

PROPOSAL FOR

**Five-Year Consolidated Plan
Annual Action Plan**

**Neighborhood Revitalization Strategy Area Plan Update
City of Aurora, Illinois
(RFP 19-22)**

City of Aurora
Attn: Purchasing Division
44 East Downer Place
Aurora, IL 60507

LSA
950 North Washington Street
Alexandria, Virginia 22314
Lisa Sturtevant, PhD, President & founder
lisa@lsaplanning.com
703-598-1220

April 10, 2019

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Letter of Transmittal

April 10, 2019

To Whom It May Concern:

LSA is pleased to submit this proposal to prepare a Five-Year Consolidated Plan, Annual Action Plan and Neighborhood Revitalization Strategy Update for the City of Aurora, Illinois. LSA has assembled a project team that is extremely well-qualified to successfully and efficiently complete the HUD-required Consolidated Plan and Neighborhood Revitalization Strategy Area update. In addition, we are committed to working with the City of Aurora on a plan that is relevant, actionable and will provide a path forward for the City to continue to promote housing opportunity.

Several characteristics distinguish LSA's work with local communities:

Expertise in market analysis and housing needs assessment. LSA has proven capabilities in analyzing housing markets of all sizes and compositions, ranging from large urban markets to small rural localities. Our staff is well-acquainted with local data made available by HUD for planning purposes. However, we will collect more current data, as appropriate, from the U.S. Census Bureau, the City and other sources to ensure that the City's plan is based on the most up-to-date assessment of housing needs.

In addition, we approach market analysis and housing needs assessment holistically, considering economic development, transportation, workforce development and education, and services when assessing housing needs and opportunities in the community. We supplement quantitative data with "ground truthing" through interviews and focus groups with key stakeholders.

Commitment to meaningful community engagement. Conducting public outreach is an essential component of the Consolidated Plan process. We believe that this outreach and public engagement should be more than just "checking the box" to fulfill HUD's requirements. In our work, we emphasize robust, broad-based community engagement with varied stakeholders and in settings that allow for meaningful contributions to the final plan. We look for ways to plan public meetings to allow for significant participation, often in small group conversations. Our communication and outreach approach also includes other modes of reaching residents and other stakeholders, including focus groups and online surveys. Building community consensus and understanding about the importance of planning for housing opportunities is a cornerstone of our work.

Wide-ranging experience in developing local housing policies. LSA has nationally-recognized expertise in best practices in state, local and regional housing policy and planning, including land use and zoning tools, financial strategies, service provision; as well as the links between housing policies and economic development, transportation, health, education and other policies. We have developed actionable strategy recommendations as part of both Consolidated Plan and other local strategic housing planning efforts.

LSA is committed to the City of Aurora to complete the scope of services described below within a six-month timeframe, ensuring on-time submission to HUD. We look forward to the opportunity to work closely with City staff and other local stakeholders throughout the process. We will be in the community multiple times throughout the project period and will work to identify key community members and City officials to serve as advisors to the effort.

We are proposing to complete a Five-Year Consolidated Plan, Annual Action Plan and Neighborhood Revitalization Strategy Update for the City of Aurora for a total, not-to-exceed cost of \$28,940. The following proposal provides more details on our approach to the project, relevant experience and expertise and proposed responsibilities of LSA team members.

Thank you for the opportunity to be considered for this work with the City of Aurora.

Sincerely,

Lisa Sturtevant

Lisa Sturtevant

Contact: Lisa Sturtevant, PhD
Title: President
Email: lisa@lsaplanning.com
Address: 950 North Washington Street
Suite 256
Alexandria, Virginia 22314
Phone: 703.598.1220
Web: www.lsaplanning.com

Firm Background

LSA is an Alexandria, Virginia-based, certified Woman Owned Small Business. Our firm's mission is to increase understanding of housing issues and to help build capacity to promote economic vitality and expand housing options, which are foundations to creating healthy communities. LSA's staff include professionals with nationally-recognized experience in local housing policy and planning, as well as extensive expertise in local land use policy, economic analysis and community engagement.

LSA works collaboratively with public, private and nonprofit stakeholders to develop results-oriented local and regional housing plans. We tailor our work to meet specific community needs and to create plans that have broad community support. Core to our work with local communities is the creation of policies and tools to support the development and preservation of housing that is affordable to individuals and families all along the income spectrum. We believe it is important that strategy recommendations be aligned with the goals and principles of the community, as well as with the economic and housing market conditions on the ground.

