



City of Richmond Economic Development Action Plan

August 3, 2020



HR&A
Analyze. Advise. Act.

Submitted by:
HR&A Advisors Inc.

Primary Contact:
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August 3, 2020

Shasa Curl, Deputy City Manager, Economic Development
City of Richmond City Manager's Office
450 Civic Center Plaza, 3rd Floor
Richmond, CA 94804

Dear Ms. Curl:

On behalf of **HR&A Advisors, Inc.** (HR&A), I am pleased to submit this proposal to partner with the **City of Richmond** (the City) to develop an Economic Development Action Plan.

The City of Richmond is seeking to develop a strategy to promote economic growth through business investment and attraction, to diversify its economy and capitalize on regional growth trends. However, the COVID-19 pandemic and resulting economic shock have created a more acute and immediate need for the City to support its local businesses. HR&A has outlined an approach to help the City identify actions it can take to leverage state and federal funding and meet the recovery needs of local businesses, while bridging this near-term need with longer term strategies to address barriers to development and position Richmond to attract business investment and support inclusive economic growth.

HR&A is a leading economic development and real estate consulting firm that for over 40 years has partnered with clients in the public, private, and non-profit sectors to revitalize American cities. We 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, Cincinnati, and Los Angeles, and from collaborating with mayors across the country to identify ways to proactively address racial equity and change cultures within city hall through our engagements with the U.S. Conference of Mayors. Our work in developing economic development strategies focused intensely on issues of inclusive growth. This deep experience will allow us to bring fresh ideas to address Richmond's economic development challenges.

We have reviewed and understood all elements of the City's Request for Qualifications, and intend to perform a scope of services inclusive of both the Short Term Local Business Recovery Action Plan and the Business Investment and Attraction Strategy, as outlined in this qualifications package. We have reviewed and are willing to accept the terms and conditions of the RFQ including the City's insurance requirements and sample Service Agreement. The price for the scope of services outlined in our proposal is valid through December 31, 2020.

I will serve as the Partner-in-Charge of this effort, which will be staffed primarily from HR&A's Los Angeles office. I look forward to discussing this opportunity with you. Should you have any questions or comments, please do not hesitate to reach out to me on my mobile phone at (310) 882-0356 or jtaylor@hraadvisors.com.

Sincerely,

A handwritten signature in black ink that reads 'Judith Taylor'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Judith Taylor
Partner
HR&A Advisors, Inc.

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A diverse Bay Area community, Richmond has not experienced the economic growth and investment that has been characteristic of much of the rest of the region. While employment grew 30% in the region from 2010 to 2020 employment in Richmond grew only 17%. The City also has not seen the tech industry jobs that have been drivers of regional growth; its largest employment sectors include manufacturing and construction. A long term economic development strategy that identifies and builds on Richmond's core strengths would help the City distinguish itself within the region, while addressing longstanding economic disparities.

Like most of the country, Richmond is now facing a significant challenge to its economy arising from COVID-19. Business closures and reduced economic activity due to the shutdown and gradual reopening amid the pandemic have placed strains on businesses of all sizes. Locally-owned businesses including restaurants and retail establishments may be particularly vulnerable to these strains. Because **the COVID-19 pandemic and ensuing economic crisis will likely continue to unfold in waves over the coming months, and is anticipated to shape the economy for longer**, Richmond is in need of both a short-term action plan to support its local businesses through recovery and reopening, and a longer term plan to address longstanding economic development goals. Small businesses, which may have both underlying stresses and acute COVID-related shocks, will be a particular target for recovery efforts including financial support, capacity building, and regulatory relief, and long-term economic development actions. In addition, the City needs guidance on how best to access and leverage state, federal, and philanthropic funding to support the recovery needs of its businesses.



We understand that **the goal of these planning efforts is to identify actionable steps the City and its partners can take to support and strengthen local businesses and promote economic growth in Richmond**. The action plans should be grounded in local priorities for an equitable recovery and future economy; should reflect the varied level or resources that may be required to address needs arising at different phases of recovery and stabilization; and should build on and inform existing programs and initiatives to incentivize business investment, provide opportunities for the local workforce; support small businesses, and invest around areas of strength.

A real estate and economic development advisory firm with expertise in urban resilience planning, **HR&A is ideally suited to work with the City of Richmond and its economic development partners to develop both a short-term action plan for business recovery and a longer-term plan for business investment and attraction**. Our breadth of expertise will allow us to bridge Richmond's near-term needs with long-term opportunities for economic growth. Our interdisciplinary approach combines our core expertise in financial analysis, real estate market dynamics, capital planning, public-private partnership development, stakeholder engagement, and institutional change management. We focus on translating the ideas of communities and their advocates into meaningful systems change by leveraging a deep understanding of government, knowledge of local and private economic forces, and analytical rigor to promote social, economic, and environmental justice. Through risk assessments, community plans, citywide strategy development, and project implementation, we help government, civic, and business leaders to promote more inclusive development and build more dynamic and resilient cities while leveraging diverse funding and partnership opportunities.

HR&A will help the City to identify and address the near-term recovery needs of its local businesses, while identifying strategies to enhance business investment, support employment growth, and advance its economic development goals, with a focus on promoting inclusive growth. Our approach is grounded in (1) substantive engagement that includes the perspectives of all economic development stakeholders as well as local businesses and residents; (2) recognition of existing efforts and national best practices to support COVID-

19 recovery and inclusive economic development; and (3) practical implementation considerations, key milestones, and metrics for success to ensure that initiatives have clear paths to success.

To ensure that the resulting strategy reflects Richmond's current priorities and the existing foundation of economic development initiatives and programs that are in place or were underway before the pandemic, HR&A will work closely with City staff, the City's economic development partners, and other local stakeholders to identify and catalog current initiatives and programs and define goals and criteria for prioritizing these. We will engage local economic development stakeholders for discussions and iterative work sessions to identify business needs resulting from COVID-19 and explore strategies for pursuing and tracking an equitable recovery, which may include understanding the disparate impacts of the COVID-19 crisis on local residents' employment, and specifically, demographic and racial disparities; the industries and types of businesses that were most heavily impacted, and whether demographic and racial disparities exist in their workforce or ownership; and the areas of the city that were most heavily impacted. With this assessment, and through clear definition of Richmond's goals, we will prioritize actions through which the City can best address disparities and needs.

We also anticipate the need for flexibility in our work plan - to respond to time pressures associated with the use of Federal recovery funding, existing City milestones or deadlines to launch or stabilize programs, and the evolving needs of the local business community. For instance, as the City works to launch its initial small business support program, we may accelerate work around understanding impacts to small businesses, racial and demographic disparities in those impacts, and developing recommendations that can help to shape that program to be maximally effective. Project deliverables will reflect the need for flexibility and recognize that programs may need to change and evolve over time, depending on changing needs, available funding, and funder or administrator capacity.

We propose to execute both scopes of work over a period of eight months. The **Short Term Local Business Recovery Plan** will be developed over four months beginning in September 2020. HR&A will begin with a quantitative and qualitative assessment of the business needs arising from COVID-19, including substantive engagement with members of the business and economic development community in Richmond. Following this assessment, HR&A will identify possible actions the City and its partners can take to meet these needs, and work with the City to develop a plan to implement priority actions and measure impacts. The **Business Investment and Attraction Strategy** will be developed over five months beginning in December, 2020.

