

REQUEST FOR QUALIFICATIONS 2011:36

**HOUSING STUDY: A
HOUSING NEEDS AND
MARKET ANALYSIS**

**PREPARED FOR:
CITY OF JONESBORO,
ARKANSAS**

JULY 27, 2011



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TITLE PAGE

Name of RFQ: **REQUEST FOR QUALIFICATIONS 2011:36
HOUSING STUDY: HOUSING NEEDS AND
MARKET ANALYSIS**

Name of Firm: **J-QUAD PLANNING GROUP, LLC**

Local Address: **14683 MIDWAY ROAD
SUITE 210
ADDISON, TEXAS 75001**

Contact Person: **JAMES GILLEYLEN, PRESIDENT**

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TABLE OF CONTENTS

FIRM QUALIFICATIONS AND DEMONSTRATED EXPERIENCE	1
PROJECT TEAM, ORGANIZATION, RESUMES, AND QUALIFICATIONS	3
SIMILAR PROJECTS, PAST PERFORMANCE AND REFERENCES	16
SCOPE OF WORK, STUDY APPROACH, METHODOLOGY	20
PROJECT WORK PLAN TIMELINE AND SCHEDULE OF ACTIVITIES	31
COST PROPOSAL	32
GRAPHIC ILLUSTRATIONS OF PAST PERFORMANCE ON SIMILAR PROJECTS	33



J-QUAD PLANNING GROUP
14683 Midway Road, Suite 210
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Office: (972) 458-0600
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July 27, 2011

City of Jonesboro
Mr. Steve A. Kent, Purchasing Agent
Purchasing Department, City Hall, City of Jonesboro
515 West Washington Ave.
Jonesboro, Arkansas 72401

Dear Mr. Kent:

J-QUAD is pleased to submit this proposal to conduct a Housing Study, including a Housing Needs Assessment and Housing Market Analysis and resulting in a citywide plan for maintaining and improving neighborhood conditions. This planning effort, will culminate in the creation of the Housing and Neighborhoods Element of the Comprehensive Plan for Jonesboro. J-QUAD is a full-service policy, planning, research, and development consulting firm specializing in housing and economic development consulting. Our service offerings include support and resolution of community development issues through community planning, program evaluation, master planning, housing market studies, development feasibility studies, neighborhood needs assessments, and assistance in grant preparation, program design, administration and evaluation of federal programs, such as CDBG, HOME, and Fair Housing.

J-QUAD has the strong technical and analytical skills necessary to gather and fully understand the range of data needed as a basis for this effort and as such have a full understanding of the work to be performed. We have completed approximately 10 neighborhood / citywide planning efforts similar in scope to your proposed Plan. We are confident that our team of professionals can provide the quality of service to Jonesboro that J-QUAD's clients have come to expect.

J-QUAD's contact person for this proposal is James Gilleylen. Mr. Gilleylen is authorized to negotiate and execute all contractual agreements for this engagement on behalf of J-QUAD. We thank you for your consideration and look forward to an opportunity to serve you on this most important endeavor.

Respectfully,

A handwritten signature in black ink, appearing to read 'James E. Gilleylen', is written over a light blue horizontal line.

James E. Gilleylen, President

FIRM QUALIFICATIONS AND DEMONSTRATED EXPERIENCE



JQUAD specializes in economic development and housing consulting, including Fair Housing, Consolidated Plans, Commercial Corridor Plans, Housing Market Analyses, Revitalization Master Plans, Grant Management, and Public Policy Development.

The J-QUAD team has considerable past experience and expertise in all aspects of preparing Property Conditions Surveys and Neighborhood Assessment, Neighborhood and Revitalization Master Plans, Housing Needs Assessment and Market Analysis. J-QUAD has performed numerous housing policy analyses that have included one or all of the requirements of this RFP.

J-QUAD's most recent Property Conditions Survey, Neighborhood and Housing Needs Assessment and Housing Market Analyses Projects include, a Neighborhood Revitalization Plan and Needs Assessment for the City of Alexandria, Louisiana completed in February 2009; Property Conditions Survey, Needs Assessment and Revitalization Strategies for the City of Chattanooga, Tennessee completed in February 2008; Neighborhood Plans and Economic Development Corridor Plans in Cleveland, Ohio in 2006-2007; Housing Needs Assessments and Revitalization Plan for the City of Waco, Texas completed in March 2007; Housing Needs Assessments and Revitalization Plan for the City of Shawnee, Oklahoma completed in December 2006; Housing Needs Assessments and Neighborhood Plan for the City of Corpus Christi, Texas completed in April 2006; Comprehensive Housing Affordability and Market Analysis for the City of Battle Creek, Michigan completed August 2006; an Affordable Housing Strategy and Market Analysis for the City of Ann Arbor and Washtenaw County, Michigan completed April 2007; Neighborhood Revitalization Plans and Needs Assessment for the City of Shreveport completed August 2005; Housing Strategic Plan and Market Analysis for the City of Columbia, Missouri completed February 2004; Housing Master Plan for the City of San Antonio, Texas, concluded in 2003 and Neighborhood Plans, Planned Development District Regulations, and Housing Policies completed for the City of Dallas, Texas in 1996, 1998, 2003, and 2005.

J-Quad has also conducted over 50 Fair Housing Impediment Analyses and 40 Consolidated Plans since 2003, in cities, counties and statewide throughout the states of Arkansas, Alabama, California, Georgia, Florida, Illinois, Iowa, Louisiana, Michigan, South Carolina, Texas, Virginia, and Vermont. Statewide, our Impediment Analysis experience includes an Analysis of Impediments for the State of Arkansas, State of Vermont and a Fair Housing Analysis and Fair Housing Training Program for the State of Florida, used to train their small city sub-grantees. J-Quad has completed county, consortium and multi-jurisdictional studies for the cities of Moline and Rock Island, Illinois and Davenport, Iowa in 2005; Charleston County, and the cities of Charleston and North Charleston, South, Carolina in 2006; and Prince William County, and the cities of Manassas, and Manassas Park completed in July 2009. JQUAD's most recent county and consortium AI projects were completed in September 2010 for the cities of St. Petersburg, Clearwater, Largo, and Pinellas County, Florida; and the cities of Sherman and Denison, Texas in December 2010. Also In 2009 - 2010, JQUAD completed individual Fair Housing Impediment Analyses for the cities of Cedar Rapids, Iowa; Compton, California; Arlington, Carrollton, Grand Prairie, Irving, Wichita Falls, Texarkana, and Tyler, Texas; cities of Hot Springs and Little Rock, and the State of Arkansas.

JQUAD has assisted the cities of Dallas, San Antonio, and Tyler, Texas and Alexandria and Shreveport, Louisiana with program performance and staff reviews, and restructuring of CDBG and other grant program delivery systems. During 2009 – 2010, we provided technical support to jurisdictions for day to day CDBG, HOME and Neighborhood Stabilization Program grant submissions and program design and administration.

Finally, JQUAD has provided consultation under four separate multi-year contracts with HUD Headquarters since May 2000, for policy and management issues relative to housing discrimination law suits, regulation development and program design.

PROJECT TEAM, ORGANIZATION, RESUMES, AND QUALIFICATIONS

PROJECT TEAM

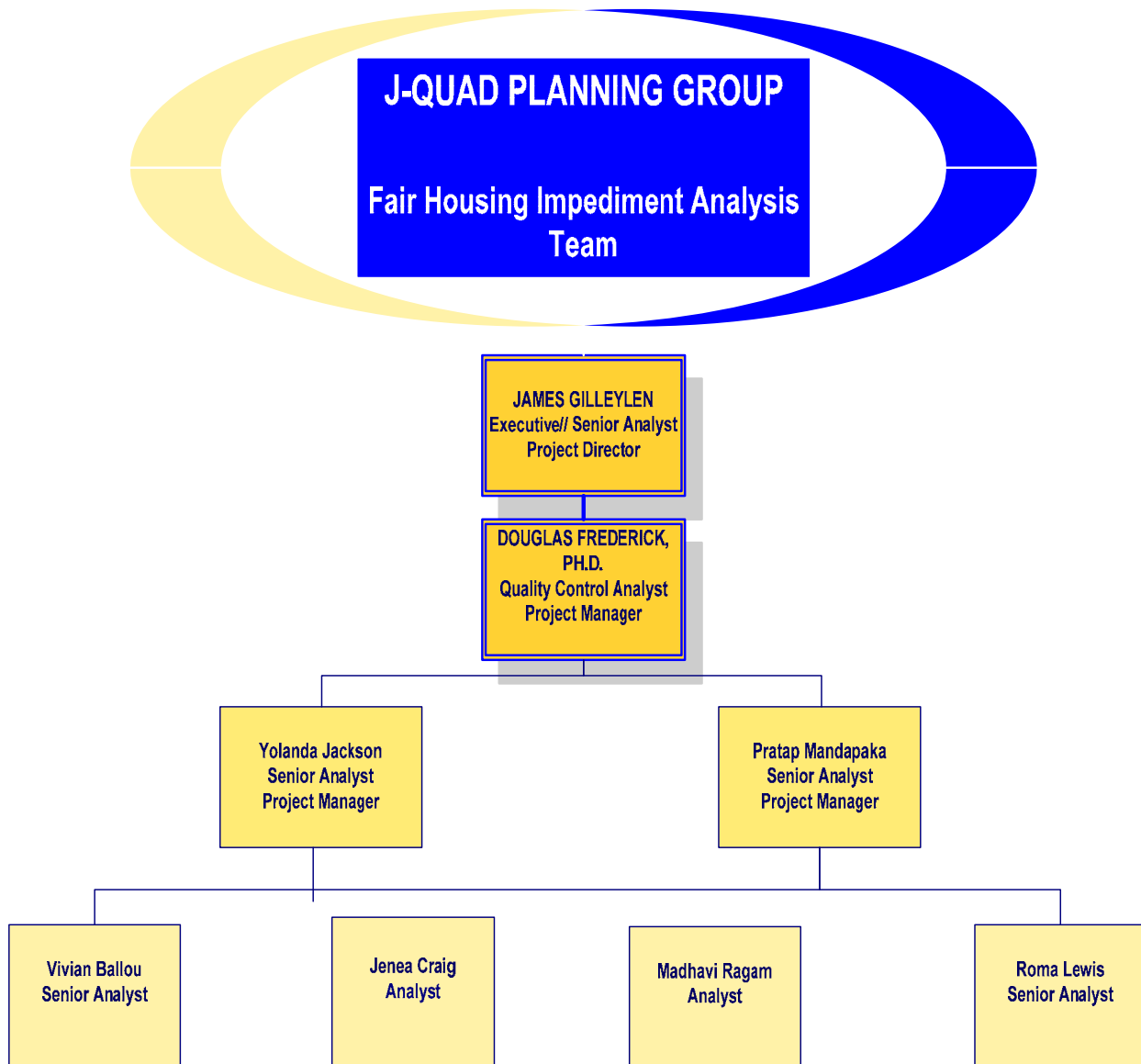
The JQUAD Team includes a professional staff of urban planners, demographers, and housing consultants. All of our professional staff has, at a minimum, a bachelor's degree, five have earned advanced master degrees, one has earned a doctorate degree and one is currently a doctoral candidate. The JQUAD team members have the requisite experience for this effort which includes both participation in developing prior neighborhood plans and housing needs assessments and prior municipal government expertise with the administration of entitlement programs. Most of our professional staff members have prior experience working directly for local units of governments, prior to joining JQUAD.

