

RFP: Consolidated Plan Consultant - Rankings of Top 3 Firms

Firm Name	EVALUATION CRITERIA (3 REVIEWERS)					Total Points	Rank
	Previous Experience	Project Approach	Proposed Personnel, Timeline and Project Hours	Quality of Proposal	Price		
	(20 pts max per reviewer)	(20 pts max per reviewer)	(20 pts max per reviewer)	(20 pts max per reviewer)	(20 pts max per reviewer)		
	(60 pts max total)	(60 pts max total)	(60 pts max total)	(60 pts max total)	(60 pts max total)		
TDA Consulting Inc	60	56	55	50	45	221	1
McKenna	47	50	50	51	30	198	2

Bid Number: 24-071

Date Posted: 5/7/2024

Date Due: 5/31/2024

SOQs Received: 2

Firms that responded: McKenna, TDA Consulting Inc

The selection criteria and weightings for project selection are indicated below.

- Previous Experience (20%). Qualifications and experience on relevant/similar projects
- Project Approach (20%). Narrative showing they understand the scope; thoughts and ideas; identify challenges
- Proposed Personnel, Timeline and Project Hours (20%). Description of personnel including qualifications, past experience; ability to complete within timeline; hours of staff devoted to project
- Quality of Proposal (20%). Clarity, completeness and presentation of submittal

- Price (20%). Evaluate price to determine the best overall proposal



Title Page



City of Aurora, IL

Response to:

Request For Proposals – 24-071

Professional Services

2025 – 2029 Consolidated Plan

2025 - Action Plan

And

Neighborhood Revitalization Strategy

by

TDA Consulting, Inc. ("TDA")

Friday May 31, 2024, 5:00 PM CST



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Letter of Transmittal

Thursday, May 23, 2024

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

RE: RFP 24-071 – 2025-2029 Consolidate Plan/ 2025 Annual Action Plan/Neighborhood Revitalization Strategy

TDA, a small, minority woman owned enterprise, has received nearly \$60 million from U.S. Department of Housing and Urban Development (HUD) technical assistance funds, and over \$5 million in awards from other government and private organizations to provide technical assistance, training, and organizational development since 1998. We have managed hundreds of complex housing and community development projects and established a reputation for completing activities within the defined budget and timeframes. We have managed hundreds of complex projects and established a reputation for completing activities within the defined budget and timeframes. And we accomplish this without sacrificing the quality of our services, earning us the confidence of our clients. With respect to Consolidated Plan and Annual Action Plans, we have completed dozens of these plans for clients across the country. We have also assisted several jurisdictions with the development of Neighborhood Revitalizations Strategy Area (NRSA) proposals.

Additionally, TDA is the lead provider under HUD's cross-programmatic Community Compass technical assistance program. In that role, TDA provides grants management and technical assistance on behalf of HUD for the HOME Investment Partnerships Program (HOME), HOME-ARP, the Housing Trust Fund (HTF), the Community Development Block Grant (CDBG) and CDBG Disaster Recovery (CDBG-



DR) programs, McKinney-Vento Act homeless programs, the Housing Opportunities for Persons with AIDS (HOPWA) program, and the Neighborhood Stabilization Program (NSP). We have also been actively engaged in providing support to pandemic related funding, including CARES Act appropriated funding for the CDBG-CV and ESG-CV programs and for HOME-ARP. Most recently, TDA has received a technical assistance award to assist HUD's Office of Fair Housing and Equal Opportunity as it launches the new fair housing rule.

TDA regularly works with clients (both directly and via HUD-sponsored TA assignments) to assist with overall program development and planning as well as with reviewing and updating policies and procedures. This gives us significant insight into both HUD's expectations for holistic program compliance from the planning phases through closeout as well as real-world approaches to developing program documents that work for our clients and their specific local context without resorting to one-size-fits-all approaches.

Jennifer Alpha, Executive In Charge, email: Jalpha@tdainc.org, Cell: 202.669.8778 is authorized to discuss/clarify any elements of TDAs response. TDA looks forward to working with the City of Aurora, IL..

Sincerely,

Dionne L Roberts
President and CEO



1. Description of Consulting Firm

TDA's decades of experience providing technical assistance in all areas of HUD program management, including planning, design, implementation, and monitoring – gives TDA an advantage in assisting clients with the development of their Consolidated Plans, Annual Action Plans, and Fair Housing Planning because we understand how the choices made in the planning stage ripple throughout the administration of the programs. TDA assists clients with all aspects of planning from consultation to data analysis to identification of needs and development of strategies to address need. Our work is done with an eye toward creating place-based solutions that are realistic and achievable with the resources available. Over the past two years alone, TDA has assisted over a dozen clients with the successful development of their Consolidated Plan, Annual Action Plans, and Analyses of Impediments to Fair Housing.

Additionally, TDA is the lead provider under HUD's cross-programmatic Community Compass technical assistance program. In that role, TDA provides grants management and technical assistance on behalf of HUD for the HOME Investment Partnerships Program (HOME), HOME-ARP, the Housing Trust Fund (HTF), the Community Development Block Grant (CDBG) and CDBG Disaster Recovery (CDBG-DR) programs, McKinney-Vento Act homeless programs, the Housing Opportunities for Persons with AIDS (HOPWA) program, and the Neighborhood Stabilization Program (NSP). We have also been actively engaged in providing support to CARES Act appropriated funding for the CDBG-CV and ESG-CV programs.

