer, Chief Resilience Officer, Executive Director of the New Orleans Redevelopment Authority, and the Mayor's blight czar. Previously, Jeff was the Director of Planning for Concordia, LLC and the Director of Community Planning for the Louisiana Recovery Authority in the aftermath of Hurricane Katrina.

City of Newark Economic Development Strategy, Newark, NJ

On behalf of the City of Newark's (City) economic development agencies and the Department of Economic and Housing Development (EHD), HR&A Advisors is preparing an organizational strategy that will enable the department to more effectively plan and implement economic development incentive work for the City. HR&A will provide recommendations for potential high-impact improvements, identify process improvements for economic development and planning functions within the department, and inform a strategy to ensure that the department's staff, processes, and leadership is equipped to work with outside development partners to advance the City's development goals.

North Delaware River Greenway Master Plan, Philadelphia, PA

Project Manager for the Pennsylvania Environmental Council's Greenway master plan for the area that spans Betsy Ross Bridge to Linden Ave. The plan aimed to transform the largely industrial and inaccessible Delaware shoreline by providing residents with safe access to the river, continuous trails for increased access to recreational spaces, and shorelines that support waterfront ecology. The plan envisioned different routes for a public greenway north of the Betsy Ross Bridge to the Bucks County line and has been used by the Riverfront North Partnership (formerly the Delaware River City Corporation) over the last decade to direct various stages of development and implementation for several projects along the estuary.

Resilient Houston

Lead planner for the City of Houston's resilience strategy development process post-Hurricane Harvey as part of the 100 Resilience Cities initiative. Houston is recovering from extreme rainfall flooding while also seeking to address ongoing stresses related to issues such as affordable housing, education, and transportation. This effort included leading a multidisciplinary team in the development of urban design strategies for water management and comprehensive resilience priority initiatives.

Emeryville Center for Community Life, Emeryville, CA (at Concordia, LLC)

Project Manager for master plan of \$100M multi-use public facility in Emeryville, CA including facilitating input from various city and county agencies, prospective user groups, and other neighborhood and community stakeholders. The center received the 2017–2018 Global Award for Excellence by the Urban Land Institute.

Vacant Land Disposition Program, New Orleans, LA

Established the Lot Next Door 3.0 Program, which provides an opportunity to owners of property that shares a common boundary with a New Orleans Redevelopment Authority (NORA) owned property to purchase that property. Since its inception, 1,300 property owners have participated in the Program and 5,000 properties have been returned to development.

Commercial Corridor Gap Finance Program (at New Orleans Redevelopment Authority)

Leveraged over \$100M of federal investment to provide supplemental funding for catalytic commercial development projects (rehabilitation or new construction) that addressed site-specific slum and blight conditions, or benefited Low to Moderate Income Areas, in five underinvested corridors across the City of New Orleans. Completed projects include the award-winning Myrtle Banks Redevelopment, the adaptive reuse of an old school into a community-focused mixed-use development, and The ReFresh Project, an innovative fresh food hub featuring Whole Foods as a tenant-partner.

Façade RENEW Investment Program (at New Orleans Redevelopment Authority)

Launched Façade RENEW, a reimbursable grant program funded by the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant funds and designed to incentivize commercial property and small business owners to revitalize their building façades. In just under three years, the Program invested \$1.2M in properties along emerging commercial corridors and completed 14 targeted projects with another 19 in progress or planning, including the historic restoration and preservation of cultural institutions, small businesses, retail and dining establishments, mixed-use developments, and non-profit organizations.

New Hope Housing Strategic Plan, Houston, TX

New Hope Housing is in a period of transition as it expands to developing multi-family and mixed-use housing. With this transition, the leadership team desires to take a broader approach to growth and examine what additional organizational, operational and management changes can be made to strengthen the organization to better meet the housing development needs of low to moderate income individuals and families in Houston and Harris County.

National Disaster Resilience Competition Award-Winning Gentilly Resilience District, New Orleans, LA

Lead planner for the City of New Orleans' \$141M-award winning proposal in HUD's National Disaster Resilience Competition in 2015, which sought innovative and transferable solutions to some of the most pressing risks facing local communities. Directed early implementation of the Gentilly Resilience District, a network of integrated initiatives across the neighborhoods of the Gentilly area that will reduce flood risk, slow land subsidence, spur economic opportunity, improve health, encourage neighborhood revitalization, and adapt the city to a changing natural environment. In 2016, the Gentilly Resilience District was listed among 100 outstanding sustainable solutions according to the Sustainia100, which distinguishes public and private organizations for employing new mindsets and innovative thinking. The District was recognized as an innovative model to reduce flood risk, slow land subsidence, improve public health and create jobs in a flood-prone, mixed-income city.