Dedicated to this project will be a five member JQUAD team of professionals, shown on the chart on the following page, including James Gilleylen as Project Manager and Yolanda Jackson, Vivian Ballou and Pratap Mandapaka each serving as Senior Analysts. It is our practice to utilize a professional staff member not assigned on a direct billing basis to the project team to provide enhanced quality control as support to the project manager. For this engagement, Dr. Douglas Frederick will serve as the fifth member of the JQUAD team and will provide this service insuring that the project methodology is adhered to and providing independent fact checks and data queries in support of our analyses.

Dr. Frederick earned the Masters and Ph.D. degrees in Political Economies from the University of Texas at Dallas. He has served as Senior Analyst and Division Manager for JQUAD since 1996. Mr. Frederick served as the project manager for Revitalization and Neighborhood Plans, Needs Assessments, and Market Analysis engagements for Ann Arbor and Washtenaw County, Michigan, Columbia, Missouri, and San Antonio, Texas.

JQUAD's additional professional staff members, not dedicated to this project, but available if the requirements change or expand to require additional or alternative resources, are also shown on the organizational chart below.

PROJECT TEAM AND FIRM ORGANIZATION CHART



Key Responsibilities: Team Member Classifications, Roles, Responsibilities:

James Gilleylen will serve as the overall Delivery / Project Manager and as Senior Analyst for this engagement. Mr. Gilleylen served as the project manager and senior analyst for Revitalization and Neighborhood Plans, Needs Assessments, and Housing Market Analysis engagements in Alexandria, Louisiana, Dallas, Texas, Chattanooga, Tennessee, and Cleveland, Ohio. He served as Project Manager for grant submission and technical assistance to Alexandria

and Shreveport, Louisiana after receiving Neighborhood Stabilization Program Funding in 2009. Additionally, Mr. Gilleylen will lead our community participation efforts, including Strategic Planning / Charrette, SWOT Analysis, interviews and focus group assessments, and will serve as lead analyst for the overall analysis and design of recommendations.

Yolanda Jackson will serve as Senior Analyst. Ms. Jackson has served as project manager and senior analyst for Revitalization / Neighborhood Plans, Needs Assessments, and Housing Market Analysis engagements in Dallas, Texas, Shawnee, Oklahoma, and Cleveland, Ohio. Ms. Jackson will lead our efforts in data collection, public policy and programs review, including the review of the local jurisdiction grant programs, development regulations and policies, and economic development programs and incentives, neighborhood marketing, and branding. She will also provide support for the identification of best practices for benchmarking recommendations.

Pratap Mandapaka will serve as GIS Technician and Senior Analyst for urban design and land planning. Mr. Mandapaka served as the project manager for Revitalization / Neighborhood Plans, Needs Assessments, and Housing Market Analysis in Battle Creek, Michigan and Corpus Christi, Texas. Mr. Mandapaka will serve as our lead demographer and GIS analyst, and develop urban design concepts, regulatory recommendations in support of neighborhood revitalization, strategies for infrastructure and amenities such as open space, parks, signage, and streetscape. He will lead our design and illustration of “revitalization project opportunity areas” and “prototypical demonstration projects” within planning areas.

Vivian Ballou will serve as Senior Analyst focusing on housing financing strategies, identifying grant and private housing funding, alternatives housing product, energy efficiency and green construction options, and structuring community and agency partnerships for implementation. She will support efforts in developing strategies that address the community needs identified in the planning and community engagement process. Ms. Ballou recently helped to charter and current provides technical assistance to the Legacy Community Development Corporation, a Port Arthur nonprofit CDC, responsible for the multi-county administration of CDBG, HOME and Hurricane Disaster Recovery funds as a sub-grantee of the Texas Department of Housing and Community Affairs.

KEY PROJECT TEAM MEMBERS & RESUMES

FIRM AFFILIATION: J-QUAD PLANNING GROUP

JAMES E. GILLEYLEN, PRESIDENT

EDUCATION:

Master of Science in Urban and Regional Planning

Bachelor of Science in Public Administration and Political Science

University of Mississippi (Ole Miss)

EXPERIENCE:

Mr. Gilleylen has worked as a professional planner and in executive management for more than 30 years in both the public and private sector including having served as Director of the Department of Housing and Neighborhood Services and Assistant Director of Planning and Development for the City of Dallas, and Deputy Director of the Office of Planning for the City of Washington, DC. Mr. Gilleylen currently serves as Managing Partner and Chief Executive Officer for the J-Quad Planning Group, a Dallas, Texas based urban planning and community development consulting firm.

Mr. Gilleylen founded **J-QUAD & ASOCIATES, LLC in 1992 and J-QUAD PLANNING GROUP, LLC in 2007**, serving as J-Quad LLC's Chief Executive Officer through December 2006, and J-Quad Planning Group's President since its formation as a separate entity in January 2007. Mr. Gilleylen has devoting his private sector efforts to solving planning, housing and economic development issues for city, county, state, and federal clients across the country. He has also provided professional support to private developers, financial institutions, and investment groups in the area of business and economic development. Projects include comprehensive plans, economic development corridor plans, consolidated plans, fair housing studies, market studies, neighborhood and revitalization master plans, zoning ordinance development, and management and organizational reviews.

Mr. Gilleylen is nationally recognized as an innovator in revitalization planning, urban redevelopment and housing finance having served as a planning advocate and project director for major housing development and neighborhood planning efforts in over 50 local jurisdictions in 18 states and the District of Columbia. This includes planning projects in the cities of Austin, San Antonio, Corpus Christi and Dallas, Texas; Shreveport, Baton Rouge and Alexandria, Louisiana; Columbia, Missouri; Cleveland, Ohio; Orange County, Cumberland County and Fayetteville, North Carolina; Battle Creek and Ann Arbor, Michigan; Jackson, Mississippi and Little Rock, Arkansas. Statewide planning efforts have been performed in the states of Florida, Arkansas and Vermont. Developing housing and community development policy has been a focal point of Gilleylen's career, including multiple consulting engagements with the U.S. Department of Housing and Urban Development. His efforts at HUD have included public policy and program formulation for HUD's Capital Fund Formula, Public Housing Funding Allocation Model, Public Housing and Section 8 Voucher program management, and Consent Decree program management of the "Walker v HUD" and "Young v HUD" Housing Discrimination Law Suits. Mr. Gilleylen has managed multi-year consulting projects with HUD, Department of Defense and large cities such as San Antonio, Texas and Cleveland, Ohio.

The following details Mr. Gilleylen's career experiences prior to joining J-QUAD.

Director, City of Dallas Department of Housing and Neighborhood Services,

1990-1994. Mr. Gilleylen was responsible for the overall management and operation of Housing Finance, Economic and Community Development, and Code Enforcement Activities. He had management responsibility for over three hundred (300) employees with an operating budget of over eighty (80) million dollars. Financial alternatives for multi-family and single-family finance includes federal Community Development Block Grant, HOME, HOPE, Shelter Plus Care, HOPWA, LIPHRA, Mortgage Revenue Bonds, and Low Income Housing Tax Credits--all of which leverage private financing. Other responsibilities include regulatory oversight of a \$57 million dollar Community Development Bank Corporation (The Dallas Affordable Housing Partnership) and The Southern Dallas Development Corporation (SDDC). Mr. Gilleylen conducted neighborhood planning efforts for neighborhoods in need of redevelopment and created master plans to guide their future growth. In 1993, he created the Downtown Housing Plan that has served

as the blueprint for housing and economic development for the past 13 years and has help reshape the downtown into a live, work and entertainment environment.

Deputy Director, City of Washington, D.C. Office of Planning, 1988 - 1990.

Mr. Gilleylen was responsible for the daily operation and management of all municipal and federal planning functions of Zoning, Comprehensive and Neighborhood Planning, Urban Design and Architectural Review, Capital Improvement Planning, Transportation Planning, and Geographical Information Systems. He had management responsibility for ninety-six (96) employees and a six million dollar annual operating budget. Highlights included developing neighborhood and special district plans for select growth corridors and inner city neighborhoods to guide redevelopment. Designed zoning overlays and design guidelines for downtown. Served as the District's chief negotiators with developers and developer representatives on all zoning cases and provided recommendations and staffing to Plan Commission. Mr. Gilleylen represented the District of Columbia as a Commissioner on the National Capital Planning Commission 1988-1990.

Assistant Director, City of Dallas Department of Planning & Development, 1985 - 1988.

Mr. Gilleylen was responsible for municipal planning functions relating to Zoning, Subdivisions, Comprehensive Planning, Capital Improvement Planning and Zoning Transition. He managed forty-six (46) employees and a \$2 million dollar annual operating budget. Mr. Gilleylen served as senior management team member for the development of a comprehensive plan for Dallas including a Growth Policy Plan, a new zoning ordinance and the creation of a Transition Plan to change parcel zoning to appropriate designations under the new ordinance. Mr. Gilleylen provided leadership in the development of 18 Special Planning and Zoning Studies designed to transition the zoning designations of key economic development parcels into the adopted Chapter 51-A Zoning Code. This included parcels of land along major transportation corridors such as Central Expressway, L.B.J. Freeway, Dallas North Tollway, George Bush Tollway and the Dallas Area Rapid Transit Rail Corridor.