Most recently, TDA was selected as a technical assistance provider to HUD's Office of Fair Housing and Equal Opportunity as it prepares for the launch of the new fair housing rule, and so we are well versed in the changes contemplated under the proposed rule and ready to pivot as needed. In addition to TDA's extensive work on Consolidated Plans, TDA has completed fair housing studies for many state and local jurisdictions, particularly Analyses of Impediments to Fair Housing (AI).



TDA regularly works with clients (both directly and via HUD-sponsored TA assignments) to review, update, and/or draft policies and procedures. This gives us significant insight into both HUD’s expectations and real-world approaches to developing program documents that work for our clients and their specific local context without resorting to one-size-fits-all manuals. This often entails incorporating not just core program elements but the full range of cross-cutting requirements that accompany HUD funding – including lead-based paint, URA, NEPA, and the like.

Similar Projects

A list of Similar Services to those sought by this RFP that the Contractor has provided to other businesses or governmental entities.

CUSTOMER/ORGANIZATION NAME	ADDRESS	DESCRIPTION OF SERVICES
Tucson, AZ	P.O Box 27450, Tucson, AZ 85726	Training for Housing and Community Development
Contra Costa County, CA	30 Muir Rd, Martinez, CA 94553	Consolidated Plan, Action Plan and Analysis of Impediments
ABT Associates	450 Montgomery Ave. Ste. 800, North Bethesda, MD 20814	Develop materials-CDBG
Mobile County, AL	205 Government Street, Mobile, AL 36644	Remote technical assistance-HOME Program, Consolidated Plan
Los Angeles, CA CDC	700 W. Main Street, Alhambra, CA 91801	Grants Management counseling services
Collaborative Solutions	PO Box 130159, Birmingham, AL 35213-0159	Remote training, assessments of peer network for Rural Capacity Building project
South Dakota HDA	PO Box 1237, Pierre, SD 57501	On-site Sessions on HOME Rental Agreement & Compliance
Housing Services, Inc.	1160 Galicia Lane, Dallas, TX 75217	On-Call Remote TA for HOME Program
Georgia DCA	60 Executive Park S, NE, Atlanta, GA 30329	On-Call Remote TA for HOME Program Mgmt.
Snohomish County, WA	3000 Rockefeller Avenue, M/S 3 Everett, Washington 98201	Consulting & On-site Training HOME Agreement Boilerplate Review Project
Gainesville, FL	633 NW 8th Avenue, Gainesville, FL 32601	Remote TA for HOME Homebuyer Assistance
Fresno, CA	Silvercrest Inc. 1331 Fulton Mall Fresno, CA 93721-1630	Consulting Services for CDC Capacity Building
Charleston, SC	Accounts Payable, PO Box 853 Charleston, SC 29402	Consulting Services for AI to Fair Housing and Consolidated Plan
Oregon CHS	725 Summer St., Ste.B Salem, Oregon 97301-1266	Review & Revise HOME Program Documents; On-Call Consulting Services for HOME Program Mgmt.
State of Michigan	MSHDA 735 East Michigan Avenue, Lansing, MI 48912	Consulting for Fair Housing Impediments



West Virginia HDF	5710 MacCorkle Ave., SE Charleston, WV 25304	Evaluate & Recommend HOME Policies & Procedures
Housing Services Inc.	1160 Galicia Lane, Dallas, TX 75217	Home Training
National Council of State Housing Agencies	444 North Capitol, NW Suite 438 Washington, DC 20001	HOME Training
Lake County, IL	18 North County 9th floor, Waukegan, IL 60085	Consolidated Plan
Richmond, CA	P.O. Box 4046, Richmond, CA 94804-0046	Consolidated Plan
State of Hawaii	50 Wailuku Drive Hilo, HI 96720	IDIS Training
Washington DOC	Dept. of Commerce, 1011 Plum St. SE Olympia, WA 98504	Review of HOME Written agreements and On Call Consulting Services
Knox County	400 Main Street, Ste.630 Knoxville, TN 37902	Consolidated Plan
Hattiesburg, MS	Dept. of F&S Prog, PO Box 1898 Hattiesburg, MS 39403-1898	HOME Training
Cardinal Engineering	1015 North Broadway Oklahoma City, OK 73102	CDBG Consulting
City of Passaic, NJ	330 Passaic Street, Passaic, NJ 07055	Consolidated Plan
City of Peoria	419 Fulton, Ste. 207, Peoria, IL 61602	Consolidated Plan
Lubbock, TX	1611 10th St, Lubbock, TX 79401	Consolidated Plan and Analysis of Impediments to Fair Housing
Tulsa, OK	175 E. 2 nd St., Suite 1560, Tulsa, OK 74103	Consolidated Plan and Analysis of Impediments to Fair Housing
Santa Monica, CA	1685 Main Street, Room 212 Santa Monica, CA 90401	Consolidated Plan
Alexandria, LA	625 Murray Street, Suite 7 Third Floor Alexandria, LA 71301	Consolidated Plan and Analysis of Impediments to Fair Housing, NRSA Proposal
Mount Vernon, NY	City Hall, 1 Roosevelt Square, Mount Vernon, NY 10550	Consolidated Plan and Analysis of Impediments to Fair Housing
Santa Barbara County, CA	123 East Anapamu Street, 2nd Floor Santa Barbara, CA 93101	Consolidated Plan and Analysis of Impediments to Fair Housing
Dallas, TX	1500 Marilla Street 6CN Dallas, TX 75201	Housing Policy, NRSA Proposal
State of New Jersey	101 South Broad Street PO Box 800 Trenton, NJ 08625-0800	Consolidated Plan and Analysis of Impediments to Fair Housing
State of New Mexico	344 Fourth St. SW, Albuquerque, NM 87102	Consolidated Plan and Analysis of Impediments to Fair Housing
Merced, CA	2222 M St. Second floor, Merced, CA 95340	Consolidated Plan and Analysis of Impediments to Fair Housing
Fargo, ND	225 4th Street North Fargo, ND 58102	Consolidated Plan and Analysis of Impediments to Fair Housing
Brownsville, TX	1150 E. Adams St., 3 rd Fl. Brownsville, TX 78520	Consolidated Plan and Analysis of Impediments to Fair Housing