PHASE I. SHORT TERM LOCAL BUSINESS RECOVERY PLAN

Task 1.1 Phase I Kickoff

Following the receipt of notice-to-proceed, HR&A will hold a kickoff meeting with City staff via web conferencing. The goal of this meeting will be to confirm the project schedule, goals, and approach, and to review any preliminary materials including a preliminary stakeholder engagement list. HR&A will also prepare a preliminary information request for the City to be reviewed during this session. We will request information including, but not limited to, a list and description of current and planned economic development programs; information about key local and regional economic development partners; detailed sales tax, transient occupancy tax, and utility users tax information; and a description of the City's decision-making process around economic development priorities and initiatives.

Task 1.2 Business Impacts of COVID-19

HR&A will develop an estimate of the business impacts of COVID-19, including reduced sales due to temporary business closures, reduced consumer activity, or other causes, permanent business closures, and challenges related to adapting to the needs of social distancing. HR&A will use a combination of quantitative and qualitative analysis to develop this estimate.

Quantitative Analysis HR&A will draw on a methodological approach we have developed to estimate the likely business impacts of closures due to COVID-19 on local employment, using Public Use Microdata Sample data from the U.S. Census Bureau and other publicly-available employment data. The goal of this analysis will be to estimate the likely impacts to local businesses by industry. As available, HR&A will also analyze local sales tax collection data to estimate the reduction in retail sales due to COVID-19.

Qualitative Analysis HR&A will conduct a series of up to four focus groups with local business owners, business service providers, and economic development professionals including representatives from the Richmond Chamber of Commerce, The Richmond Main Street Initiative, Co-Biz, and other organizations. HR&A will also conduct a business survey to identify specific impacts and recovery needs by business type. The goal of this engagement will be to capture a comprehensive picture of the impacts of COVID-19 on local businesses, the ways in which pre-COVID business services and post-COVID recovery programs have helped to meet business needs, and unmet needs and challenges still facing local businesses. HR&A will make particular efforts to reach local business owners who may have institutional barriers to accessing services, including minority-owned businesses and businesses that are not part of the Chamber of Commerce or other associations.

HR&A will prepare a summary of the findings of the impacts of COVID-19 on local businesses to share with City staff and guide conversation in Task 3.

Task 1.3 Business Recovery Planning

Working with City staff and economic development organizations and drawing on emerging national best practices, HR&A will outline an initial summary of business recovery needs based on the estimated impacts. Potential needs may include:

- Access to flexible operating capital;
- Technical assistance in applying for local, state, and federal recovery programs;
- Tax abatements, grants, or loans to make capital improvements to accommodate transition to remote work or social distancing requirements such as protective equipment and barriers; and
- Regulatory relief including easing restrictions the use of sidewalks and parking requirements.

After reviewing potential recommendations with City staff and other stakeholders as appropriate, HR&A will identify the implementation needs of preferred strategies and engage with potential partners to develop refined recommendations including setting targets and key milestones for the implementation of recommended actions.

HR&A will identify potential funding sources for recommended programs, identifying opportunities for the City to leverage funding sources available from state, federal, and philanthropic sources where possible.

Task 1.4 Plan Drafting and Review

Based on work completed in Task 1.3, HR&A will produce an administrative draft of the short term local business recovery action plan, outlining key actions, implementation needs, responsible parties and targets for each action. HR&A will share this draft with City staff for comment and make revisions as needed. Following this initial review, HR&A will support the City as needed to share the draft for public comment. This may include hosting a web-based presentation to summarize the key actions and anticipated impacts of the plan. Following public comment, HR&A will finalize the plan for adoption.

Phase 1 Deliverable: Short-Term Local Business Recovery Plan (drafts and final)

PHASE II. BUSINESS INVESTMENT AND ATTRACTION STRATEGY

Task 2.1 Phase II Kickoff

As Phase I nears completion, HR&A will hold a Phase II kickoff meeting with the client team. The goal of this meeting will be to confirm the project schedule, goals, and approach, and to identify additional engagement needs beyond the interviews and engagement conducted as part of Phase I.

Task 2.2 Richmond Economic and Demographic Assessment

HR&A will supplement the business assessment work done in Phase I by reviewing existing demographic, socioeconomic, and employment data, labor force characteristics, and other pertinent economic and real estate market data to build a profile of the workforce characteristics in Richmond and barriers to economic opportunity not captured in Phase I. We will use data from EMSI, Social Explorer, the U.S. Bureau of Labor Statistics, CoStar, or from local sources, as appropriate.

Task 2.3 Economic Development Ecosystem Assessment

HR&A will conduct an in-depth assessment of the City's existing economic development ecosystem, including City programs, the Economic Development Commission, Renaissance Center Richmond Main Street Initiative, and other organizations listed in the RFQ. The purpose of this assessment will be to develop a thorough understanding of these organizations and to identify the current economic development tools available to support business investment and attraction in Richmond. HR&A will evaluate the City's incentive tools and regulatory and entitlement processes to understand how these influence business investment in Richmond. HR&A will evaluate the City's development regulations and entitlement process to understand the impacts that current policies have on the cost of development. HR&A will benchmark the cost of doing business and available incentives against comparable cities. Where economic development tools have been deployed, HR&A will evaluate the expenditures and impacts of these tools, to the extent that data is available. HR&A will also conduct interviews with developers and business owners to understand existing barriers to equitable economic growth and to business investment.

Task 2.4 Preliminary Strategy and Recommendations

Based on the assessments conducted in Tasks 2.2 and 2.3, HR&A will develop a strategic framework and preliminary recommendations to address barriers to business investment and economic growth in Richmond. HR&A will conduct a work session with City staff and other stakeholders as appropriate to review preliminary recommendations and strategies and discuss implementation needs. HR&A may also engage with City leadership to evaluate support for the strategic framework and preliminary recommendations.

Task 2.5 Plan Drafting and Review

HR&A will prepare a draft strategy for review based on input received from City staff, leadership, and other stakeholders. The strategy document will outline recommended actions, partners for implementation, milestones, and metrics for success. HR&A will work with the City and its economic development partners to refine and revise the draft for public comment and identify suitable ways to present the plan publicly. Following public comment, HR&A will finalize the strategy and recommendations.