Executive Director, Oxford - Lafayette County Housing Authority, Oxford MS, 1981-1985.

Mr. Gilleylen was responsible for the overall management and operation of government assisted housing programs of Section 8 vouchers, Section 8 New Construction, Conventional Public Housing, 221(D)3, and Elderly Housing. Mr. Gilleylen supervised twenty-two employees and a \$6 million dollar annual budget.

Housing Consultant, Brown & Robinson Computerized Accounting, Memphis, Tennessee, 1979-1981.

Mr. Gilleylen provided consultation to non-profits and private corporations applying for federal and private financing for affordable housing. Additional support provided in developing support services and housing management training programs. Designed grants management monitoring manuals for governmental entities.

Urban Planner, Three Rivers Planning and Development District,

Pontotoc, Mississippi. 1980 -1981. Mr. Gilleylen served as a Planning Intern and Urban Planner responsible for a variety of land use and regulatory planning functions.

PROFESSIONAL ACTIVITIES

National Community Development Association, Member

President Region 6 (1993-94)

American Planning Association, Member

Former Vice Chairperson for Policy, Planning and the Black Community Division

Federal Reserve Bank of Dallas, Advisory Board Member

Big Brothers & Big Sisters of Greater Dallas Board of Directors

South Dallas Fair Park Community Development Corporation, Advisory Board

FIRM AFFILIATION: J-QUAD PLANNING GROUP
YOLANDA S. JACKSON, AICP

EDUCATION:

Bachelor of Science in Urban and Regional Planning, Michigan State University, 2000

EXPERIENCE:

Project Manager, J-Quad Planning Group 2005 – Present.

Ms. Jackson serves as a Senior Analyst and Project Manager **for J-Quad**. Ms. Jackson supports the demographic analysis, research design, market analysis, data analysis and GIS Mapping for various projects. She supports our program assessment and management audits for various State and Local governmental agencies. She has extensive experience with several geographic information systems (GIS), analytical and software tools to include: Arc View, ARC Info, Arc GIS, SPSS, SQL, AutoCAD, and Adobe PhotoShop. She has worked on Fair Housing Impediment Analysis for the following jurisdictions: City of Shreveport, LA; City of Charleston, SC; City of North Charleston, SC; Charleston County, SC; Richland County, SC; City of Austin, TX; City of Little Rock, AR; City of Alexandria, LA and the State of Vermont. Additionally, she served as the Project Manager for the Analysis of Impediments for the City of Amarillo, TX. She worked on Consolidated Plans for the following jurisdictions: City of Little Rock, AR; City of Fort Smith, AR; City of Alexandria, LA; City of Shreveport, LA; City of Montgomery, AL, State of Arkansas and is currently working on sections of the Consolidated Plan for the City of Amarillo, TX. In addition, she has completed two Housing Market Analyses for a 5-county region in Mississippi for the North Delta Housing Authority and worked on the Housing Market Study for the City of Columbia, MO. Ms. Jackson has also served as a Senior Planner on the Trinity River Land Use Master Plan and Implementation Strategy, City of Dallas, Texas Historical Resource Survey, and the Shreveport, Louisiana Revitalization Study.

Urban Planner/Designer, HNTB Corporation, January 2001-March 2003.

Ms. Jackson was the Project Lead for several economic development and revitalization studies. She was responsible for coordinating numerous comprehensive land use and mobility studies and urban design and streetscape projects.

Architectural Intern, Urban Design Group, October-December 2000.

Ms. Jackson prepared detailed construction documents using AutoCAD graphic design software. She also assisted in campus master planning and facilitated the overall project coordination efforts.

CAD/Architectural Intern, Michigan State University, April 1998-August 2000.

Ms. Jackson was responsible for transferring campus buildings to CAD system. She updated and organized the university's architectural records and surveyed campus utility lines.

PROFESSIONAL ACTIVITIES

Urban Land Institute

American Planning Association

National Trust for Historic Preservation

ALSA Merit Award, 2002

Fort Worth Five Central Cities Corridors Revitalization Project

PUBLICATIONS:

The Youth Village Urban Design Project

“Rebuilding Detroit for Future Generations”

FIRM AFFILIATION: J-QUAD PLANNING GROUP
PRATAP N. MANDAPAKA, AICP

EDUCATION:

Ph.D Candidate, School of Urban and Public Affairs , University of Texas at Arlington

Master of City and Regional Planning, University of Texas at Arlington

GIS Certification, School of Urban and Public Affairs, University of Texas at Arlington

Bachelor of Architecture in Architecture, Andhra University College of Engineering

EXPERIENCE:

Project Manager, J-Quad Planning Group, Dallas, Texas, 2003 – Present.

Mr. Mandapaka serves as a Senior Analyst and Project Manager **for J-Quad**. He has responsibilities for demographic analysis, research design, data analysis and GIS Mapping for various projects. He has extensive experience with several geographic information systems (GIS), analytical and software tools to include: Arc View, ARC Info, Arc GIS, SPSS, SQL, AutoCAD, 3DSMax, Arch-T, and Adobe PhotoShop. Mr. Mandapaka assisted in conducting a needs assessment and housing market analysis which addresses all issues related to lead-based paint hazards, fair housing, poverty, and barriers to affordable housing in the preparation of Consolidated Plans for various jurisdictions. His experience includes the Consolidated Plans for the City of Corpus Christi, TX; City of Alexandria, LA, City of Shreveport, LA; the State of Arkansas, the City of Little Rock, AR, the City of Fort Smith, AR; and Prince William County, VA. These plans addressed the priority needs and objectives of the community and provided guidance in the areas of homelessness, housing, special needs populations, and community development. Mr. Mandapaka was responsible for completing a comprehensive assessment of housing and neighborhood needs which included the analysis of Census data and Home Mortgage Disclosure Act (HMDA) data for various fair housing impediment studies conducted by the firm. He was involved in the preparation of Analysis of Impediments to Fair Housing Choice for the City of Corpus Christi, TX, City of Austin, TX, City of Amarillo, TX, City of Gainesville, GA, City of Columbus, GA, City of Shreveport, LA, City of Fayetteville,

AR, City of Bentonville, AR, City of Moline, IL, City of Rock Island, IL, City of Davenport, IA, City of Moline, IA,

City of Little Rock, AR, City of Alexandria, LA, Charleston County, SC, Richland County, SC, Manatee County, FL, City of Harrisonburg, VA, Prince William County, VA, and State of Vermont. Additionally, he was also responsible for Ten-Year Homeless Strategy for the City of Corpus Christi, Housing Market Analysis for the City of Columbia, MO, Housing Condition Survey for the City of Lewisville, TX and GIS mapping for the Trinity River Master Plan developed for the City of Dallas, TX.

Urban Planner, City of San Antonio, September-December 2002.

Mr. Mandapaka served as a Planning Intern and was responsible for evolving the process of formulating zoning case maps using Arc GIS. He was involved in the Plan Review process including compliance with development regulations, monitoring re-zoning, annexation and ordinance amendments, and managing permitting processes.

GIS Intern, ESRI, June-August 2002.

Mr. Mandapaka was responsible for project management of the land use model, South Initiative-Annexation for the City of San Antonio. He also coordinated the office relocation project involving network analysis, flythrough and animations.

Architect/Planner, Environmental Planning Collaborative, 1998-2000.

Mr. Mandapaka was responsible for the town-planning schemes of the Thaltej and Sabarmati Riverbank Development Project and designing governmental, industrial, recreational, and residential buildings and provided overall office management.

Intern, Overseas Development Administration, April 1997 and April 1998.

Mr. Mandapaka was a member of a quantitative survey team that conducted an Impact Assessment study of Slum Improvement projects.

Intern, Silparupa Architects and Engineers, 1993-1996.

**FIRM AFFILIATION: J-QUAD PLANNING GROUP
VIVIAN LYNN BALLOU**

EDUCATION:

**Bachelor of Business Administration, Lamar University, Beaumont, Texas
Associate of Science, Business Administration, Lamar University,
Port Arthur, Texas**

EXPERIENCE:

Ms. Ballou has worked as a City Administrator, professional planner and housing consultant for more than 20 years in both the public and private sector including having served as Executive Director of the Department of Housing and Human Services and Vice President of the Housing Finance Corporation for the City of Irving, Texas, and Deputy Director of the Beaumont, Texas Housing Authority. Ms. Ballou recently helped to charter and current provides technical assistance to the Legacy Community Development Corporation, a Port Arthur nonprofit CDC, responsible for the multi-county administration of CDBG, HOME and Hurricane Disaster Recovery funds as a sub-grantee of the Texas Department of Housing and Community Affairs.

The following details Ms. Ballou's career experiences prior to joining J-QUAD.

Executive Director, City of Irving Housing and Human Services Department 2004-2009. Ms. Ballou was responsible for the overall management and operation of all federal programs: CDBG, HOME, ADDI and ESG, allocations of up to \$25 million annually. Oversight and administration included implementing federal programs, drafting grant applications and funding community development projects. Ms. Ballou Supervised 10 employees and directed the operation of homeownership programs, new construction, reconstruction, owner-occupied rehabilitation and down payment assistance programs. She was responsible for the fund and monitor nonprofit agencies that provide human services. She develop and monitor strategic goals and benchmarks for department,

provided the city's interface with local planning, finance, and legal organizations to meet local requirements and create positive relationship with community and civic leaders.

Vice President, City of Irving Housing Finance Corporation 2007-2009.

Ms. Ballou created and established the nonprofit agency to implement affordable housing programs. She developed financial procedures to expedite real estate transaction and developed and implemented a foreclosure purchase program for resale to qualified buyers. She reported to IHFC Board of Directors (City Council). She was responsible for acquisition, rehabilitation and construct affordable housing.

Deputy Director, City of Beaumont, Texas Housing Authority, 2001 - 2004.