Buffalo Waterfront Parklands Redevelopment, Buffalo, NY

HR&A is preparing a governance and financial sustainability approach for the Central Buffalo Waterfront. A significant investment by the Wilson Foundation and the State of New York to transform one of these open spaces, the 90-acre LaSalle Park, into the Ralph C. Wilson Centennial Park presents the opportunity to rethink Buffalo's Downtown waterfront open spaces. HR&A is working with state and city government and government development entities to create an economic benefits case for planned park investment and develop a unified funding and governance approach for the open-space network.

Exhibit B**CARY HIRSCHSTEIN**

PARTNER

EDUCATION

New York University
Robert F. Wagner Graduate School of
Public Service
Master of Urban Planning
2004

Cornell University
Bachelor of Science
Human Development
Cognitive Studies Concentration
2000

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2014 – Present

Principal
2010 – 2014

Director
2007 – 2010

Senior Analyst
2004 – 2007

New York University
Institute for Civil Infrastructure Systems
Graduate Research
Assistant
2002 – 2004

Flatiron Real Estate Advisors, LLC
Acquisitions Consultant
2003

Jenzabar, Inc.
Project Manager, Business Development
2000 – 2001

Since joining HR&A in 2004, Cary Hirschstein has specialized in the management of large-scale urban development and the structuring of effective policies, incentives, and programs supporting urban economic development. As project leader for some of the firm's most complex pre-development work, Cary directs large multidisciplinary teams through technical review, conceptual planning, negotiations and pre-approvals processes. He also serves as a trusted development advisor to a diverse range of nonprofit institutional clients, ranging from the City University of New York to Houston's Buffalo Bayou Partnership. In addition, Cary advises clients on the economics of sustainability and resiliency, including a focus on policy and program design.

Incentives Policy Review for Cincinnati, OH

On behalf of Cincinnati's Department of Community and Economic Development, led a comprehensive review of the City's incentive policies for real estate development and job attraction and retention. Conducted an assessment of the city's economic competitiveness, and benchmarked its incentive portfolio and operational procedures against five peer cities. Performed a comprehensive analysis of four major incentive programs, determining the economic and fiscal costs and benefits of each. Recommended changes to existing incentive programs and operating procedures, and suggested additional tools that would enable Cincinnati to better meet its economic development goals in a cost-effective manner.

New Orleans Incentives Programs Review, LA

On behalf of the City of New Orleans, currently leading an assessment of the City's economic development toolkit and incentives strategy. The evaluation will include identifying key public priorities, assessing the effectiveness of the current toolkit and benchmarking the City's performance against peer cities to identify best practices. The review will culminate in a Strategic Framework offering recommendations for changes to the City's incentive policies and deployment practices.

Incentives Policy Study for Columbus, OH

On behalf of the City of Columbus, Ohio, led a comprehensive review of the City's housing and business development incentive policies. This evaluation will enable the City of Columbus to ensure its residential and commercial toolkit can deliver on key public policy objectives in a cost effective manner.

Commercial Incentives Program Analysis, New York City

Performed a wide-ranging analysis of all commercial incentive programs in New York City on behalf of the New York City Economic Development Corporation, in partnership with CB Richard Ellis. The two-part study evaluated the utilization, performance, net economic impact, and relative effectiveness of programs available to businesses currently located in or considering locations in New York City.

Site Selection Analysis for Skanska USA

As part of Skanska USA's ongoing search for a new corporate office, analyzed the implications of potential location decisions and building characteristics on project cost, value, quality of work environment, and overall sustainability. Assessed the development feasibility of two sites in Queens that met critical location selection criteria, supporting Skanska in selection of a new office location where they recently relocated.

Exhibit B

PRESENTATIONS

Columbia University
Guest lecturer
Value Creation in Public-Private
Partnerships
2013

Greenbuild
Moderator and presenter Testing
Innovative Financing Tools for Multifamily
Retrofits
2012

ACEEE 2011 Symposium on Market
Transformation
Bringing Whole Building Approaches
to Scale
Presenter
2011

National Housing Conference
38th Annual Award Program
Recognizing the Benefits of Energy
Efficiency in Multifamily Underwriting
Presenter
2011

New York University Environmental Policy
Forum
Panelist
2010

PUBLICATIONS

Assessing the Impacts of New York City's
Lead Paint Legislation (Local Law 1 of
2004) on the Housing Market, 13 N.Y.U.
ENVTL. L.J. 197 (2005).
Cary Hirschstein, Erik B. Bluemel & Perry
M. Chen
2005

AWARDS

American Planning Association
Metro Chapter's Weinberg
Outstanding Student Award 2004

New York University - Wagner School
Dean's Award in Recognition of
Outstanding Leadership
2004

PlaNYC 2030

Advised the City of New York in the development of brownfield and congestion mitigation policy initiatives for PlaNYC 2030, Mayor Michael Bloomberg's bold plan for sustainable growth in New York City through 2030. Efforts resulted in the launch of the nation's first municipally-led brownfield remediation program.