2. Previous Experience

The following projects are samples of a few of the Consolidated Plans and Annual Action Plans TDA has complete in recent years:

- **Client/Project: *State of New Jersey Consolidated Plan 2020-2024, Annual Action Plan 2020 – 2023, and Analysis of Impediments to Fair Housing 2020***
Description of services: In 2019-2020, TDA prepared a Consolidated Plan and Analysis of Impediments to Fair Housing for the State of New Jersey. The Consolidated Plan developed for the State covered the administration of HOME, CDBG, ESG, HOPWA, and HTF funds. TDA worked to develop strategies to address needs throughout the state, including new efforts and continuation and strengthening of existing efforts that could be carried on. TDA also prepared the State’s second through fourth year annual action plans for 2021 - 2023.

State Links to Plans:

Consolidated Plan:

<https://www.nj.gov/dca/divisions/dhcr/announcements/pdf/Final%20Draft%202020%20-%202024%20Consolidated%20Plan%20.pdf>

AI:

<chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.nj.gov/dca/division/dhcr/publications/docs/New%20Jersey%20Analysis%20of%20Impediments%202020%20-%20FINAL.pdf>

- **Client/Project: *City of Tulsa, OK 2020-2024 Consolidated Plan, Annual Action Plan, and AI***
Description of services: In 2019-2020, TDA prepared a Consolidated Plan for Tulsa, OK using HUD’s e-Con Planning Suite. The Consolidated Plan developed for



Tulsa was a comprehensive document that described the City's housing market conditions identified needs for affordable housing and community development and provided strategies to address the State's needs over the next five years. The resulting Consolidated Plan provided a unified vision for community development and housing actions with the primary goals of providing affordable housing, support for vulnerable populations, and neighborhood revitalization. TDA also prepared the City's AI.

City Links to Plans:

<https://www.cityoftulsa.org/government/departments/finance/grants/plans-and-reports/>

- **Client/Project: City of Lubbock, TX 2019-2023 Consolidated Plan, Annual Action Plan, and AFH**

Description of services: In 2019-2020, TDA prepared a Consolidated Plan for Lubbock, TX using HUD's e-Con Planning Suite. The Consolidated Plan developed for Lubbock was a comprehensive document that described the City's housing market conditions in a rapidly growing City and identified needs for affordable housing and community development. TDA worked with the City to develop strategies to address those needs. TDA also prepared the City's AFH.

City Link to Condoligated Plan:

<https://ci.lubbock.tx.us/storage/images/dEDVdMAKeOrfObValilHHc3dGHR9jtSJ17YvCJz9.pdf>

- **Client/Project: Lake County, IL Consolidated Plan 2015 -2019 & Action Plan**

Description of services: In 2014-2015, TDA prepared a Consolidated Plan for Lake County, IL (outside Chicago, IL) using HUD's e-Con Planning Suite. The Consolidated Plan is a comprehensive document that describes the urban county's housing market conditions identified needs for affordable housing and community



development and provided new strategies to address the county's needs over the next five years. Marking a major change in direction, this plan better aligns the use of the County's grant funding with the community's needs.

County Link to Plan:

<https://www.lakecountyil.gov/DocumentCenter/View/2395/2015---2019-Housing-and-Community-Development-Consolidated-Plan-PDF?bidId=>

3. Project Approach

Consolidated Plan/Action Plan

The Consolidated Plans and Annual Action Plans will be developed using HUD's IDIS-based e-Con Planning Suite. Our consultants have been involved with the eCon Planning Suite since its inception. TDA team members are extremely knowledgeable of the system, attended all relevant HUD trainings on the subject from the onset, and report leads have recently successfully completed HUD-approved Con Plans for dozens of jurisdictions using the e-Con Planning Suite. Furthermore, TDA consultants have been contracted by HUD to provide direct training and technical assistance to local government grantees on IDIS functionality generally, which provides advance insight into best practices for project set up, and on developing Con Plans and Action Plans with the eCon Planning Suite. The e-Con Planning Suite provides stream-lined data collection and a standardized template that provides grantees with greater certainty that their planning process adheres to HUD's guidelines and vision. Consultants will utilize the Consolidated Plan template to import all relevant data tables, narratives, charts, and maps into IDIS. TDA will enter the full Consolidated Plan into IDIS and submit to HUD for approval per federal guidelines and in accordance with the submission deadline. Where appropriate, TDA will supplement the data provided by the e-Con Planning Suite with additional data sources and Policy Map images to provide visual illustration of the analysis within the plan.