Ms. Ballou managed the day-to-day operations of a public housing authority, providing oversight to 4 divisions: Property Services, Resident Empowerment, Property Development and Security. She supervised the design and rehabilitation of multifamily units, managed 200 scattered site with 900 public housing units, supervised a staff of 65, and oversight for multi-million dollar budget. She was instrumental in raising rating from low performer to high performing organization

Housing Programs Administrator, City of Port Arthur Community Development, 1992 - 2001. Ms. Ballou was responsible for the administered CDBG and HOME Program funding from HUD and oversight of affordable housing programs. She supervised 6 employees, developed program guidelines and policies, funded and monitored nonprofit agencies, drafted federal grant applications, monitored multi-million dollar budgets and provided presented to Mayor and City Council.

PROFESSIONAL ACTIVITIES AND CERTIFICATIONS

NAHRO Certified Public Housing Manager

Certified Housing Counselor

Certified HOME Program: Administration and Regulations Specialist

Certified Texas Department of Community Affairs Grant Administrator for Disaster Recovery and Community Development

SIMILAR PROJECTS, PAST PERFORMANCE AND REFERENCES

REFERENCES

Cleveland, Ohio Buckeye, Larchmere and E. 116th Corridor, Neighborhood Plans

John Hopkins, Executive Director	Joyce Rhyans
Buckeye Area Development Corporation	Neighborhood Progress Inc.
11802 Buckeye Road	1956 25 th Street, Suite 200
Cleveland, Ohio 44120	Cleveland, Ohio 44113
Phone: (216) 491-8450	Phone: (216) 830-2770

J-QUAD Planning Group was commissioned to develop a needs assessment and revitalization plans for the Buckeye and Larchmere Neighborhood and the E. 116th Corridor and adjacent neighborhoods in Cleveland, Ohio. The Plan has resulted in the initial transformation of the neighborhoods and high profile commercial corridors into healthier, sustainable neighborhoods. Based on community input, as well as the market analysis, needs assessment, and creation of conceptual development plans, prototypical site plans and revitalization strategies, critical sites are undergoing redevelopment. The Buckeye CDC and Neighborhood Progress, Inc. have provided the leadership and development programming needed to implement the plan's recommendations.

The Revitalization Concepts for the neighborhoods and major commercial corridor included four "Revitalization Orientations" based upon existing conditions and the definition / direction of change in a particular area, in order to create strategies that can guide development in diverse neighborhoods. The Orientations are Stabilization, Enhancement, Selective Renovation and Reinvestment, and Redevelopment.

The 116th Street Corridor and Buckeye Blvd. are major gateway for the planning areas and are the focal points for major redevelopment. Vacant and deteriorated properties have been replaced with new housing and retail and art thematic parks.

Start and Completion Dates: Revitalization Plan September 2006 – August 2007.

City of Alexandria, Louisiana – Consolidated Plan, AI, and Revitalization Plan

Ms. Brenda Ray, Director of Department of Community Development
City of Alexandria
900 Murray Street
Alexandria, LA 71309
Phone: (318) 449-5070

J-QUAD was retained by the City of Alexandria, Louisiana to develop their 2004–2009 and 2010 - 2015 Consolidated Plans and Fair Housing Impediment Analysis. In 2008, Alexandria retained JQUAD to develop a Market Analysis, Needs Assessment and Comprehensive Plan for Neighborhood Revitalization adopted by City Council in February 2009.

The Plan serves as a blueprint for revitalization of the City’s CDBG eligible census tracts by setting forth alternatives for addressing a range of issues including housing development, infrastructure, commercial corridor improvements, and strategies for the recapture of vacant, abandoned and foreclosed properties. Strategies to direct implementation of the plan and initiate growth and redevelopment within its inner city neighborhoods has included creation of a land bank, adoption of policies and regulations and acquiring funding for expropriation and recapture of vacant and adjudicated/foreclosed property and development of retail, rental and single family housing and offices development.

The plan emphasizes regulatory and government incentives such as inclusionary zoning, conservation districts, and specialty zoning districts as a means of increasing resources and attracting reinvestment for the neighborhoods and prototyped development and financing strategies and building concepts including green building, , adaptive reuse of existing structures, modular housing, and mixed use development.

Start and Completion Dates: Revitalization Plan January 2008 – February 2009.

City of Battle Creek, MI – Comprehensive Housing Study

Mr. Al Giquere, Community Development Supervisor
City of Battle Creek, 10 N. Division Street
Battle Creek, Michigan 49014
Phone: 269-966-0985

J-QUAD provided the City of Battle Creek with the Housing Market Analysis and Comprehensive Housing Study to provide a basis for developing policies that address housing issues in their community. This include concerns about mixed-density and mixed-type housing in their central City, downtown housing and housing for the elderly and new families entering the housing market for the first time.

Start and Completion Dates: March 2006 – August 2006

City of Ann Arbor, MI – Washtenaw County Affordable Housing Needs Assessment

Ms. Jennifer Hall
Office of Community Development
City of Ann Arbor
P.O. Box 8645
Ann Arbor, MI 48107
Phone: 734-622-9006

J-QUAD provided a comprehensive affordable housing needs assessment to Ann Arbor and Washtenaw County that covered all jurisdictions within the county. The project analyzed demographic, housing market and development data, along with input from community leaders, non-profit organizations, and citizens, to determine housing needs within the county and provided recommendations to address those needs. Recommendations were categorized by locality to focus strategies to specific housing problems. The project included Ann Arbor, Ypsilanti, the smaller towns, and all the townships in Washtenaw County.

Start and Completion Dates: April 2006 – March 2007

City of Corpus Christi, Texas – Neighborhood Revitalization Plan

Daniel Gallegos, Neighborhood Services Department Director

City of Corpus Christi, Texas

Neighborhood Services Development

City Hall, 2nd Floor, 1201 Leopard Street

Corpus Christi, Texas 78469

Phone: (361) 826-3234

J-Quad developed a neighborhood revitalization plan for three neighborhoods in Corpus Christi for which a funding set-aside would be used for implementation. The project included the assessment of each neighborhood, including a detailed housing conditions survey, census data analysis, and Home Mortgage Disclosure Act data analysis. Local issues were identified through interactions with neighborhood residents and recommendations were developed for each area. J-Quad also developed a selection methodology to select a single target neighborhood for implementation from the three neighborhoods studied.

Start and Completion Dates: April – June 2006

GRAPHIC ILLUSTRATIONS

The graphic illustrations starting on page 33 of our proposal will provide further details of our past performance on similar projects. The illustrations highlight examples and representation of the planning concepts and implementation strategies set forth for revitalization of neighborhoods in neighborhood planning efforts for our clients. In some instances, JQUAD was retained after the planning effort to provide technical assistance during plan implementation. Please note the Cleveland graphics, in particular, which highlight recent developments activities that serve as implemented examples of the planning concepts and ideas identified in the planning process. All of the projects referenced in the past performance references included extensive community participation efforts that help build consensus and support for these new developments.

SCOPE OF SERVICES : STUDY APPROACH, METHODOLOGY, WORK PLAN AND TIMELINE FOR PERFORMANCE, AND COST PROPOSAL

APPROACH - Our basic approach for developing the City of Jonesboro Plan will consist of four guiding principles. First, in order to insure that the plan reflects the needs of the citizens and government, the process must be viewed as a **collaborative effort** between government and the public, guided by a professional consultant team of planning experts. By collaborative effort we mean a team approach involving not only the consultant team that has the technical expertise in various substantive elements that comprise a neighborhood plan and needs assessment, but also involvement of the appointed and elected officials, staff and numerous community/civic organizations and individuals that are concerned about housing and neighborhood stability and revitalization. We think it is essential that the consultant team work closely with all these individuals and groups throughout the planning process.

Second, our approach will be **problem solving oriented**. We will seek to understand the needs, issues and concerns of the Citizens of Jonesboro and Jonesboro government officials and develop solutions that are specific to your needs. The problem solving oriented means: that the process will proceed from an understanding of *what is - the factual basis -*; to *what the community wants - its goals and objectives -*; to development of *alternatives means for achieving its goals – what can be*; to recommendations on *how to implement* the means for goals achievement – *what to do*.

Third, our approach can be seen as an **iterative process**. That is, we will produce draft materials at critical intervals during the study process for review and input by the various participants in the process. The consultant team will then revise the drafts based on feedback we receive.

Fourth, our approach will match **experience with assessment of needs**. That is, our team has requisite experience in conducting a needs assessment and developing a neighborhood plan and an in-depth understanding of how to mitigate and or eliminate the impacts that are impeding neighborhood stability and neighborhood reinvestment.

METHODOLOGY

We propose a scope of services that includes five integrated phases:

Phase One: Project Initiation, Work Plan Refinement, and Initial Data Collection -

Initiates the project and establishes the factual basis within the planning area and identifies critical issues based on these facts. The team will initiate the data collection process. We will rely, in part, on documents provided by the City of Jonesboro Staff for this background information. A Steering Committee comprised of City and Stakeholders representatives may be designated by the City to guide the planning process.

Phase Two: Data Collection and Documentation of Existing Conditions –

Proceeds with collection of existing data and developing methodology and identifying sources for collecting supplemental data not readily available. Analyze local markets, city and select sub-area market conditions, and anchor developments for their impact on the planning for sub-area markets. This phase includes an analysis of the housing market including supply and demand, property conditions survey documenting housing, premise and neighborhood conditions, analysis of age, location, pricing and number of new and existing housing units, land uses, ownership patterns, public infrastructure, and transportation facilities. This effort results in various economic profiles including general demographic, housing, income, employment, transportation and infrastructure, economic and workforce characteristics, property conditions and development trends, public policy, and housing and financing products/programs available to help meet residents' existing and future needs. Results will be presented in a format that can be utilized by broad sectors of the community to formulating development decisions and will serve as a basis for creating the Housing and Neighborhood Element of the Comprehensive Plan.

Phase Three: Community Engagement –

During this phase, we gather stakeholder input on the purpose, approach, methodology and scope of the planning process, and seek broad community support in establishing the vision and desired outcomes for the

planning effort based on their identified issues, priority needs and understanding of the existing conditions.

Phase Four: Needs Assessment and Priorities for Addressing Planning Issues -

Proceeds with the identification of needs based on technical analysis of data developed in phase one and the involvement of citizens, professional organizations and city leadership in refining technical issues and identifying and refining goals and objectives concerning housing and neighborhoods.