Impacts Analysis of PlaNYC Sustainability Initiatives

On behalf of New York City Mayor's Office of Long Term Planning and Sustainability, evaluated the impacts and overall effectiveness of existing energy efficiency and clean distributed generation funding programs for NYC. The recommendations informed the development of initiatives that the City pursued through the update to its long-term sustainability plan, *PlaNYC 2.0*, and federal- and state-level proceedings.

New York Rising: Resiliency Planning in New York City

On behalf of the New York State Office of Storm Recovery, served as project leader for Lower Manhattan resiliency planning as part of a multidisciplinary team to develop a strategy that supports long-term resiliency and economic growth for the New York Rising Community Reconstruction Program, to address the impacts of Superstorm Sandy. Worked with community members to create a comprehensive plan for investing \$25 million in federal Community Development Block Grant Disaster Recovery (CDBG-DR) funding to ensure long-term coastal protection and achieve a breadth of economic, social, and environmental goals.

Sustainable Energy Incentives Study for New York City

On behalf of the City of New York, HR&A led a comprehensive review of the effectiveness of all state, federal and utility energy efficiency incentives currently available to building owners and tenants in New York City. The team's findings and recommendations informed the development of initiatives that the City will pursue in the update of its long-term sustainability plan (*PlaNYC 2.0*), as well as its participation in state and federal level proceedings.

Energy Efficiency Program Development for Commercial Real Estate

For the New York State Energy Research and Development Authority, developed a comprehensive strategy for making commercial office space throughout New York State more energy efficient. The project included refining a building assessment process, developing an approach to benchmarking, combining various incentive programs into a one-stop-shop, creating a strategy for encouraging building owners and tenants to cooperate in a series of renovations, and developing a marketing campaign.

Greensboro, North Carolina Downtown Investment Strategy

For the City of Greensboro, NC, formulated an investment strategy and implementation plan to reinvigorate and maximize the potential use and value of a key downtown district. Performed a thorough study of market dynamics, analyzed the cost benefits of a set of targeted public investments, and recommended strategic prioritization of public improvements to leverage maximum private investment and result in a vibrant and revitalized downtown core. Under a second contract, developed a Consolidated Plan and implementation strategy for downtown Greensboro to generate economic returns, spur further revitalization, and link areas of strength.

Socioeconomic Impact Analysis of the Proposed Bay Street Corridor Rezoning

Analyzing the socioeconomic impacts of rezoning the Bay Street Corridor in Staten Island, New York from a manufacturing district into a mixed-use district with additional residential and retail spaces. Assessing the direct and indirect impacts of the proposed actions on population, housing, and economic activity in the study area to include in an environmental impact statement, with a focus on residential, commercial, and institutional displacement, on behalf of the City of New York and the New York City Economic Development Corporation.

Exhibit B



PHILLIP KASH
PARTNER

EDUCATION

University of North Carolina At Chapel Hill
Master of City and Regional Planning
2008

University of North Carolina At Chapel Hill
Bachelor of Arts
Economics
2005

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2018 – Present

HR&A Advisors, Inc.
Principal
2015 – 2017

Enterprise Community Partners
Director
2014 – 2015

Enterprise Community Partners
Senior Program Director
2013 – 2014

Enterprise Community Partners
Program Director
2010 – 2013

Enterprise Community Partners
Program Officer
2009 – 2010

Enterprise Community Partners
Freddie Mac Fellow
2008 – 2009

Center for Community Capital
Research Assistant
2007 – 2008

Client Relationship Specialist
Vanguard Financial
2006

English Teacher
Xi'an, China
2005 – 2006

Phillip Kash leads engagements on affordable housing, strategic planning and resilient disaster recovery. He has over a decade of experience designing and implementing programs and real estate development project that draw together public, private and philanthropic stakeholders to address pressing community needs.

District of Columbia Housing Authority | Greenleaf Redevelopment Master Plan

Created a redevelopment master plan for the 1960s-era Greenleaf public housing community in the rapidly developing southwest quadrant of Washington, DC on behalf of the District of Columbia Housing Authority (DCHA). Provided a development strategy, financial analysis, and site planning support for the 15-acre, 493-unit site. Also produced a market assessment and developed a detailed financial pro forma to determine expected residual land value for the project. Secured the support of residents and neighbors for the proposed redevelopment strategy through an intensive community outreach and engagement process. Delivered a redevelopment master plan to DCHA, which is now preparing a developer solicitation to implement the proposed redevelopment strategy.

Atlanta Equitable Housing Needs Assessment

Led an assessment of Atlanta's existing and projected future housing needs to determine the housing necessary to achieve an equitable supply and distribution of affordable housing. Described a suite of policies and programs to move Atlanta toward equitable housing. Co-facilitated a series of community meetings with the City to present the assessment of equitable housing needs and gather public input on different policies and programs.