We do not work on studies designed to be put on the shelf. Rather, we create specific, actionable plans that identify the resources and partners needed to implement the plan's recommendations and meet the community's goals and to be consistent with all HUD guidelines and regulations.

Our experience includes local housing market analyses, affordable and workforce housing strategic plans, comprehensive land-use assessments, and policy-specific research and evaluation. LSA staff have successfully completed numerous Consolidated Plans and other comprehensive affordable and workforce housing strategic plans in cities, towns and counties throughout the mid-Atlantic, southeast and Midwest. LSA has earned national respect for our ability to deliver high-quality work that responds to local needs. Past clients include local housing and planning departments, economic development agencies, housing authorities and regional governments, as well as for-profit and nonprofit residential developers, housing advocates and national trade associations.

Previous Experience

LSA has worked collaboratively with local partners to successfully complete numerous housing studies, community engagement initiatives and housing plans. We are committed to developing actionable strategic plans, designed to meet individual community needs and to be responsive to the values of residents. We place a high value on reliable and up-to-date data, as well as broad-based community and stakeholder engagement. LSA staff have led numerous Consolidated Planning and other local strategic housing and neighborhood planning efforts since 2014, including the following:

1. FY2016-FY2020 Consolidated Plan

District of Columbia (pop: 700,000)

Jennifer Skow, LSA Associate, was the lead author and coordinator of the FY 2016- FY 2020 Consolidated Plan for the District of Columbia, a document that guides over \$280 million of anticipated CDBG, HOME, HOPWA, ESG, and National Housing Trust Fund monies from HUD (and their projected program income). The Plan, including the First Year Annual Action Plan and National Housing Trust Fund Allocation Plan, was submitted in HUD’s Integrated Disbursement and Information System (IDIS) and was approved in 2016.

The process began with an update to the District’s Citizen Participation Plan required under 24 CFR Part 91.105. Citizen participation in this planning cycle exceeded HUD’s expectations and generated greater stakeholder/community involvement than past consolidated plan updates, including four needs assessment hearings across the District, a hearing on the new Trust Fund source, and a final hearing on the Plan prior to submission to HUD. In sum, DHCD received 75 testimonies or formal written comments, far more than any DC Consolidated Planning cycle, Action Plan, or CAPER public input processes to date.

Jennifer also organized an informal open forum where 30 community members as well as District staff were present. Residents could learn about the Consolidated Planning process and visit topical stations on both affordable housing and non-housing community development. At each station, residents had an opportunity to have one-on-one conversations with managers, leave notes that were documented in the comments portion of the plan, and vote for priorities that should be considered in the Plan. Many residents commented to staff that they felt heard at this event. Due to the event’s success, DHCD has used this model in subsequent Action Plan processes.

An online survey was developed and administered over a one-month time period. The survey was translated into the top six languages spoken in DC (Spanish, Amharic, French, Chinese, Vietnamese, and Korean). Jennifer used professional translation services to develop the written survey and partnered with the Offices of African Affairs, Asian/Pacific Islander Affairs, and Latino Affairs to administer the survey on the ground in communities and at events. The survey was also administered at other District public meetings and events and dispersed widely to affordable housing and community development

stakeholders. In sum, the survey generated over 600 responses, a huge jump from the FY2011 – FY2015 Con Plan survey (50 respondents).

In addition to facilitating general public input, Jennifer facilitated a focus group for community-based organizations receiving HUD funds. The half-day event split participants into groups from housing services, housing development, and small business activities. A DHCD staff member moderated each group to facilitate conversation. At the end of the meeting, each small group reported back to the large group, followed by a general discussion period.

Pursuant to 24 CFR Part 91.100(a)(i), Jennifer consulted with the DC Public Housing Authority, the Interagency Council on Homelessness, DC’s Continuum of Care, and the Lead Abatement Program Manager to collect data on the quality and quantity of public housing stock, quantity of housing at risk of lead poisoning, and quantity of shelter and service options for families and individuals experiencing homelessness. Demographic data was also collected on public housing residents and individuals and families experiencing homelessness.

The Comprehensive Housing Affordability Strategy, five-year American Community Survey, the Longitudinal Business Database, HUD’s Racial and Ethnic Concentrated Areas of Poverty Mapping tool, other CPD mapping tools, and local data were used to build the Needs Assessment and Market Analysis sections of the Plan. This Plan also developed a “Distressed Areas” map, highlighting census tracts with poverty rates greater than 20%, lower property assessment values (80% or less of the DC median value) and lower appreciation rates (80% or less of the DC median rate). These census tracts were developed to modify resale restrictions under the local housing trust fund and possibly target community revitalization activities, such as sidewalk enhancement.