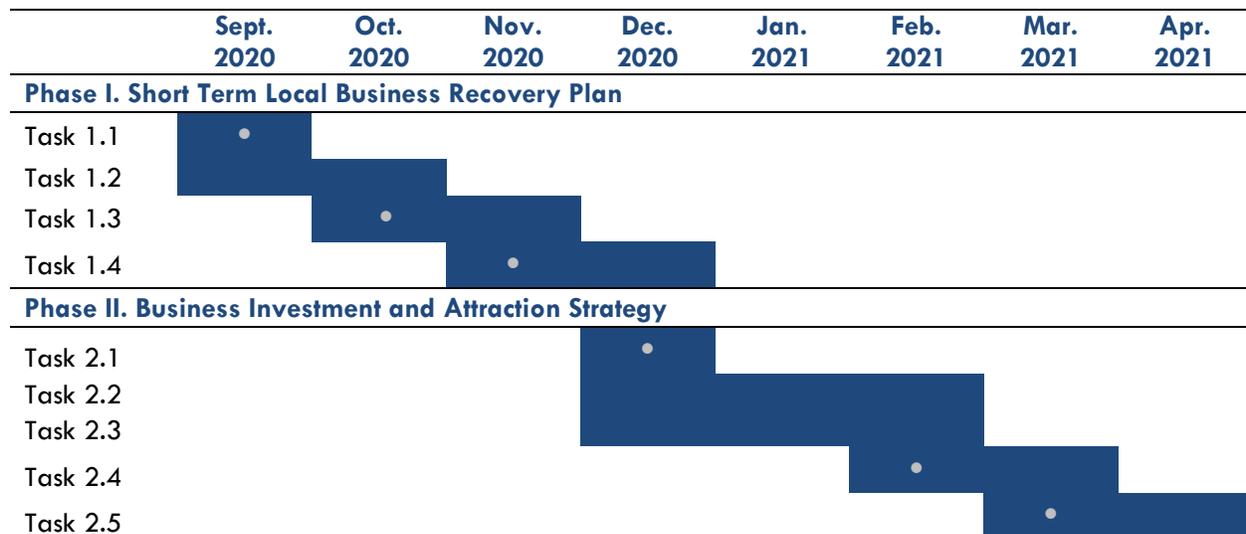
Phase 2 Deliverable: Business Investment and Attraction Strategy (drafts and final)

ROLE OF CITY STAFF

Throughout both phases of work, HR&A will work with City staff to ensure that findings and recommendations align with City priorities and capacity. We recommend regular, bi-weekly check-in meetings with the core

project team to ensure that the project is on track and to share updates as needed. City staff will be responsible for arranging introductions to economic development partners, businesses, and other stakeholders as appropriate, for providing requested data, and for participating in work sessions to review preliminary findings and provide feedback on proposed strategies.

PROJECT SCHEDULE



• Meeting or work session with City Staff. Meetings through the end of 2020 are anticipated to be conducted virtually.

SAMPLE WORK

The potential outline for the proposed deliverables will be determined by the specific areas of focus identified through engagement, data analysis, and collaboration with City staff. Below are links to sample deliverables that HR&A has produced that illustrate the ways in which plans can be tailored to identify and focus on local needs and priorities.

[LA Citywide Economic Development Strategy](#)

[Grand Rapids Equitable Economic Development and Mobility Strategic Plan](#)

[Columbus Incentives Study](#)

[Panama City, Florida Economic Development Plan](#)

[Nassau & Suffolk County COVID-19 Economic Impact](#)

HR&A brings both depth and breadth of experience in advising public sector clients in the design and implementation of economic development strategies and programs. Our team has worked across the country to deliver community-focused assessments rooted in market realities and actionable recommendations. HR&A's project personnel include consultants with expertise in California economic development policies and practices, inclusive economic development, and real estate finance. For this project, we have assembled a team that pairs local knowledge with national best practices.

Judith Taylor, Partner, will serve as the Partner-in-Charge and will be responsible for overall project direction, overseeing all aspects of HR&A's work including structuring our project approach, the production of deliverables, and the facilitation of meetings with the City and other stakeholders. Judith specializes in assisting local governments of all sizes in planning for economic development. She works with public and private sector clients to conduct economic analyses that inform community plans, revitalization and land use strategies, and advance the entitlement process.

Cary Hirschstein, Partner, will serve as a senior advisor for this project. Cary leads the firm's economic incentives practice, guiding cities on how to improve the effectiveness and efficiency of incentive deployment to achieve more inclusive economic growth. He will bring this expertise to advise on the effective structuring of Richmond's development requirements and incentive tools.

Kate Collignon, Partner, will serve as a senior advisor for this project. Kate draws on over 20 years of public and private sector experience in her work to shape and manage implementation of equitable downtown, waterfront and neighborhood revitalization strategies and economic development plans.

Sarah Kirk, Director, will serve as the Project Manager. She will be the primary point of contact for the consulting team, and will be responsible for managing the analytical work and production of deliverables. Sarah has experience developing actionable strategies for economic recovery and inclusive growth for a range of communities.

Resumes for these key staff members are included on the following pages. The team will be supported by talented analytical staff from HR&A's Los Angeles office.



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

Economics Research Associates
Senior Associate
2005 – 2011

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

City of Ontario, Redevelopment Agency
Intern
2000

AFFILIATIONS

Women's Transportation Seminar
Los Angeles Chapter,
Board Member

Westside Urban Forum
Board Member

American Planning Association
Member

Urban Land Institute
Member

Judith brings over 15 years of experience in real estate, land use, and inclusive economic development strategy. She specializes in working with public and private sector clients to conduct economic analyses that inform community plans, revitalization and land use strategies, and advance the entitlement process. Judith is 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. Prior to joining HR&A, Judith worked with Pro Forma Advisors, Economics Research Associates (ERA), and the Economics practice at AECOM.

San Jose Diridon Station Development Advisory, CA

On behalf of the City of San Jose and in collaboration with Skidmore, Owings & Merrill LLP, created a 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. As ongoing work to this project, HR&A is currently assisting the City as it negotiates a Development Agreement with Google on approximately 60-acres in the Diridon Station Area. A key element of our work is financial feasibility testing to evaluate the development of an incentive zoning structure throughout the station area district and to support the identification of Google-specific community benefits, with an emphasis on the share and depth of affordable housing, tied to the development their properties in the Diridon Station area.

Los Angeles River Enhanced Infrastructure Financing District Capacity Analysis, Los Angeles, CA

On behalf of the City of Los Angeles Economic and Workforce Development Department, oversaw analysis of the funding capacity from one or more Enhanced Infrastructure Financing Districts (EIFDs), a new financing tool in California that may be used to fund a wide range of public infrastructure improvements. Led an analysis of potential property tax increment within two miles of the Los Angeles River within the City of Los Angeles, including estimating the potential scale and value of future real estate development, to estimate the revenue capacity for public open space and infrastructure improvements proposed on and around the Los Angeles River.

West Hollywood Transit Extension Funding and Delivery Strategic Plan, CA

On behalf on the City of West Hollywood, evaluating the City's capacity to help fund and support an accelerated delivery of LA Metro's Northern Extension of the Crenshaw/LAX Line through Los Angeles and West Hollywood, connecting with the Metro Red Line at the Hollywood and Highland Station and closing a major gap in the regional rail network. Assessing various potential revenue sources and value capture tools including city-controlled revenues like sales tax and advertising revenue, an Enhanced Infrastructure Finance District (EIFD) covering the Cities of West Hollywood and Los Angeles, development and development rights on publicly owned real estate, other Federal and State sources, and partnerships with corporate and institutional stakeholders.

SPEAKING ENGAGEMENTS

Rail~Volution
Equitable TOD: From Policy to Practice
2019

ULI TAP Panel
Fox Hills Reimagined
2019

Westside Urban Forum
Westside Forecast
2019

Mayor's Institute
2018

Rail~Volution
HSR Implementation: Creating a TOD
Lifestyle
2016

FIBI
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

Edmonton River Crossing Business Plan, Edmonton, AB, Canada

On behalf of the City of Edmonton, developed a business case for the Edmonton River Crossing Project in the city's West Rosedale neighborhood. Worked with the City to identify a clear and strategic set of actions and investments that will maximize the city-building potential of the West Rosedale area, direct City capital improvements, and guide private investment.