Phase Five: Draft Plan Development, Implementation Strategies, Final Plan, Public Review and Presentations –

In this phase, we will determine strategies for maintaining neighborhood stability and strengthening neighborhoods in transition, and explore future housing needs, development strategies, financing alternatives and potential resources and housing products necessary to implement this goal. This phase includes photographic images, conceptual development plans and project opportunity illustrations incorporated into our report that promote the recommended strategies, define development opportunities identified in the planning process, and offer visual aides helpful in determining perceptions to market, housing preferences and programs.

Phase One: Project Initiation, Work Plan Refinement and Initial Data Collection

Tasks for Phase One

1. Meet with the designated Steering Committee comprised of City and Stakeholder representatives to initiate the project, refine the scope of work. The Consultants will guide the participants in an initial strategic planning session to build consensus as to the content and utilization of the work product resulting from the planning process.
2. Prepare presentation materials and conduct a second strategic planning session with the Steering Committee to conduct a Strengths, Weaknesses, Opportunities and Threats, (SWOT) Analysis to be used as a planning tool to establish a vision and goals for the planning process.

3. Refine the approach and methodology for the planning process.
4. Coordinate and refine the public participation process with staff.
5. Identify community stakeholders not part of the planning steering committee.
6. Review existing planning documents, development plans, regulations and reports for the city.
7. Review existing City GIS data and determine methodology for collecting supplemental data as required.
8. Delineate primary and sub-area boundaries for property condition survey and neighborhood conditions evaluation.
9. Refine the timeline associated with tasks.

Deliverables:

- Refined work program and schedule
- SWOT Analysis Report
- GIS Based Maps

Phase Two: Data Collection, Property Conditions Survey and Neighborhood Conditions Evaluation, Housing Market Analysis.

Tasks for Phase Two

1. Conduct a property conditions windshield survey documenting exterior conditions of residential structures, vacant structures and vacant lots, premise and neighborhood conditions in designated areas based upon approved methodology.
2. Perform an evaluation of the housing stock and neighborhood conditions in areas of the City not subject to the property conditions survey based upon approved methodology. The evaluation will be based on a visual survey and physical attributes evaluation of the physical conditions and qualities of select areas and the collection of quantitative data about these areas.
3. Collect and analyze housing, land use, zoning, education, infrastructure, and other pertinent demographic trends these areas.

4. Analytical overview of current housing supply and demand, building conditions, age, location, pricing and number of new and existing housing units, land uses, ownership patterns, public infrastructure, and transportation facilities.
5. Develop demographic profile based on analysis.
6. Review Home Mortgage Disclosure Act (HMDA) to analysis community lending
7. Review and analyze impact of federal and private sector financial programs/resources being utilized in planning areas.
8. Document regulatory and enforcement issues for the planning areas.
9. Analyze adjacent markets, market conditions, and anchor developments for their impact on the planning area.

Deliverables:

- Demographic Profile
- Property Conditions Survey Report
- Neighborhood Condition and Housing Stock Evaluation Report

Phase Three: Community Engagement

Tasks for Phase Three

1. Distribute area-wide surveys to identify Priority Needs in the community.
2. Identify key nonprofit, business and community leaders, institutional, and neighborhood groups for participation in a community strategic planning / charrette session.
3. Conduct supplemental interviews to obtain community input.
4. Hold a community strategic planning / charrette session with Citywide stakeholders to receive input on priority needs for housing and neighborhoods.
5. Conduct interviews with stakeholders to gain insight on impact of issues from the charrette for the specific areas or sub-markets.
6. Analyze and compute results from surveys, interviews, and charrette analyses.
7. Identify priority needs citywide and for planning sub-areas.

8. Integrate data into “Community Engagement Report”.

Deliverables:

- Draft report highlighting “Community Engagement Process”.

Phase Four: Needs Assessment and Priorities for Addressing Planning Issues

Tasks for Phase Four

1. Identify strategies for creating sustainable development for the neighborhood and architectural / design standards that link the neighborhood to nearby stronger markets.
2. Identify opportunities for institutions (educational, cultural, and religious) to engage in public-private partnerships to foster neighborhood revitalization.
3. Develop strategies for creating and strengthening viable neighborhood associations and creating “community empowerment and self-help initiatives”.
4. Identify opportunities and roles for businesses, financial institutions, and government.
5. Identify and analyze city service, social service, and public health service needs.
6. Identify funding sources and financial strategies and federal, state and non federal sources of funds to implement economic development /housing initiatives.
7. Identify and analyze additional public facility, transportation and mobility needs.
8. Identify and analyze housing and housing services needs, and the opportunity for redevelopment/development of different housing types – workforce, elderly and disabled, mixed income, lease purchase and rental, and special needs housing.
9. Identify opportunities for re-branding and marketing the neighborhood, and improvements such as signage, streetscape/design elements, parks and open space.
10. Identify green technology and energy efficiency opportunities in construction.
11. Identify critical infrastructure needed to support revitalization efforts.
12. Identify zoning, code enforcement and other regulatory changes needed to strengthen and protect the neighborhood and support development.
13. Identify strategies to combat increase in vacant, blighted and foreclosed structures.
14. Draft Preliminary Needs Assessment Report.

Deliverables:

- Draft Report documenting needs identified / recommendations

Phase Five: Draft Plan Development, Implementation Strategies, Final Plan, Public Review and Presentations –

Tasks for Phase Five

1. Establish short-term and long-term goals for improving and maintaining housing and neighborhoods stability.
2. Delineate the policies and components for a Housing and Neighborhood Element of the Comprehensive Plan based on the planning process.
3. Develop a five-year action plan for implementation of strategies.
4. Identify roles and responsibilities of major participants, i.e. government, nonprofits, business and financial institutions, private sector developers, residents, and others and design conceptual financing structures / potential funding sources.
5. Identify public policy / regulatory changes and community organizational enhancements necessary to support implementation.
6. Identify and illustrate “project opportunity areas” and design “prototype demonstration projects” as examples of implementation options.
7. Perform market research to validate the strategies and housing products recommended for the target markets and consumers, and community and industry stakeholder.
8. Prepare Draft Report of the Plan and amend draft report based on input.
9. Develop Final Report and provide Presentations

Deliverables:

- Final Report of Needs Assessment.
- Draft and Final Report of City of Jonesboro Property Conditions and Neighborhood Conditions and Housing Stock Evaluation Report.
- Present Plan Recommendations, Strategies and Implementation Plan.
- Draft Housing Policies and Housing and Neighborhood Element for the Comprehensive Plan.

Implementation Action Plan

The action plan will be structured to identify roles and responsibilities, and priorities for implementation based on resources, interactions with City leaders, and priorities established in public meetings with neighborhood residents. The implementation plan will provide general strategies that are designed to meet the strategic goals of the project, specific recommendations that address isolated needs, and provide illustrations of design concepts that could be incorporated where appropriate. Each recommendation will be accompanied by a discussion of the underlying issue, a list of potential funding sources, and best practices from around the country that have been successful at addressing similar issues.

Community Participation

In order to effectively involve the community in conducting a Needs Assessment Planning Process and to make them a part of the planning team, a structured approach to public involvement is required. We propose a public participation process that has the following elements:

Steering Committee - City Staff will recommend persons to serve on a steering committee and resource group to provide input to the Consultant Study Team in refining the work program, and to identify critical issues affecting the community and organizations involved in implementation. Steering Committee would be composed of broad representation of stakeholders generally from the community and representing other interested parties such as industry representatives and potential financial and development partners.

SWOT Analysis - Study team will host a workshop to solicit input from the Steering Committee as part of the planning process. Participants will summarize the strengths, weaknesses, opportunities and threats in the City's neighborhoods.

Interviews - Interviews will be conducted with key individuals, civic leaders, and industry representatives to identify issues and directions that might not be fully expressed in community sessions. This step helps refine the involvement process and insure that important groups or interests are not overlooked.

Community Strategic Planning / Charrette Sessions - Consultant Team will hold a work sessions with citywide stakeholder, arranged around topical discussions of issues to gain input on priority needs of the community. These sessions will involve participants representing broad community interest such as neighborhood groups, community organizations, financial institutions, insurance providers, businesses, educators, and religious institutions and others to identify and evaluate needs, implementation strategies and program initiatives. The sessions will be a way of gauging support for new initiatives and re-designed programs.

Community Presentations - Consultant Team will hold community presentations, as needed to inform the public of study recommendations, implementation strategies and program initiatives identified in the draft report of recommendations. The Consultant Team will use these meetings to refine recommendations and build consensus. The implementation process must identify and address the concerns and needs of the community. The strategies and programs to be launched must balance competing objectives within the community and represent a consensus among the citizenry on the desired outcomes.

The following provides additional detail on the proposed SWOT Analysis and Strategic Planning / Charrette Process.

SWOT Analysis - We propose a work session to solicit input from the Steering Committee as part of the planning process. During this process, we propose to divide the participants into groups and ask them to summarize and discuss the **strengths**,

weaknesses, opportunities and threats in the neighborhood as they view them. As a basis for these discussions, participants will be given disposal digital cameras and asked to photograph sites within the neighborhood or within the city that best illustrate their identified strengths, weaknesses, opportunities and threats and presented to their group. JQUAD will serve as facilitators and will emphasize that this is the time to generate ideas and the outputs that will be used to structure the Community Strategic Planning / Charrette discussions and to help facilitate critically discussions and formulate ideas for revitalization strategies. For purposes of this exercise, participants will be given the following definitions.

STRENGTHS

- What characteristics of the community give it a competitive advantage and account for its position as one of the major sectors of the area's economy?

WEAKNESSES

- What features and factors limit the ability of the community to reach its potential?