Advisory Services for Saint Paul's Quadrant Redevelopment

Assisted the City with program design, regulatory compliance, and funding strategies for the redevelopment of St. Paul's Quadrant, a large-scale public housing community in Norfolk, VA. Synthesized past planning studies, convened key stakeholders, and developed a strategy to move the long-planned project to implementation. Evaluated market demand, developed parcel-level pro formas to identify first-build sites, and recommended an affordability mix (workforce, market rate and LIHTC) based on market absorption, projected demand, financial feasibility, and best practice mixed-income housing projects. Evaluated multiple phasing scenarios and provided recommendations to support resident re-location.

Detroit Long-Term Affordability Feasibility Study and Plan

Led a multi-disciplinary team to develop models that leverage publicly owned land to create and preserve long-term housing affordability. Led the Team in exploring the viability of different models by evaluating existing market conditions, local and national precedent models, financial feasibility, legal considerations, and local capacity for implementation. Supported business operations planning for a preferred model and identified steps that the City, funders, and partners should take to implement the identified strategy.

Wake County Long-term Affordable Housing Plan

Led a team to develop a long-term Affordable Housing Plan on behalf of Wake County. Reviewed existing affordable housing programs, analyzed demographic and market conditions, and performed a housing gap analysis and a financial feasibility analysis for affordable housing development. Formulated a set of strategies and initiatives to address Wake County's affordable housing needs. Translated affordable housing need findings from and strategy and initiative recommendations into a comprehensive plan for Wake County's affordable housing efforts over the next 20 years.

Exhibit B

AFFILIATIONS

District of Columbia Accessory Dwelling
Unit Advancement Committee
2017- Present

All Souls Housing
Board of Directors
2013 – 2016

Dallas Enterprise Homeownership
Partnership
Board of Trustees
2010 – 2013

UNC Chapel Hill
University of North Carolina At Chapel Hill
Admissions Committee
2006 – 2008

PUBLICATIONS

*Atlanta Equitable Housing Needs
Assessment. City of Atlanta, 2018 (pending
release). (Coauthor)*

*Multifamily Affordable Housing Strategy.
City of Detroit, 2018. (Coauthor)*

*Atlanta Community Development Capital
Needs Assessment. Enterprise Community
Partners, 2018. (Coauthor)*

*Miami Beach Climate Adaptation
Assessment, ULI, 2018. (Coauthor)*

*Safer Stronger Cities: Strategies
Advocating for Federal Resilience Policy.
100 Resilient Cities, 201. (Coauthor).*

*Wake County Affordable Housing Plan.
Wake County, 2017. (Coauthor)*

*Climate Ready Boston. City of Boston,
2016, (Coauthor)*

*Norfolk Affordable Housing Study, City of
Norfolk, 2016 (Coauthor)*

*Maximizing the Value of Disaster Case
Management Program for Individual and
Household Recovery, Enterprise Community
Partners, 2015. (Coauthor)*

*Clear Objectives, Real Incentives: A Guide
to Using NSP to Create Supportive
Housing. Enterprise Community Partners,
2012. (Coauthor)*

*Market Data Driven Stabilization: A Case
Study of Cleveland's NEO CANDO Data
System. Enterprise Community Partners,
2011. (Coauthor)*

*The Role of Community Development
Institutions in Homeownership Finance.
Center for Community Capital, 2008.
(Coauthor)*

Economic Development Plan for the City of Panama City, Florida

In the wake of the destruction brought by Hurricane Michael, a Category 5 hurricane, supported the City of Panama City in positioning itself to raise its economic conditions to above pre-storm levels, by making impactful use of one-time state and federal disaster funding. Created a thorough scan of existing conditions, including an assessment of industry clusters, real estate market conditions, educational outcomes, transit access and quality, and more. Identified a suite of business development, housing, education, and land use programs to pursue, and crafted detailed implementation plan with timeline, metrics, governance recommendations, and prioritization framework. In October 2019, the final Economic Development Plan was presented to and accepted by City leadership, who have already implemented several key recommended programs, including blight removal and catalytic redevelopment programs.

National Disaster Resilience Competition Norfolk Program Management

Providing technical assistance and advisory services to support implementation of Virginia's Community Development Block Grant – National Disaster Resilience (CDBG-NDR) projects. Assisting the City with program design, regulatory compliance and funding strategies for the creation of parcel-level stormwater management interventions, large-scale riverine flood protections, and a regional Coastal Resilience Laboratory & Accelerator. During the first phase of the project, helping the City finalize its HUD Grant Agreement and develop a modified Action Plan; evaluate its existing administrative protocols and processes; and conduct a baseline economic assessment of key neighborhoods.