San Ysidro Pueblito Viejo Specific Plan, San Diego, CA

San Ysidro, a community plan area in the City of San Diego, is located in the southernmost area of the city, adjacent to the US/Mexico border. Provided guidance on the scale and nature of commercial and residential uses that could be supported specifically within the El Pueblito Viejo Village District subarea of the Community Plan. Identified a range of candidate funding opportunities to help incentivize new development in the El Pueblito Viejo Village.

City of Carson General Plan Update, CA

On behalf of the City of Carson and as part of a multidisciplinary team led by Dyett & Bhatia, conducted market and fiscal analysis to support the City's General Plan update. Performed a multi-family residential demand analysis to determine the degree of market support for a recent influx of large residential projects proposed and under construction in the City, and assessed the net fiscal impacts of the buildout of the pipeline to inform the City of near-term General Fund revenues and City service costs associated with these new developments. Profiled the City's population and employment growth, and evaluated the net fiscal impacts of three citywide land use alternatives prepared by the consultant team. Provided high-level fiscal recommendations and strategies, identifying opportunities to reduce costs and/or increase revenues through land use or policy changes.

West Covina General Plan Update, CA

Managed the detailed economic program preparation for the City of West Covina General Plan with a focus on the Central Business District (CBD) area. Conducted the market feasibility analysis focused on the CBD area for commercial office, retail, and residential uses. Built from the findings of the market analysis, identified key opportunities and obstacles in the City and formulated a CBD area economic development implementation program.

Comprehensive Visioning for the Los Angeles Community Redevelopment Agency, CA

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.

Crenshaw/LAX TOD Design Guidelines, Los Angeles County, CA

As part of an interdisciplinary team, conducted analysis to inform development guidelines for mixed-use development on four publicly-owned sites adjacent to two stations on the Crenshaw/LAX Line light rail line. Prepared a market and demand analysis for key land uses, including retail, office, and residential at each station site. Participated in an extensive community outreach effort, synthesizing community feedback with market analysis to make recommendations regarding the scale and character of supportable land uses at each site. Led financial feasibility analysis for a preferred development scenario at each station. Building upon the development guidelines, Metro issued a Request for Proposals for a joint-development opportunity at the Expo/Crenshaw Station and selected a subsidiary of Watt Companies, a nationally recognized real estate investment and development firm, for a six-month exclusive negotiation agreement.



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

AFFILIATIONS

International Economic Development
Council (IEDC)

Urban Land Institute (ULI):
NEXT New York

Park Slope Food Coop:
Real Estate Committee

Since joining HR&A in 2004, Cary Hirschstein has specialized in the management of large-scale urban development and the structuring of effective policies and programs supporting economic development, environmental sustainability and resiliency. Cary leads the firm's economic incentives practice, guiding cities on how to improve the effectiveness and efficiency of incentive deployment to achieve more inclusive economic growth. He has provided strategic plans to promote new development and revitalize downtown cores, led economic studies supporting the creation of transformative open spaces, and advised cities on comprehensive economic policies to attract and retain businesses.

Incentives Study, Philadelphia, PA

On behalf of the City of Philadelphia, assessing the City's economic development toolkit to provide recommendations for its approach to deploying business incentives. As Philadelphia sees a resurgence of investment in the city's core, the administration seeks to understand the effectiveness of its incentive programs, align future deployment with broader public policy goals, and ensure that economic growth is felt citywide. To assess the efficacy of the City's current toolkit in meeting policy objectives, conducting a detailed analysis of seven priority incentive programs, assessing relative costs and benefits to the City. Will also benchmark Philadelphia's incentive programs against peer cities to identify best practices. The work will culminate in a final report offering recommendations for the City's business incentive programs.

Inclusive Incentive Strategy, Indianapolis, IN

On behalf of the Greater Indianapolis Chamber of Chamber of Commerce, evaluating existing incentive programs and advancing policy recommendations to align Indianapolis' incentives portfolio around promoting equitable growth. Reviewed past incentive usage and performance. Convened a series of stakeholder roundtables to understand community priorities and identify opportunities and challenges to re-orienting the incentive portfolio. Benchmarked national best practices for inclusive incentive deployment. Crafting policy recommendations based on review of existing incentive usage, stakeholder engagement, and best practices review, and developing metrics and deal evaluation tools for deployment of incentives.

Incentives Policy Review, 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. Assessed 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.

Incentive Strategy, New Orleans, LA

On behalf of the City of New Orleans, assessing the City's economic development toolkit and making recommendations for its approach to deploying incentives. Conducted a series of small-group meetings with community leaders and a comprehensive review of plans and policy directives to identify public policy priorities that could be supported using incentives, with a strong focus around inclusivity. Assessed the effectiveness of four major programs within the City's toolkit through a detailed analysis quantifying relative costs and benefits to the City. Based on the findings of the analysis, crafted a series of strategic recommendations to improve the efficiency and effectiveness of its programs in driving equitable economic outcomes. Assisted the City with implementing the recommendations of the study. Led an

**SELECT SPEAKING
ENGAGEMENTS**

Urban Land Institute (ULI), Terwilliger
Center for Housing
Leveraging Housing Development for
Equity: Industry Steps to Remedy the
Legacies of Redlining
2020

International Economic Development
Council (IEDC) Annual Conference
Shared Values: Engaging the Business
Community to Support Inclusive Economic
Outcomes
2019

IEDC Annual Conference
Innovating Incentives to Advance Inclusive
Economic Growth
2018

International Economic Development
Council (IEDC) Annual Conference
*Innovating Incentives to Advance Inclusive
Economic Growth*
2018

ULI Tampa Bay
*Payoff from Parks: Creating
Transformative Urban Open Space*
2016

Columbia University
*Value Creation in Public-Private
Partnerships*
2013

Greenbuild
*Testing Innovative Financing Tools for
Multifamily Retrofits*
2012

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

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

intensive multi-day workshop focused on producing a standard evaluation protocol to encourage project delivery of core policy objectives. Developed a series of tools to aid the City's review of incentive applications, including a dynamic pro forma template and user guide to assess the validity of applicant funding needs and ensure their alignment with City priorities.

Incentives Policy Study, Columbus, OH

Managed an evaluation of economic incentives for the City of Columbus, Ohio. Assessed how the City can best utilize incentives to realize community and development objectives in response to the evolving local economic and market context. Assessed the competitiveness of Columbus's economy, and evaluated its historical use of incentives. Analyzed the use and impact of residential abatements within four neighborhoods, and produced financial models for conceptual developments in these areas to determine the efficacy of abatements in supporting development outcomes. Benchmarked the City's commercial incentive portfolio against national peers and neighboring communities to distill best practices in program design and deployment. Recommended changes to Columbus's incentive portfolio that will enable Columbus to better meet its community and development objectives.

Commercial Incentives Program Analysis, New York, NY

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.

Analysis of Tax Increment Reinvestment Zones in Houston, TX

Analyzing the impact of a potential Municipal Service Charge established by the Houston Mayor's Office of Economic Development to recapture a portion of tax increment for general City services. Producing a case study review of how municipal service reimbursements are approached in peer cities.

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.

Greensboro, NC 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.