The Strategic Plan was developed holistically, integrating goals from 12 recent studies, including the Analysis of Impediments to Fair Housing Choice, and engaging with 15 different Agencies. Because of this extensive engagement, new partnerships were formed between DHCD and non-housing Agencies, resulting in new programs that weren’t eligible for funding in previous planning cycles. Examples include the installation of new sidewalks or playground installations, particularly near affordable housing, and the replacement of lead water pipes for low-income homeowners. In general, the priorities and goals were developed in such a way that balanced strategic housing and community development goals with flexibility, enabling the District to better meet its spending tests.

Consolidated Plan:

<https://dhcd.dc.gov/sites/default/files/dc/sites/dhcd/publication/attachments/FY16%20-%20FY20%20Consolidated%20Plan%20for%20the%20District%20of%20Columbia.pdf>

First Year Annual Action Plan:

<https://dhcd.dc.gov/sites/default/files/dc/sites/dhcd/publication/attachments/FY2017%20Annual%20Action%20Plan%20-%20District%20of%20Columbia.pdf>

National Housing Trust Fund Allocation Plan:

<https://dhcd.dc.gov/sites/default/files/dc/sites/dhcd/publication/attachments/FY17%20National%20Housing%20Trust%20Fund%20Allocation%20Plan.pdf>

Timeframe: November 2015 – August 2016

Budget: \$40,000 (estimated)

Client Reference: Danilo Pelletiere, Senior Policy Advisor
DC Department of Housing and Community Development
Tel: 202.442.5681
Email: Danilo.pelletiere@dc.gov

2. Affordable Housing Study and Housing Master Plan Arlington County, Virginia (pop: 235,000)

Dr. Lisa Sturtevant, president and founder of LSA, led the study team that assisted Arlington County, Virginia with developing its first Affordable Housing Master Plan, as well as an Implementation Framework that provides administrative guidance to staff charged with carrying out the goals of the plan. In 2016, the Urban Land Institute recognized the plan as a finalist for its Robert C. Larson Workforce Housing Policy Award: <https://americas.uli.org/programs/awards-competitions/robert-c-larson-workforce-housing-public-policy-awards/>

The Arlington County Affordable Housing Study was comprised of several elements, and involved extensive collaboration with County staff, members of a community advisory board, and a broad set of local stakeholder groups. The study team administered and analyzed data from surveys of County residents and in-commuters, conducted a series of focus groups with business and community groups, analyzed current and housing needs, evaluated current housing programs and policies in the County, and provided policy recommendations that were ultimately incorporated into the master plan document.

For the housing needs analysis, we analyzed recent demographic, economic and housing market trends to assess current housing needs in the County. We prepared detailed forecasts (to 2030) of housing needs by various population subgroups defined by age, income, household size and disability status. The housing demand forecasts were based on a two-pronged forecasting model developed by Dr. Sturtevant in 2010 and refined in 2012 that estimates employment-driven housing demand and demographic-drive housing demand. The housing demand forecasts include estimates of the housing types, tenure and prices/rents that would be needed to accommodate future household growth in the County. We presented housing need forecasts for different income groups (<30% AMI, 30-60% AMI, 60-80% AMI, 80-100% AMI, 100-120% AMI and 120%+ AMI), age groups (under 65, 65 and older), household size (1, 2, 3, and 4+person), and disability status.

Through the 18-month study period, Dr. Sturtevant and the study team communicated at least bi-weekly with County staff, met monthly with the community advisory board, and presented interim and final study results to the County’s Planning Commission, Housing Commission, and County Board. In addition, the study team planned and facilitated three communitywide meetings (attended by more than 300 people) and helped develop an online survey form to collect additional feedback on the study from members of the community.

Study documents and the final Affordable Housing Master Plan and Implementation Framework are available online: <http://housing.arlingtonva.us/affordable-housing-study/documents/>.

Timeframe: March 2014 – September 2015

Budget: \$300,000 (included representative Countywide telephone survey)

Client Reference: David Cristeal, Housing Division Director
Arlington County Department of Community Planning, Housing and Development
Tel: 703.228.0761
Email: dcristeal@arlingtonva.us

3. Rental Housing Study

Montgomery County, Maryland (pop: 1.06 million)

LSA worked with Montgomery County, Maryland to conduct a study to determine the current and potential market conditions influencing rental housing within Montgomery County, and to identify policies, programs, and strategies to ensure the County’s rental housing supply/demand equilibrium is optimized.