Atlanta Apartment Association Cost Drivers Analysis

Conducting research and analysis of the factors that increase the costs of multifamily housing production in the Atlanta area. Evaluating the multi-family development process in Atlanta and mapping the development entitlement process within the City of Atlanta. Conducting a series of interviews with developers, brokers, and lenders in Atlanta and creating a housing toolkit of effective policies and practices cities nationwide employ to facilitate the production of housing and reduce development costs. Producing three high-level pro forma analyses of hypothetical Atlanta developments. Synthesizing the findings in a presentation detailing recommended improvements to the Atlanta housing policy framework that reduce costs and improve housing production and affordability.

Wake County Affordable Multifamily Housing Loan Program

Developing a loan program to create or preserve affordable multifamily housing. The loan program will deploy \$10 million in local and federal funding annually as gap financing to leverage private, public and philanthropic funding. As part of the development of the loan program, establishing underwriting standards and loan terms, along with a program manual to guide Wake County staff on the operation of the loan program.

100 Resilient Cities: Norfolk, Virginia

Supported Norfolk as one of the first pilots in the global 100 Resilient Cities program, an initiative pioneered by the Rockefeller Foundation to help cities development comprehensive, actionable strategies to become more resilient in the face of current and future social, economic, and physical risks and challenges. Assisted the Chief Resilience Officer complete a comprehensive analysis of the city's current context, including demographic, economic, social, and physical metrics, conduct a financial and development analysis for a coastal area of the city, and support the development of the City's resilience strategy.

Exhibit B



JUDITH TAYLOR

PARTNER

EDUCATION

Harvard University
John F. Kennedy School of Government
Master in Public Policy and Urban
Planning
2002

Stanford University
Bachelor of Arts
Economics
1999

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2018 – Present

HR&A Advisors, Inc.
Principal
2013 – 2017

Pro Forma Advisors
Partner
2011 – 2013

ERA
Senior Associate
2005 – 2011

Lenders for Community Development/
Opportunity Fund
Loan Officer
2002 – 2005

City of Ontario, Redevelopment Agency
Intern
2000

AFFILIATIONS

Women in Transportation
Los Angeles Chapter,
Board Member

American Planning Association
Member

Urban Land Institute
Member

Judith joined HR&A in 2013 as a Principal for the Los Angeles office. Judith brings over 15 years of experience in the fields of land use consulting, redevelopment, and community development, she has broad experience providing land use economic analyses to inform community plans, specific plans, revitalization and land use strategies, and the entitlement process.

Previously Judith worked with the Economics Research Associates (ERA) and the Economics practice at AECOM. Judith's specialties include fiscal impact analysis, economic impact analysis, real estate market analysis, and economic strategy and funding strategy development. She has a breadth of experience providing customized analysis for her clients and has worked with public agencies such as the City of San Diego, the City of Los Angeles, and the City of Calimesa, and private developers, such as Sudberry Properties, Pardee Homes and Hines. Judith is also an industry expert in economic impact analysis and led the economic impact analysis for several high profile sports and entertainment events, projects, and firms, such as the proposed City of Industry Stadium, Cirque du Soleil's KOOZA, and Walt Disney Parks and Resorts.

Artesia TOD 'International Downtown' Specific Plan

Supported Gwynne Pugh Urban Studio in developing a comprehensive new Artesia International Downtown Specific Plan (AIDSP) that will enhance the City of Artesia's long term economic sustainability through transit-oriented development, around the proposed Metro West Santa Ana Branch Line station in Downtown Artesia. Conducted a high-level demographic and socioeconomic analysis and market scan of the Study Area, City, and local region. Estimated market supportable demand for key land uses, including retail, multi-family residential, office, and hospitality uses. To understand the market-achievable density and typology, tested up to three development scenarios through a static pro forma analysis to assist with the land use plan. Supported the project team on design and policy guidelines, identifying strategy recommendations for future development as well as assessing applicability and opportunities for various finance strategies.

Metro West Santa Ana Branch Strategic Implementation Plan

On behalf of the Los Angeles County Metropolitan Transportation Authority, currently supporting the creation of a TOD Strategic Implementation Plan for the 14 communities along the planned West Santa Ana Branch transit line. Managing HR&A's support of a community outreach effort, analysis of transit corridor demographics and real estate market conditions, and identifying opportunities, constraints and needed upgrades for each station area. HR&A's work will culminate in a comprehensive, corridor-wide economic development strategies report.

Station Area Planning for Future High-Speed Rail Stations in Bakersfield and Palmdale

On behalf of the Cities of Bakersfield and Palmdale, currently working on evaluating the future development potential for TOD around the planned high-speed rail stations in both cities. Currently preparing a global precedent analysis of similarly sized and positioned cities to benchmark economic and real estate growth that Bakersfield and Palmdale may experience with the arrival of the new station.