Cultural District Investment Strategy and Implementation Plan, Greensboro, NC

Formulated an investment strategy and implementation plan to reinvigorate the City of Greensboro's Church Street cultural district. HR&A's Church Street Investment Strategy builds upon recent successes by activating development, enhancing the pedestrian experience, and promoting greater vitality east of the city's downtown core, Elm Street. It also aims to strengthen and connect artistic, cultural, and entertainment assets. HR&A closely studied market dynamics, analyzed the merits and challenges of development opportunities, and prioritized public improvements that leverage maximum private investment.



KATE COLLIGNON

PARTNER

EDUCATION

Harvard University
John F. Kennedy School of Government
Master in Public Policy & Urban Planning
2000

Columbia University
Bachelor of Arts
Urban Studies
1995

WORK EXPERIENCE

HR&A Advisors, Inc.
Partner
2013 – Present

HR&A Advisors, Inc.
Principal
2009 – 2013

Brookfield Properties
Director, Development
2007 – 2009

New York City
Economic Development Corp
Development Dept
Senior Vice President
2000 – 2007

Harvard University Joint Center for
Housing Studies and Neighborhood
Reinvestment Corporation
(now NeighborWorks America)
Leadership Fellow and Research Assistant
1998 – 2000

Institute for Children and Poverty
Research Director
1995 – 1998

AFFILIATIONS

New Yorkers for Parks
Board Member
2018 – Present

Urban Land Institute, Public Development
& Infrastructure Council
2017 - Present

New York University
Wagner School of Public Service
Adjunct Assistant Professor of Planning
2008 – 2011

Kate Collignon draws on over 20 years of public and private sector experience in her work to shape and manage implementation of equitable downtown, waterfront and neighborhood revitalization strategies; to craft district and campus plans that fuel innovation and economic development; and to provide integrated development management services that help non-profit and academic institutions achieve their mission-based and financial goals. Prior to joining the firm, Kate served as a Development Director with Brookfield Properties, a global asset manager, owner and developer, where she managed commercial and mixed-use development projects in Manhattan and across the country. Previously, Kate served as Senior Vice President in charge of large-scale planning and development initiatives with the New York City Economic Development Corporation.

Economic Development Advisory in New Haven, CT

Identified and evaluated urban design guidelines and economic tools to spur development within New Haven, Connecticut's medical district. Examined available financing tools, estimated the incremental value of corresponding development, and created a set of implementation strategies. Advised the Economic Development Corporation in its efforts to establish a sustainable strategy for the medical district and secure funding for implementation.

Development Advisory Services and Lease Negotiation Support for Miller's Launch, Staten Island, NY

Advised on a development strategy and lease negotiations for Miller's Launch, a marine support services company, in its effort to maintain operations at its site on Staten Island's North Shore, which is located within the alignment of a planned waterfront esplanade. Analyzed the level of supportable capital investment and ongoing lease payments and assessed the benefits to New York City associated with the company's continued operations and investment in its current location. Advised on a proposal to the New York Economic Development Corporation summarizing the benefits case for Miller's Launch's and initial lease terms. In 2018, Miller's Launch submitted an initial long-term lease proposal to New York Economic Development Corporation.

Advising on Programs to Redevelop Under-utilized Parcels in Detroit, MI

Advised on a flexible process to support emerging development opportunities in Detroit, for the Detroit Future City Strategic Framework. Inventoried the vast number of publicly-owned, underutilized parcels, and unraveled the varying processes for disposition of public land. Considered land use, zoning, land development, economic recovery, neighborhood development, environmental sustainability, service delivery and infrastructure development among other essential city building elements.

Economic Development Action Plan for North Adams, MA

Created an action plan to drive economic development in the City of North Adams, Massachusetts on behalf of the North Adams Partnership, which includes a clear vision of future redevelopment and implementation. After analyzing market potential and soliciting stakeholder feedback, recommended development projects that would strengthen downtown's connection to institutional and outdoor resources. Tested the financial feasibility of priority projects and recommended public and private funding strategies. Prepared an assessment of plan progress in 2017, four years following initial plan creation. Identified

AWARDS

Robert W. Wilmers State and Local Public Service Fellowship Recipient
1998 – 2000

PUBLICATIONS

Colton, K. W. & Collignon, K. (2001). Multifamily Rental Housing in the 21st Century. Cambridge, MA: Joint Center for Housing Studies.

Collignon, K. (2000). Vacant Lots and Housing Opportunities: Auctions and Alternatives for Disposition of Vacant Land Owned by the City of New York. Capstone paper. John F. Kennedy School of Government, Harvard University.

Da Costa Nunez, R. & Collignon, K. (2000). Supporting Family Learning: Building a Community of Learners. In J. H. Stronge and E. Reed-Victor (Eds.), Educating Homeless Students (pp. 115-133). Larchmont, NY: Eye on Education.

Collignon, K. (1999). Expiring Affordability of Low-Income Housing Tax Credit Properties: The Next Era in Preservation. Cambridge, MA: Joint Center for Housing Studies and Neighborhood Reinvestment Corporation.

significant progress on most elements, and prepared recommendations for overcoming obstacles to full implementation.

Grand Rapids Equitable Economic Development and Mobility Plan

Developed a plan for equitable economic development and mobility for the City of Grand Rapids, Michigan. The plan recommended a comprehensive suite of initiatives to grow Grand Rapids' economy and address economic and racial disparities in access to economic opportunity and transportation. HR&A led a consulting team with Nelson\Nygaard and Interboro, and worked 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.

Development Plan and Implementation Strategy for Lakeview Village in Oak Creek, WI

Created a development plan and implementation strategy for the redevelopment of Lakeview Village, a 250-acre brownfield site on Lake Michigan. Investigated opportunities for transit-oriented development in connection with a potential commuter rail stop, as well as creation of an industrial park and significant open space. Assessed the surrounding real estate market, advised on the phasing of the land use plan, and recommended strategies for attracting public and private investment.

Development Advisory Services for Hudson River Park in New York, NY

Evaluated development alternatives for Pier 40 on Hudson River Park to understand community and traffic impacts and potential revenue generation to inform the Hudson River Park Trust's long-term planning process. Tested the potential land values and revenue generated from a number of different development options, which included varying combinations of retail, residential, hotel, parking and community uses, to offset the costs extensive pier stabilization needs, as well as of operations and maintenance of the entire 550-acre Hudson River Park.

Development Advisory for Greenspoint Mall in Houston, TX

Identified viable commercial anchors, market-supportable land uses, and public interventions to support an economically vibrant future of the Greenspoint neighborhood in northern Houston, Texas. For the Greenspoint Redevelopment Authority, assessed local and regional real estate market characteristics to determine market short- and long-term potential, and identified potential anchor uses ensuring the greatest opportunity for value creation. Determined appropriate phasing to strategically unlock value throughout neighborhood development. Integrated analysis findings into a conceptual master plan for the neighborhood.

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.

Master Plan for Union Pier in Charleston, SC

Advised on a master plan for Union Pier in Charleston, South Carolina, which included a new cruise terminal and associated private development that will tie the waterfront to adjacent downtown communities.