We completed a national scan of state land use and affordable housing statutes and policies in order to identify both barriers and opportunities at the local and state levels. For items that were identified as barriers, the team formulated recommendations on how to change current rules in Maryland and/or Montgomery County to enhance housing affordability and access. Building off of a neighborhood-level needs assessment and the best practices scan, LSA worked with County staff and the larger study team to make recommendations for potential housing policies, procedures, and actions to produce and preserve price-appropriate rental housing. As a result of the study findings, Montgomery County is considering changes to its Moderately Priced Dwelling Unit (MPDU) and other housing programs to better meet local housing needs. The final Rental Housing Study report and related documents are available online: <https://montgomeryplanning.org/tools/research/special-studies/rental-housing-study/>

Timeframe: September 2015 – December 2016

Budget: \$38,000 (subcontractor portion)

Client Reference: Caroline McCarthy, Chief, Research & Special Projects
Montgomery County Planning Department
Tel: 301.495.4506
Email: caroline.mccarthy@montgomeryplanning.org

4. Neighborhood Revitalization Plan
Cambridge, Maryland (pop: 13,000)

The City of Cambridge Maryland selected LSA to provide strategic planning services to revitalize a historic neighborhood near the core of the City. The revitalization focused on many elements of the neighborhood, including the existing housing stock, public realm features such as open spaces and streetscape, community programming, social cohesion, affordable housing options, and small business development, among others. There was a particular focus on mitigating vacant and abandoned housing and blight stabilization strategies.

The seven-month partnership included a comprehensive analysis of the City's housing market and demographic trends. Through this analysis, LSA also identified future housing needs based on demographic forecasts and job projections in the City and region more broadly. The housing market analysis and needs assessment provided a lens to strategically identify tools and policies that could help the City revitalize the neighborhood.

As part of the project, there was a thorough community engagement and outreach initiative that guided the vision and priorities of the plan. LSA structured a series of engagements to facilitate the dialogue between community stakeholders, residents, city staff and elected officials. Using feedback from the community, findings from the housing market analysis, and best practices from other communities, LSA produced the final product of the project—a Neighborhood Revitalization Plan, which includes a strategy toolkit and implementation framework that serves as a roadmap for the City to revitalize the neighborhood.

Timeframe: January 2019 – May 2019 (expected)

Budget: \$25,000 (CDBG funded)

Client Reference: Yvette Robinson, Housing Specialist
City of Cambridge Maryland
Tel: 410-228-1955
Email: yrobinson@choosecambridge.com

Project Approach

Our project approach to this FY2020 – FY2024 Consolidated Plan Update will follow the latest HUD Desk guide: *Using IDIS to prepare the Consolidated Plan, Annual Action Plan, and CAPER/PER*. The process will involve three key components: Needs Assessment and Market Analysis, Stakeholder Engagement and Strategic Plan and First-Year Action Plan.

Needs Assessment and Market Analysis

The Needs Assessment and Market analysis are two separate chapters of the Consolidated Plan that will provide an evaluation of housing needs in Aurora and will describe the current housing market and economic environment in the City. These analyses will serve as critical inputs to goal setting and strategic planning for affordable housing, public housing, homelessness and community development programs.

Demographic and Affordability Data

Our analysis will evaluate the most recent data as well as trend data, relying primarily on U.S. Census and Comprehensive Housing Affordability Strategy data as well as HUD’s Picture of Subsidized Housing, HOME and FMR rents, Point-In-Time Count, the NLIHC’s Preservation Database and the Public and Indian Housing Information (PIC). We will supplement any HUD-provided data with more recent data from the U.S. Census Bureau (e.g., American Community Survey), as available.

In addition, we will source locally available data where appropriate, including capital improvement plans, building permit, home sales and inventory and rental supply data. Housing affordability data will be analyzed for the City’s population as a whole, as well as across income, racial and age groups.

Inventory and Market Conditions

LSA will analyze the existing housing stock, including market-rate, subsidized and public housing, and will evaluate its availability, cost, condition and susceptibility of lead-based paint exposure and other environmental hazards. We will also take stock of housing, facilities and services for the homeless as well as persons who require special services, such older adults, those living with HIV/AIDS, or persons with physical or mental limitations, as well as non-housing community development facilities and services.