Exhibit B

SPEAKING ENGAGEMENTS

Rail~Volution
HSR Implementation: Creating a TOD
Lifestyle
2016

FBI
LA Transit Oriented Development Panel
2016

AIA R/UDAT
City of Corpus Christi
2014

ULI Fall Meeting
"Current Retail Dynamics"
2011

ULI TAP Panel
City of Baldwin Park
2011

CA APA
"Southern California's Industrial Futures"
2008

University of Redlands Village TOD

On behalf of the University of Redlands, supported prime consultant Moule & Polyzoides, in coordination with Creative Housing Associates, to evaluate development concepts for University-owned property surrounding a future commuter rail transit stop. Conducted a market analysis and evaluated real estate fundamentals, considering an expanded geographic market accessible via the new commuter rail line. Presented market findings at a stakeholder charrette and worked with the project team to define three development alternatives for further evaluation, and developed a residual land value model to evaluate the feasibility of the development concepts.

San Jose Diridon Station

On behalf of the City of San Jose and in collaboration with Skidmore, Owings & Merrill LLP, created a regulatory and development framework to establish Diridon Station as a 21st Century intermodal destination that incorporates a vibrant public realm, strong multi-modal connectivity, and high density development, as defined in the City's existing Diridon Station Area Plan. Conducted a market sounding to identify gaps between the Diridon Station Area Plan and market realities and the needs of the private development community. Created a draft development framework to guide the City-led drafting of a station area zoning code. Tested the financial feasibility of code-compliant development prototypes to provide the City with suggested code adjustments. Provided a refined development framework that suggests next steps for Diridon Station Area Plan implementation.

Los Angeles Citywide Economic Development Strategy

On behalf of the Economic and Workforce Development Department of the City of Los Angeles, and in collaboration with Arellano Associates and researchers from the USC Center for Economic Development, preparing the City's first Citywide Economic Development Strategy. This strategy will include a detailed, actionable roadmap for equitable economic growth in the City and the steps necessary for implementation and performance monitoring.

Land Use Visioning Plan for the City of Grapevine, TX

Provided assistance to the City of Grapevine to develop a land use vision for a prime 185-acre tract of land recently acquired by the City. Led a multiplicity team to conduct a comprehensive market analysis including regional to national-scale entertainment and non-entertainment development opportunities. Managed implementation of a multi-day visioning workshop with City leadership and helped guide the City to select a preferred development alternative. Prepared a comprehensive vision plan for the 185-acres anchored on the revitalization of a creek within the district as a focal point for a new entertainment and hospitality destination and employment uses.

Former SANBAG Transportation and Land Use Integration

Provided economic analysis support to a multidisciplinary planning team and evaluated development opportunities near proposed transit station location in six cities throughout the San Bernardino Valley—Colton, Fontana, Highland, Ontario, Rancho Cucamonga and Rialto. The work included market analysis of retail, office and residential uses on the site, the potential for mixed use, and an overall development strategy. This project was the winner of the SANBAG 2009 Mobility Award.

Comprehensive Visioning for the Los Angeles Community Redevelopment Agency

While with ERA, participated in a series of workshops with residents and stakeholders to develop comprehensive visioning plans for the Mid-City Crenshaw Corridor and South Central Corridor in Los Angeles for the City of Los Angeles Community Redevelopment Agency. The study included providing detailed local economic market analysis, residual land value analysis, funding strategies, and economic strategy recommendations.

Exhibit B



KAYLA GRAVES
ANALYST

EDUCATION

Southern Methodist University
Bachelor of Arts, History
2017

WORK EXPERIENCE

HR&A Advisors, Inc.
Analyst
2019 – Present

HR&A Advisors, Inc.
Research Analyst
2017 – 2019

Dedman College Interdisciplinary Institute
Robert Mayer Undergraduate Fellow
2016 – 2017

Kayla provides analytical support for a variety of inclusive and economic development projects. Prior to joining HR&A, Kayla conducted field interviews throughout the Midwest and traveled on a research grant to eastern Germany to study transnational socioeconomic policy implementation in declining industrial centers. Kayla also analyzed historical and economic trends of eminent domain and highway development in Dallas as an Engaged Learning Fellow at Southern Methodist University.

Grand Rapids Equitable Economic Development Strategic Plan

Leading a consulting team including Nelson\Nygaard and Interboro to develop an Equitable Economic Development and Mobility Strategic Plan intended to set in motion a comprehensive suite of initiatives to increase the economic mobility of residents, create higher paying jobs, and deliver safer, affordable transportation options. Working with a steering committee of local stakeholders to produce a community engagement plan to identify and formalize multiple channels of community engagement, leveraging local organizations to gather input and encourage participation. Assessing the City's economic and mobility conditions across the five pillars: business climate, real estate development, neighborhood business districts, innovation and entrepreneurship, and mobility. Developing an implementation-oriented Equitable Economic Development and Mobility Strategic Plan.