TDA will assist the City in preparing the Consolidated Plan and Annual Action Plan,



acceptable to HUD based upon the firm’s demonstrated experience and capabilities. Our extensive work with HUD, has enabled TDA to develop a consistent approach to assisting cities in developing community plans that set realistic goals, are based on sound data, and are HUD-compliant.

Using a mix of qualitative and quantitative methods, we propose to deliver a high-quality Consolidated Plans that will provide new insights for the community profile. TDA encourages the participation of City representatives to the greatest extent possible to ensure that the final products meet the City’s vision and priorities; and that staff has the information necessary to assess progress and evaluate impacts on the community. Based on recommendations by the TDA team, the City will make final decisions concerning strategies and actions the City will take to address community goals and needs, and the performance measures used to gauge progress.

Descriptions of the major plan components that will be developed and compiled using the e-Con Planning Suite to deliver the City timely, quality, and compliant Consolidated Plans, Annual Action Plans, and Neighborhood Strategy Target Areas NRSAs where applicable, follow below:

- **Consultation/Coordination:** During the initial meeting, TDA will meet with the City to discuss the project, develop detailed schedules and collect necessary information, including, but not limited to, the City’s existing Consolidated Plans and other relevant information from other agencies. City representatives will be asked to identify and provide any other relevant data and information to ensure that all community needs, conditions and resources are considered.
- **Citizen Participation Process:** The consultant team will work with the City to build the community outreach strategy and to schedule the required in person and virtual public meetings to gather information and feedback from citizens. The team will discuss developing other approaches to soliciting feedback such as stakeholder interviews, focus groups, and community surveys using a combination of in person and on line methods. Community participation will build on the City’s Citizen Participation



Plans and incorporate social media to facilitate meeting notification, distribute information, and solicit input. Further TDA can suggest additional actions the City may take to attract the most diversity in perspectives to ensure its plans are comprehensive and effective. Information from the forums will be used to develop the Consolidated Plan goals.

- **Housing Needs Assessment Market Analysis:** In consultation with the City, TDA will conduct a comprehensive housing needs assessment and market analysis that addresses housing availability, affordability, adequacy, and accessibility. These sections will follow HUD's template in the e-Con Planning Suite and may be supplemented with additional data and mapping as needed to illuminate trends and concerns.
- **Homeless Needs, Priorities and Strategies:** TDA will assist the City in providing a concise summary of the nature and extent of homelessness within the jurisdictions, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations. The summary will include the characteristics and needs of low - income individuals and children, (especially extremely low income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, the plan will include a description of the nature and extent of homelessness by racial and ethnic group. As part of the homeless need's assessment, the consultant team will identify area facilities and services in place to provide for the homeless population. This will include, at a minimum, the local Continuum of Care, all emergency shelters, any homeless outreach program(s) as well as available transitional and permanent housing options.
- **Housing Needs, Priorities and Strategies:** Additionally, the consultant team will work with the City individually to identify any additional data and information, including existing housing and/or homeless studies and information on special needs populations, etc., not previously considered. After obtaining this information, the consultants will use it - along with the information gathered at the initial meeting,



census data and other HUD resources - to develop a needs assessment for the City's review and approval.

- **Public Housing Needs/Strategy:** The consultant team will provide an updated list of needs and strategies of publicly operated or otherwise subsidized housing facilities, to include LIHTC, Tax Exempt Bond Financing, Community Development Corporation (CDC), CHDO, Section 8 Housing Choice Voucher (HCV), and other subsidized housing facilities and programs.
- **Non-Housing Community Development Needs and Strategies:** TDA will identify priority non-housing community development needs eligible for assistance. This includes public facilities, public improvements, public services, and economic development. This analysis will include a look at the homebuilding industry in the City, its current neighborhood development policies, and its economic development initiatives. This will include but be limited to the following: public libraries and museums, parks and community centers, health facilities, historic preservation, continuing education/adult education facilities, and any additional youth, adult, or senior programs. This review will incorporate regional planning and economic development initiatives including but not limited to urban development, infrastructure, public safety, public transportation, employment training, and business attraction and retention. In consultation with the City and based on the data analysis, inter-agency consultation, and citizen participation process, the consultant will assist in developing a five-year strategic plan that addresses the following components:
 - affordable housing
 - homelessness
 - special needs housing
 - non-housing community development
 - barriers to affordable housing
 - anti-poverty strategy
 - coordination of the Consolidated Plan with other organizations
 - public housing initiatives

TDA will aid City staff in the selection of eligible activities in the development of the Action



Plan. Specific benchmarks/performance measures will be developed so that the City and HUD will be able to assess and evaluate the City's progress in reaching its goals. The one-year Action Plan will be consistent with the requirements outlined in 24 CFR Part 91 as well as with other guidance issued by HUD. City representatives will review and provide comments on the draft of the Annual Action Plan, which TDA will incorporate into the final version. The Plan will be developed using HUD's IDIS-based e-Con Planning Suite. Key team members are knowledgeable of and have experience developing Con Plans under the system and training grantees on how to use the system. The new Planning Suite provides streamlined data collection and a standardized template that provides grantees with greater certainty that their planning process adheres to HUD's guidelines and vision. TDA will utilize the eConPlan template to import all relevant data tables, narratives, charts, and maps into IDIS. CPD Maps will be used for spatial analysis and mapping, and where needed, Policy Map will be used to create maps needed to supplement CPD Maps. TDA will assist with entry of the plans into IDIS for the City.