In collaboration with City staff and local stakeholders, we will identify submarket areas, including the Neighborhood Revitalization Strategy Area (NRSA), to provide more targeted assessment. For these submarkets, we will conduct more intensive economic analysis and mapping. For the NRSA, we will assess the economic conditions, including levels of unemployment, number of businesses, access to capital, housing needs (i.e., rents, home prices, and housing quality) and current availability of economic development and community services. We will evaluate opportunities for economic development in collaboration with stakeholders, including unmet demand for specific types of facilities or services, capacity of community-based organizations, available skills or services currently untapped or

underutilized, and projects that could take root but for additional NRSA funding. Finally, we will discuss possible barriers to economic development in the NRSA (i.e., public safety, capacity, community opposition, financing, etc.).

Current Policies and Planning Documents

We will conduct an inventory and analysis of current approaches in the City of Aurora that have been designed to support (or have had the effect of limiting) housing opportunity, homelessness prevention, and non-housing community development needs. Planning documents, such as Aurora Places, the 2018 update to the Comprehensive Plan, will be among those used for our analysis.

Evaluation is important for identifying strengths in delivering and supporting housing and community development in the City, as well as identifying weaknesses among existing programs and systems, and opportunities to expand upon existing and potentially new resources and partners.

Policies within government, including property tax policy, land use controls, zoning ordinances, and development approval processes, state and federal policy, as well as market conditions external to the public sector, cost of materials and labor and capacity of local developers and community-based organizations will be evaluated to inform our list of barriers to developing, maintaining, and improving an adequate supply of affordable housing stock. We will review and consider the City's Analysis of Impediments while preparing this section of the report.

Stakeholder Engagement

While data analysis and document review are an important part of the affordable housing analysis and planning process, LSA is strongly committed to comprehensive, on-the-ground engagement with residents, business owners, service providers, advocates, developers, the public sector and other community-based organizations most impacted by federal funds. Stakeholder engagement will supplement secondary data, make connections to retrieve additional data, and provide a qualitative narrative for unmet needs, past performance of the last Consolidated Plan cycle, and set the stage for the priorities and goals for this planning update.

Citizen Participation Plan

LSA will review the existing Citizen Participation Plan (CPP) with the Neighborhood Redevelopment Division and determine whether the CPP meets the needs of the Consolidated Plan. The proposed project schedule assumes an update to the Citizen Participation Plan and it incorporates a 30-day public review and comment period in the project schedule.

Advisory Group

A critical component to any planning process is key stakeholders who provide valuable input, leadership, and serve as liaisons to the broader community. LSA will work with Neighborhood Redevelopment Division staff to formulate key stakeholders in Aurora to serve on an Advisory Group for the

Consolidated Plan update. The advisory group could include Neighborhood Redevelopment Division staff, the Kane County Continuum of Care, the Aurora Housing Authority, and others charged with implementing the Consolidated Plan.

We are proposing that the first of the Advisory Group meetings be held in advance of the first general community meeting to provide orientation to the Advisory Group members on the planning process and solicit feedback on the content and organization of the larger community-wide meeting. It is anticipated that an additional two to four Advisory Group meetings will be scheduled throughout the planning process.

LSA will work with members of the Advisory Group to develop the Strategic Plan and Action Plan. The role of the Advisory Group will be to reflect best practices, needs assessment and market data, and the community engagement process, provide input on the appropriateness of goals, geographic targets, priority needs, and performance metrics, and collaborate with LSA to allocate resources in the Consolidated Plan and First-Year Annual Action Plan.

Interviews and Data Collection

In addition to working with an advisory group, our team will conduct interviews with government staff, including the Aurora Public Housing Authority, the Kane County Continuum of Care, implementers of federal funds, and other government staff and officials to better understand the constraints and opportunities that exist. We will use this time to verify data and collect additional data that would inform the needs assessment and market analysis sections.

Focus Groups

We will conduct at least (5) focus groups with key groups of local stakeholders to understand how housing and community development stakeholders work with the City, County, and other levels of government to produce and preserve housing, deliver institutional services, bolster community economic development, and expand housing opportunity and community investment.

In our focus groups, we will attempt to get a broad range of perspectives on affordable housing, homelessness, special needs housing, and community economic development in the City of Aurora. LSA staff will prepare detailed protocols and questions to prepare for the focus groups. Each focus group will include at least one facilitator and note taker from our team. We will ensure that we arrange for translation and accommodate persons with physical limitations, as necessary, for both these focus groups as well as our public meetings described below.

We will determine the final set of focus groups in collaboration with City staff and the Advisory Group. We have recently conducted similar focus groups in several communities (e.g. Hilton Head Island, SC; Prince George’s County, MD; Arlington County, VA), and anticipate asking City staff for support in arranging logistics and recruiting participants for the focus groups.

Public Meetings

LSA proposes to participate in two communitywide public hearings prior to submission of the Plan to HUD. The first will be held prior to the publishing of the Consolidated Plan midway through the analysis, allowing us to share information from data collection. This schedule will also minimize the time between hearings, potentially increasing community interest and engagement. LSA will bring pertinent data, maps and information about the planning process to display at least one hour before the hearing begins, and will provide an opportunity for residents to both consume data and leave informal public comments.

The second public hearing will occur after a draft Plan and Action Plan are completed, but prior to the submission to HUD. The Plan will be posted 15 days prior to the event. LSA will create and display components to the Strategic Plan at least one hour prior to the start of the hearing for residents to digest the major components and leave informal feedback prior to the start of the hearing. LSA anticipates that the plan will be available for public comment after the hearing for another 15 days, and will collate all hearing transcripts and written comments for the City of Aurora. LSA will work with City staff to address public comments, anticipating that the City will address comments publicly prior to the submission to HUD.

We anticipate working with City staff to plan and advertise the public meeting. We will coordinate needed services, including transcription or translation, take notes and incorporate any feedback into our final deliverables.

Online Survey

LSA is committed to finding ways to allow as many people as possible to provide input into the consolidated planning process. We will develop an online survey designed for residents to voice their housing and community development needs, priorities, and goals for the future. We will design and pre-test a survey questionnaire, set up the survey on the Survey Monkey platform, monitor responses, and analyze survey data. We anticipate working with City staff to host the survey on the City's website and to assist with outreach and engagement. We anticipate developing the survey early in the process so that LSA and City staff may advertise the survey at public meetings, focus groups, and other City-related events.

Strategic Plan, First-Year Action Plan and NRSA Update

The Strategic Plan and First-Year Action Plan will include priorities, geographic targets, NRSA updates, goals, performance benchmarks and allocation of resources over the course of the five-year planning cycle and on a project-level basis through the First Year Action Plan. LSA will develop these chapters of the Plan in concert with government staff and local officials.

IDIS

Immediately following the execution of the contract, LSA will work with HUD's Chicago Field Office to obtain access to City of Aurora's IDIS portal. LSA will set up both the Consolidated Plan and First-Year Annual Action Plan in IDIS to begin editing the plans.

LSA will upload all narratives and data into the IDIS system throughout the process.

Many of the required data tables within the Consolidated Plan are pre-populated. LSA will evaluate the data populated in the system for use, and will, if necessary upload more recent or alternate data sources to better tell the story for Aurora. LSA is comfortable adding additional text boxes for narratives exceeding word limits as well as additional data tables and maps. LSA has experience using HUD's CPD integrated mapping tool, including socio-economic maps, such as the Racial and Ethnic Areas of Poverty (R/ECAP) map.

Project Deliverables

The LSA team will produce interim deliverables through the project; however, we will complete a fully formatted and easily accessible final FY 2020 – FY 2024 Consolidated Plan Update, FY 2020 Annual Action Plan, a Neighborhood Revitalization Strategy Area update both as a PDF and uploaded into HUD's IDIS system. Project deliverables will comply with 24 CFR Part 91 and all HUD requirements.

Maps, graphics, tables and drawings created will be made available as separate documents so that the City of Aurora can utilize them over the course of the five-year planning cycle.

Our team will hold up to two one-hour conference calls to discuss the project's final draft prior to the submission to HUD. These calls will be used to discuss findings and presentation of the final draft report. However, our approach to this project is designed so that there will be substantial collaborative work between our team and the City staff throughout the process. Final calls will likely be used to reconcile final issues or concerns or to make suggestions about presentation or formatting. We will be available to present the final report in person at public meetings or another venue, at the discretion of staff and local officials.

Project Personnel

Summary of Team Qualifications & Responsibilities

LSA is committed to working closely with our clients, conducting all tasks professionally and on time, and being responsive to individual community needs. Our team is prepared to take on this project with the City of Aurora and has the necessary time, resources and technical capabilities to complete the Consolidated Plan and Neighborhood Revitalization Strategy Area Plan Update.

Lisa Sturtevant, PhD, is President and founder of LSA and will serve as Advisor on this project. Dr. Sturtevant has been involved in research and analysis on local economic, demographic and housing market conditions and local housing solutions for more than 15 years. As President of LSA, she leads housing studies and planning projects for local communities through the country. In addition, she conducts research for national organization on housing policy issues. She is a nationally-recognized expert on local affordable and workforce housing, and speaks frequently to local groups throughout the country.



Lisa served as Vice President for Research for the National Housing Conference (NHC) between 2013 and 2016 where she oversaw the organization’s research and local outreach. Prior to NHC, Lisa served as Deputy Director of the Center for Regional Analysis and Associate Research Professor at the George Mason University School of Public Policy. She worked from 2000 to 2005 in the Arlington County, Virginia Department of Community Planning, Housing and Development.

Lisa completed her PhD in public policy from George Mason University in May 2006. She received her master’s degree in public policy from the University of Maryland in 2000 and a BS in mathematical economics from Wake Forest University in 1994.

Jennifer Skow is an Associate with LSA and will serve as Project Manager on this project. Jennifer has over six years of experience in affordable housing within the public and non-profit sectors, including real estate development and finance, planning, and policy. Prior to LSA, Jennifer worked as Project Manager for the Alexandria Housing Development Corporation, where she coordinated real estate development from conception, financing, entitlement, and permitting, to construction and initial lease-up.



Jennifer worked for the Government of the District of Columbia where she led the FY2016 – FY2020 update to the District’s Consolidated Plan, a document that guides over \$280 million of federal entitlement monies and program income for community development and affordable housing. She was also primary author of a report published by the District’s Office of Planning on the use of historic tax credits and low-income housing tax credits.

Jennifer is certified in Housing Development Finance and Historic Real Estate Finance by the National Development Council. She graduated from Florida State University with a Master of Science in Planning in 2012 and a Bachelor of Science in Economics and International Relations in 2008.

Ryan Price is a Senior Associate with LSA, providing expertise in land use planning, urban design, spatial analysis and mapping, employment and demographic forecasting, housing market analysis, and community engagement. Ryan will provide key technical expertise, particularly on the neighborhood strategy area plan update.



Ryan has over 12 years of experience in the public, private, and non-profit sectors in a variety of roles, from planning and designing pedestrian-oriented smart growth communities to analyzing regional and local economies.

Prior to joining LSA, Ryan was an Urban Planner with the City of Alexandria, Virginia, where he interfaced with elected officials, citizens, developers, and other City agencies to facilitate in-fill development, and long-range planning studies. Prior to his local government work, Ryan was a Research Associate at the Center for Regional Analysis at George Mason University where he analyzed and monitored the DC-area economy, and reported on local housing market, demographic, and employment sector trends that impact policy decisions and the business community. Ryan has also served in various roles for the American Planning Association and Freddie Mac.

Ryan received a master’s degree in urban and regional planning from Virginia Tech in 2011, and a BBA in finance from James Madison University in 2004.