OPPORTUNITIES

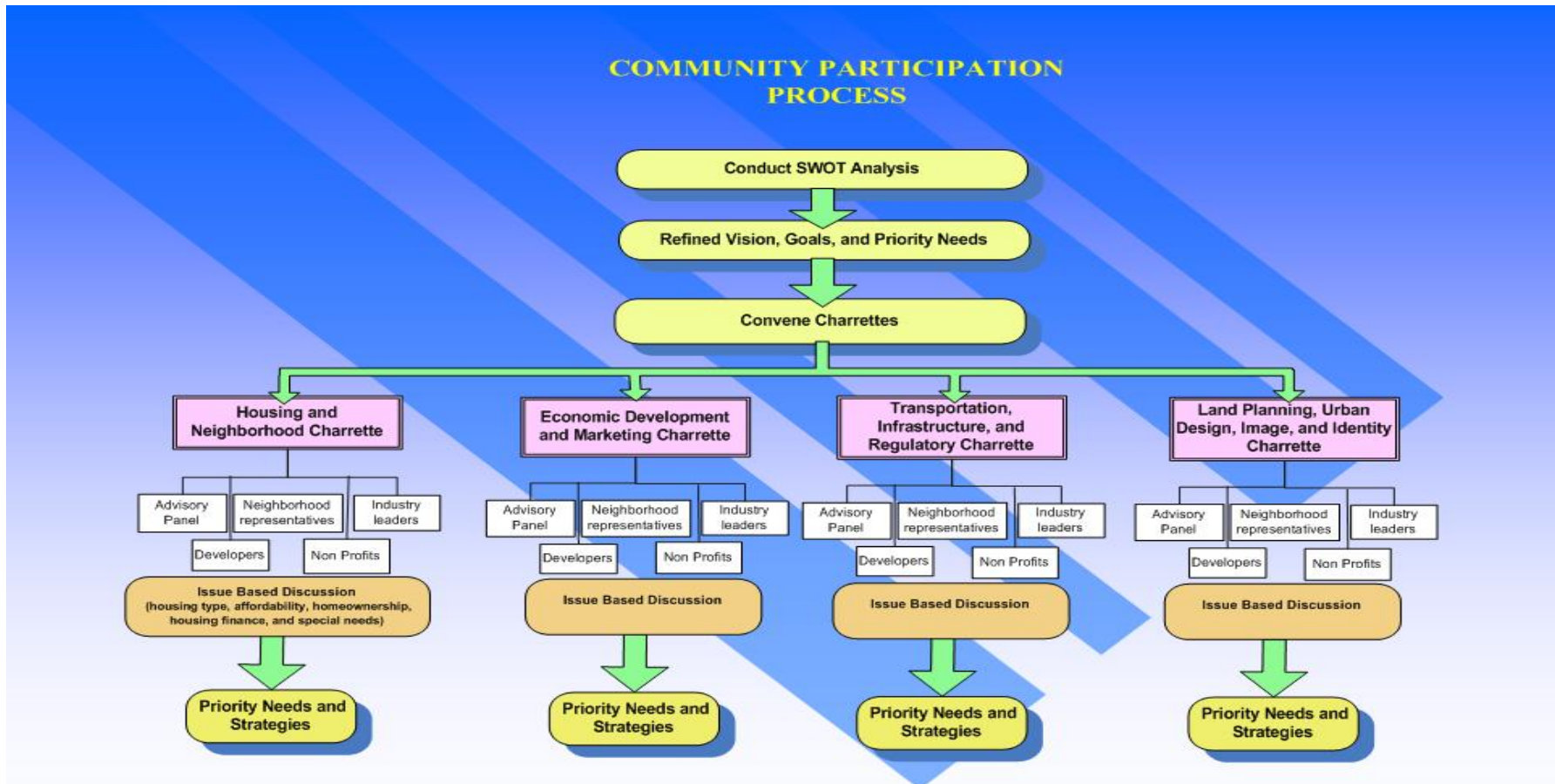
- What are the opportunities and actions that, if pursued, will enhance the long term viability, competitiveness and sustainability of the neighborhood?

THREATS

- What are the events and external issues that might adversely impact economic development?

Community Strategic Planning / Charrette Sessions

During a one day work session, participants would be asked engage in a strategic planning / charrette designed to facilitate issue based discussions among participants in which they identify the priority needs of the community and alternative solutions.



PROJECT WORK PLAN TIMELINE AND SCHEDULE OF ACTIVITIES

JONESBORO HOUSING STUDY	Timeline	Total Hours
Phase One: Project Initiation, Work Plan Refinement, and Initial Data Collection	08/01 – 08/30/2011	80
James Gilleylen		
Yolanda Jackson		
Vivian Ballou		
Pratap Mandapaka		
Phase Two: Data Collection / Documentation of Existing Conditions/ Property Conditions Survey / Neighborhood Conditions Evaluation	08/01 – 09/29/2011	300
James Gilleylen		
Pratap Mandapaka		
Yolanda Jackson		
Phase Three: Community Engagement	08/01 – 09/29/2011	90
James Gilleylen		
Yolanda Jackson		
Pratap Mandapaka		
Vivian Ballou		
Phase Four: Needs Assessment and Priorities for Addressing Planning Issues	08/20 - 09/31/2011	200
James Gilleylen		
Yolanda Jackson		
Vivian Ballou		
Pratap Mandapaka		
Douglas Frederick		
Phase Five: Implementation Strategies and Draft Plan Development; and City Staff and Steering Committee Review	10/1 – 11/15/2011	260
James Gilleylen		
Yolanda Jackson		
Vivian Ballou		
Pratap Mandapaka		
Douglas Frederick		
Public Review, Final Plan Amendments and Presentations	12/16 – 12/31/2011	60
James Gilleylen		
Yolanda Jackson		
TOTAL		990

COST PROPOSAL

J-QUAD’s proposed cost to complete the Property Conditions Survey, Neighborhood Conditions Evaluation and Housing Planning Element for Jonesboro is \$79,200. This is a Firm Fixed Cost Proposal, inclusive of all overhead, administrative, and travel costs. Firm fixed cost assumes that the delivery of services for this project is based on the scope of work presented in this response and therefore JQUAD assumes the responsibility for completion of the project at this cost, provided the scope of work is not altered. Our cost is based on 990 labor hours for JQUAD’s Team of five professional staff members identified on pages 3-5 of this proposal, at an hourly rate of \$80.00 per hour for each. Our total cost includes the cost of report production (1 original and 2 hard copies in color of the final report, and 1 CD with digital files in PDF format).

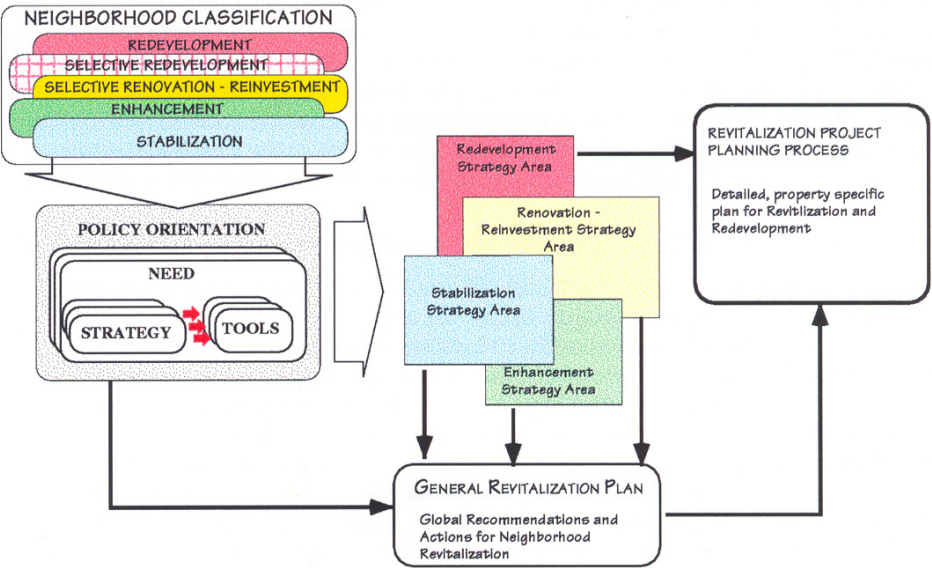
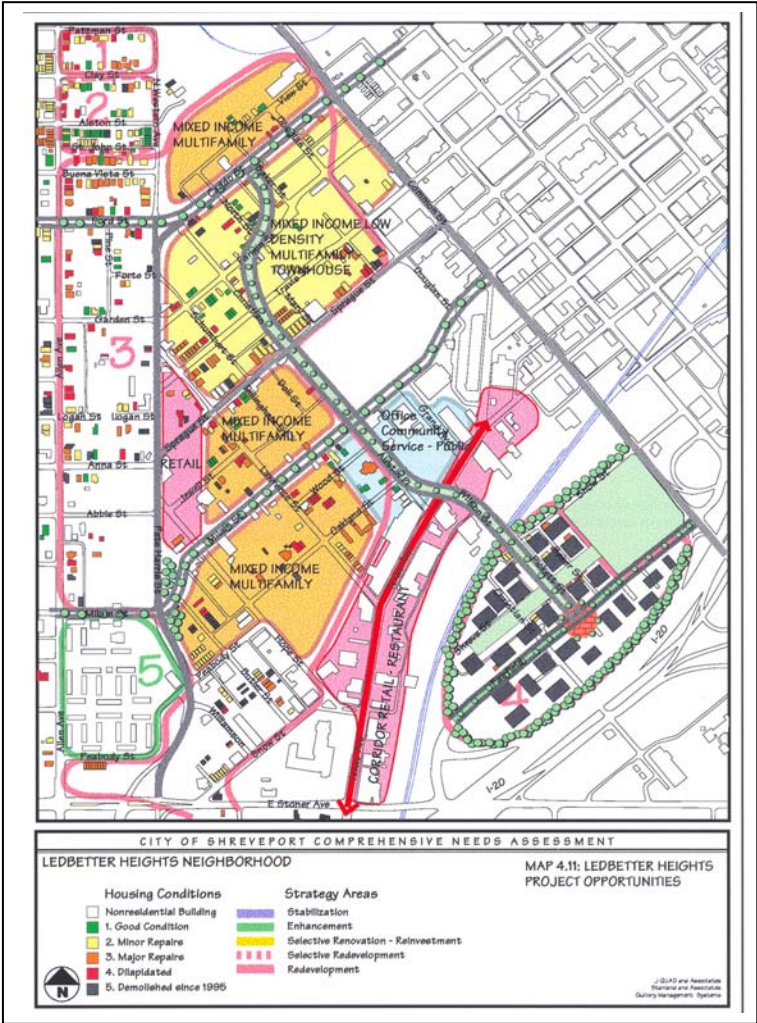
PAYMENT AND INVOICING - JQUAD will invoice the client monthly based on progress completion of task and hours identified on page 30 of the Work Plan and completed during the billing cycle.