TDA provides a list of individuals and groups participating in each engagement and outreach activity, develops a summary of activities and comments received, and provides a copy of agendas and sign in sheets. TDA expects that the City will provide or identify free spaces for meetings, when held in person, assist in advertising the community meetings and surveys, and follow-up with stakeholders to confirm attendance at focus groups, etc.

[Neighborhood Revitalization Strategy](#)

TDA has developed several Neighborhood Revitalization Strategy Area proposals as part of our clients' development of their Consolidated Plans. We are familiar with the specific consultation requirements and can work with the City to plan a consultation process that will be streamlined while still covering the unique requirements for NRSA proposals of soliciting consultation in the proposed target area specifically. TDA is also adept at collecting the data required for NRSA proposals, and we use Policy Map to assist in drawing the target area boundaries and presenting the data for those specific



areas. TDA will work with the City to develop the Consolidated Plan with the proposed target areas in mind.

4. Proposed Personnel

TDA team bios give additional insight into the breadth of experience and expertise of the key staff proposed on this project. All proposed team members each have over a decade experience in this field. Full resumes are attached.

- Jennifer Alpha, **Executive in Charge**, Primary Author/ Reviewer, Community Engagement (Phone: 202-669-8778; Email: jalpha@tdainc.org)
- Barron Bell – IDIS e-Con Planning Suite Entry and HUD program guidance
- Alex Tester – Assistance with Data Analysis/Mapping/Report Writing/Community Engagement
- Administrative Support (TBD)

Jennifer Alpha, the Executive in Charge, is a Senior Consultant with over 25 years of experience in affordable housing and community development. She formerly worked as a partner at a law firm that represented public and nonprofit organizations, Alpha assisted clients with legal representation and transactional management of housing and community development programs, which included financing sources such as LIHTC, Public Housing Capital and Operating Funds, Section 8, HOME, CDBG, NSP, and Federal Home Loan Bank Affordable Housing Programs. She manages engagements for local governments, by providing regulatory and procedural guidance, data analysis, and assistance with working out troubled projects. Alpha also assists clients in the development of policies and procedures manuals, guidebooks, and needs assessment reports. With a background in both law and policy, she works with clients to meet program requirements while presenting meaningful recommendations based on sound analysis of each client's unique circumstances. Prior to TDA, Alpha also worked for the Government Accountability Office (GAO) where she managed the evaluation of federal housing programs with a special emphasis on LIHTC, TCAP, the Section 1602 program, and HUD-assisted housing programs. Based on these evaluations, she drafted reports to Congress



as part of a team to inform Congress on how programs could be improved. This experience has sharpened Alpha's understanding of what federal regulators expect from grantees, what areas are prime targets for monitoring, and how grantees can more effectively comply with federal requirements. She holds a J.D., University of Pittsburgh School of Law, and an MPA, Public Management & Policy, University of Pittsburgh.

Baron Bell, TDA Consultant, is a federal housing and community development program regulations and policy expert. Mr. Bell is among a select group of professionals with expertise in the US Department of Housing and Urban Development (HUD) affordable housing and community development programs administered by the Office of Community Planning and Development (CPD). Mr. Bell specializes in entitlement grant programs, specifically, the Community Development Block Grant (CDBG), Home Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with HIV/AIDS (HOPWA). Mr. Bell is a nationally recognized expert on the Integrated Disbursement and Information System (IDIS) used by HUD grantees, and frequently trains staff and provides technical assistance on IDIS troubleshooting. Further, to assist federal program participants with compliance with Environmental Authorities, Mr. Bell conducts training nationwide on the requirements of NEPA. Mr. Bell holds a BA, Urban Studies, and graduate studies in Metropolitan Planning from University of Maryland.

Alexandra Tester, Senior Associate, has several years of experience working with underserved communities and advocacy organizations. Alexandra has participated in strategic program development to create more opportunities for youth and adults who face multiple systemic obstacles. Alexandra assists TDA's clients with data analysis and mapping on Consolidated Plans and Analyses of Impediments to Fair Housing. Alexandra received her Bachelor of Arts degree at Gonzaga University where she double majored in Criminal Justice and Sociology.



5. Timeline

TDA’s proposed timeline is below. Answers to the City’s specific questions related to timeline and workload follow.

Project Milestone for Consolidated Plan, Action Plan	Timeline
Contract Execution	June 2024
Review of Background Information for Plans. Community Consultation through Meetings, Surveys, Stakeholder Interviews begin. Determination of Source Data for Plans Collection and Analysis of Data for Plans Preparation of Demographic Profiles Review of Background Information on Plans Determination of Source Documentation Preparation of Demographic Profiles for both Plans Consultation Continues as necessary to complete outreach Completion of Required Consultation, Community Needs Assessment, Forums, and Survey First Draft of Consolidated Plan Data Sections and Priority Needs	August 1 – September 15, 2024
First Draft of Consolidated Plan, Annual Action Plan and AI	September 15 – October 30, 2024
DRAFT Plans for County and Cities’ staff review. Revisions to be made as requested by staff	November 15, 2024
30-day Public Review Period for Consolidated Plan and Public Hearing	TBD by City



