



# City of Jonesboro

900 West Monroe  
Jonesboro, AR 72401

## Meeting Agenda Finance & Administration Council Committee

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Tuesday, July 5, 2011

6:15 PM

Huntington Building

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### Special Called Meeting

#### 1. Call To Order

#### 2. New Business

##### *Ordinances To Be Introduced*

**ORD-11:052** AN ORDINANCE TO AMEND THE 2011 ANNUAL BUDGET AND THE CITY SALARY & ADMINISTRATION PLAN FOR THE CITY OF JONESBORO TO ADD A CDBG PROJECT COORDINATOR TO THE CDBG DEPARTMENT

**Sponsors:** Finance, Human Resources and Community Development

**Attachments:** [CDBG Project Coord - 30809](#)

**ORD-11:054** AN ORDINANCE TO AMEND THE JONESBORO CODE OF ORDINANCES, § 2-576, KNOWN AS PROCUREMENT OF PROFESSIONAL SERVICES, BY ADDING THE SERVICE OF A HOUSING NEEDS MARKET ANALYST

**Sponsors:** Grants and Planning

**Attachments:** [Jonesboro Arkansas Assessment Proposal JQUAD](#)

#### 3. Adjournment



## Legislation Details (With Text)

<b>File #:</b>	ORD-11:052	<b>Version:</b>	1	<b>Name:</b>	Amend salary plan to add CDBG Project Coordinator to CDBG Department
<b>Type:</b>	Ordinance	<b>Status:</b>		<b>Status:</b>	To Be Introduced
<b>File created:</b>	6/28/2011	<b>In control:</b>		<b>In control:</b>	Finance & Administration Council Committee
<b>On agenda:</b>		<b>Final action:</b>		<b>Final action:</b>	
<b>Title:</b>	AN ORDINANCE TO AMEND THE 2011 ANNUAL BUDGET AND THE CITY SALARY & ADMINISTRATION PLAN FOR THE CITY OF JONESBORO TO ADD A CDBG PROJECT COORDINATOR TO THE CDBG DEPARTMENT				
<b>Sponsors:</b>	Finance, Human Resources, Community Development				
<b>Indexes:</b>	Position - creation/amendment				
<b>Code sections:</b>					
<b>Attachments:</b>	<a href="#">CDBG Project Coor - 30809</a>				

Date	Ver.	Action By	Action	Result
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### Title

AN ORDINANCE TO AMEND THE 2011 ANNUAL BUDGET AND THE CITY SALARY & ADMINISTRATION PLAN FOR THE CITY OF JONESBORO TO ADD A CDBG PROJECT COORDINATOR TO THE CDBG DEPARTMENT

### Body

WHEREAS, Ordinance Number 10:090 adopted the 2011 Budget; and

WHEREAS, Resolution Number 09:201 adopted the City Salary & Administration Plan; and

WHEREAS, it is recommended by the Finance Committee, to ensure sufficient staffing in the CDBG Department, that the position of CDBG Project Coordinator be added;

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF JONESBORO, ARKANSAS THAT:

SECTION 1: The annual 2011 budget of the City of Jonesboro is amended by the addition of a CDBG Project Coordinator in the CDBG Department; and

SECTION 2: The City Salary & Administration Plan is amended to include the position of CDBG Project Coordinator, grade 113 in the CDBG Grants Department at the salary of \$30,911.

SECTION 3: For the financial and operational continuity of the City of Jonesboro and the CDBG Department, it is hereby found and declared that an emergency exists and that this ordinance shall take effect from and after its passage and approval.

# **March 2011 CDBG Project Coord Job Description**

**Exempt:** No  
**Department:** Grants Department  
**Reports To:** CDBG Grants Coordinator  
**Location:** 519 W. Washington, Jonesboro AR  
**Date Prepared:** June 03, 2011

## **GENERAL DESCRIPTION OF POSITION**

This position assist the CDBG Grants Coordinator in the daily implementation of community development projects and assists in the contract coordination.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Assists the Grants Coordinator in the daily activities. This duty is performed daily.
2. Assists the Grants Coordinator in the research, management, and participation in the development and implementation of goals, objectives, policies, procedures and priorities for the CDBG program operation and projects, and their adherence to HUD policy guidelines; assists in the identification of issues/problems, analysis of alternatives. This duty is performed irregularly.
3. Assists the Grants Coordinator in the management, planning, direction, coordination, and review of work plans for project contractors, and sub-recipients; implements and reviews contracts, reports and other required documentation. This duty is performed irregularly.
4. Assists the Grants Coordinator in the preparation and development of expense reports, the approval of project expense requests, and submission requests for HUD reimbursement of funds. This duty is performed irregularly.
5. Assists the Grants Coordinator in the monitoring of project contractors and sub-recipients to maintain federal regulations. This duty is performed irregularly.
6. Assists the Grants Coordinator in implementation of programs and meetings to assist in the coordination of community groups and organizations to improve services and programs. This duty is performed irregularly.
7. Assists in the preparation of responses to inquiries and requests for information from city residents, businesses, and other outside agencies and groups. This duty is performed irregularly.
8. Perform any other related duties as required or assigned.

## **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty mentioned satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

## **EDUCATION AND EXPERIENCE**

Broad knowledge of such fields as advanced accounting, marketing, business administration, finance, etc. Equivalent to four years of college, plus 12 to 18 months related experience and/or training. Or equivalent combination of education and experience.

## **RESPONSIBILITY FOR FUNDS, PROPERTY and EQUIPMENT**

None.

## **SUPERVISORY RESPONSIBILITIES**

None.

## **COMMUNICATION SKILLS**

Ability to effectively communicate information and respond to questions in person-to-person and small group situations with customers, clients, general public and other employees of the organization.

## **MATHEMATICAL SKILLS**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to prepare and interpret bar graphs.

## **CRITICAL THINKING SKILLS**

Ability to utilize common sense understanding in order to carry out written, oral or diagrammed instructions. Ability to deal with problems involving several known variables in situations of a routine nature.

## **SUPERVISION RECEIVED**

Under general supervision where standard practice enables the employee to proceed alone on routine work, referring all questionable cases to supervisor.

## **PLANNING**

Considerable responsibility with regard to general assignments in planning time, method, manner, and/or sequence of performance of own work; may also occasionally assist in the planning of work assignments performed by others within a limited area of operation.

## **DECISION MAKING**

Performs work operations which permit infrequent opportunity for decision-making of minor importance and which would only affect the operating efficiency of the individual involved to a slight degree.

## **MENTAL DEMAND**

Moderate mental demand. Operations requiring almost continuous attention, but work is sufficiently repetitive that a habit cycle is formed; operations requiring intermittent directed thinking to determine or select materials, equipment or operations where variable sequences may be selected by the employee.

## **ANALYTICAL ABILITY / PROBLEM SOLVING**

Moderately structured. Fairly broad activities using moderately structured procedures with only generally guided supervision. Interpolation of learned things in somewhat varied situations.

## **USE OF MACHINES, EQUIPMENT AND/OR COMPUTERS**

Regular use of complex machines and equipment (desktop/laptop computer and software, road and production machines and equipment, etc.)

## **ACCURACY**

Probable errors of internal scope should ordinarily be detected within the department or office in which they occur, but may affect the work of others within the unit, requiring additional expenditure of time to trace errors and make all necessary corrections. Errors would require a moderate amount of time to correct.

## **PUBLIC CONTACT**

Regular contacts with patrons where the contacts are initiated by the employee. Involves both furnishing and obtaining information and, also, attempting to influence the decisions of those persons contacted.

Contacts of considerable importance and of such nature, that failure to exercise proper judgment may result in important tangible or intangible losses to the organization.

### **EMPLOYEE CONTACT**

Contacts with other departments or offices and also frequently with individuals in middle level positions; consulting on problems which necessitate judgment and tact in presentation to obtain cooperation or approval of action to be taken. Also, important contacts with associates as required in advanced supervisory jobs.

### **REQUIRED CERTIFICATES, LICENSES, REGISTRATIONS**

None

### **PREFERRED CERTIFICATES, LICENSES, REGISTRATIONS**

Nonw

### **SOFTWARE SKILLS REQUIRED**

Advanced: Spreadsheet, Word Processing/Typing

Intermediate: 10-Key, Accounting, Alphanumeric Data Entry, Presentation/PowerPoint

Basic: Contact Management, Database, Human Resources Systems, Payroll Systems

### **ADDITIONAL INFORMATION**

Not indicated.

### **PHYSICAL ACTIVITIES**

The following physical activities described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions and expectations.

While performing the functions of this job, the employee is continuously required to use hands to finger, handle, or feel, talk or hear; regularly required to stand, walk, sit, reach with hands and arms; and occasionally required to climb or balance, stoop, kneel, crouch, or crawl, taste or smell. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision; distance vision; and color vision.

### **ENVIRONMENTAL CONDITIONS**

The following work environment characteristics described here are representative of those an employee encounters while performing essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the functions of this job, the employee is occasionally exposed to outdoor weather conditions. The noise level in the work environment is usually moderate.



## Legislation Details (With Text)

<b>File #:</b>	ORD-11:054	<b>Version:</b>	1	<b>Name:</b>	Amend Code of Ordinances to add housing needs/market analyst to professional services
<b>Type:</b>	Ordinance	<b>Status:</b>		<b>Status:</b>	To Be Introduced
<b>File created:</b>	7/1/2011	<b>In control:</b>		<b>In control:</b>	Finance & Administration Council Committee
<b>On agenda:</b>	7/5/2011	<b>Final action:</b>		<b>Final action:</b>	
<b>Title:</b>	AN ORDINANCE TO AMEND THE JONESBORO CODE OF ORDINANCES, § 2-576, KNOWN AS PROCUREMENT OF PROFESSIONAL SERVICES, BY ADDING THE SERVICE OF A HOUSING NEEDS MARKET ANALYST				
<b>Sponsors:</b>	Grants, Planning				
<b>Indexes:</b>	Code of Ordinances amendment				
<b>Code sections:</b>	Chapter 2 - Administration				
<b>Attachments:</b>	<a href="#">Jonesboro Arkansas Assessment Proposal JQUAD</a>				

Date	Ver.	Action By	Action	Result
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title

AN ORDINANCE TO AMEND THE JONESBORO CODE OF ORDINANCES, § 2-576, KNOWN AS PROCUREMENT OF PROFESSIONAL SERVICES, BY ADDING THE SERVICE OF A HOUSING NEEDS MARKET ANALYST

body

Whereas, pursuant to Arkansas Code Annotated 9-11-801(c) the governing body for the City of Jonesboro has the authority to determine professional services by a two-thirds (2/3) vote; and

Whereas, it has been recommended by the Finance Committee that a housing needs/market analyst be added to the list of professional services.

Now, therefore, be it ordained by the City Council for the City of Jonesboro, Arkansas that:

Section 1. The Jonesboro Code of Ordinances § 2-576, known as Procurement of Professional Services be amended to include a housing needs/market analyst as a professional service for the City of Jonesboro.

Section 2. Due to the immediate need to obtain this professional service and a pending deadline for a federal grant application an emergency is declared to exist and this ordinance shall be effective immediately upon its passage and approval.

# PROPOSAL

## PROPERTY CONDITIONS SURVEY, NEIGHBORHOOD EVALUATION AND HOUSING NEEDS ASSESSMENT

PREPARED FOR:  
CITY OF JONESBORO,  
ARKANSAS

APRIL 2011



14683 Midway Road, Suite 210  
Addison, Texas 75001  
Phone: (972) 386 6553  
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## **TITLE PAGE**

**Name of RFQ:** **JONESBORO PROPERTY CONDITIONS SURVEY,  
NEIGHBORHOOD CONDITIONS EVALUATION,  
MARKET ANALYSIS /NEEDS ASSESSMENT AND  
NEIGHBORHOOD PLAN**

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

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

**Contact Person:** **JAMES GILLEYLEN, PRESIDENT**

**Phone:** **(972) 458-0600**

**Fax:** **(972) 458-0602**

**Email:** **[gilleylenj@jquad.com](mailto:gilleylenj@jquad.com)**

**Website:** **<http://www.jquad.com>**

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J-QUAD PLANNING GROUP  
14683 Midway Road, Suite 210  
Addison, Texas 75001  
Office: (972) 458-0600  
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April 18, 2011

City of Jonesboro  
Gayle Vickers, Director of Community Development Department  
Otis Spriggs, AICP, Director of Planning  
519 West Washington Avenue  
Jonesboro, Arkansas 72401

Dear Ms. Vickers:

J-QUAD is pleased to submit this proposal to conduct a Property Conditions Survey and Neighborhood Conditions Evaluation, and perform a Market Analysis and Needs Assessment 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,

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 Plans 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**

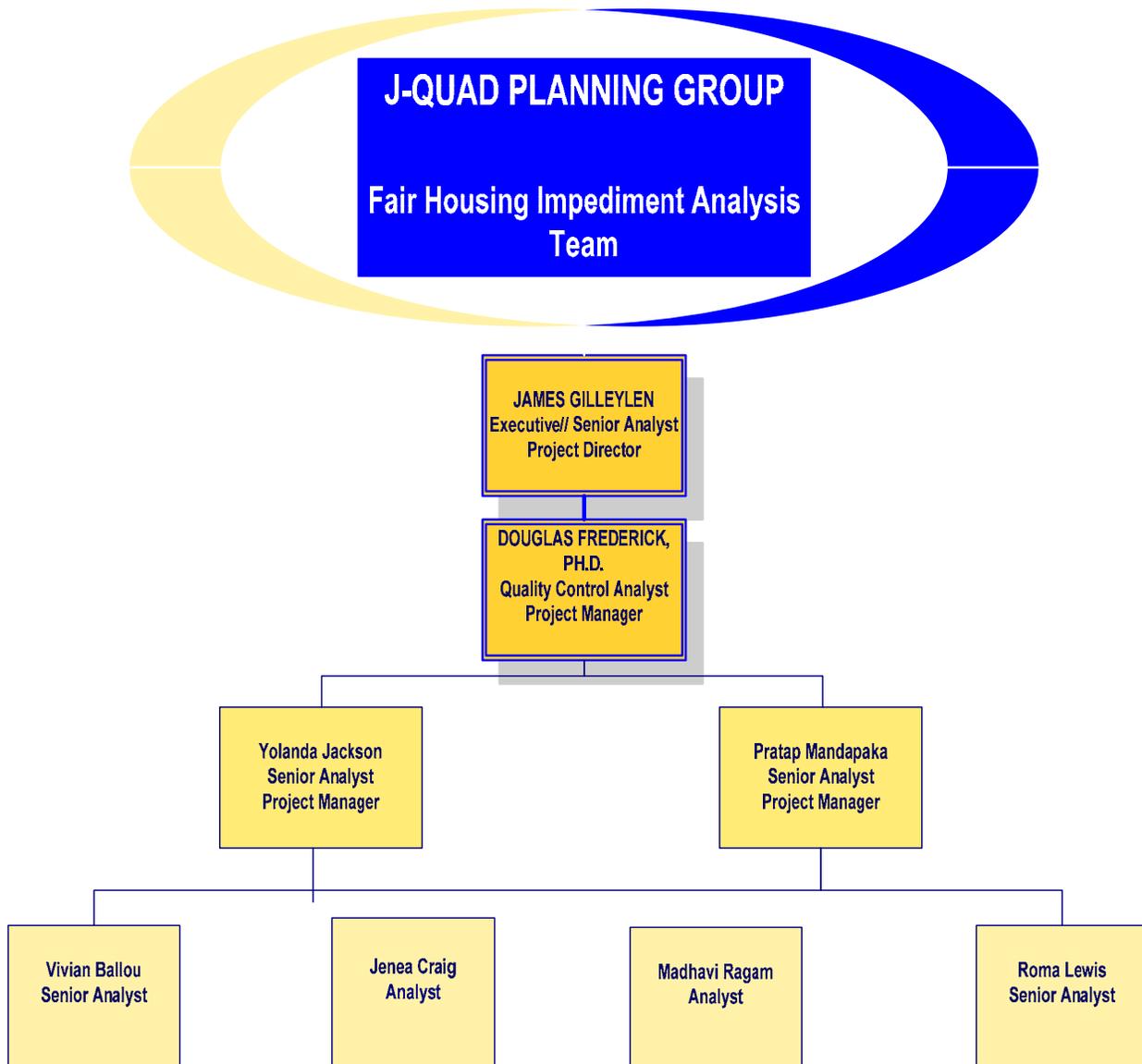
The JQUAD Team includes a professional staff of urban planners, demographers, and housing consultants. All of our professional staff has, at a minimum, a bachelor's degree, five have earned advanced master degrees, one has earned a doctorate degree and one is currently a doctoral candidate. The JQUAD 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. 116<sup>th</sup> Corridor, Neighborhood Plans**

John Hopkins, Executive Director	Joyce Rhyans
Buckeye Area Development Corporation	Neighborhood Progress Inc.
11802 Buckeye Road	1956 25 <sup>th</sup> 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. 116<sup>th</sup> 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 116<sup>th</sup> 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, 2<sup>nd</sup> 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

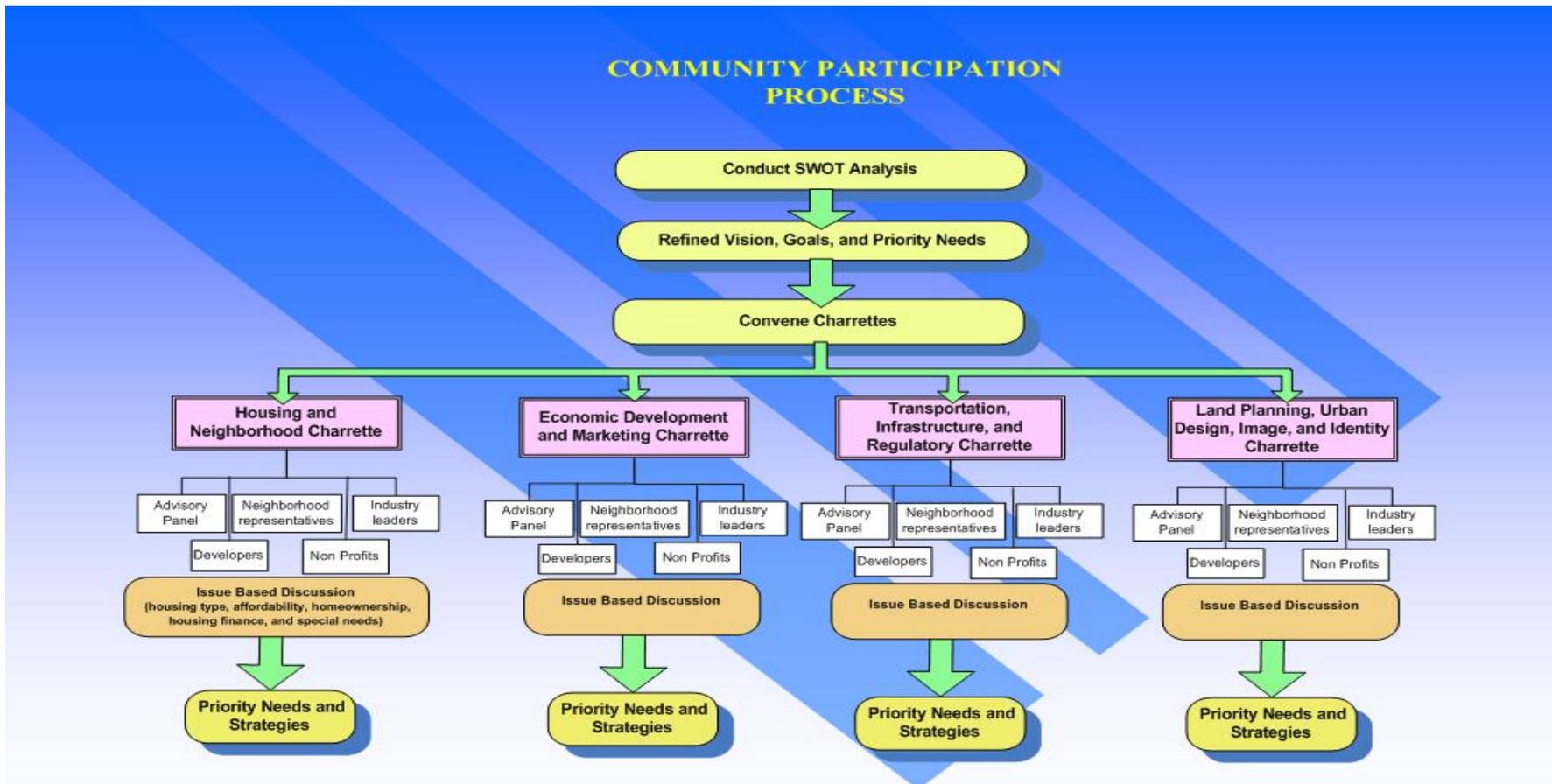
- What are the opportunities and actions that, if pursued, will enhance the long term viability, competitiveness and sustainability of the neighborhood?

#### 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 PLAN	Timeline	Total Hours
<b>Phase One: Project Initiation, Work Plan Refinement, and Initial Data Collection</b>	<b>06/01 – 06/30/2011</b>	<b>80</b>
James Gilleylen		
Yolanda Jackson		
Vivian Ballou		
Pratap Mandapaka		
<b>Phase Two: Data Collection / Documentation of Existing Conditions/ Property Conditions Survey / Neighborhood Conditions Evaluation</b>	<b>06/01 – 07/29/2011</b>	<b>300</b>
James Gilleylen		
Pratap Mandapaka		
Yolanda Jackson		
<b>Phase Three: Community Engagement</b>	<b>06/01 – 07/29/2011</b>	<b>90</b>
James Gilleylen		
Yolanda Jackson		
Pratap Mandapaka		
Vivian Ballou		
<b>Phase Four: Needs Assessment and Priorities for Addressing Planning Issues</b>	<b>06/20 - 08/31/2011</b>	<b>200</b>
James Gilleylen		
Yolanda Jackson		
Vivian Ballou		
Pratap Mandapaka		
Douglas Frederick		
<b>Phase Five: Implementation Strategies and Draft Plan Development; and City Staff and Steering Committee Review</b>	<b>09/1 – 11/15/2011</b>	<b>260</b>
James Gilleylen		
Yolanda Jackson		
Vivian Ballou		
Pratap Mandapaka		
Douglas Frederick		
<b>Public Review, Final Plan Amendments and Presentations</b>	<b>11/16 – 12/16/2011</b>	<b>60</b>
James Gilleylen		
Yolanda Jackson		
<b>TOTAL</b>		<b>990</b>

## 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).

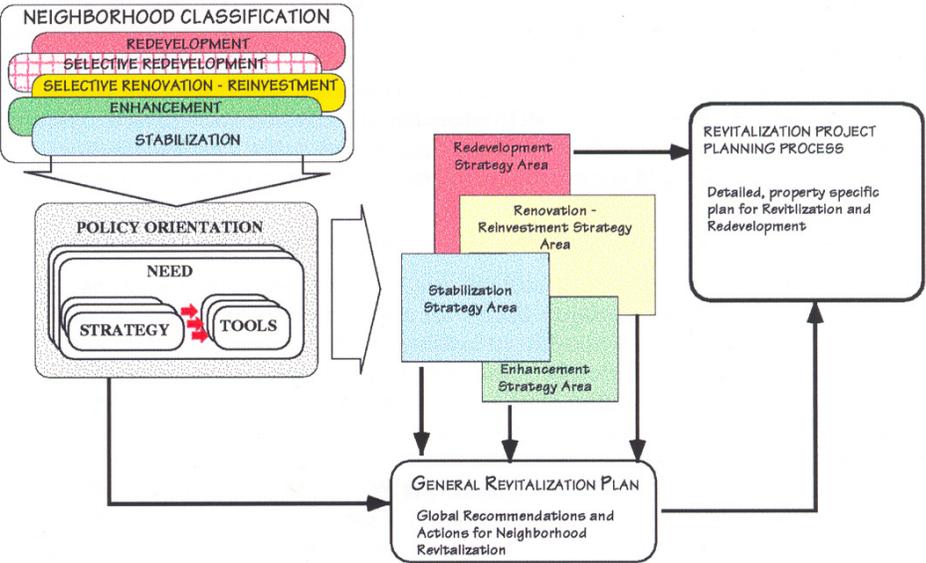
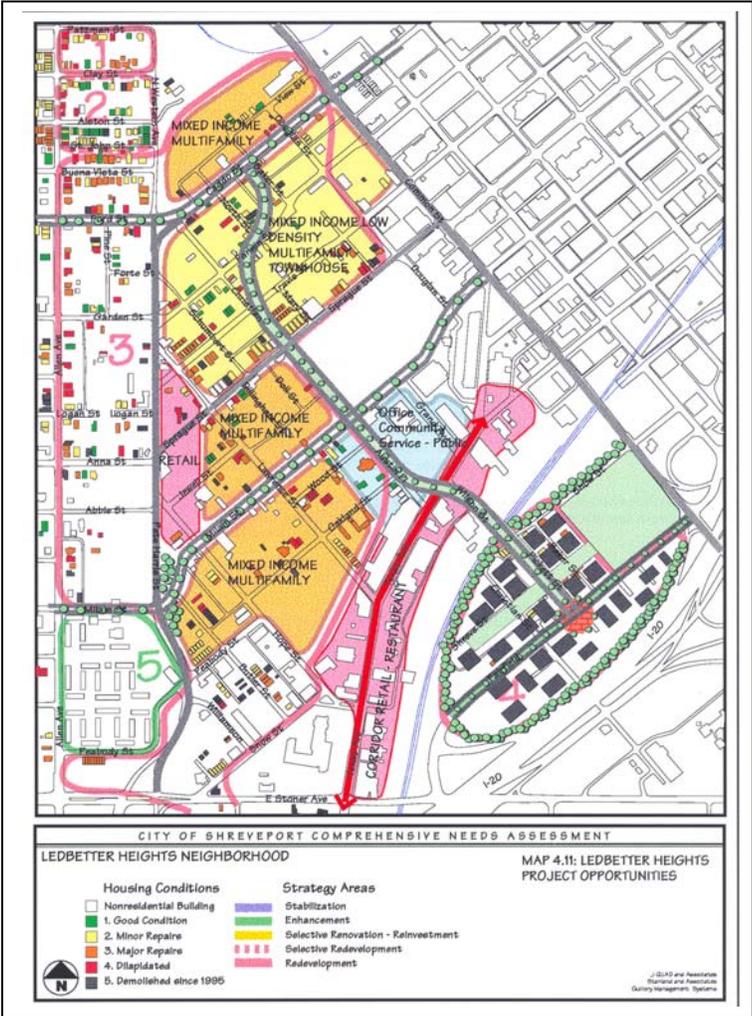
**PAYMENT AND INVOICING** - JQUAD will invoice the client monthly based on progress completion of task and hours identified on page 30 of the Work Plan and completed during the billing cycle.

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

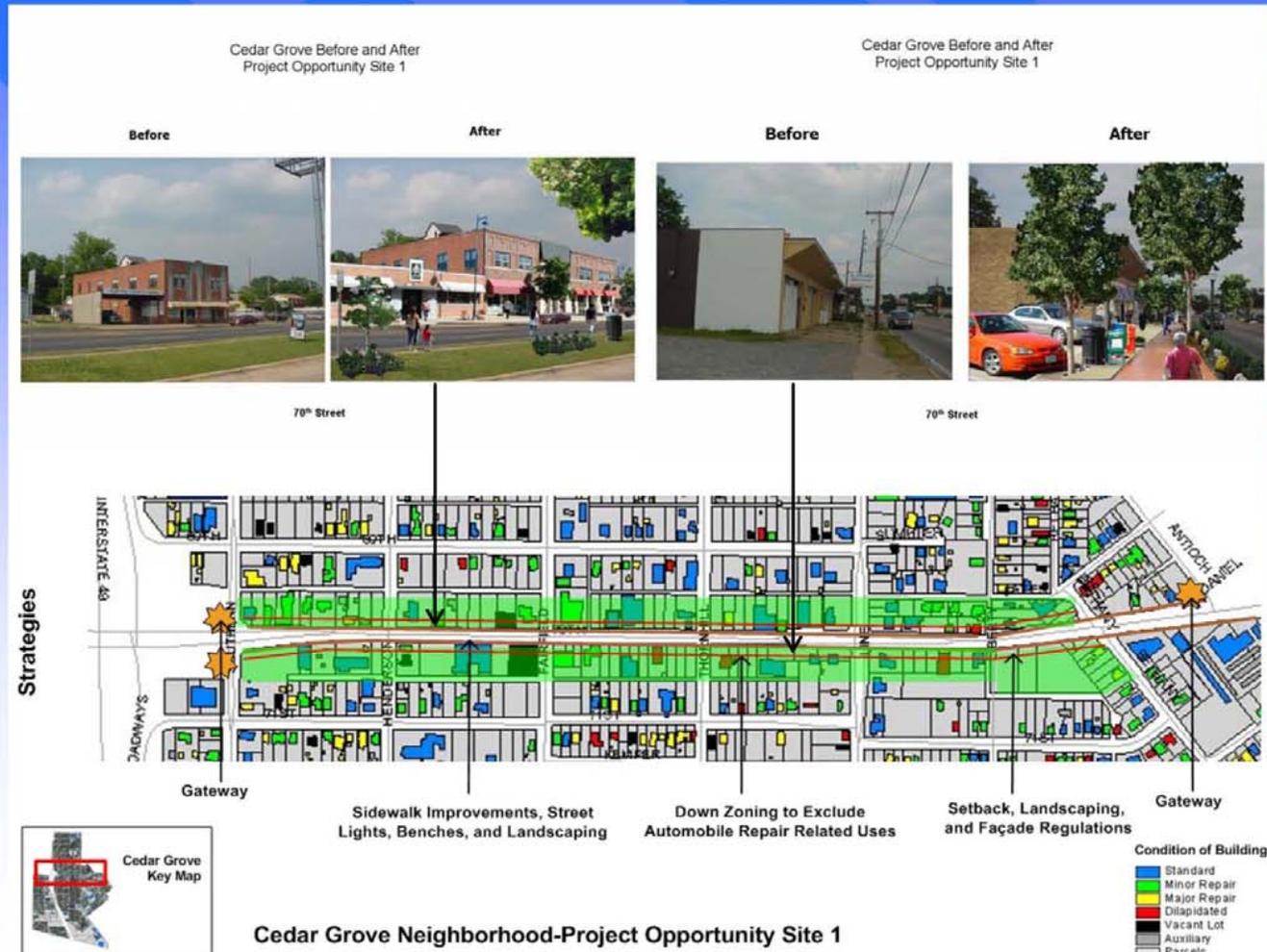
# SHREVEPORT COMPREHENSIVE REVITALIZATION STRATEGY

## 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.

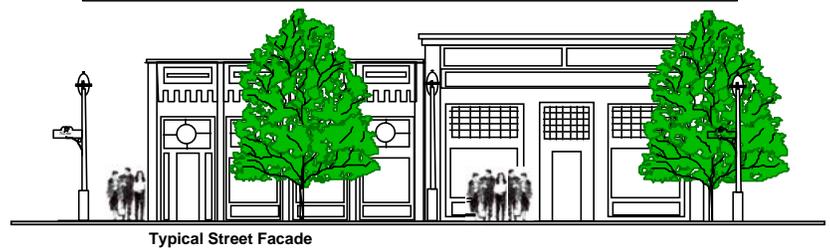
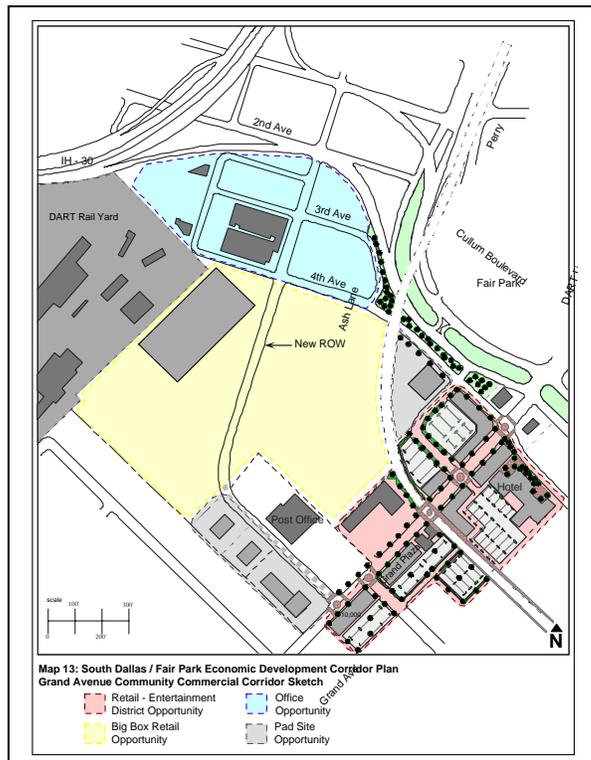
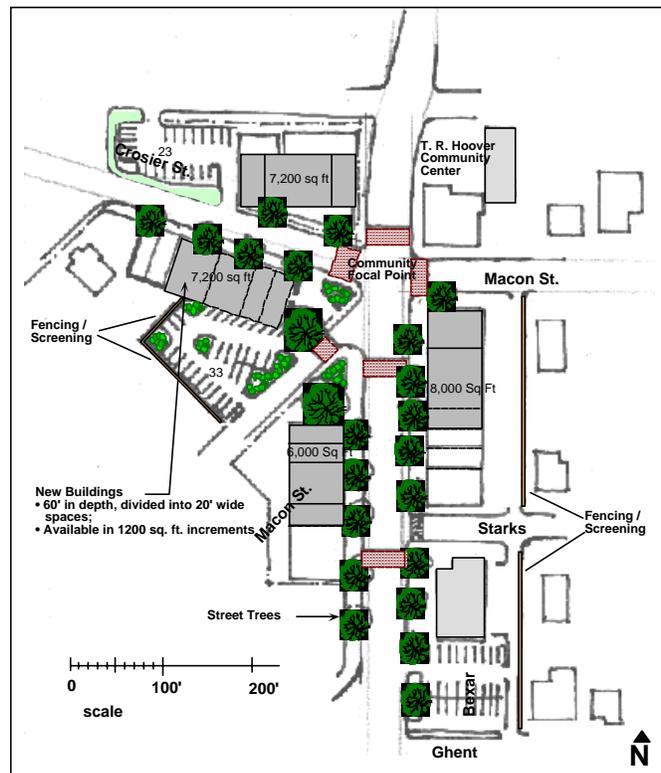
This report contains strategies to encourage revitalization of the major commercial corridors in accordance with the land use plan embodied in the Planned Development District (PDD) being created simultaneously. This is achieved specifically by:

- 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



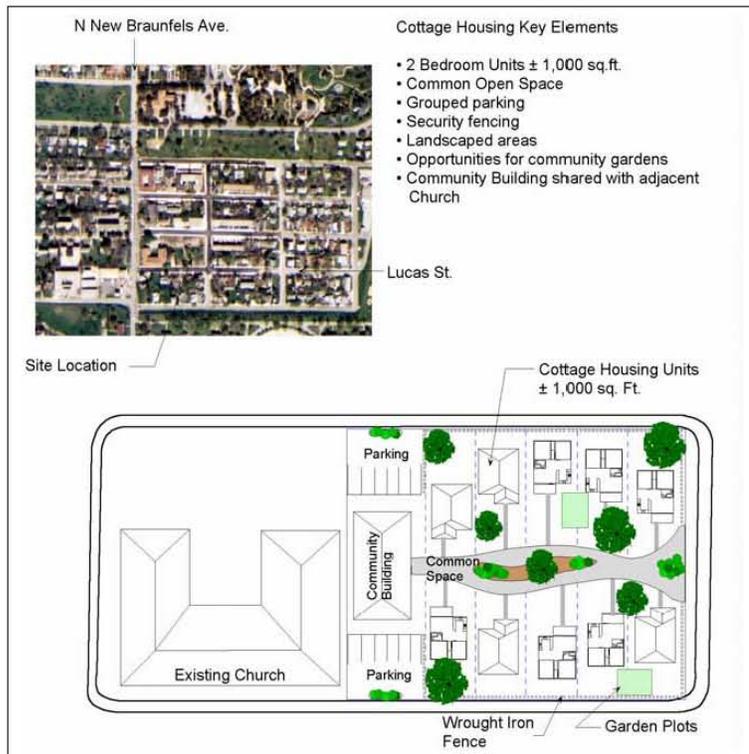
# San Antonio Housing Master Plan

## 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**



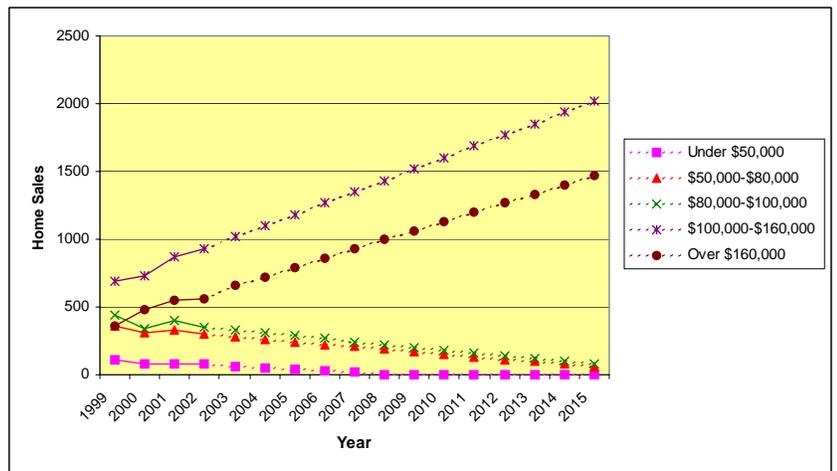
**Cottage Housing Demonstration Model**

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. 116<sup>th</sup> 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 116<sup>th</sup> 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. 116<sup>th</sup> Street Corridor Revitalization Plan recommended strategies are illustrated in the top left drawing.

The 116<sup>th</sup> 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. 116<sup>th</sup> 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:**