JONESBORO WORK PLAN & BUDGET		
	Hours	Cost@\$80/hour
Phase One: Project Initiation, Work Plan Refinement, and Initial Data Collection -	80	\$ 6,400.00
Phase Two: Data Collection and Documentation of Existing Conditions –	300	\$ 24,000.00
Phase Three: Community Engagement	90	\$ 7,200.00
Phase Four: Needs Assessment and Priorities for Addressing Planning Issues	200	\$ 16,000.00
Phase Five: Draft Plan Development, Implementation Strategies, Final Plan, Public Review and Presentations –	260	\$ 20,800.00
Final Report and Presentations	60	\$ 4,800.00
Total Cost	990	\$ 79,200.00

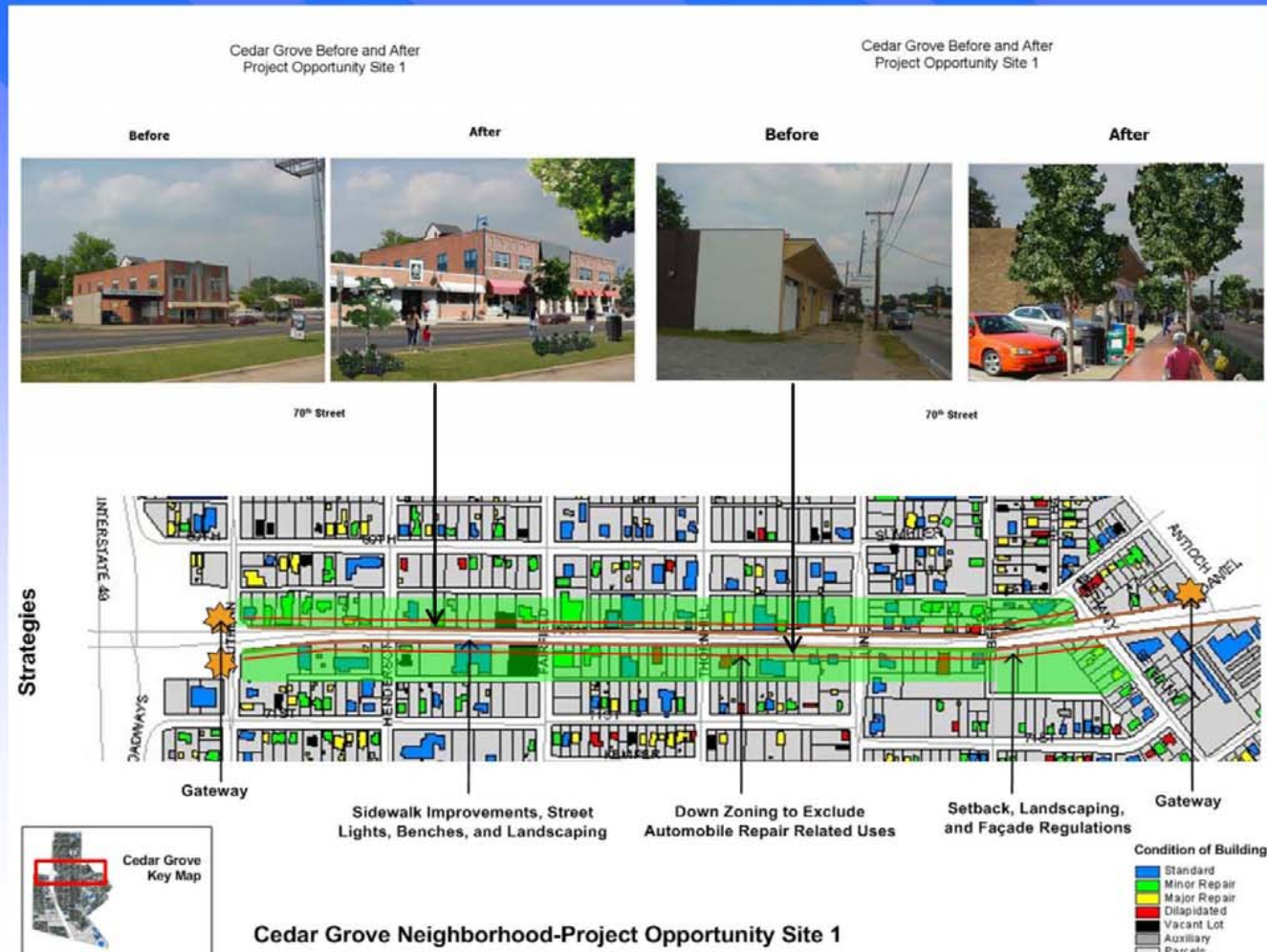
SHREVEPORT COMPREHENSIVE REVITALIZATION STRATEGY

Shreveport Comprehensive Revitalization Strategies (1998 – 1999) (2004-2005 Update)

With the completion of the Shreveport Comprehensive Needs Assessment, J-Quad was commissioned to prepare revitalization strategies to address problems that were identified in the previous study. All seven neighborhoods were analyzed, sub-areas within each neighborhood were identified according to conditions prevalent in each, and project opportunity areas were proposed and detailed. To the right is an example of the Ledbetter Heights Neighborhood with project opportunities specified. Below is the methodological basis for the identification of revitalization needs. The sub-areas in each of the seven neighborhoods were processed through the classification methodology and overall revitalization strategies were developed that addressed common issues within classifications. Redevelopment plans were developed for select areas to stimulate redevelopment and reverse trends towards slum and blight. With the creation of these redevelopment plans, J-Quad provided the City with a land-banking strategy and assisted in the formation of a Citywide non-profit agency that works to reclaim City-owned residential properties obtained through tax foreclosure.



Shreveport Neighborhood Revitalization



South Dallas Planned Development District

In February of 2000, the Dallas City Council passed a resolution establishing a moratorium on the issuance of building permits and certificates of occupancy for a number of listed uses located in the South Dallas/Fair Park Community. The concentration of these uses within the community was deemed to have had a negative impact by disrupting residential neighborhoods, discouraging business development, promoting crime, and causing urban blight. J-Quad was hired to undertake this analysis and make recommendations on the best zoning approach to take in addressing these issues. The Phase One Report documented the results of these analyses and outlined the recommended creation of a Planned Development District and an economic development strategy focusing on the major corridors in South Dallas. The City then moved to implement the recommendations of Phase One with a Phase Two.

In January 2001, the city initiated Phase Two, a two-pronged strategy to assist in the revitalization of the South Dallas/Fair Park Community. The two goals of Phase Two were:

1. Address impacts of high intensity land uses along commercial corridors in adjacent residential neighborhoods through a Planned Development District and
2. Create economic development strategies to encourage desirable development along the business corridors.

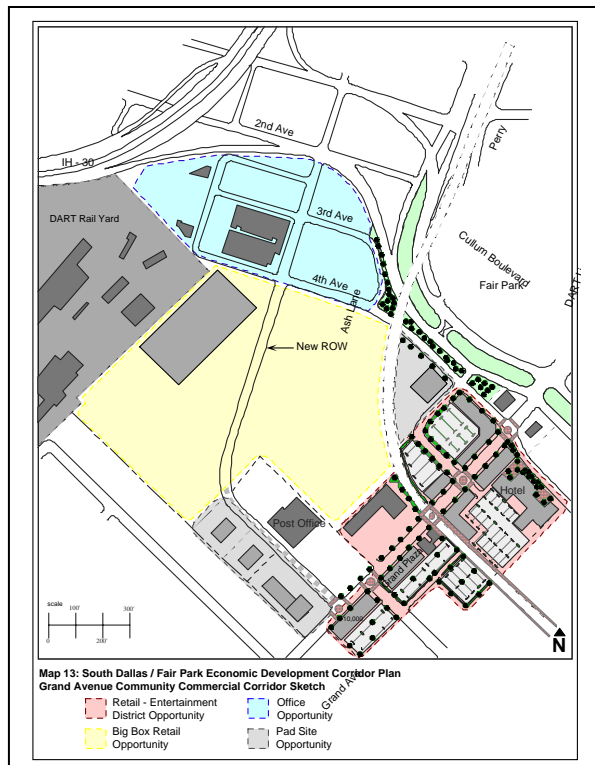
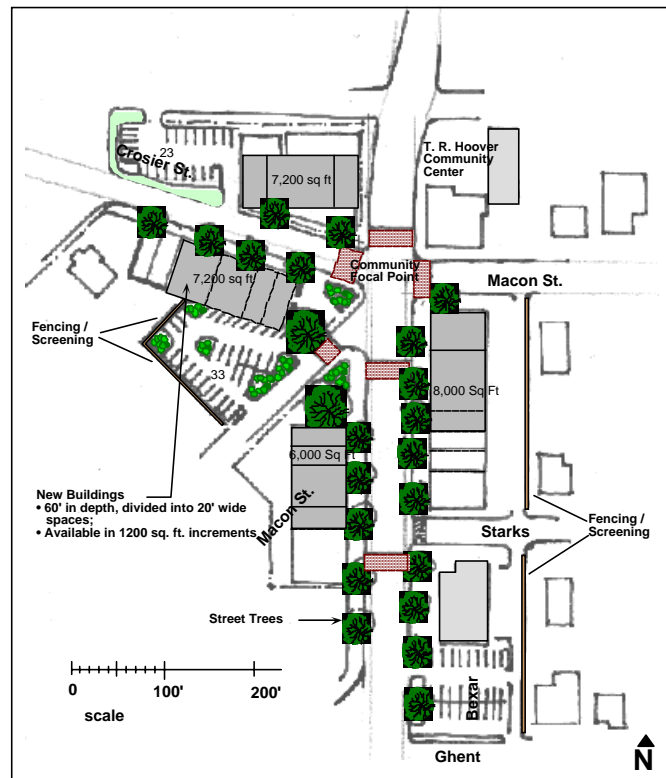
This report contains strategies to encourage revitalization of the major commercial corridors in accordance with the land use plan embodied in the Planned Development District (PDD) being created simultaneously. This is achieved specifically by:

- Encouraging neighborhood oriented retail and office development along Neighborhood Commercial Corridors sub-districts in the PDD;
- Encouraging a mix of commercial, office, and retail development along community Commercial Corridors sub-districts;
- Encouraging mixed use development, heavy commercial, and industrial development, as appropriate, along Regional Service Corridors sub-districts;
- Identifying appropriate actions and implementation strategies for City intervention and support; and
- Identifying creative financing structures and incentives that attract approved uses to the PDD.