City will present their respective DRAFT Plans (with public comments received during the 30-day public comment period included) at City hearings, as scheduled, and will add comments received during the public hearings or provide comments to the consultant to add	TBD by City
Final Consolidated Plan and Annual Action Plan submitted to HUD via eCon Planning Suite and final AI delivered	TBD by City

1. **Discuss both current and potential time commitments of your proposed project staff to all clients.**
 - TDA has staff available to assist with this project under the timeline discussed above. If additional assistance is needed, TDA has other knowledgeable staff and a large pool of subcontractors who can be called up to join the project.
2. **Show a workload allocation table that demonstrates the number of hours that project staff will be devoted to the project, by project phase.**
 - See Section 6 of this Proposal (Project Hours).
3. **Discuss the projected workload of each firm (primary contractor and any subcontractors) for all clients.**
 - See answer to question 1 in this section.
4. **Demonstrate adequate support personnel, facilities, and other resources to provide the services required.**
 - See answer to question 1 in this section.
5. **Describe other resources of technical capabilities available to the Proposer which will specifically benefit the project**
 - See Section 1 on Description of the Firm.



6. Project Hours

Team Member	Estimated Number of Units (ie Labor Hours)	Narrative
Community Consultation		
Senior Consultant	55	The totals for stakeholder consultation by the Senior Consultant include: preparation for, travel to, and participation in two in-person community meetings; preparation for and participation in two virtual community meetings; development of the survey instrument and strategic guidance on consultation sections; implementation and analysis of the survey instrument; and summarizing results for the Consolidated Plan consultation sections.
Junior Consultant	70	The totals for stakeholder consultation by the Junior Consultant include: preparation for, travel to, and participation in two in-person community meetings; preparation for, scheduling and zoom hosting of, and participation in two virtual community meetings. This time also includes summarizing meeting notes and preparing the Consolidated Plan consultation sections.



Coordination and Development of Strategic Goals		
Senior Consultant	30	These totals include coordination with the City in development of building these goals out into the Consolidated Plan draft as well as Community Feedback Progress reports.
Draft Consolidated Plan and NRSA Development		
Senior Consultant	65	These totals include work to develop narrative sections of the ES the plans as well as overall compilation and editing to prepare dra period. This work also includes strategic guidance on program pla the draft plan. Attendance at regular checkin meetings is also incl
Junior Consultant	75	These totals include analysis and mapping work for the Needs Ass Analysis sections of the Consolidated Plan and the data needs for Attendance at regular checkin meetings is also included in this tot
IDIS/HUD Program Consultant	60	These totals include assistance with project planning and IDIS guid HUD program compliance and assistance with overall plan develo proposal. Attendance at regular check in meetings is also include
Final Consolidated Plan, Annual Action Plan, and NRSA Proposal		
Senior Consultant	10	These totals include finalizing draft for HUD submission following
IDIS/HUD Program Consultant	20	These totals include entry of the Consolidated Plan into IDIS.
Total	385	



7. Cost

See separate sealed envelope.



Resumes

JENNIFER ALPHA **SENIOR CONSULTANT, TDA**

Professional Summary

Jennifer Alpha has over 25 years of diverse experiences in affordable housing and community development. Alpha assists clients in improving communities through the use of many housing and community development programs, including the Low Income Housing Tax Credits (LIHTC), HOME, HOME-ARP, CDBG, CDBG-DR, CDBG-CV, NSP, the Affordable Housing Program, the Self-Help Housing Program, Public Housing Capital and Operating Funds, and Section 8. Alpha has worked with clients across the country on the development of affordable housing using private, federal, state, and local funds, all of which combined complex financing mechanisms and layered subsidies. Alpha's work includes assisting with structuring legal, financial, and social development projects; providing guidance to clients on a range of federal regulatory issues; engaging clients and communities in planning work related to strategic use of federal funds and compliance with fair housing requirements; analyzing data and facilitating public engagement; and working as a liaison between diverse stakeholders. Alpha formerly was a partner in a DC-based law firm that represented public and nonprofit organizations engaged in affordable housing and community development transactions. She also worked in the federal government on the analysis and evaluation of federal housing programs.

Professional Experience

Technical Assistance and Training

- TDA – In Person Training Deliveries – Alpha is a HOME-Certified Specialist-Regulations and has delivered trainings across the country to HUD grantees and their subrecipients. Training topics have included Building HOME, Financial Management for Participating Jurisdictions, HOME Income Determination, Effective Written Agreements, and the Disaster Recovery Grant Reporting system.
- TDA – Needs Assessments and TA Delivery – Alpha participates on the Community Compass, CDBG-DR, NSP, and Fair Housing and Equal Opportunity technical assistance teams to assess grantee capacity related to compliance with regulatory



requirements, establishment of policies & procedures, project development skills, management & staffing, and organizational resources. Alpha also engages in onsite and remote delivery of targeted technical assistance with emphasis on written agreements, cross cutting federal requirements, and project structuring.

- TDA - Reporting and Closeout – Alpha assists HUD in providing guidance to grantees on the use of HUD reporting systems such as the Disaster Recovery Grant Reporting System (DRGR) and the Integrated Disbursement and Information System (IDIS). Alpha also coordinates NSP closeout efforts and has co-authored procedural guidance to assist grantees with closeout. She serves on the NSP and DRGR Ask-A-Question pools and frequently presents webinars on a range of DRGR and NSP topics.