SARAH KIRK
DIRECTOR

EDUCATION

University of North Carolina at Chapel Hill
Master of City & Regional Planning

Middlebury College
Bachelor of Arts, Geography

WORK EXPERIENCE

HR&A Advisors, Inc.
Director
2018 – Present

IFF
Senior Project Manager
2017 – 2018

IFF
Project Manager
2015 – 2017

SB Friedman Development Advisors
Associate
2013 – 2015

University of North Carolina at Chapel Hill Department of City and Regional Planning
Progress Energy Fellow
2012 – 2013

Seedco
AmeriCorps*VISTA
2010 – 2011

LANGUAGES

Mandarin Chinese, Proficient

PUBLICATIONS

"Making Room for Manufacturing: Understanding Industrial Land Conversion in Cities" *Journal of the American Planning Association* Vol. 79 (4) 2013.

AWARDS

Egan Award for Technology, Department of City and Regional Planning, University of North Carolina at Chapel Hill

Weiss Urban Livability Fellowship

Sarah Kirk is a real estate and economic development advisor with over five years of project management experience. Sarah has expertise in real estate feasibility analysis, public/private partnerships, affordable housing, and economic development planning. Prior to joining HR&A Advisors, Sarah was Senior Project Manager in IFF's Real Estate Solutions team where she helped nonprofit organizations throughout the Midwest make informed decisions about their facility needs and real estate investments.

Grand Rapids Equitable Economic Development and Mobility Plan

Developed a plan for equitable economic development and mobility for the City of Grand Rapids, Michigan. The plan recommended a comprehensive suite of initiatives to grow Grand Rapids' economy and address economic and racial disparities in access to economic opportunity and transportation. HR&A led a consulting team with Nelson\Nygaard and Interboro, and worked 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.

Panama City, Florida Recovery Plan

Worked as part of a consulting team in Panama City, Florida to plan for the City's long-term recovery following Hurricane Michael. Led efforts to quantify the economic and fiscal impacts of storm damage on the City, and to develop an economic development plan for the City to address pre-storm and post-storm challenges. Produced actionable strategies for economic development in coordination with other recovery planning efforts.

Charlottesville, Virginia Affordable Housing Plan

Currently working with the City of Charlottesville, Virginia to develop an affordable housing plan with a focus on racial equity, as part of a larger planning effort which includes updates to the City's comprehensive plan. Engaging with multiple stakeholder groups to understand key challenges and areas of opportunity to support a comprehensive approach to housing affordability in Charlottesville. Developing recommendations to amend the City's land use policies, dedicate funding for affordable housing programs, and pursue additional policy changes to enhance racial equity and affordability in housing.

Greenville Office and Employment Study

Conducted a study of the office market and economic competitiveness of office-based industries in Greenville, South Carolina. Evaluated employment trends, workforce characteristics, industrial clusters, and economic competitiveness to inform the development of an economic development strategy focused on growing office employment and occupancy in Greenville's market.

Shakopee Innovation Center Feasibility Study

Developed a feasibility study for a proposed innovation center in Shakopee, Minnesota. Identified programmatic opportunity based on analysis of employment and demographic trends and interviews with regional employers, educational institutions, and other stakeholders. Developed preliminary estimate of space needs, development costs, and operating budget. Wrote case studies outlining how other

innovation centers have supported education, entrepreneurship, and economic development goals.

.PREVIOUS WORK

BUILD Feasibility Analysis in Chicago

Provided analysis and advisory services in support of a planned campus development to a provider of behavioral health services and after school programming in Chicago, Illinois. Project included visioning and space planning for a proposed expansion and feasibility analysis of possible development scenarios. Researched operating models and space usage for multiservice youth centers to identify potential sources of revenue and programming. Identified potential sources of funding including Tax Increment Financing and New Markets Tax Credits.

West Broadway Corridor Plan, Iowa

Analyzed real estate market in support of a corridor plan in Council Bluffs, Iowa as part of a multidisciplinary team. Surveyed the existing commercial market in Council Bluffs and the Omaha metro area. Facilitated charette discussions with Council Bluffs residents to inform development program.

Social Enterprise Center Planning in Chicago

For a group of nonprofits and social enterprises located in Chicago, modeled potential approaches to operating a multi-tenant light industrial center to support multiple social enterprises and provide opportunities for thought leadership and collaboration among Chicago social enterprises. Evaluated multiple operations and revenue models and conducted preliminary market scans to identify potential sites. Provided recommendations for governance and management of the proposed center.

Social Innovation District Feasibility Analysis in St. Louis

Conducted visioning and feasibility analysis for multiple proposed multi-tenant nonprofit centers to co-locate into a social innovation “hub” in St. Louis, Missouri. Interviewed participating organizations, reviewed occupancy and operating budgets to inform analysis. Outlined quantitative and qualitative benefits to co-location for multiple stakeholders. Created development scenario analysis and operating analysis for tenant organizations and ownership entity.

HR&A has over 40 years of experience helping cities around the world to advance innovative projects and policies that inspire growth and advance opportunities for all.

SELECT CALIFORNIA EXPERIENCE



Key Staff:

Phase I

Amitabh Barthakur, Partner-in-Charge
Judith Taylor, Project Manager

Phase II

Judith Taylor, Partner-in-Charge
Thomas Jansen, Project Manager

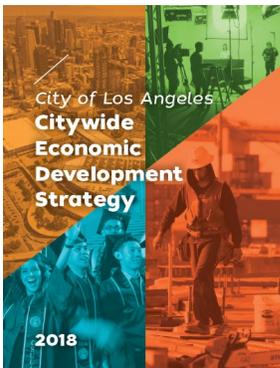
Negotiations Support for the San Jose Diridon Station Intermodal Hub

On behalf of the City of San Jose (City), and as part of a second phase of work, HR&A will support the City's preliminary negotiations with Google to establish a path toward a future development agreement for a proposed technology campus adjacent to San Jose's Diridon Station. Google recently announced plans to build several million square feet of mixed-use headquarters office, retail and residential development on and adjacent to several publicly-owned properties immediately west of Downtown San Jose. To support the development of a preliminary Memorandum of Understanding (MOU) between the City and Google, HR&A will provide guidance on the types of community benefits that could be required in and around the Diridon Station area, where development interest has increased substantially. Key community benefits being explored include affordable housing, displacement reduction, and workforce training. HR&A will also advise on key MOU terms to support the City's interests and facilitate subsequent negotiation.

This work follows an earlier engagement in which HR&A, in collaboration with Skidmore, Owings & Merrill, provided advisory services in support of a regulatory and development framework for the Diridon station area. HR&A's work provided a strong foundation for the City to pursue its goal of establishing 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. Once complete, Diridon Station will serve as the nexus of several transit systems, including California HSR, CalTrain, Amtrak, BART, and others.

City of Los Angeles Comprehensive 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.



Key Staff:

Paul J. Silvern, Partner-in-Charge
Thomas Jansen, Project Manager

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, actions to strengthen the economy of City communities, actions to empower City residents, and actions to 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 was adopted by the Los Angeles City Council in 2019.



Key Staff:

Judith Taylor, Partner-in-Charge
Tim Quinn, Project Manager

Los Angeles Cleantech Incubator Green Jobs Impact Study

The Los Angeles Cleantech Incubator (LACI) retained HR&A to conduct a Green Jobs Study of clean and smart grid, zero emissions transportation, and smart and sustainable cities jobs in Los Angeles County. Results of this study assess the scale of green jobs in Los Angeles and Southern California and highlight the skills gaps and opportunities in future green sectors and occupations, inform possible policy recommendations, and unlock ideas for new training models. As part of this study HR&A led a series of three workshops with an Advisory Group consisting of Los Angeles workforce, labor, and green leaders. The findings will enable LACI and other workforce development partners to create more strategic programming in alignment with market need.