LA County Economic Development Delivery

Supporting the County's Chief Executive Office to assess the current County-wide economic development services delivery system, compare it with models from other jurisdictions and assess whether there are better approaches for delivering economic development services more efficiently and equitably. Conducting interviews with internal leadership and external stakeholders to define the County's vision, goals, and priorities for economic development. Assessing and diagnosing the efficiency of the current delivery system through an inventory of all County and County-affiliated economic development functions (including funding and staffing), a review of best practice precedents, and assessing the capacity of local private and non-profit partners. Identify departmental synergies and the potential for shared services between various County departments, cities, and mission-aligned entities. Providing budget and staffing recommendations, as well as an implementation roadmap that details community outreach strategies, benchmarking metrics, and concrete next steps. Collaborating with the UC Berkeley Institute for Research on Labor and Employment on the implications of its separate workforce assessment and the potential for combined, separate, or hybrid workforce and economic development organization integration.

Economic Development Strategy for Battle Creek, MI

Advising the Kellogg Foundation on an economic development strategy for Battle Creek. Reviewed existing community plans and initiatives and created a framework for the economic development strategy. Identified gaps in the strategy not addressed by current initiatives and evaluated alignment of existing Battle Creek capacity with the requirements for strategy implementation. Currently crafting a roadmap to guide, communicate, and track implementation, and working with the Foundation and its partners to advance priority initiatives and determine how best to fill capacity gaps.

Exhibit B**Harris County, TX Leadership Transition**

Supported the historic transition of Judge Lina Hidalgo, Harris County's first female County Judge. A 27-year old immigrant from Colombia, Judge Hidalgo has spent her life working on issues of human rights and social justice. Drew on experience in innovative and inclusive governance transitions, assisted with setting up and staffing the Judge's new office; identified and articulated policy priorities and the workflow of the Judge's policy cabinet; and led the strategy behind community engagement.

Downtown Investment Strategy for South Bronx & Brooklyn

For New York State's Downtown Revitalization Initiative (DRI), supported the development of strategic investment plans for the South Bronx and Downtown Brooklyn in 2017-18 and 2018-2019, respectively. Collaborated with local committees composed of government, civic, and business leaders, analyzed downtown conditions to identify opportunities and challenges, and select priority investments. Led community engagement outreach events, which included canvassing efforts, open houses, and utilizing a variety of media formats to engage otherwise disinterested constituents. Over two planning processes, identified and developed plans for over 20 projects that will leverage \$20 million of DRI funds and attract over \$30 million in private and public funds; create direct jobs; and set the stage for further downtown growth and community development.

Buffalo Bayou East Sector Investment Framework & Master Plan, Houston, Texas

Developed a framework to guide long-term planning and investment in the waterfront areas of Houston's Second and Fifth Wards for Buffalo Bayou Partnership, the nationally-recognized developer and operator of Houston's celebrated 160-acre Buffalo Bayou Park. Assessed existing conditions and defined a vision, key priorities, and next steps for the Partnership's activities in the East Sector consistent with principles of authenticity, connectivity, and inclusivity. Assisted with the 10-month planning and community engagement process, including analysis and strategy related to real estate, financing, and implementation.

The Markle Foundation, Skillful Governor's Coaching Corps Colorado

Designed the Skillful Coaching Corps, a multi-year cohort-based program to build capacity and develop a community of practice among workforce development professionals in Colorado. The Corps is an eight-month program of Markle's Skillful Initiative, exploring new models for connecting middle-skill workers to well-paying jobs. Supported the design of the Corps, including program structure and content, through extensive stakeholder engagement and best practices research. Recruited a cohort of 30 professionals from across Colorado for intensive training and support delivered through webinars, in-person trainings and retreats, site visits, individual coaching, and leadership development.

Raleigh Historic Resources and Museum Plan

Supported a multidisciplinary team to provide the City of Raleigh's Historic Resources and Museum (HRM) Program with a strategic plan that identifies how the HRM Program can best support the City's vision and goals. The plan included guidance on improving operations; recommendations for developing and maintaining a diverse roster of programs; strategies to enhance administrative capacity and efficiency; and an action plan for the organization's growth and evolution over the next 5-10 years. Supported a robust public engagement plan meant to engage a diverse cross-section of Raleigh residents. Drafted final plan that provided a strategy for unifying the properties in the HRM portfolio and will offer a critical path for maximizing the efficiency and efficacy of HRM operations.

PRICE PROPOSAL AND FORMS

Exhibit B

PRICE PROPOSAL

HR&A has proposed a team of best-in-class industry experts and a scope of work that responds to the City of Gainesville's needs in a manner which we believe brings significant value, credibility, and cost effectiveness. Our team will hit the ground running because our senior professionals have in-depth knowledge of the workings of the City's challenges and deep experience with national best practices. We have proposed to conduct a number of tasks simultaneously using parallel professional teams, building on existing information whenever possible, relying on a range of directly relevant experience and propose to leverage the knowledge and expertise of assigned City staff. The following is a summary of our fee proposal for the scope of work described above.