Housing Analysis

- TDA - Consolidated Planning and Fair Housing Analysis– Alpha leads most TDA engagements involving the development of Consolidated Plans (including Annual Action Plans and CAPERs) and Analyses of Impediments to Fair Housing for city, county, and state government clients. She also led the development of multiple HOME-ARP allocation plans and continues to provide HUD-sponsored technical assistance in this area. Her work includes data analysis to reveal trends that affect fair housing choice; public outreach and stakeholder engagement to collect on-the-ground information about obstacles and opportunities; review and analysis of fair housing complaints; development of priority needs to be addressed in the planning process and findings to illustrate fair housing concerns; and consultation with clients to develop recommendations and strategic goals that most effectively address needs within a client’s available resources.
- TDA & GAO - Housing Data Analysis– Alpha spent two years at the U.S. Government Accountability Office where she reviewed housing programs including the Low-Income Housing Tax Credit program, the Neighborhood Stabilization Program (NSP), and the Public Housing Program. Through these reviews, she collected original data on housing development outcomes and analyzed existing data collected by HUD and Treasury to assess progress toward program goals. This experience provided a unique insight into how both federal agencies and Congress



use, evaluate, and value data on outcomes related to housing and community development programs.

Affordable Housing and Community Development

- TDA - Program Design and Implementation – Alpha provides assistance to state and local governments, nonprofit organizations, and other agencies in the design, structure, finance, and implementation of housing and community development programs. She assists with structuring of written agreements, rental housing compliance, and coordination of HUD resources with Low Income Housing Tax Credit (LIHTC) transactions.
- TDA and GAO - Regulatory Compliance Review – Alpha has reviewed a range of housing and community development programs for compliance with regulations and internal policies and procedures at the federal and local level. She has evaluated program performance and developed recommendations for achieving outcomes. Further she assists clients in structuring monitoring systems to ensure ongoing compliance and proper documentation of review.
- Reno & Cavanaugh - Mixed Income, Mixed Finance, Mixed Use – Alpha has worked on complex transactions that combine a range of financing sources into single projects that provide diverse living environments as well as on-site amenities. These projects often provide the important retail and community resources that were previously lacking in a distressed community. In addition to ensuring affordability requirements for low-income residents, incorporating these features into residential construction requires careful legal and planning considerations to protect the rights of tenants, establish the responsibilities of the parties, and ensure proper documentation of agreements. Alpha has also helped structure mixed-income, integrated condominium projects involving rental public housing, affordable rental and homeownership units, and market rate for-sale units, with a bifurcated construction/operations ownership structure and phased regulatory releases.
- Reno & Cavanaugh - Public Housing Administration – Alpha has worked with public housing agencies across the county to help them understand HUD’s rules for the use of public housing operating subsidies, the Section 8 Housing Choice Voucher



program, and the Moving to Work program. In this capacity, she has assisted clients in problem solving and managing programs to comply with federal requirements.

- Reno & Cavanaugh - HOPE VI - Alpha assisted public housing authorities across the country in a dozen states from California to Connecticut with the structuring and implementation of their HOPE VI grants to improve neighborhoods through leveraging public and private funds. This assistance has included guidance on financing mechanisms and private financing options, local government approvals and participation, resident engagement, HUD-assisted housing program requirements, and federal cross cutting requirements such as Davis Bacon and Environmental Review.
- Reno & Cavanaugh - Chicago's Plan for Transformation - Alpha served as special counsel to the Receiver of the Chicago Housing Authority to assist with the legal and program management of the largest and most comprehensive redevelopment of public housing in the nation's history involving the planned redevelopment of 25,000 units and nine public housing sites into revitalized, mixed-income communities. Using the HOPE VI program as a catalyst for redevelopment, the Plan for Transformation brought together stakeholders across the State and the country to effect changes in distressed neighborhoods. As special counsel, Alpha managed the affordable housing development teams consisting of dozens of public and private partners; negotiated and drafted transactional documents, including documents required by the LIHTC, HOME, CDBG, and Federal Home Loan Bank programs; assisted in developing the terms for the use public housing operating subsidies; and guided transactions through the HUD approval processes.

Education and Professional Certifications

- J.D., University of Pittsburgh School of Law
- M.P.A, Public Management & Policy, University of Pittsburgh Graduate School of Public and International Affairs (GSPIA)
- Certification in Nonprofit Management, University of Pittsburgh, GSPIA
- B.A., Political Science/English Writing, University of Pittsburgh
- HOME Certification- Regulations

Employment History



- TDA, Senior Consultant - 2011 to Present
- U.S. Government Accountability Office, Senior Analyst, Financial Markets & Community Investments – 2009 to 2011
- Reno & Cavanaugh, Associate – 2001 to 2006; Partner – 2006 to 2009
- Allegheny County Housing Authority, Researcher – 1999 to 2001
- Wilksburg Intra-Community Network, Consultant – 1999





BARON J. BELL
LEAD IDIS PROJECT CONSULTANT

PROFESSIONAL SUMMARY

Mr. Bell is a federal housing and community development program regulations and policy expert. Mr. Bell is among a select group of professionals with expertise in the US Department of Housing and Urban Development (HUD) affordable housing and community development programs administered by the Office of Community Planning and Development (CPD). Mr. Bell specializes in entitlement grant programs, specifically, the Community Development Block Grant (CDBG), Home Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with HIV/AIDS (HOPWA). Recipients of federal funds must comply with the National Environmental Policy Act (NEPA). To assist federal program participants with compliance with Environmental Authorities, Mr. Bell conducts training nationwide on the requirements of NEPA.