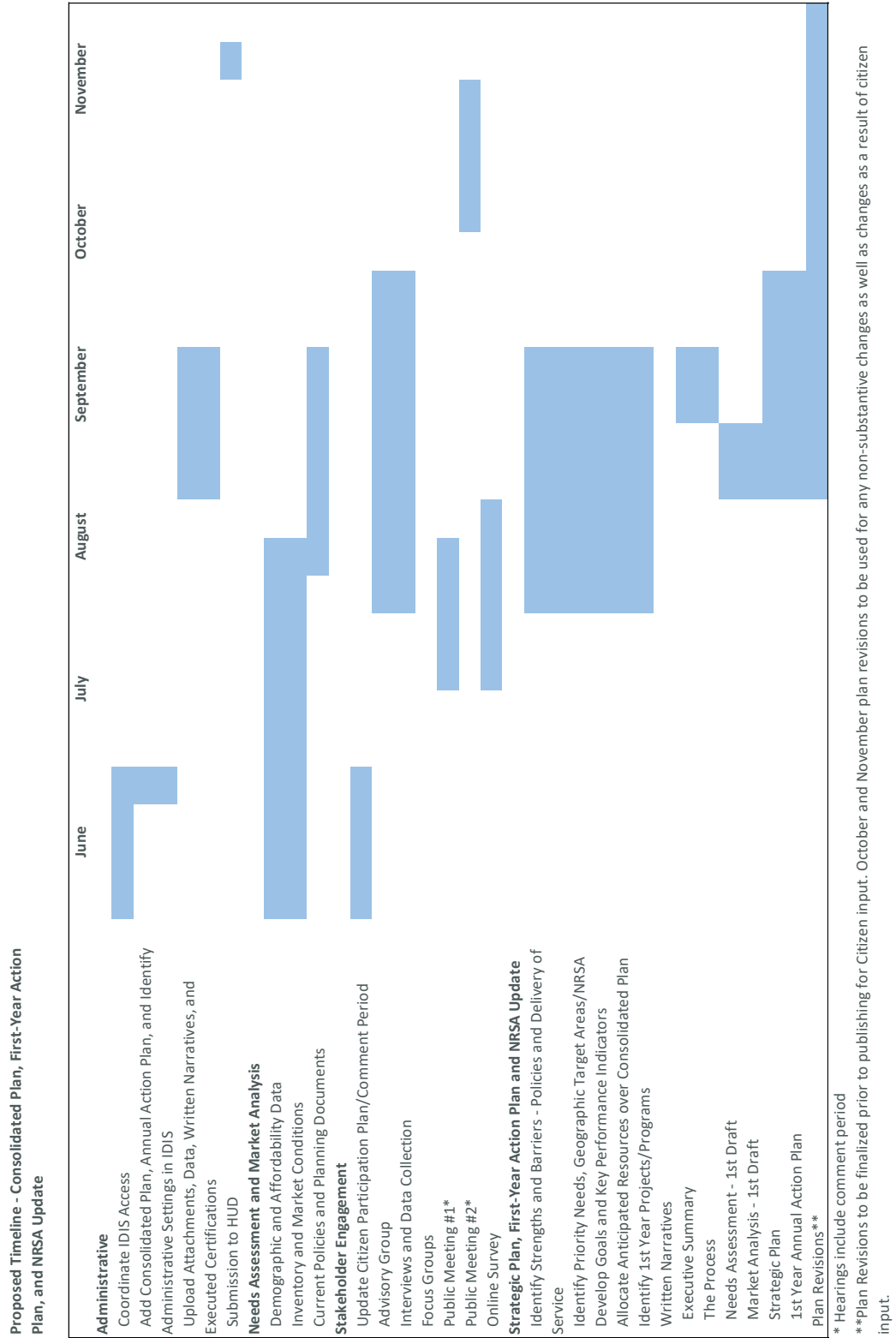
David Huaman is Research Assistant with LSA, providing critical support in planning, demographic, and housing market analysis tasks. He has extensive experience analyzing local data, including data from the U.S. Census Bureau. David has held internships at Enterprise Community Partners, U.S. Green Building Council, and for the Town of Blacksburg.



As an Operations and Field member with the Enterprise Community Partners, David worked on affordable housing and community development practices on a local, regional, and national level. These practices were implemented into case studies and technical assistance for clients nationwide. During his time with the U.S Green Building Council and the Town of Blacksburg, David focused on community engagement and sustainability projects. He has received his LEED Green Associate and continues to implement sustainable practices into his work.

David graduated from Virginia Tech in 2018 with a degree in Economic Management.

Timeline



Project Hours and Cost Proposal

Proposed Project Hours and Cost - Consolidated Plan, 1st Year Action Plan, and NRSA Update

	Hours	Cost (\$)
Administrative		
Coordinate IDIS Access	2	210
Add Consolidated Plan, Annual Action Plan, and Identify Administrative Settings in IDIS	4	420
Upload Attachments, Data, Written Narratives, and Executed Certifications	4	420
Submission to HUD	4	420
Needs Assessment and Market Analysis		
Demographic and Affordability Data	18	1,611
Inventory and Market Conditions	14	1,253
Current Policies and Planning Documents	18	1,890
Stakeholder Engagement		
Update Citizen Participation Plan/Comment Period	4	420
Advisory Group	8	840
Interviews and Data Collection	8	840
Focus Groups	10	1,590
Public Meeting #1	4	420
Public Meeting #2	4	420
Online Survey	16	1,432
Strategic Plan, First-Year Action Plan and NRSA Update		
Identify Strengths and Barriers - Policies and Delivery of Service	18	1,890
Identify Priority Needs, Geographic Target Areas/NRSA	8	840
Develop Goals and Key Performance Indicators	8	840
Allocate Anticipated Resources over Consolidated Plan	16	1,680
Identify 1st Year Projects/Programs	12	1,260
Written Narratives		
Executive Summary	4	420
The Process	4	420
Needs Assessment - 1st Draft	10	895
Market Analysis - 1st Draft	10	895
Strategic Plan	22	2,310
1st Year Annual Action Plan	12	1,260
Plan Revisions	8	840
Printing		207
Travel - see calculation below		2,997
Totals	250	28,940

Travel costs - per trip (2 LSA team members)

Flight	\$500
Rental car	\$ 90
Hotel (\$113/night)	\$226
Meals & Incidentals (\$45.75/day)	\$183
Total per trip	\$999
3 total trips	\$2,997