Key Staff:

Amitabh Barthakur, Partner-in-Charge
Olivia Moss, Project Manager

Bay Area Resilient by Design

As part of a multi-disciplinary team led by Gensler, HR&A is providing economic and real estate advisory services in support of the “Team Uplift” submission to the Resilient by Design Bay Area Challenge. The Bay Area Challenge is a year-long design challenge that brings together local stakeholders and international experts to develop 10 innovative community-based solutions aimed at increasing the Bay Area’s resilience. HR&A is contributing to both phases of work, first centered on research, then design. For the research phase, HR&A’s analysis includes a high-level economic forecast of a short-list of intervention sites including one in North Richmond, and a review of governance structures and anticipated feasibility and implementation challenges. In the design phase, we will provide focused research to inform the team’s broader narrative, followed by a memorandum focused on financing, governance, and feasibility.



Key Staff:

Amitabh Barthakur, Partner-in-Charge
Thomas Jansen, Project Manager

Corridor Revitalization Strategy for the City of Fresno

As part of an initiative by the City of Fresno to revitalize the Elm Avenue Corridor, which has experienced sustained disinvestment and poor economic outcomes due to a combination of physical isolation, lack of transit, and predominance of industrial uses. On behalf of the City and in partnership with community leaders, who successfully advocated for \$70 million in state funding for a variety of projects, HR&A supported the creation of a tactical strategy to support the redevelopment of brownfield sites along the corridor and catalyze economic activity for local residents. HR&A first performed a real estate market scan and financial feasibility assessment for the catalytic sites to understand opportunities for development on select sites, and subsequently identified potential gap financing strategies for those sites, along with a range of strategic initiatives to be implemented in partnership with community-based or not-profit development organizations. HR&A’s corridor wide and site-specific implementation strategies, which include policies, program, and financing recommendations related to affordable housing and economic development, are already being pursued by the Saint Rest Baptist Church, which owns one of the catalytic sites.

ECONOMIC RECOVERY PLANNING AND COVID-19 ADVISORY



Key Staff:

Phillip Kash, Partner-in-Charge
Sarah Kirk, Project Manager

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.



Key Staff:

Jeff Hebert, Partner-in-Charge
Lydia Gaby, Project Manager

Newark COVID-19 Recovery Plan

In Newark, NJ HR&A is supporting the development of a central coordinating framework to guide the City's COVID-19 economic recovery and providing support technical support to the Mayor's Reopening and Recovery Strikeforce. We will also assess the impacts of the pandemic on residents, workers, businesses, and others, connect local recovery programs strategically to available county, state, and federal funding, and provide direct technical assistance to support implementation of recovery programs.



Key Staff:

Kate Collignon, Partner-in-Charge (Economic Recovery)
Phillip Kash, Partner-in-Charge (Housing)

New Haven COVID-19 Economic & Housing Support

HR&A is currently working with the City of New Haven to help them address the Covid-19 pandemic. HR&A will estimate the housing impact of COVID-19 on New Haven's neighborhoods and conduct stakeholder interviews with investors, developers, tenants' rights advocates, and homelessness service providers to develop near-term housing needs for impacted populations. HR&A will produce a matrix to identify and evaluate potential sources of federal funding that could be used to support housing needs and neighborhood stabilization, and based on the potential impacts and tools identified, develop recommendations to support the City in stabilizing its residents. In Phase 2, we will build off our analysis in Phase 1 to develop a recovery roadmap that stabilizes communities and builds towards a more inclusive economy.



Key Staff:

Shuprotim Bhaumik, Partner-in-Charge
Jonathan Meyers, Project Manager

Long Island COVID-19 Recovery Impact Study

On March 17, 2020, Nassau County Executive Laura Curran established a Coronavirus Economic Advisory Council to assess the countywide impact on both small and large businesses. As part of this effort, Hofstra University, represented on the Council by President Stuart Rabinowitz, is supporting the County Executive and the Nassau County Industrial Development Agency in a data collection strategy (survey) to assist in addressing and mitigating the economic impacts of the pandemic. HR&A is currently assessing the economic impact of COVID-19 on behalf of the county. Analyzing the Hofstra survey and other data sources, the external partner will: develop and implement a mechanism to track, calculate, and summarize lost revenues and jobs across every industry and categorize the findings by industry; maintain an accurate running "real-time" tally of actual lost revenues and other economic impacts and the multiplier effect of these losses for County businesses and government; and prepare a series of reports, to the County Executive summarizing lost

revenues, jobs, and the overall impact of the pandemic on the County's economy. HR&A has simultaneously been engaged by neighboring Suffolk County to perform the same analysis. The team is now considering impact on Long Island as whole and will provide recommendations for both counties.

EQUITABLE ECONOMIC DEVELOPMENT



Key Staff:

Eric Rothman, Partner-in-Charge
Todd Fawley-King, Project Manager

Economic Development Action Plan for Salem, New Jersey

As part of the New Jersey State Resource Network, a program providing subsidized consulting services to municipalities struggling with poverty and economic challenges, HR&A developed an economic development action plan for the City of Salem. This plan complemented a financial recovery plan that addressed structural deficits in this rural community. The economic development action plan outlined five key initiatives and was focused on helping the City revitalize its declining industrial economy and attract and retain residents and business in a way that would create equitable impacts for the community. HR&A identified a set of criteria to identify target industries to support business recruitment and developed a high-level marketing plan to facilitate industry outreach and business attraction. The plan also included an initiative to train residents for new jobs, a priority list of infrastructure projects, and a summary of the eligible incentive programs that Salem should help businesses access. The State Department of Community Affairs, the sponsor of the network, indicated that it will make the recommendations in HR&A and PFM's report part of future MOU agreements between the municipality and the State as part of Salem's emergency financial recovery plan.



Key Staff:

Kate Collignon, Partner-in-Charge
Kyle Vangel, Project Manager
Sarah Kirk, Deputy Project Manager

Grand Rapids Equitable Economic Development and Mobility Strategic Plan

On behalf of the City of Grand Rapids, HR&A managed a multi-disciplinary consulting team including Nelson\Nygaard and Interboro to develop an Equitable Economic Development and Mobility Strategic Plan. The Strategic Plan is intended to set in motion a suite of initiatives that will increase the economic mobility of residents, create higher paying jobs, and deliver safer, more accessible transportation options. The HR&A team worked with a steering committee of local stakeholders to vet potential strategies and determine priority initiatives for implementation. HR&A's work included assessing existing conditions in the City to identify opportunities across the five pillars of the plan: business climate, real estate development, neighborhood business districts, innovation and entrepreneurship, and mobility. The final plan was released in January 2020; it provides detailed guidance on actions the City and its partners will take to promote inclusive economic growth and equitable transportation opportunities.