PROFESSIONAL EXPERIENCE

Partner, Community Development Experts, Rockville, MD (2004 – Present)

- Conducts training in IDIS and Consolidated Planning for HUD.
- Provides training and technical assistance to local governments administering federal housing and community development programs. Assistance provided in all phases of the grants management life-cycle process and in all areas of federal program rules and regulations as cited in the United States Code and Code of Federal Regulations.
- Provides consultant services to several HUD grantees, including City of Chicago, Atlantic City, City of Margate, FL, and District of Columbia.

Program Specialist, TONYA, INC., Washington, DC (1996 – 2003)

- Manager of HUD's National Consolidated Planning contract. Assisted in the preparation of Consolidated Plan/Annual Action Plan Checklist,



designed training and developed course materials, and delivered training to over 500 participants nationwide.

- Specialized in IDIS and Consolidated Plan training. Trained countless participants nationwide and in federal territories in HUD's IDIS.
- Authored IDIS workshop exercises.
- Provided direct Technical Assistance to grantees.
- Served as Project Manager for New York City IDIS HOPWA data collection and input.
- Trained HUD Field Office Representatives with HUD's Grants Management Process Software (GMP), discussing both data input and Grants Management Process policy. Worked with system developers on software updates.
- Served as Systems Analyst on HUD's Departmental Grants Management System (DGMS) project. Worked with program developers in interpreting HUD business rules for various grant programs to develop Functional Requirements Documentation and Concept of Systems Operation.
- Conducted Consolidated Annual Performance and Evaluation Report (CAPER) workshops, instructing participants in the elements necessary for compliance with year-end reporting.
- Delivered courses in CDBG and HOME basics.

Projects Planner, Anne Arundel County (January 1994 – August 1996)

- Performed administrative oversight of CDBG and HOME activities including preparation of Grantee Performance Reports (GPR); Environmental Assessments; Contractor Activity Reports; Davis-Bacon Wage Rate compliance; Uniform Relocation and Real Properties Acquisition Act compliance; and demographic analysis and thematic mapping for HUD's Consolidated Plan.



EDUCATION

B.A. Urban Studies (1991)

University of Maryland

Graduate Studies (1994)

Metropolitan Analysis & Planning

University of Maryland

HUD TRAINING and CERTIFICATIONS

HUD Executive Training Academy (1995)

IDIS HOME Trainer Certification



**ALEXANDRA TESTER
SENIOR ASSOCIATE, TDA**

Professional Summary

Alexandra Tester has several years of experience working with underserved communities and advocacy organizations. Alexandra has participated in strategic program development to create more opportunities for youth and adults who face multiple systemic obstacles. Alexandra received her Bachelor of Arts degree at Gonzaga University where she double majored in Criminal Justice and Sociology.

Experience

TDA Consulting (2021-Present)

Senior Associate

- Serve as primary community outreach coordinator to identified communities for CA's Emergency Rental Assistance Program. Help identify specific underserved communities and organizations serving at-risk populations.
- Cultivate new and existing partnerships with non-profit organizations, support grant managements and project oversight.
- Provide technical assistance to non-profits as it pertains to application assistance for rental relief.
- Provide communications materials and outreach to non-profits, government agencies, and key stakeholders.
- Help to oversee and add value to the overall housing relief experience by working with a team to identify challenges and opportunities.



Friends of the Children (April 2018–September 2021)

Professional Mentor

- Discovered, nurtured, and promoted 8 at-risk youth's individual strengths, talents and abilities by working in both one-on-one and group settings for 4 hours a week with each youth.
- Developed and implemented individualized road map goals for each youth and frequently assessed the personal needs of each youth and family served.
- Established individualized measurable goals and expectations in the areas of school success, pro-social development, improved health, making good choices and plans & skills for the future.
- Maintained professional and collaborative relationships with caregivers, community members, school personnel and fellow staff members.
- Completed monthly data entry and reporting.
- Recipient of the March 2020 Mentor of the Quarter award.

Navos (October 2015–March 2017; March 2019–October 2021)

Mental Health Technician

- Maintained a safe and hazard free environment by observing and documenting patient behavior, conducting patient room searches, reporting unsafe conditions, and applying appropriate emotional and physical support.
- Initiated and contributed to patient treatment planning, teaching and discharge planning.
- Participated in patient team care conferences by sharing observations of patient's progress toward identified goals and assisted the RN with the development, evaluation, and revisions of patient care plans.
- Implemented treatment plans which clearly identify the patient's voice, treatment strategies and specific outcome measures.

MENTOR Oregon (March 2017–April 2018)

Program Supervisor



- Supervised staff while overseeing the daily operation of 2 programs simultaneously, including implementation of individualized plans, advocacy, customer service and compliance.
- Wrote and implemented individualized support plans for 54 individuals.
- Maintained professional relationships with program individuals, families, residential providers, and case managers.
- Lead ongoing training concerning individuals served, policies & procedures and physical environment.
- Assured safety of individuals' funds by monitoring spending and reconciling financial accounts monthly.

Education

Gonzaga University

Dual Degree

- Bachelor of Arts, Criminal Justice & Sociology