Budget	HR&A
Task 1: Kickoff	\$ 40,000
Task 2: Existing Conditions and Opportunities Assessments	\$ 50,000
Task 3: Policy Recommendations and Preliminary Comprehensive Plan	\$ 75,000
Task 4: Comprehensive Plan Development	\$ 40,000
FEE/HOURS TOTAL	\$ 205,000
<i>Estimated Reimbursable Expenses</i>	<i>\$ 7,600</i>
TOTAL WITH EXPENSES	\$ 212,600

The HR&A Team proposes to complete the scope of work described for a fee of \$212,600, inclusive of estimated travel expenses that the Team may incur as part of this engagement. HR&A has included an estimated four trips to Gainesville for three team members, with airfare, transportation, and lodging totaling approximately \$1,900 per trip. Additional information to support this summary table is available upon request.

Hourly rates for professional staff supporting the project will be as follows:

Personnel	2020
Chair / Vice Chair	\$ 535
Senior Advisor	\$430 - \$535
Partner	\$ 430
Principal	\$ 380
Director	\$ 325
Senior Analyst	\$ 240
Analyst	\$ 190
Research Analyst	\$ 150
Admin	\$ 100

Andrea Batista Schlesinger
Partner, HR&A Advisors, Inc.

Exhibit B**Equitable Development Plan & Impact Study for Harold Simmons Park**

Elissa Izmailyan

Senior Director of Community & Economic Development, Trinity Park Conservancy

214-740-1616

elissa@trinityparkconservancy.org

Talking Transition: Harris County

Joseph Madden

Chief of Staff, & Senior Strategist Harris County Judge's Office

713-274-7025

joe.madden@cjo.hctx.net

OneNYC 2050 Project Management & Advisory

Daniel Zarrilli, PE

Chief Climate Policy Advisor, NYC Office of the Mayor

212-788-8534

dzarrilli@cityhall.nyc.gov

Exhibit B
Why us?

Inclusive Public Engagement



Creative Comprehensive Planning



Racial Equity at the Core



Talking Transition: Harris County
Harris County, TX

Economic Justice Circle Coalition Support
Pittsburgh, PA

OneNYC 2050
New York, NY

Milwaukee Market Analysis and Equitable TOD Planning Framework & Policy Analysis
Milwaukee, WI

Harold Simmons Park Equitable Development Framework
Dallas, TX

Racial Equity Plan Framework Design & Implementation Support
New York, NY

“Data does not just exist. Economic development is not a neutral act, but a political one. People, policies, and institutions make decisions to create these disparities. The way our communities are shaped, the investments and disinvestment that determine their fate, is not inevitable. In our role as consultants, we have the agency to either further these disparities, or address them through systematic change.”

– Andrea Batista Schlesinger

Equity:

When who you are, your identity, does not determine your outcomes in a place.

– **Government Alliance on Racial Equity (GARE)**

Project Milestones

Months 1-2

Goal-Setting and Project Foundations

- *Project Management Plan*
- *Advisory Committee engagement strategies and Committee formation*
- *Draft engagement strategies and co-design framework.*

Engagement Activities

- *First Citizen Advisory Committee Meetings to discuss draft engagement strategies*

Months 2-4

Existing Conditions and Opportunities Assessments

- *First draft of Comprehensive Plan elements.*

Engagement Activities

- *Launch Public Engagement Plan – collecting resident data by discussing with residents their priorities, needs, concerns, and ideas.*
- *Second round of advisory committee meetings to collect additional perspectives and vet, test, and refine collected ideas.*

Months 5-8

Policy Recommendations and Prelim. Comprehensive Plan

- *Draft annual progress tracking metrics and reporting strategies.*

Engagement Activities

- *Continue public engagement activities to co-develop specialized plans and policy recommendations for priority areas – such as affordable housing.*
- *Third round of public engagement and advisory committee meetings to vet, test, and refine potential policy recommendations.*

Months 9+

Comprehensive Plan Development

- *Final Comprehensive Plan document is released across multiple platforms.*

Engagement Activities

- *Presentations to media, the mayor, residents.*
- *Meetings and Plan reviews with the City's Plan Board, and the City Commission.*
- *Project Completion.*

HR&A TEAM PROJECT LEADERSHIP



ANDREA BATISTA SCHLESINGER

Partner

Partner-in-Charge



LYDIA GABY

Director

Project Manager

How will we work with the City? What can you expect?

- Andrea, Lydia and an HR&A team to offer support and expertise
- On average, you will have 2 full-time staff through duration of project
- Staff labor x duration of project + expenses = price