Key Staff:

Cary Hirschstein, Partner-in-Charge
Kyle Vangel, Project Manager

Community and Economic Development Strategy, Tulsa

On behalf of the City of Tulsa, HR&A is developing a comprehensive strategy to enhance the City's community and economic development service delivery systems. The primary objective of this strategy is to shape an organizational structure that will have maximum impact on reducing inequities in outcomes for Tulsa residents, particularly along racial, ethnic, and geographic boundaries, while also enhancing Tulsa's competitiveness as a regional economic engine and its ability to generate jobs. HR&A is conducting a thorough review of seven community and economic development entities – including City departments, authorities, and commissions – to understand how the individual entities and ecosystem as a whole can more effectively leverage resources to achieve the City's objectives. To inform the strategy, HR&A is engaging with a Steering Committee and a Working Committee comprised of staff from local community

and economic development entities and partnering with two local sub-consultants to design and execute a community engagement strategy that includes the perspectives of a range of stakeholders. The final strategy will provide bold policies and structural recommendations that strategically align public-facing departments and upgrade service delivery, backed by a sustainable funding strategy for community and economic development and recommended metrics for success.



Key Staff:

Cary Hirschstein, Partner-in-Charge
Kristina Pecorelli, Project Manager

Incentives Study, Philadelphia, PA

On behalf of the City of Philadelphia, HR&A is assessing the City’s economic development toolkit and making recommendations for its approach to deploy incentives for business attraction and retention. As Philadelphia sees a resurgence of investment in the city’s core, the administration seeks to understand the effectiveness of its incentive programs, align future deployment with broader public policy goals, and ensure that economic growth is felt citywide. To assess the efficacy of the City’s current toolkit in meeting policy objectives, HR&A is conducting a detailed analysis of seven priority incentive programs, assessing relative costs and benefits to the City. HR&A is also benchmarking Philadelphia’s incentive programs against peer cities to identify best practices. HR&A’s work will culminate in a final report offering recommendations for the City’s business incentive programs, to be issued this coming summer.



Key Staff:

Cary Hirschstein, Partner-in-Charge
Kyle Vangel, Project Manager

Inclusive Incentive Strategy for Indianapolis, IN

HR&A worked with the Greater Indianapolis Chamber of Commerce (“Indy Chamber”) to evaluate its economic development incentive portfolio and ensure programs are aligned with City goals and priorities around promoting equitable growth and ensuring access to opportunity for all residents. HR&A hosted a series of stakeholder roundtables designed to understand community priorities, as well as perceived opportunities and challenges, associated with re-orienting incentive programs to prioritize inclusivity. Following this initial round of engagement, HR&A benchmarked national best practices to help inform the development of recommendations for Indy, which included changes to the tax abatement and training grant programs and the establishment of a community impact network. HR&A conducted further analysis to understand the potential economic and community impacts of proposed policy changes and crafted a narrative around the policy rationale and benefits associated with each recommendation. In the final phase of our work, HR&A supported the Chamber in their application for the JPMorgan Chase Advancing Cities Challenge and helped the Chamber operationalize recommendations through the development of new metrics and associated evaluation tools, and by creating a roadmap for implementation.



Key Staff:

Judith Taylor, Partner-in-Charge
Shani Carter, Project Manager

Knight Foundation ArtHouse Evaluation

The ArtHouse is a mission-driven culinary incubator with the goal of stimulating economic and artistic activity in the economically distressed city of Gary, IN. HR&A assisted the Knight Foundation to evaluate the impact of the grantee and to provide a long-term sustainability plan for the facility. HR&A led a visioning process with a diverse group of stakeholders, including City official, incubator graduates, and experts in locally-focused economic development to help define a unified vision for the facility. Findings were integrated into a sustainability plan that recommends best uses for the space, a viable, on-going governance structure, and next steps for the facility. HR&A also delivered a grant evaluation report that evaluates the degree to which the ArtHouse grant

objectives have been met and outlines how the project can be sustained beyond foundation funding.



Key Staff:

Amitabh Barthakur,
Partner-in-Charge
Judith Taylor, Project
Manager

Metro West Santa Ana Branch TOD Strategic Implementation Plan

On behalf of the Los Angeles County Metropolitan Transportation Authority (“Metro”), as part of a multi-disciplinary team lead by City Design Studio, HR&A supported the creation of a TOD Strategic Implementation Plan for the 14 communities along the planned West Santa Ana Branch light-rail transit line (“WSAB”), extending from Union Station in Downtown Los Angeles to the City of Artesia, that is characterized by predominantly industrial uses, low levels of suburban development, and a number of disadvantaged communities. The Plan provided a land use and economic development strategy for the corridor communities, such that the long-term economic development goals of each city are aligned and not in competition. As part of this work, HR&A supported an extensive, 18-month outreach effort; analyzed corridor demographics and real estate market conditions; and identified opportunities and constraints for each station area. HR&A’s work culminated in a comprehensive, corridor-wide economic development strategy and transit-oriented development report, which included an equity toolkit, and corridor-wide and near-term, mid-term, and long-term actionable strategies specific to station area typologies.

REFERENCES

Negotiations Support for the San Jose Diridon Station Intermodal Hub (Multiple Contracts)

Nanci Klein
City of San Jose
nanci.klein@sanjoseca.gov
408-507-0430
200 E. Santa Clara St.
San Jose, Ca 95113

Contract Amount: \$695,000 (Multiple Contracts)
Start Date: April 2017, last contract March 2019
End Date: Ongoing
Project Description: See above

Los Angeles Cleantech Incubator Green Jobs Impact Study

Estelle Reyes
Los Angeles Cleantech Incubator
estelle@lincubator.org
213-358-6525
525 S. Hewitt Street
Los Angeles, CA 90013

Contract Amount: \$156,000
Start Date: September 2019
End Date: Expected Completion August 2020
Project Description: See above

LA Citywide Economic Development Strategy

Jan Perry
Infrastructure Funding Alliance
janperry@janperry.com
213-300-7952
Address N/A

Contract Amount: \$360,000
Start Date: June 2017
End Date: August 2018
Project Description: See above

Cost Information

HR&A will complete the scope of work for a fee of \$155,000, as outlined below. Travel and other expenses will be billed at cost up to a cap of \$5,000.

	Judith Taylor Partner	Cary Hirschstein Partner	Kate Collignon Partner	Sarah Kirk Director	Analyst	Research Analyst	HR&A Total Fee
<i>Billable Rate</i>	\$430	\$430	\$430	\$325	\$190	\$150	
PHASE I. SHORT TERM LOCAL BUSINESS RECOVERY PLAN							
Task 1.1	2			3	2	5	\$3,000
Task 1.2	6		2	22	35	40	\$24,000
Task 3.	4	2	2	18	35	30	\$21,000
Task 1.4	6			12	30	30	\$17,000
PHASE II. BUSINESS INVESTMENT AND ATTRACTION STRATEGY							
Task 2.1	2			3	2	5	\$3,000
Task 2.2	5			10	25	25	\$14,000
Task 2.3	5	3	2	25	30	45	\$25,000
Task 2.4	5	2	2	25	40	45	\$27,000
Task 2.5	6			20	30	40	\$21,000
Phase I Subtotal	18	2	4	55	102	105	\$65,000
Phase II Subtotal	23	5	4	83	157	175	\$90,000
Expenses							\$5,000
Total Fee including Expenses							\$160,000

Contractor Assignment of Sub-Contract

HR&A certifies that if a contract is awarded it shall not be assigned, transferred, or sublet, in whole or in part, without the prior written approval of the City of Richmond. HR&A proposes to complete the scope of work described in this proposal in its entirety.

Exceptions to this Request for Qualifications

HR&A takes no exceptions to the Request for Qualifications or the Standard Services Agreement.