Map 11: South Dallas / Fair Park Economic Development Corridor Plan Neighborhood Commercial Center Sketch

Map 8: South Dallas / Fair Park Economic Development Corridor Plan Bexar Street Sketch Plan



Map 13: South Dallas / Fair Park Economic Development Corridor Plan Grand Avenue Community Commercial Corridor Sketch



San Antonio Housing Master Plan

San Antonio Housing Master Plan, Summit, and Market Analysis (2001).

J-QUAD & Associates, in conjunction with SA Research Corporation and McConnell, Jones, Lanier, and Murphy, LLP., developed a Housing Master Plan, coordinated a Housing Summit, and provided a Housing Market Analysis. The Master Plan provides a broad range of recommendations for optimizing their use of the Community Development Block Grant and HOME funding and increasing market rate housing development. Alternative housing strategies, special needs housing, downtown housing, capacity building, community and institutional initiatives, and market rate housing issues were all covered. Project opportunity areas were identified and implementation strategies were developed for each area



Innovative Housing Products

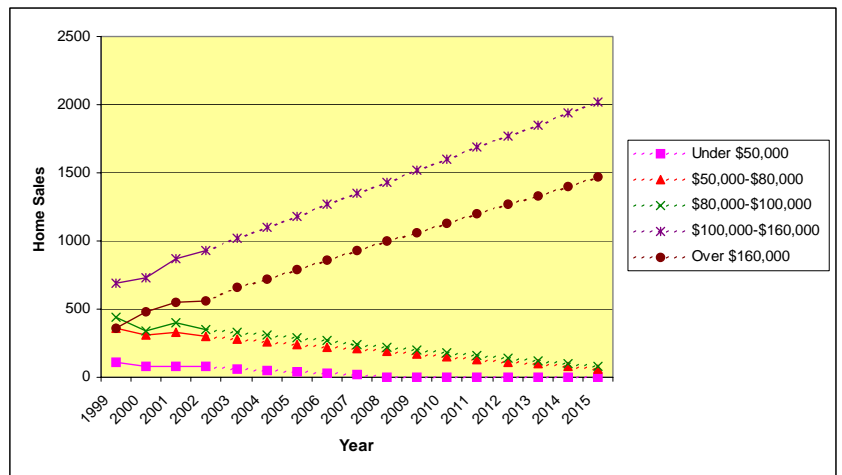
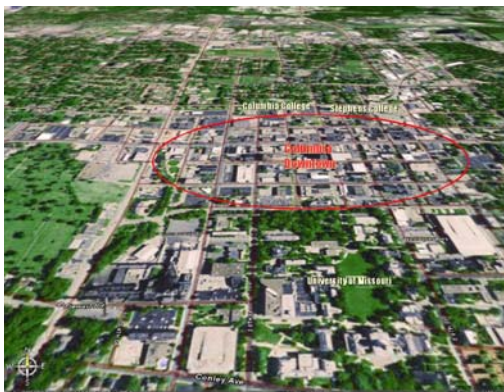


J-QUAD & Associates, LTD.

COLUMBIA HOUSING MARKET ANALYSIS

Columbia, Missouri Housing Market Analysis (March 2004)

J-Quad worked with the City of Columbia, Missouri to conduct a housing market analysis. Columbia is home to the University of Missouri, whose student population puts serious pressures on the local housing market. The project looked at current market conditions, provided projections about future trends in the market, and provided recommendations to address specific issues identified during the development of the study. The recommendations included mixed-use housing in the downtown area (illustrated below), cottage housing for elderly and special needs populations, and incentives to encourage non-student housing options.



Building Healthier & Sustainable Neighborhoods in Buckeye & Larchmere Priority Needs

Housing - Priority Needs and Concerns:

1. Increase and create new programs and assistance for home repair, maintenance, and rehabilitation.
2. Build and support new quality residential construction in a variety of price ranges and housing types that will cater to individuals from low to high incomes.
3. Encourage and support greater emphasis on property maintenance and upkeep, managing vacant lots, substandard housing and boarded-up homes.
4. Increase code enforcement.
5. Encourage and promote homeownership education and counseling.



Economic Development - Priority Needs and Concerns:

1. Increase employment opportunities for unemployed and underemployed.
2. Promote greater diversity in retail.
3. Provide more collaborative business resources amongst merchants.
4. Provide more support for new business start-ups and continued support for overall business development.
5. Create job training, tutoring, and employment opportunities for youth.



Safety & Security - Priority Needs and Concerns:

1. Increase police protection & visibility, including more foot & bike patrols.
2. Develop and create more activities and organizations after school and in the summer to deter youth from illegal activities.
3. Increase community and neighborhood involvement to prevent crime and increase safety for residents.
4. Enforce community ordinances such as loitering, noise, curfews, and building codes.
5. Create solutions to enhance residents' sense of security and safety.



Neighborhood Amenities - Priority Needs and Concerns:

1. Develop and promote more programs for children and teens.
2. Enhance recreational and cultural activities.
3. Continue to support social service agencies and programs.
4. Create 'branding' and identification opportunities for the neighborhood.
5. Increased social interaction and activities among neighbors and neighborhood associations, including welcome wagons, block parties, etc.



Harvey Rice School



J-QUAD Planning Group development of revitalization plans for the Buckeye/Larchmere Neighborhood and the E. 116th Corridor in Cleveland, Ohio has resulted in the initial transformation of the neighborhoods and high profile commercial corridors. Based on community input, as well as the market analysis, needs assessment, and creation of conceptual development plans, prototypical site plans and revitalization strategies, critical sites are undergoing redevelopment. The Buckeye CDC and Neighborhood Progress, Inc. have provided the leadership and development programming needed to implement the plan's recommendations.

Financial support from the St. Luke's Foundation, Cleveland Foundation, Cleveland Clinic, local financial institutions and federal funds from the City of Cleveland have provided much of the development financing for the projects.

One of the development concepts involved a site acquisition and land trade between Buckeye CDC and the Cleveland School District for the construction of the new Harvey Rice Learning Center at the intersection of Shaker Blvd, MLK, Dr. and 116th Street. The site plan below highlights the concept.

New school site plan for Harvey Rice Learning Center



Intergenerational or Shared Housing – Prototypical Illustration

Current Site Conditions



The Revitalization Concepts for the major commercial corridor included four “Revitalization Orientations” which build from existing conditions and define the direction of change in a particular area. The Orientations are Stabilization, Enhancement, Selective Renovation and Reinvestment, and Redevelopment. The E. 116th Street Corridor Revitalization Plan recommended strategies are illustrated in the top left drawing.

The 116th Street Corridor and Buckeye Blvd. were identified as major gateway for the planning areas and have been the focal points for major redevelopment. Vacant and deteriorated properties have been replaced with art thematic parks to complement the retail



Existing community assets must be retained and improved

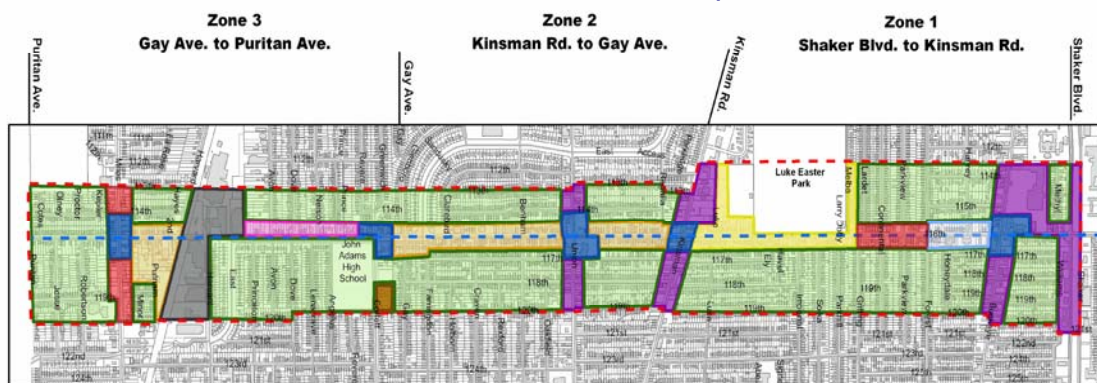


New development is to define existing corridors



Existing properties must be replaced

E. 116th St. Corridor Revitalization Concept



Enhancement Areas:

- Single-Family Residential
- Commercial Corridors

Selective Renovation and Reinvestment Areas:

- Mixed-Use or Adaptive Reuse (for Indoor Entertainment, Inside Industrial, Residential, and Commercial)
- Mixed-Use (Retail, Professional Office, and Residential)
- Retail Nodes

Redevelopment Areas:

- New Single-Family
- Cottage Housing (Elderly)
- High Density Residential (Townhomes)
- Mixed-Use (Retail, Professional Office, and Residential)
- Commercial Corridors

The Buckeye Blvd. Corridor was designated as a major gateway for the study area. Targeted redevelopment included retail, restaurants, office, and public parks and open space. A new performing arts center has been erected providing a venue for both indoor and outdoor events. Buckeye CDC has provided investment and enacted development standards to implement recommendations for branding and marketing for the corridor as a means of attracting new investment and public interest in the neighborhood.

App Park at Buckeye Rd & 118th St



The Woodland Avenue corridor was also identified as a major gateway for the study area. Targeted redevelopment included new higher density housing, renovation of existing residential and commercial structures, and streetscape improvements.

Woodland Avenue Corridor



Customers: Saint Luke's Foundation, Neighborhood Progress, Inc., Buckeye Area Development Corporation, and Union Miles CDC and Shaker Square Area Development Corporation.

Contact:

John Hopkins, Executive Director
 Buckeye Area Development Corporation
 Phone: 216-491-8450

Mailing Address: