



**Planning & Zoning Commission Meeting Agenda**  
**July 10, 2024 - 5:30 PM**  
**Lower Level Conference Room (Basement), City Hall**  
**1528 Third Avenue, Rock Island, IL**

**1. Call to Order**

**2. Roll Call**

Michael Creger, Reshanda Johnson, Donald Mewes, Norm Moline, Samuel Odeyemi, Maureen Riggs, Bill Sowards, Tanja Whitten, Sarah Wright

**3. Public Comment**

**4. Minutes**

- a. Approval of the June 3, 2024 Meeting Minutes  
Motion: Move to approve the June 3, 2024 Meeting Minutes  
VV Voice vote is needed.

**5. Old Business**

**6. Public Hearings**

- a. 2024-07: Public hearing request from Barry Reuther to consider a variance from the Rock Island Zoning Ordinance in an R-2 (two unit residential) district for property at 2933, 2939, 2951 & 2963 9th Street.  
Motion: Motion to table the variance request for properties at 2933, 2939 2951 & 2963 9th Street for the August 5 meeting.  
RC Roll Call vote is needed.

**7. Other Business/New Business**

- a. Recommendation on contract award for the Rock Island Strategic Housing Plan.  
Motion: Motion whether or not to recommend that the City Council award the contract to PGAV Planners, LLC.  
RC Roll Call vote is needed.

**8. Adjourn**

*This agenda may be obtained in accessible formats by qualified persons with a disability by making appropriate arrangements from 8:00 am to 5:00 pm, Monday through Friday, by contacting the City Clerk's Office at (309)*

*732-2010 or visiting in person at: 1528 Third Avenue, Rock Island, IL 61201.*

## Rock Island Planning & Zoning Commission Minutes

Community Room, Rock Island Police Department

1212 5th Avenue

June 3, 2024

5:30 PM



|                               |                                                                                                                   |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Voting Members Present</b> | Sarah Wright<br>Bill Sowards<br>Tanja Whitten<br>Reshanda Johnson<br>Norm Moline<br>Mike Creger<br>Samuel Odeyemi |
| <b>Voting Members Absent</b>  | Don Mewes<br>Maureen Riggs                                                                                        |
| <b>Staff Present</b>          | Eunice Amissah-Mensah<br>Tanner Osing                                                                             |

### Call to Order and Roll Call

Vice Chair Whitten called the meeting to order at 5:30 PM and read the roll call.

### Public Comment

There were no members of the public present for a comment so the meeting continued.

### Approval of the Previous Meeting Minutes

Sowards moved to approve the minutes for May 6, 2024. Creger seconded the motion. The motion carried unanimously on a vote of 7 to 0.

### Public Hearings

2024-04 Public hearing: Request from Justin Farley to consider amendments to a Special Use Permit in an O-1 (small office) district for properties at 4401 7<sup>th</sup> Avenue and 627 44<sup>th</sup> Street

Amissah-Mensah presented the staff report.

Johnson asked what other businesses within the area that are similar to Justin Farley's establishment other than the Lions Club. Amissah-Mensah responded that there are other institutions like churches and the Lions Club. Osing added there is a Mexican restaurant within the vicinity. Osing provided clarification on the recommended stipulations.

Sowards asked if there will be a problem with parking since the food trucks will take up space on the subject property and the Lions Club uses their space on Saturdays. Osing stated there has been no issues or complaints received with that. He added that there is an agreement with Lions Club and that there is ample parking space for both

establishments. Mr. Farley is working on paving the north property to create a parking for the establishment.

Wright asked if fencing will be provided at the outdoor space and if alcohol will be served outside. Osing stated fencing has not been proposed and the serving of alcohol will be based on the liquor license to be received.

Johnson asked for clarification on the hours of operation. Osing provided clarification.

The applicant, Justin Farley, was called forward. He added that the business moved into the space in January 2020. He added that he does not want to pursue outdoor events but had discussed the option while he was seeking a bid to pave the parking area.

Commissioners asked Mr. Farley questions regarding the expected number of occupants, parking, and the serving alcohol.

A neighboring stepped forward to speak against the request. She stated the noise from the establishment and the slamming car doors is loud and the empty alcohol bottles found in the neighborhood. She also added the trash has been cleaned up one time but the problem still persists. Moline asked if there are other neighbors that share the same sentiment. Juanita responded she had one other neighbor come forward during the previous postponed meeting and there are other neighbors.

Farley addressed the commission again noting that he tries to be a good neighbor and maintains positive relationships.

Commissioners asked Mr. Farley again about the timeline for paving the parking area and if he would still be able to continue the use without the amendments. Farley responded that he is currently working with the City and a contractor to complete the paving project.

As there were no other questions or members of the public wishing to speak, Vice Chair Whitten called for a motion.

#### Recommendation for Case 2024-04

Wright made a motion to recommend approval of the Special Use Permit amendments with the stipulations that the hours of operations to be from 8am to 10pm on Sunday through Thursday and 8am to 11pm on Friday and Saturday but allow for extended hours on New Year's Eve, and to maintain the prohibition of outdoor gathering events. Mewes seconded the motion. Vice Chair Whitten called for a vote. The motion carried unanimously on a vote of 7 to 0 (Creger, Sowards, Wright, Johnson, Whitten, Odeyemi and Moline)

2024-05 Public hearing: Request from Ryan Luke of IL Arte Masonry to consider a variance from the Rock Island Sign Ordinance in a B-3 (community business) district for property at 501 20<sup>th</sup> Street

Amissah-Mensah presented the staff report.

The applicant, Ryan Luke was called forward. He described the size of the monument sign and added that it is set to be a waterfall planter with the sign in the middle and the plants around the sides. He also stated the front of the building will be done to match the planter design and the neighborhood.

Lisa Vinar stepped forward to speak against the request. She stated the corner is prone to accidents citing a recent crash at the intersection, that sign is too big, and that it will cause a nuisance in the future.

Johnson asked Vinar what specifically causes the accidents at the intersection. Lisa Vinar stated people run the light.

Creger asked how the sign relates to the accidents. Lisa Vinar stated the vehicles end up at the corner and it will eventually cause an eye-sore.

As there were no other questions or members of the public wishing to speak, Vice Chair Whitten called for a motion.

Recommendation for Case 2024-05

Creger made a motion to recommend approval of the variance. Wright seconded the motion. Vice Chair Whitten called for a vote. The motion carried unanimously on a vote of 7 to 0 (Creger, Sowards, Wright, Johnson, Whitten, Odeyemi and Moline)

2024-06 Public hearing: Request from the City of Rock Island Park & Recreation Department to consider an amendment to a Special Use Permit in a C-1 (Park Conservation) district for property at 1300 24th Street

Osing presented the staff report.

John Gripp, Director of Parks and Recreation, also stepped forward to speak on the case. He noted that the short-term rental will provide additional revenue to operate and sustain the Hauberg Carriage House.

As there were no other questions or members of the public wishing to speak, Vice Chair Whitten called for a motion.

Recommendation for Case 2024-06

Sowards made a motion to recommend approval of the Special Use Permit amendment to the City Council. Wright seconded the motion. Vice Chair Whitten called for a vote. The motion carried unanimously on a vote of 7 to 0 (Creger, Sowards, Wright, Johnson, Whitten, Odeyemi and Moline)

2024-07 Public hearing: Request from Barry Reuther to consider a variance from the Rock Island Zoning Ordinance in an R-2 (two unit residential) district for property at 2933, 2939, 2951 & 2963 9th Street. Motion: Motion to table the variance request for properties at 2933, 2939 2951 & 2963 9<sup>th</sup> Street for the July 1 meeting.

Recommendation for Case 2024-07

Johnson made a motion to table the request for the next Commission meeting. Wright seconded the motion. The motion carried unanimously on a vote of 7 to 0 (Creger, Sowards, Wright, Johnson, Whitten, Odeyemi and Moline)

2024-08 Public hearing: Request from Latoya Lewis to consider a use authorization for a major home occupation for property at 710 15th Street.

Amissah-Mensah presented the staff report. Osing provided clarification on major and minor home occupations under the ordinance.

Wright asked if there is scale to differentiate between the minor and major home occupations. Osing clarified the indicators that staff analyze to make the determinations.

The applicant, Latoya Lewis, was called forward to speak in the case. She stated that she runs the Art of the Spirit Tea room and rents out a space for the classes. She added that most of her students are older women who are requesting classes during the day time.

Recommendation for Case 2024-08

Wright made a motion to approve the use authorization request with stipulations. Odeyemi seconded the motion. Vice Chair Whitten called for a vote. The motion carried unanimously on a vote of 7 to 0 (Creger, Sowards, Wright, Johnson, Whitten, Odeyemi and Moline)

**Other Business/New Business**

None

**Adjournment**

Vice Chair Whitten adjourned the meeting at 7:01pm

Minutes submitted by Eunice Amissah-Mensah.

## Memorandum



**To:** Rock Island Planning & Zoning Commission

**From:**

**Subject:** 2024-07: Public hearing request from Barry Reuther to consider a variance from the Rock Island Zoning Ordinance in an R-2 (two unit residential) district for property at 2933, 2939, 2951 & 2963 9th Street.  
Motion: Motion to table the variance request for properties at 2933, 2939 2951 & 2963 9th Street for the August 5 meeting.  
RC Roll Call vote is needed.

**Date:** July 10, 2024

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### Introduction and Background Information:

### Previous Council Action (if any):

### Budget Impact:

### Additional Information as applicable (i.e. provide alternative options, community or staff input, staffing impact; resident impact; etc.):

### Council Goal (if applicable):

### Recommendation:

Submitted by: Eunice Amissah-Mensah, Planning Coordinator

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Approved by:

## Memorandum



**To:** Rock Island Planning & Zoning Commission  
**From:** Tanner Osing  
**Subject:** Recommendation on contract award for the Rock Island Strategic Housing Plan.  
Motion: Motion whether or not to recommend that the City Council award the contract to PGAV Planners, LLC.  
RC Roll Call vote is needed.

**Date:** July 10, 2024

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### Introduction and Background Information:

In 2023, staff began conversations with the City Council regarding the development of a strategic housing plan. Housing is a major concern for the City. However, there is no plan in place to guide housing priorities. There was consensus among Council members to explore developing a strategic housing plan using unrestricted ARPA funds allocated for housing development to pay for it. The goal of this plan would be to help elected officials, City staff, developers, and community members better understand existing conditions, housing needs, and market dynamics while providing implementation strategies and recommendations to inform decision-making. In short, the plan should be data-informed and serve as a blueprint for housing development and housing priorities in Rock Island over the next ten (10) years.

An invitation to bid was put out in June. At the end of the bidding period, staff had received three (3) proposals that are attached to this memo. The bidders and the costs for their services are as follows.

| Consutlant:              | Bid Amount:  |
|--------------------------|--------------|
| PGAV Planners, LLC       | \$55,000.00  |
| Baker Tilly              | \$145,000.00 |
| Kevin Evans & Associates | \$146,527.00 |

Having reviewed all the bids, staff recommend awarding the contract to PGAV Planners, LLC. PGAV Planners is a consultant firm in St. Louis, Missouri that specializes in working with communities on planning, zoning, housing, and economic development projects. They have wide-ranging experience in housing and market analyses and also have previously worked with the City as an economic development and tax increment financing (TIF) advisor. Staff is confident that PGAV Planners can execute the City's project on budget and in a timely fashion, while producing the desired outcome.

### Previous Council Action (if any):

N/A

**Budget Impact:**

The costs for the plan will be funded through ARPA funds allocated for housing development.

**Additional Information as applicable (i.e. provide alternative options, community or staff input, staffing impact; resident impact; etc.):**

N/A

**Council Goal (if applicable):**

N/A

**Recommendation:**

The Community Development Department recommends that the Planning & Zoning Commission pass a recommendation to the City Council to award the contract to PGAV Planners, LLC.

Submitted by: Tanner Osing

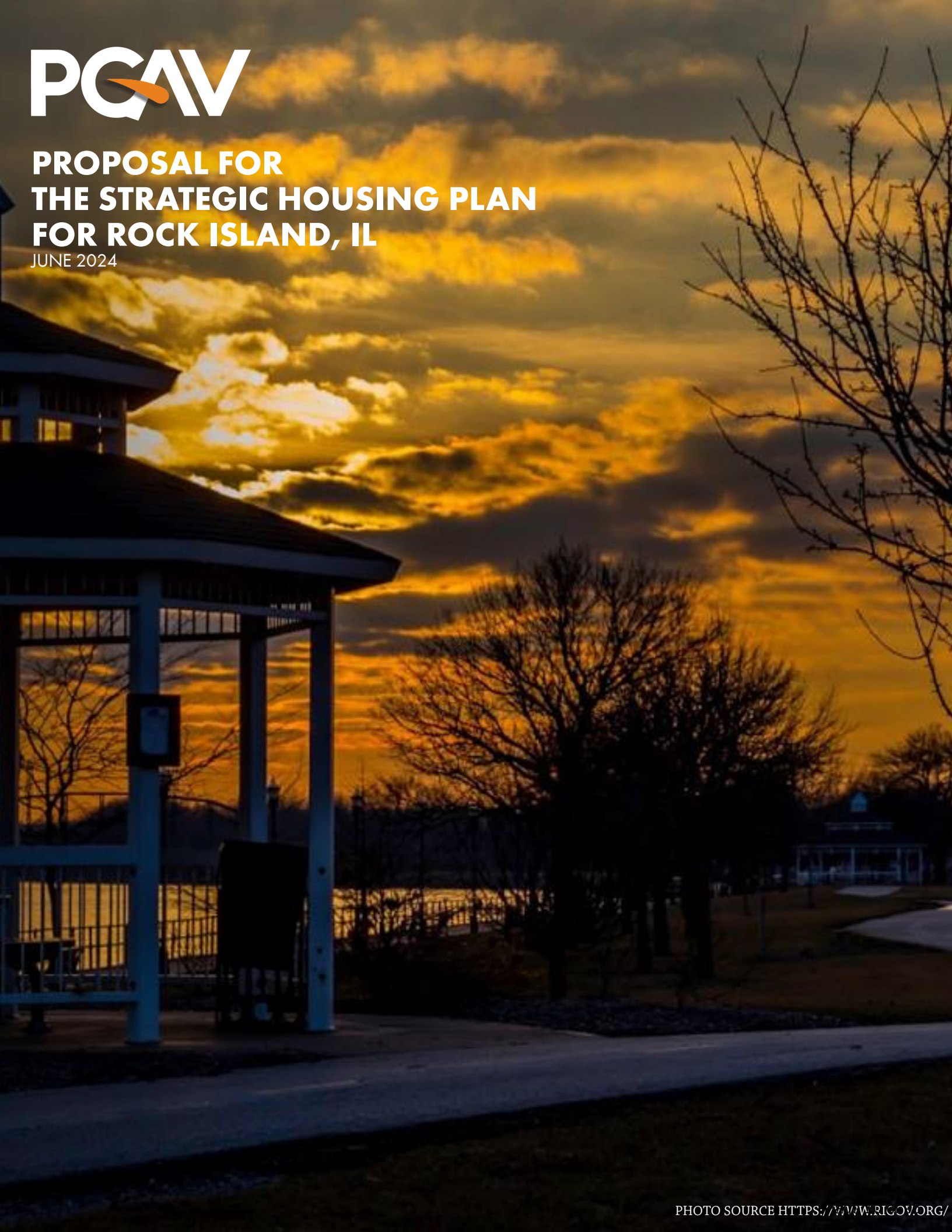
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Approved by:



# **PROPOSAL FOR THE STRATEGIC HOUSING PLAN FOR ROCK ISLAND, IL**

JUNE 2024





**OUR PRIMARY PHILOSOPHY AT PG&V IS TO CREATE ACTIONABLE PLANS FOR COMMUNITIES THAT REFLECT THE STRENGTHS AND DESIRES OF THE LOCAL RESIDENTS AND LEADERSHIP.**

We listen to stakeholders and engage our multidisciplinary team to provide solutions that are realistic and forward-thinking. Our solutions are data-driven and incorporate the market realities of the community we're working in.

July 1, 2024



Tanner Osing  
Planning & Zoning Manager  
1528 3rd Avenue  
Rock Island, IL 61201

To Tanner and the Rock Island Selection Team,

We are excited about this opportunity to partner with you to create a Strategic Housing Plan for the community of Rock Island ("the City"). Previously we've worked with Rock Island as the economic development and TIF advisor and we see the potential to build on your previous and current planning efforts, leverage existing assets, engage with the broader community, and plan for a well-rounded community, accessible to all in the region.

Our multidisciplinary team provides expertise based on years of community and economic development work in other communities nationwide, with a strong presence your neighboring city Moline, throughout Illinois, and the Midwest. We've assisted communities in understanding current needs, engaging in creative ways with a wide variety of community stakeholders, considering financial decisions that impact revenue streams, understanding market demand and employment dynamics, and thinking strategically about aligning resources to accomplish community goals.

***We strive to develop strategic plans that are visionary, while also containing implementable strategies. We have an over 50-year track record of helping communities create incredible places for people to live, work, and enjoy.***

Through our values based, data driven process, PGAV will identify both the existing gap and project the future housing demand in Rock Island. We will also seek to identify major indicators that contribute to a lack of access to housing, providing implementation strategies and recommendations that serve as a guide for decision making over the next 10 years and onward.

We are proud of our team's expertise and the process we have customized for the Rock Island community in this proposal. We believe we can work well together and hope to have the opportunity to do so.

Thank you,

A handwritten signature in black ink, appearing to read "ASJ.", written over a light blue horizontal line.

Andy Struckhoff  
President  
314-231-7318  
andy.struckhoff@pgav.com

## WHO WE ARE

PGAV Planners, LLC is a subsidiary of Peckham Guyton Albers & Viets, Inc. and is a global leader in planning, design, and development consultation to public, corporate, and institutional clients. At PGAV Planners, when we take on an assignment, we focus on helping the community determine their future vision and we help them plan to make it happen. In the case of Rock Island, we'll develop a detailed, action oriented strategic housing plan that will be the guiding post for the next 10 years.

And it doesn't stop there, we are experts in a variety of planning services such as comprehensive planning, strategic planning, development analyses, land-use plans, municipal zoning code regulation guides and updates, transportation corridor plans, redevelopment strategies, qualification analyses and incentive redevelopment plans, municipal bond revenue projections, and program implementation strategies.

In our work, we help communities answer two pressing, intertwined questions, "What does our community need?" and "How do we pay for it?" We support clients across the full spectrum of project sizes, from neighborhood visioning to comprehensive planning for entire communities. We design a thoughtful approach tailored to each specific client's needs; there is no such thing as a "one-size-fits-all" plan.



***We are committed to being the ideal strategic partner to help our clients create community strength through our variety of services:***

### COMMUNITY PLANS OF ALL TYPES AND SCALES

PGAV Planners' experience includes preparing community-wide comprehensive plans, neighborhood plans, site master plans, transportation corridor plans, development analyses, land-use plans, municipal zoning code updates, land use scenario planning, redevelopment strategies, and planning techniques that focus on targeted areas of a community. What sets PGAV Planners apart from many other firms is our comprehensive understanding of communities. With design expertise, community engagement professionals, economic analysis experts, and professional urban planners, our team is unmatched in our ability to look at communities and urban spaces from a variety of perspectives. We have a reputation for creating plans that lead to construction projects because we create tailored, inspiring, and practical plans rooted in market realities.

### MARKET UNDERSTANDING

Using local, proprietary, and other available data, we are experts at understanding the market, analyzing the market area population (residents, employees, and visitors), understanding the true trade area, the potential competition, and considering visitation dynamics. This expertise helps to provide the basis for understanding a planning area and crafting a more implementable vision, rooted in reality.

## URBAN DESIGN AND CONCEPT VISUALIZATION

From entryway signage to streetscapes to scenario plans, PGAV Planners has been helping communities envision and design their built environments for decades. We use a collaborative approach that engages the talents of our planners, architects, and designers to work with community stakeholders including residents, developers, municipal staff, and business owners to create distinct, welcoming spaces and amenities that reflect the unique character of their community. We bring our design and visualization expertise to each project, helping communities “see” improvements during the planning process. We have helped clients create implementable plans, secure grant funding, and gain buy-in from important stakeholders using the latest technologies and design thinking.

## EXPERTISE IN ALL FACETS OF DEVELOPMENT

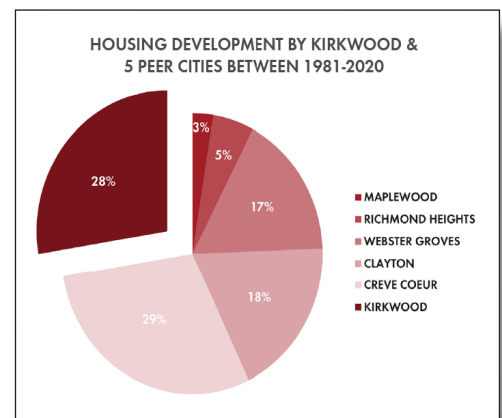
PGAV Planners has extensive expertise in all phases of the development process, from quantifying opportunity, to concept planning, to analyzing the valuation and equitability of development once it's built, touching more the \$3 billion in real estate development over the past decade. We also work with municipalities to refine their zoning codes and land use plans, and we work with municipalities and private sector clients to assess the market, including projecting the number of housing units or square footage needed to support the community's goals.

## LAND USE AND ZONING CODES

PGAV Planners has assisted communities across the country with updates and revisions to zoning and development codes. Our experience in municipal zoning is extensive, and we have successfully defended many municipal clients in zoning litigation. Our approach to zoning regulations centers on creating a user friendly code that can easily be understood and applied consistently over time, helping communities easily administer their codes and utilize them as a way to encourage the land use environment desired by the community. PGAV Planners recommends using a series of matrices to present regulations and procedures in a clear format that contributes to the consolidation of text and supports a unified code design. We couple this with graphics and illustrations that help convey regulations and definitions to contribute to consistent application and enforcement of regulations over time.

## DATA-DRIVEN IMPLEMENTATION PLANS

Our work is always rooted in developing data-driven strategies and implementation plans for our clients. By conducting a robust analysis of a community and coupling that with engagement and community feedback, our planning processes ensure our recommendations are built on a clear understanding of existing conditions. These recommendations are then compiled into an implementation plan outlining goals, implementation strategies, partnership and funding recommendations, benchmarking, and recommended time frames for completion. PGAV Planners is unmatched in our ability to understand your community's goals and skillfully create a plan that is specifically tailored to help you meet those goals.



Example from Kirkwood Attainable Housing Study

## YOUR PROJECT TEAM



### **ANDY STRUCKHOFF, PRESIDENT, AICP, DFCP**

Andy leads the PGAV Planners team, providing leadership and insight on all projects. Having worked on corridor plans, neighborhood plans, policy, finance, and organizational development projects in more than 100 communities across the country, Andy has expertise in understanding community needs and their long-term vision, and charting a path forward to achieve the results they want. With experience at the municipal level, from the investment side, and as a planner, he has an ability to understand all sides of land use decisions.



### **LINDSEY EVANS, SENIOR PROJECT MANAGER**

Throughout her life and professional career, Lindsey has developed a passion for continued investigation of how transformation succeeds at various scales and the role each of us, as individuals and qualified advisers, can play. Architecture is a field with an incredibly broad spectrum of specified interests. Development spans an even broader range by more wholly integrating the financial and operational considerations. With a background in both these fields, Lindsey has found herself experiencing constant crossover between a variety of professions including planning, housing development, design, and community engagement.



### **SARAH DYOTT, PROJECT MANAGER**

Sarah is a city planning and real estate development professional passionate about the need for public and private collaboration in cities and communities in order to create thriving, healthy, and equitable places to live and work. She is dedicated to understanding the complexities of social issues along with the culture, experience, and desires of communities in which she works. She is skilled at collecting, analyzing, and interpreting data, as well as geographic analysis utilizing GIS. Prior to joining PGAV, Sarah worked in mixed-income housing development.



### **SAREH TABRIZCHI, URBAN DESIGN SPECIALIST**

Sareh Tabrizchi is a highly skilled professional with expertise in Urban Planning, Urban Design, Geospatial Data Analysis (GIS). With an unwavering passion for staying abreast of the latest technology trends, Sareh consistently ensures that her expertise remains up to date. She adeptly transforms complex planning-related content into easily comprehensible and visually engaging information for the general public, showcasing her commitment to effective communication.



### **TERESA ANDERSON, PROJECT MANAGER**

Teresa has been in planning for a decade and has worked at many levels of government from local zoning and comprehensive planning and regional transportation planning, to state-wide housing efforts in Tennessee and Illinois. She is eager to continue supporting communities in new and unique ways. For Teresa, it is vital that communities feel empowered by the planning process rather than stifled.

***The PGAV Team is confident we have the team capacity to deliver the desired outcomes the City of Rock Island outlined. In addition to the members available above, other PGAV members will be available to support this project when needed.***

# APPROACH TO **DIVERSITY, EQUITY & INCLUSION**

PGAV Planners is actively contributing to a future in which all communities meet the needs of their residents and provide opportunities to thrive in place.

We know that throughout United States history, planning practices have resulted in disparate impact – excluding voices and limiting resources for some communities.

As a leader in the planning industry, it is our responsibility to disrupt those practices, work to repair trust and integrate equity and inclusion in all that we do.

We will:

- Attract a team with a range of identities and skillsets – valuing who they are and supporting each of them to do meaningful planning work.
- Prioritize ongoing learning around both historical and present-day inequities, seeking to dismantle them in our day-to-day.
- Communicate transparently and accessibly with our stakeholders to deepen relationships and accountability.
- Facilitate conversations that elevate community leadership and historically excluded perspectives.
- Ensure our clients hear and center community story, leading to plans that are informed by lived experience and that are seeking equitable outcomes.



**WE ARE COMMITTED TO DIVERSITY,  
EQUITY, AND INCLUSION IN OUR  
WORK AND IN OUR COMPANIES**

# PROJECT EXPERIENCE & APPROACH



## OUR EXPERIENCE

PGAV offers an array of services to hundreds of clients across the country. Our greatest strength is our ability to provide a wealth of expertise and experience and apply it creatively to any assignment. The list below reflects our firm's recent experience working with communities on planning, zoning, and economic development projects.

### HOUSING

**Kirkwood, MO - Attainable Housing Study**

**O'Fallon, IL - Neighborhood Conditions Assessment**

**Whiteman Airforce Base - Six-County Housing Demand Study**

O'Fallon, MO - Housing Analysis

Sedalia, MO - Housing Analysis

**St. Louis, MO - Residential Market Study**

Hermann, MO - Affordable Housing Study

### ECONOMIC DEVELOPMENT

St. Louis, MO - 24:1 Land Use & Economic Development Plan

St. Louis, MO - Cortex Innovation District Planning and Economic Development Services

St. Louis, MO - Economic Justice Action Plan

### MARKET ANALYSES

Adams County, CO

Colorado Springs, CO

Columbus, OH

Denver, CO

Whitestown, IN

Wyandotte County, KS

### ZONING & REGULATIONS

Brentwood, MO - Corridor District Regulations

Memphis, TN - PILOT Program Review

Overland, MO - Zoning Ordinance Update

St. Louis, MO - Downtown Zoning Code Rewrite

### PLANNING

Asheville, NC - Buncombe County Tourism Master Plan

Freemont County, WY - Regional Tourism Strategy

Brentwood, MO - Planning Services

Richmond Heights, MO - Comprehensive Plan

Clayton, MO - Comprehensive Plan

Dardenne Prairie, MO - Comprehensive Plan Update, Planning Services

Swansea, IL - Old Town Streetscape Master Plan

Jerseyville, IL - City Center Master Plan

Kirkwood, MO - Downtown Market Study

Manchester, MO - Manchester Avenue Corridor Plan

O'Fallon, MO - Comprehensive Plan

Richmond Heights, MO - Comprehensive Plan

Sedalia, MO - Comprehensive Plan

Springfield, MO - Kearney Street Corridor Plan

St. Louis, MO - Tabernacle CDC Neighborhood Plan

St. Louis, MO - UMSL South Campus Master Plan

Valley Park, MO - Planning Services

Wellston, MO - Redevelopment Plan

### URBAN DESIGN & VISUALIZATION

Arcola, IL - Historic Block Development Visualization

Greenville, IL - Downtown Redevelopment and Streetscape Renderings

Jerseyville, IL - Streetscape Designs

O'Fallon, IL - Design Guidelines

O'Fallon, MO - Scenario Planning

Richmond Heights, MO - Scenario Planning

Sedalia, MO - Scenario Planning

St. Louis, MO - Building Massing on the Vandeventer Corridor

Swansea, IL - Development & Streetscape Concepts

### DEVELOPMENT FINANCE & REDEVELOPMENT CONSULTING

Edwardsville, IL - Development Finance

Maryland Heights, MO - Redevelopment Consulting

Moline, IL - Development Finance

Olney, IL - Development Finance

Richmond Heights, MO - Redevelopment Consulting

*We've provided descriptions and references for the four projects bolded above.*

*Additional information on other projects is available upon request.*

# HOUSING STUDY

## WHITEMAN AIRFORCE BASE / JOHNSON COUNTY, MO

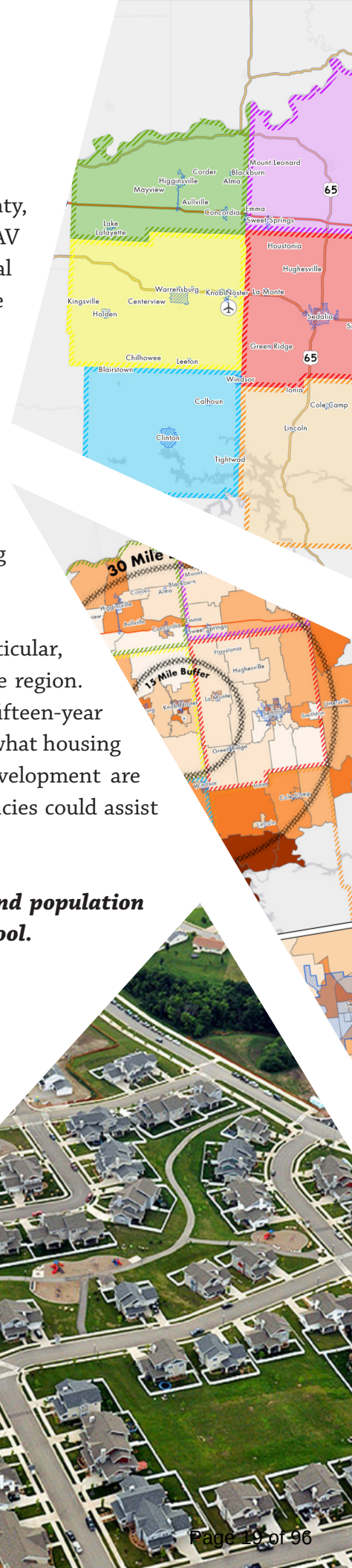
Whiteman Airforce Base lies southeast of the City of Kansas City in Johnson County, MO at the eastern periphery of the Warrensburg Core-Based Statistical Area. PGAV was engaged by the Whiteman Area Leadership Council, a consortium of local municipalities, county officials, county economic development agencies, and state economic development officials, to conduct a housing study to analyze existing conditions, factors, and attributes that effect the local housing markets in and around Whiteman Airforce Base. The overall goal of this project was to provide a resource of information and, ultimately, housing development strategies, for the local and county governments, and assist county economic development agencies with funding decisions. Sub-geographies included a 15-mile and a 30-mile buffer area, six counties, and 16-zip codes. Each sub-geography's indicators were used to aid in the study to inform the immediate conditions surrounding areas around the Base.

The study examined current housing and economic trends, affordability in particular, seeking to understand how regional and national influences have impacted the region. Ultimately, the study concluded with a residential market outlook, including fifteen-year projections of future demand. This aided the client with information related to what housing was missing and where the opportunities for future housing growth and development are located. It also laid the framework for how county economic development agencies could assist local municipalities with the tools needed to be successful in the future.

***This housing study utilized our expertise in housing demand modeling and population projections to produce a highly impactful and immediately implementable tool.***

### REFERENCE:

Tracy E. Brantner, CEcD, EDFP  
Executive Director  
Johnson County (Mo.) Economic Development Corporation  
660.747.0244



# ATTAINABLE HOUSING STUDY

## KIRKWOOD, MISSOURI

In 2022, PGAV began a 6-month study for the City of Kirkwood, Missouri to assess the existing housing landscape in Kirkwood and provide the data and feasible policy interventions to the City Council for further action.

Task 1 included a review of previous planning activities, community concerns, the recent zoning code update, and other regional efforts related to housing affordability. Following that inventory, PGAV conducted an in-depth demographic analysis to provide a Resident Demographic Profile including existing conditions and projected changes related to topics including, but not limited to, population, race/ethnicity, housing, income, and employment for Kirkwood compared to peer cities. The team then completed an in-depth housing market analysis and provide an inventory of the existing housing stock including an assessment of the existing housing supply with respect conditions, age, types, size, tenure, and cost across the housing continuum. This resulted in estimates of current and future housing demand with respect to tenure, type, size, price points, market rate and subsidized housing to then identify short- and long-term housing demand and unmet housing needs.

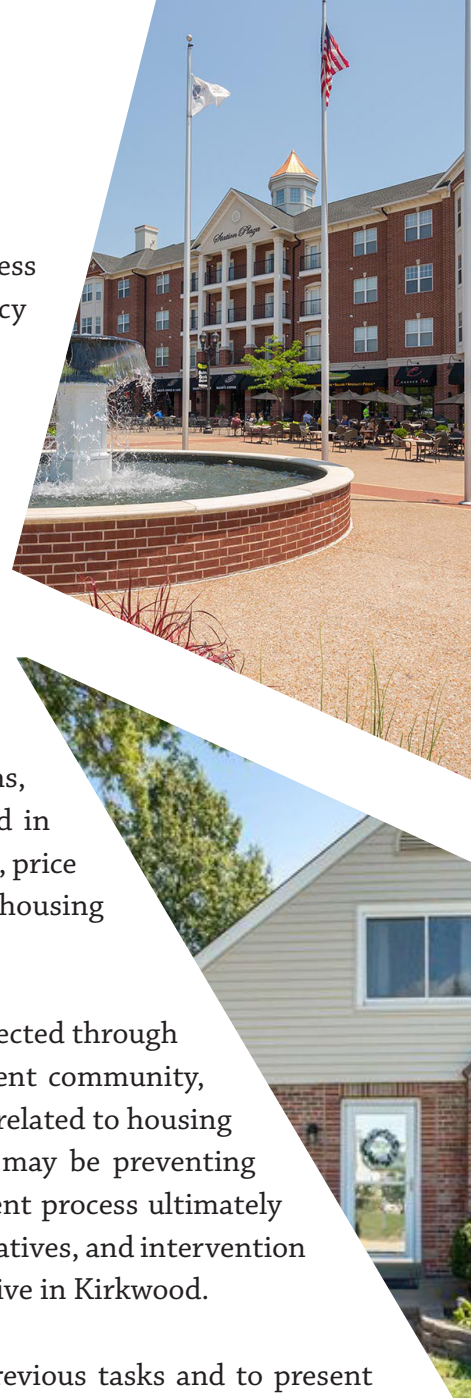
To balance quantitative demographic and housing data with qualitative data collected through a community engagement process, the team engaged residents, the development community, city staff, and other government leaders to learn from their unique perspectives related to housing affordability, critical housing gaps and issues, regulations and obstacles that may be preventing the market from effectively responding to the housing demand. The engagement process ultimately provided a basis for formulating affordable housing goals, priorities, policy alternatives, and intervention strategies that both meet people where they are and help people to grow and thrive in Kirkwood.

Following a strategy workshop with City Staff to review the findings of the previous tasks and to present potential goals and strategies to increase housing attainability in Kirkwood, the PGAV team then drafted housing strategies for consideration. The clear, organized implementation matrix provided City leadership a strategic road map to ensure that the overall vision guides the City's decision-making every day, including goals and strategies along with the feasibility and potential impact of each component. Ultimately, the plan recommended ways to fill existing housing gaps and suggested funding mechanisms that can be put in place to achieve those goals.

***This housing study utilized our expertise in data analysis to understand existing conditions and help to identify policy interventions that could help to add new attainable housing options in the community.***

### REFERENCE:

Jonathan Raiche  
Planning & Development Services Director  
raichejd@kirkwoodmo.org  
314-984-5926



# RESIDENTIAL MARKET STUDY

## CORTEX INNOVATION DISTRICT - ST. LOUIS, MO

The Cortex Innovation Community is a vibrant, 200-acre hub of business, innovation, and technology integrated into St. Louis' historic Central West End and Forest Park Southeast neighborhoods, surrounded by nationally ranked universities and medical centers, and abundant cultural and recreational assets. Because the neighborhood and built environment are key to Cortex's success, PGAV has been engaged with Cortex leadership for more than 10 years as a trusted advisor for neighborhood development planning, market analysis, and development finance.

A former industrial area rapidly growing into an entrepreneurship and innovation hub in the St. Louis area, PGAV has assisted the District with several market analysis assignments, assisting with evaluation of new projects to understand the potential impact of projects on the District's future.

PGAV conducted a market analysis for a potential residential development within the District. This included a review of a potential development proposal, looking at market feasibility, and predicting revenues from the project. Additionally, in preparation for a large office redevelopment and historic reuse project, PGAV assessed market potential to understand the role this project played in the immediate neighborhood, the broader Central Corridor, and the region.

Most recently, PGAV was engaged by the District to update the market and revenue potential given new additions to the area. This included a hotel market analysis focused on a new hotel, looking at current trends in development, average daily rates, and revenues per room. The project also included a market-rate, multi-family market analysis focused on an upcoming residential project in the District.

PGAV has developed a strong relationship with Cortex leadership, acting as their on-call economic development consultant and continuing to conduct market analysis assignments for the District for the past 8 years.

***This project is an example of a long-standing relationship with a community, providing continued housing analysis and policy recommendations as new development continues to occur.***

### REFERENCE:

Sam Fiorello  
CEO  
sfiorello@cortexstl.org  
314-531-4500



# NEIGHBORHOOD CONDITION ASSESSMENT & RESIDENTIAL DESIGN GUIDELINES

## O'FALLON, ILLINOIS

In May 2022, PGAV was engaged to work with the City of O'Fallon, to develop Neighborhood District Design Guidelines, Residential Design Guidelines, and a Neighborhood Conditions Assessment & Matrix. The work focused on the implementation of elements of the City's 2040 Master Plan including guiding future City investment in existing neighborhoods, supporting the development of new neighborhood district nodes, and supporting the integration of additional residential development.

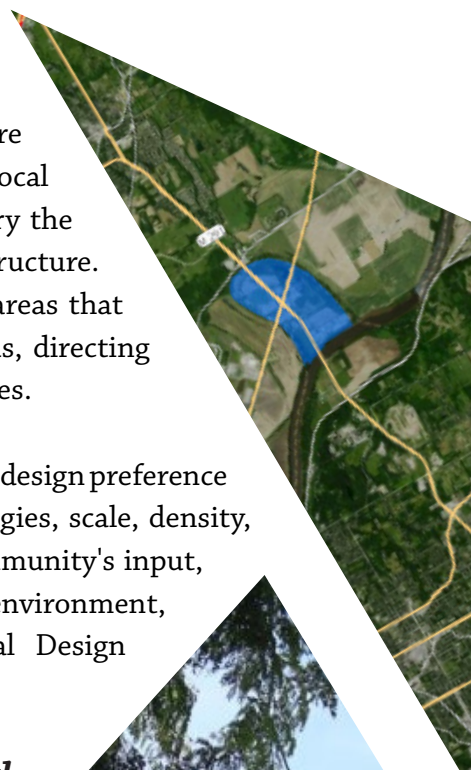
The process began with understanding the Master Plan's vision and goals for future investments in neighborhoods, housing, and infrastructure. The team worked with City staff to identify indicators to drive the development of the neighborhood conditions matrix, including proximity to parks/trails, transit stops, and grocery stores; housing affordability; housing conditions; infrastructure conditions; and building permit activity. After initial gathering and analysis of local and other publicly available data, the team conducted a field survey to inventory the physical conditions and character of existing residential neighborhoods and infrastructure. The final matrix provided a spatial analysis of the entire city which identified areas that should be prioritized for future residential growth and infill development. Thus, directing future investments in public infrastructure to facilitate said housing opportunities.

The team worked with City staff to design and publish a neighborhood and housing design preference survey to gather the community's input on preferred development uses, typologies, scale, density, design, and neighborhood streetscape and subdivision design. Utilizing the community's input, City staff's feedback, and the 2040 Master Plan's vision and goals for the built environment, PGAV developed Neighborhood District Design Guidelines and Residential Design Guidelines to guide future development in the City.

***The Neighborhood Conditions Matrix provided O'Fallon with a spatial analysis of factors contributing to resident quality of life, in order to help City leadership and staff make informed, data-driven decisions and monitor progress toward community goals.***

### REFERENCE:

Justin Randall  
Community Development Director  
255 S. Lincoln Avenue  
O'Fallon, Illinois 62269  
618-498-3312 x411



# OUR APPROACH

## TASK I: HOUSING INITIATIVES/REVIEW OF EXISTING PLANNING

The process will begin with a **Kick-Off Meeting** to get the Project Team acquainted with Rock Island staff and project leadership. This meeting will serve as the official start to the process and will ensure that expectations are clear. It will also provide an opportunity for Rock Island staff to share information about previous and ongoing planning activities, community concerns, the latest zoning code update, and other regional efforts related to housing, with the goal being getting the PGAV team up to speed on where Rock Island stands. This phase will also include a **review of existing plans**, including the Housing Needs Assessment currently being developed and forecasted to be available in September 2024.

## TASK II: DATA COLLECTION AND ANALYSIS

PGAV will conduct an in-depth demographic analysis and provide a **Resident Demographic Profile** including existing conditions and projected changes related to topics including, but not limited to, population, race/ethnicity, housing, income, and employment for Rock Island compared to peer cities in the region, county, and Illinois and Iowa.

Our team will also examine poverty, homelessness, sensitive populations, the elderly, disabled etc. and identify any concentrated areas of poverty with regard to developing fair housing policies.

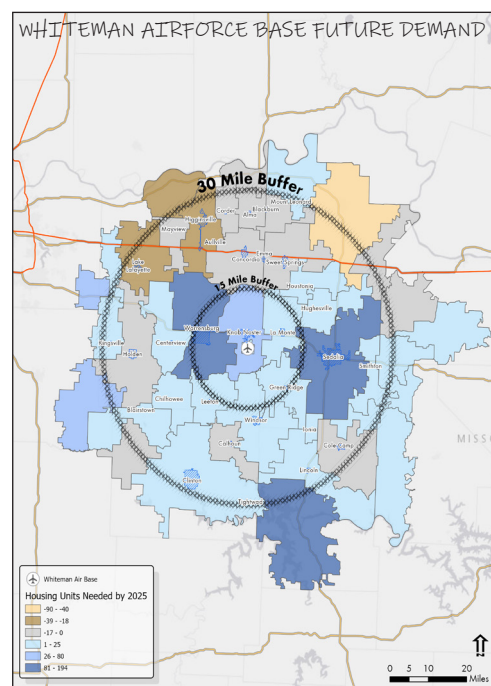
**DELIVERABLE: BASELINE HOUSING REPORT, INCLUDING MAPS, GRAPHICS, CHARTS, ETC.**

## TASK III: MARKET ANALYSIS/HOUSING STOCK

PGAV will conduct an in-depth housing market analysis and provide an **Inventory of Existing Housing Stock** including an assessment of the existing housing supply with respect conditions, age, types, size, tenure, and cost across the housing continuum. Our team will also review current policies and regulations related to housing, examine projects in the development pipeline, and conduct a field survey of the city's existing housing stock to paint a clearer picture of what's happening in the market. This information will form the basis of the **Housing Market Analysis**.

PGAV will then estimate current and future housing demand with respect to tenure, type, size, price points, market rate and subsidized housing to identify short- and long-term **housing demand** and unmet housing needs. We will review the current housing inventory and provide specific metrics for Rock Island regarding housing condition, ownership, type of dwelling, age of units, multiple-family units, neighborhood character, availability of utilities, access to services, etc. We will provide an inventory of existing subsidized housing, including availability, new or future subsidized housing and other dwellings which serve as transitional and emergency housing. We will also research proposed housing units, planned developments, and housing trends across the City.

**DELIVERABLE: COMPREHENSIVE MARKET ANALYSIS REPORT**



## TASK IV: STAKEHOLDER ENGAGEMENT

Working with residents, business owners, and city leaders, and having conversations about the diverse needs of a community to meet those needs can be complicated. We are experts at clarifying complicated land use and economic issues and making them easy to understand. Through the engagement process we will clarify and educate our findings to key stakeholders identified by the Community Development Department staff.



We will first **review past engagement** from recent planning processes and seek to pull in any relevant commentary. Based on that, we will create a plan that will guide this work, catered to Rock Island's desired level of engagement

PGAV will balance quantitative demographic and housing data with qualitative data collected through a community engagement process which will gather insight from residents, the development community, city staff, boards/commissions, and other government leaders to learn from unique perspectives and experiences related to housing affordability, critical housing gaps and issues, regulations and obstacles that may be preventing the market from effectively responding to the housing demand.

The engagement process will ultimately provide a basis for formulating housing goals, priorities, policy alternatives, and intervention strategies that both meet people where they are and help people to grow and thrive in Rock Island. The engagement process will include:

- Stakeholder Interviews - **these will be targeted interviews with key stakeholders in the region that** can provide insight on the potential housing development and affordability.
- **Focus Groups** - these will allow groups of like stakeholders to engage in the process together. We anticipate targeted stakeholder groups to include city residents, business owners, developers, and others.
- **Optional Engagement**- We understand Rock Island may have additional engagement goals, coupled with potential staff capacity restraints. Using a variety of engagement strategies ensures we can engage a diverse and inclusive mix of stakeholders in our clients' communities and creates a low barrier for entry for those less familiar with the planning process. Our team has utilized more innovative processes in recent years to meet people where they are, including on-site intercept surveys, interactive websites, canvassing, town halls, pop-up biking or walking events, among others.

### **DELIVERABLE: STAKEHOLDER SUMMARY REPORT**

## TASK V: STRATEGY DEVELOPMENT

We will draw on best practices identified through PGAV's project experience and nationwide best practices for meeting the City's housing goals. This task will begin with a **Strategy Workshop with City Staff** to review the findings of the previous tasks and to present potential goals and strategies to address housing in Rock Island.

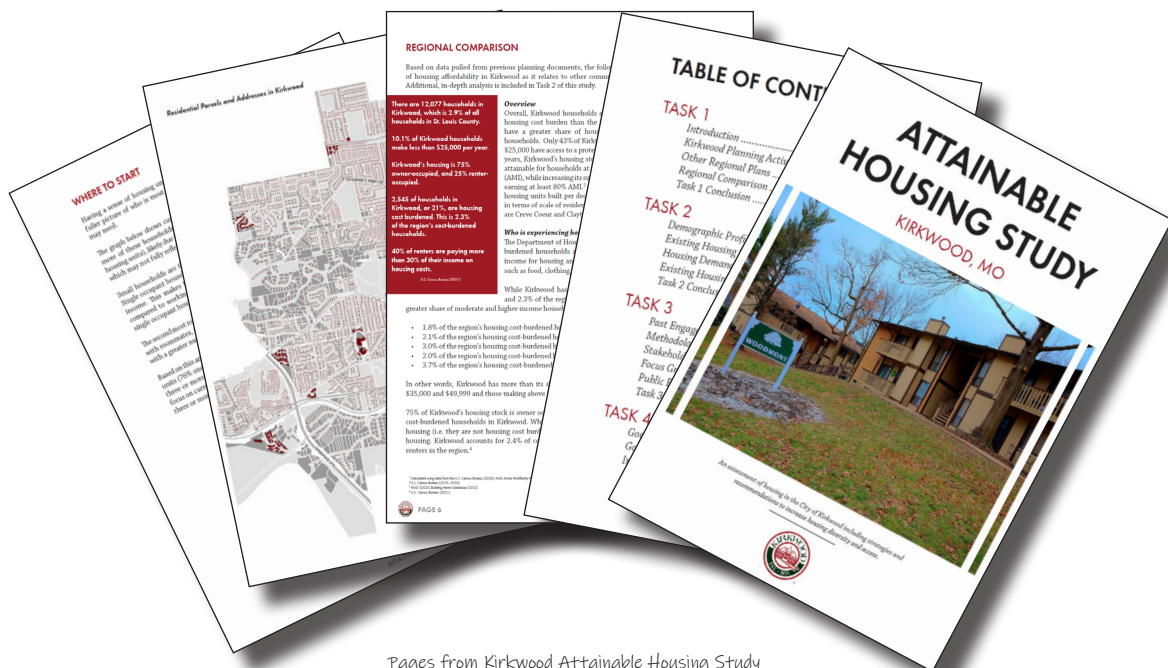
Utilizing a data-driven approach, PGAV will identify citywide and neighborhood focused housing priorities and provide a policy alternatives and interventions strategies to guide the City in decision making for future housing needs. **What makes our approach unique is our ability to get things done.** Many of our projects have resulted in investments and visible community growth. We work with communities to ensure plans and policies are community-led and facilitate the future the community envisions. Each of our plans identify clear next steps in the process, responsibilities attributed to the appropriate entities, and financial considerations are taken into account. The clear, organized implementation matrix provides a strategic road map to ensure that the overall vision guides the city's decision-making every day. This road map will include **goals, strategies, and incentives** to promote attainable housing development that specifically considers preserving existing housing units and building new housing units for current and future residents and the current and future workforce in the City.

In the **draft report**, we will do the following:

- Identify funding needs and resources to address community goals.
- Identify available programs within the city and at partnered organizations and how those programs can be mission aligned to improve equity in housing affordability.
- Identify strategies that help to promote appropriate types of housing within the development community and balance and redefine development expectations and reasonable returns on investments.
- Identify opportunities for the City that may remove any existing barriers to housing including development costs, process, policies, and regulations.

Ultimately, the plan will recommend ways to fill existing gaps and suggest funding mechanisms that can be put in place to achieve those goals.

## **DELIVERABLE: FINAL STUDY/REPORT**



Pages from Kirkwood Attainable Housing Study

## OUR **TIMELINE AND PROPOSED BUDGET**

Our PGAV Team anticipates the outlined scope to be completed in **4-6 months**, depending on level of engagement, with major milestones and deadlines identified at the start of the process. The project budget is estimated not-to-exceed \$55,000 and will be billed on an hourly basis based on percentage of work completed. An estimate by phase is shown below.

| <b>TASK</b>                        | <b>FEE</b> |
|------------------------------------|------------|
| I: Housing Initiatives/Review      | \$3,200    |
| II: Data Collection/Analysis       | \$11,200   |
| III: Market Analysis               | \$14,400   |
| IV: Stakeholder Engagement         | \$11,200   |
| V: Strategy Development/Final Plan | \$10,000   |

*Total Fee = \$50,000*

It is estimated that members of the PGAV team will travel to Rock Island 3-4 times through the Strategic Housing Plan process: once for the kick-off to meet the project team and gather available data, 1-2 times for public engagement activities, and again at the end of the process to present the final plan.

Estimated Reimbursable Expenses, not to exceed = \$5,000

**Total Project Fee = \$55,000**

## HOURLY **RATES** OF KEY PERSONNEL

| <b>PROJECT STAFF</b>   | <b>HOURLY RATE</b> |
|------------------------|--------------------|
| President              | \$275              |
| Associate Director     | \$225              |
| Senior Project Manager | \$210              |
| Project Manager        | \$175              |
| Project Planner        | \$150              |

# RESUMES





# ANDY STRUCKHOFF

*President, AICP, DFCP*

PGAV Planners' approach to urban planning is to produce plans that reflect the community's vision and that are actionable and achievable. These plans are based on community input, market knowledge, and sound planning principles. Andy Struckhoff applies this philosophy as Vice President and leader of PGAV Planners' staff.

Andy consults regularly with municipal clients, elected officials, staff, and private developers to develop creative planning, policy, and finance solutions. He has helped more than 100 communities across the country find planning, policy, and development solutions and has helped facilitate more than \$2 billion in development activity in the past decade.

Andy has more than a decade of experience helping clients understand the market, their financial impacts, and the role they play in the economy. Whether advising developers on the best market-supported solution, or working with community leaders to define a path towards implementing major projects, Andy is able to understand complex data and interpret it for his clients.

He has developed a strong reputation as an economic development consultant and serves as the on-call financial consultant for several districts, cities, and developers around the Country.

## EDUCATIONAL EXPERIENCE

### **Saint Louis University, St. Louis, MO**

MA Urban Planning & Real Estate Development

### **Saint Louis University, St. Louis, MO**

BA English & Communication

### **American Institute of Certified Planners (AICP)**

#024045

### **Development Finance Certified Professional (DFCP)** Council of Development Finance

## **Projects:**

### **Port Authority Strategic Plan** St. Charles County MO

*Economic Analysis, Workforce Analysis, Stakeholder Engagement, Policy Development*

### **Economic Justice Action Plan** Saint Louis MO

*Economic Analysis, Projections, Spatial Analysis, Stakeholder Engagement*

### **Tourism Management & Investment Plan**, Asheville NC

*Data Collection & Analysis, Bond Financing*

### **Master Plan & Real Estate Planning**, Columbia SC

*Data Collection, Financial Analysis, Development Planning, Pre-Development Solicitation*

### **Development Planning**, Wharton TX

*Market Analysis (Housing, Industrial, Retail, Office), Development Feasibility Analysis, Land Use Planning*

### **Revenue Study**, Aurora CO

*Revenue Analysis, Financial Projections*

### **Field Station Revenue Study**, Derby KS

*Revenue Analysis, Financial Projections*

### **Cortex Innovation Community**, Saint Louis MO

*Market Analysis (Office, Hotel, Retail), Revenue Analysis, Financial Projections, On-Call Economic Development Consultation*

### **Olympic Park Revenue Study**, Goddard KS

*Revenue Analysis, Financial Projections*

### **Ballpark Village**, Saint Louis MO

*Market Analysis (Office, Hotel, Retail, Multi-Family), Revenue Analysis, Financial Projections, On-Call Economic Development Consultation*

### **Market Study**, Broomfield CO

*Economic Analysis, Revenue Analysis, Market Research, Financial Projections*

### **Downtown Market Study**, Kirkwood MO

*Plan Recommendations, Economic Analysis, City Council Review*



# LINDSEY EVANS

Senior Project Manager, LEED AP

Throughout her life and professional career, Lindsey has developed a passion for continued investigation of how transformation succeeds at various scales and the role each of us, as individuals and qualified advisers, can play. Architecture is a field with an incredibly broad spectrum of specified interests. Development spans an even broader range by more wholly integrating the financial and operational considerations. With a background in both these fields, Lindsey has found herself experiencing constant crossover between a variety of professions including planning, housing development, design, and community engagement.

She is continually intrigued by analysis and progress that respects historic context, integrates comprehensive diversity, and provides equitable improvements. Over the past 15 years, she has been involved in various challenges including developing and constructing a catalyst for redevelopment after a natural disaster wiped an entire town off the map, sustainable restoration of public sector buildings as well as sustainable policy review in New York City, neighborhood transformation through single-family homeownership, and leading the development of over 750 units of mixed-income rental housing across numerous multi-million dollar mixed-use real estate developments in various states. These experiences have helped her develop a variety of skills including project management and leadership, written and verbal communication, and creative and critical thinking.

## EDUCATIONAL EXPERIENCE

### University of Kansas, Lawrence, KS

Master of Architecture

### UMSL Chancellor's Certificate in Fundamentals of Economic Development

### NDC Rental Housing Development Finance Training

### Rise Young Professionals Board

### Olia Village, Creve Coeur MO

*Planning and Zoning Review, Market Analysis (Housing), Economic Development Consulting, Revenue Analysis, Financial Projections, City Council Review*

### Manchester Road Corridor, Brentwood MO

*Economic Development Consulting, Revenue Analysis, Financial Projections, Board of Alderman Review*

### Town Square Scenario Plan, Dardenne Prairie MO

*Project Management, Stakeholder Engagement, Existing Conditions Analysis, Market Analysis (Retail, Office, Hotel, Multifamily), Visioning, Scenario Design and Visualizations*

### UMSL South Campus Master Plan, St. Louis County MO

*Project Management, Market Analysis (Office, Retail, Multifamily), Visioning, Design and Visualizations, Feasibility Analysis, Financial Structuring*

### Economic Impact Analysis, St. Louis MO

*Economic and Fiscal Impact Analysis for St. Louis CITY SC, Stakeholder Engagement, Neighborhood Impact Analysis*

### Occupancy Study, Hermann, MO

*Market Analysis (Hospitality, Multifamily), Space Planning, Site Planning, Feasibility Analysis, Financial Structuring*

### Market Analyses and Revenue Studies, Various Projects

*Avon, IN - Indianapolis, IN - Whiteland, IN - Pell City, AL - Kansas City, MO - University City, MO*

### Development Finance Consulting, Various Projects

*Alton, IL - Bloomington, IL - Cape Girardeau, MO*

## Previous Work Experience:

### McCormack Baron Salazar, St. Louis, MO

*MBS is an industry-leading, mixed-income housing developer which transforms disinvested places into thriving communities. As an Assistant Vice President, her responsibilities included managing community engagement, project scheduling, financing applications, acquisition and entitlements, design and construction coordination, economic development outreach, stakeholder relationship management, underwriting and due diligence coordination, funding disbursements, equity installments, and transition to*



# SARAH DYOTT

*Project Manager*

Sarah is a city planning and real estate development professional passionate about the need for public and private collaboration in cities and communities in order to create thriving, healthy, and equitable places to live and work. She is dedicated to understanding the complexities and depth of social issues along with the culture, experience, and desires of communities in which she works, in order to create successful and equitable community-based projects.

Sarah's diverse academic background in engineering, urban studies, city planning, and real estate finance allowed her to develop and strengthen a variety of skill sets that have become essential to her practice of urban planning. Her expertise includes research, data collection and analysis, spatial analysis, and mapping.

Sarah's work at PGAV Planners has included community planning, economic development, and development finance consulting. She has worked with municipal, private, non-profit, and institutional clients on a wide range of projects, including comprehensive plans, housing studies, development and incentive analyses, market and revenue studies, grant writing, and tax increment financing eligibility studies and redevelopment plans.

## EDUCATIONAL EXPERIENCE

### **Georgia Institute of Technology, Atlanta, GA**

Master of City and Regional Planning - *Housing and Community Development specialization*

Master of Real Estate Development

### **Washington University in St. Louis, St. Louis, MO**

B.S., Mechanical Engineering, Applied Science

### **Attainable Housing Study, Kirkwood MO**

*Research, Community Engagement*

### **Cortex Innovation Community, St. Louis MO**

*Market Analysis (Office, Hotel, Retail), Revenue Analysis, Financial Projections*

### **Comprehensive Plan, Clayton MO**

*Data Collection, Housing Market Analysis*

### **Comprehensive Plan, Perryville MO**

*Demographic & Market Analysis, Community Engagement, Scenario Planning & Development, Implementation Strategy*

### **Downtown PILOT Study, Memphis TN**

*Research, Best Practices*

### **Eminent Domain Prioritization Analysis for Legal Services of Eastern Missouri, St. Louis MO**

*Data Collection, Data Analysis, Spatial Analysis, Community Engagement.*

### **Grant Writing Services, Cahokia Heights IL**

*Research, Data Analysis, Grant Writing*

### **Housing Demand Study, Benton, Henry, Johnson, Lafayette, Pettis, & Saline Counties MO**

*Market Analysis, Data Collection, Data Analysis, GIS Mapping*

### **Market Demand and Development Feasibility Analysis, Moline IL**

*Market Analysis, Development Feasibility Analysis, Revenue Projections, Community Engagement*

### **Neighborhood Conditions Matrix, O'Fallon IL**

*Market Analysis, Data Collection, Data Analysis, Community Engagement, GIS Mapping*

### **Tabernacle CDC Neighborhood Plan, St. Louis MO**

*Data Collection, Spatial Analysis, GIS Mapping*

### **Tourism Master Plan, Independence MO**

*Market Analysis, Asset Inventory, Community Engagement, GIS Mapping*

### **UMSL South Campus Master Plan, St. Louis MO**

*Best Practices, Data Analysis*



# SAREH TABRIZCHI

Urban Design Specialist

Sareh Tabrizchi is a highly skilled professional with expertise in Urban Planning, Urban Design, Geospatial Data Analysis (GIS). With an unwavering passion for staying abreast of the latest technology trends, Sareh consistently ensures that her expertise remains up to date. She adeptly transforms complex planning-related content into easily comprehensible and visually engaging information for the general public, showcasing her commitment to effective communication.

She excels in research and strategic planning, and possesses proficiency in utilizing advanced software and technologies to create interactive maps, optimize data, and provide data-driven solutions for urban operations. Sareh is dedicated to driving innovation and making a meaningful impact in the field of urban planning.

With a Middle Eastern upbringing and education, she brings valuable diversity to our team, embodying a rich cultural heritage and architectural history. Her unique perspective will contribute to our commitment to equity and diversity, which are crucial elements in urban planning, community engagement, and outreach.

## EDUCATIONAL EXPERIENCE

### University of Tehran

Master of Urban Design (M.U.D)

### Art University of Isfahan

Bachelor of Urban Planning Engineering

## SKILLS

|                      |                                     |
|----------------------|-------------------------------------|
| AutoCAD              | SQL                                 |
| Revit                | FME                                 |
| Sketchup Pro         | MS Office (Excel, Access, Power BI) |
| 3Ds Max              | Python                              |
| CityEngine           | HTML                                |
| ArcGIS               | BIM                                 |
| Adobe Creative Suite | IIS-SourceTree-                     |
| Lumion               | Bitbucket                           |

## Projects:

### Comprehensive Plan Perryville, MO

Scenario Planning, 3D-Visualization, Urban Design

### Downtown Infill Concept Plan, Liberty, MO

Mapping, Site Selection Matrix, 3D-Visualization

### Scenario Planning Dardenne Prairie, MO

3D-Visualization, Urban Design

### Industrial Park Master Plan Farmington, MO

Concept Design, Site Plan, Cost Estimates

### Fiscal Impact Analysis, O'Fallon MO

Development Scenario Planning, Land Use Strategy, GIS Analysis, Urban Design

### Economic Justice Action Plan, St. Louis MO

Multi-Criteria Evaluation, GIS ,Spatial Analysis

### Qualifications Analysis & Planning Study, Springfield MO

Market Analysis, Data Collection, Data Analysis, GIS Mapping

### Bond Revenue Study, North Kansas City MO

Market Analysis (Office, Hotel, Retail), Revenue Analysis, Financial Projections

### Neighborhood Conditions Matrix and Design Guidelines, O'Fallon IL

Data Collection and Analysis

### Markets at Olive Revenue Study, University City MO

Revenue Analysis, Financial Projections

### TIF, Business District & Riverfront Tourism Plan, Hardin, IL

Community Engagement, Comprehensive Planning, GIS



# TERESA ANDERSON

Project Manager

Teresa has been in planning offices for a decade and is fascinated by all the ways a community can be supported and the intersectionality of these systems. Teresa has worked at many levels of government from local zoning and comprehensive planning, to regional transportation planning, to state-wide affordable housing efforts and is eager to continue supporting communities in new and unique ways.

Teresa is dedicated to crafting custom solutions for and with communities to ensure sustainability and effectiveness, pulling from her wide-range of planning experiences and skill sets. For Teresa, it is vital that communities feel empowered by the planning process rather than stifled. This means transparency in decision-making, translating complex analysis into easy-to-understand discussion points, frequent and effective outreach, and proactive efforts to protect and lift those who have historically been left out.

## EDUCATIONAL EXPERIENCE

### **University of Illinois, Urbana-Champaign**

M.A., Urban Planning

### **University of Illinois, Urbana-Champaign**

B.A., Urban and Regional Planning

## PROJECTS

### **Berkeley, MO**

*Research, Data Collection, Data Analysis*

### **Hazelwood, MO**

*Research, Data Collection, Data Analysis*

### **East Peoria, IL**

*Community Engagement, Research, Data Collection, Data Analysis, GIS Mapping*

### **39 North, St. Louis, MO**

*Research, Data Collection, Data Analysis, Report Design*

## **Previous Work Experience:**

### **City of Franklin, Franklin, TN**

*As Principal Planner of Long-Range Planning, Teresa led coordination of community outreach for the City's comprehensive plan update. The scope of work included appearances on local television and radio shows, distributing fliers to local businesses, coordinating public meetings with over 600 participants, appearances at local events, distribution, analysis, and presentation of a virtual survey with over 1,000 responses, thoughtful and transparent communication to the public through an email distribution list and a dedicated webpage, and analysis and presentation of all comments received through each of these efforts.*

### **Tennessee Housing Development Agency, Nashville, TN**

*As the Research Engagement Coordinator, Teresa worked to expand access to affordable housing through distribution of a technical assistance Grant to Tennessee Development Districts as well as the creation of a housing data dashboard for 108 Tennessee geographies. Teresa also worked with partner agencies to ensure inclusion of required data for grant applications and federal reporting on the dashboard.*

### **McLean County Regional Planning Commission, Bloomington, IL**

*As an assistant planner, Teresa worked to create a connected Central Illinois Region by coordinating sustainable transportation efforts, creating a transportation data dashboard, and performing analysis for the local transit agency's Short-Range Transit Plan. Her work also included assisting with analysis for required federal reports and community engagement efforts to distribute CDBG funds.*

### **City of Naperville, Naperville, IL**

*As an Intern, Teresa mastered the zoning ordinance by acting as "Planner of the Day" and answering any question for the planning team on a daily basis, reviewing both building and occupancy permits weekly, carrying through annexations and variances to City Council, and reviewing development plans. Teresa also led special projects such as researching and drafting a new ordinance allowing fowl in residential zoning districts as well as creating a Vacant Land report to detail future potential density for the water department.*



200 N. Broadway, Suite 1000  
St. Louis, MO 63102

July 1, 2024

# **City of Rock Island, IL Strategic Housing Plan proposal response from Baker Tilly**

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“

We really appreciate your support through our journey and ALL that we were able to learn with you coaching and guiding us.

Vice president | Baker Tilly client



The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought.

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Baker Tilly Advisory Group, LP  
205 N Michigan Ave  
28th Floor  
Chicago, IL 60601-5927  
T: +1 (312) 729 8000  
bakertilly.com

Tanner Osing, Planning & Zoning Manager  
City of Rock Island, IL  
Community Development Department  
1528 3rd Avenue  
Rock Island, IL 61201

Dear Mr. Osing:

As a leading consultant in strategic housing planning, Baker Tilly is uniquely positioned to address the City of Rock Island's (the City's) housing challenges. Our proposal outlines a data-informed strategic housing plan approach that will empower decision-makers, developers, and community members. This blueprint will guide housing development and priorities in Rock Island over the next decade.

Beyond immediate goals, we envision transformational success for Rock Island—a city poised for a comeback akin to Cleveland, St. Louis, or Buffalo. Our commitment extends throughout the entire strategic housing plan journey and beyond. We're not just about ticking boxes; we're here to navigate complex landscapes and blaze new trails. As we've learned over the last year as a trusted consultant providing multiple housing market studies in the city, collaboration and attention to detail is key.

The ideas, approach and road map shared in our proposal show how important the City will be to us as a client and how we plan to deliver results. The benefits of working with Baker Tilly include:

#### The right firm

The City will benefit from our significant understanding of the complexity of local government and public sector entities and our specialized public sector practice with approximately 350 staff members, including more than 40 principals.

#### The right experience

Baker Tilly is a leader in operational and organizational assessments. We have conducted many studies that are similar in scope to your project and educated clients on how to successfully implement results. You will benefit from our public sector expertise.

#### The right team

Our proposed team includes members with experience working in local government who understand the requirements, challenges, and opportunities unique to the public sector. You will receive a tailored approach designed to meet your needs and exceed your expectations.

#### The right value

In addition to unique requirements, the public sector must serve as careful stewards of the funding they receive. Our significant level of principal and manager involvement and targeted use of technology solutions translate into high-quality service for a fair and reasonable fee.

We can't wait to get started.

Sincerely,



Caitlin M. Humrickhouse, M.P.A., SWP, Principal  
+1 (312) 729 8098 | [caitlin.humrickhouse@bakertilly.com](mailto:caitlin.humrickhouse@bakertilly.com)



Jolena Presti, Managing Director  
+1 (414) 777 5490 | [jolena.presti@bakertilly.com](mailto:jolena.presti@bakertilly.com)

# Executive summary

## Driving the future you envision from the word go

Based on what we've learned from you, we understand the City is looking for a strategic housing plan approach that will empower decision-makers, developers, and community members. This blueprint will guide housing development and priorities in Rock Island over the next decade. Our proposal includes the details of everything we'll bring to the City. Here are the highlights:

| WHAT WE HEARD ROCK ISLAND NEEDS                        | HOW BAKER TILLY WILL MEET YOUR NEEDS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A team with relevant industry experience</b>        | <ul style="list-style-type: none"><li>• An experienced and qualified project team that includes certified housing and economic development professionals</li><li>• Specialized knowledge and direct experience gained from serving public sector clients like the City</li><li>• In-depth understanding of your city, your housing market and your most pressing challenges</li></ul>                                                                                                                                                                                             |
| <b>Significant and diverse public sector expertise</b> | <ul style="list-style-type: none"><li>• Collaborative, multidisciplinary practice that brings decades of experience and diverse perspectives, including professionals from Baker Tilly's public sector advisory and municipal advisory groups</li><li>• Depth of experience working with municipal governments and understanding their operations, challenges and opportunities</li><li>• Expertise in a broad range of industries, including housing, economic development, real estate development advisory, municipal finance and other sectors relevant to the City</li></ul> |
| <b>Local perspective</b>                               | <ul style="list-style-type: none"><li>• Deep understanding of the local housing market, regional economic impacts and strategies for growth and expansion in Illinois</li><li>• Significant company presence in your state with two offices and 2600 professionals, including Christopher Strom, MPA, whose project role as senior consultant is to provide local data insights specific to your community and region</li></ul>                                                                                                                                                   |
| <b>Deep data insights</b>                              | <ul style="list-style-type: none"><li>• Streamlined approach that pairs technical expertise with innovative technology to add efficiencies</li><li>• Data collection from multiple sources, including ArcGIS mapping, Lightcast labor analytics, O*Net OnLine occupational data and the National Economic Resilience Data Explorer</li><li>• Sophisticated data analytics team that delivers insights beyond traditional analysis, combining qualitative and quantitative data with spatial analysis to develop place-based recommendations</li></ul>                             |
| <b>Implementation focus</b>                            | <ul style="list-style-type: none"><li>• Plans and other deliverables that are carefully crafted to address the desired outcomes of the City's leadership team</li><li>• Focus on positioning your community for housing and economic growth and advancement in your targeted areas of focus</li><li>• Attention to specific recommendations, metrics, timelines and milestone development</li></ul>                                                                                                                                                                               |

# 1. Qualifications statement

## Guiding you with our resources, reputation and reach

Our ranking as the 10th-largest accounting firm means we're actively leading and shaping the industry landscape. We have a seat at the table with regulators and housing associations, which translates to the opportunity to share our clients' perspectives and bring valuable insights back to the City.

What does our size mean for you? It's about having a powerhouse team of passionate professionals unafraid to roll up their sleeves and provide hands-on support for the City. It's about team members brimming with thoughtful ideas, backed by the scale of a firm genuinely dedicated to your success.

When you choose Baker Tilly, you're not just choosing a leading advisory, tax and assurance firm. You're choosing a skilled navigator for the road ahead.

### Our size isn't just a number

It's a testament to our resilience and ability to lead you into the future, no matter the climate. With nearly a century of experience, we've honed our skills and adapted to evolving markets.



### GIVING YOU THE TOOLS YOU NEED TO NAVIGATE THE FUTURE

*Baker Tilly will successfully guide the City through changing landscapes with skills, stability and strength as one of the oldest and largest advisory, assurance and tax firms in the United States.*

## Baker Tilly corporate structure

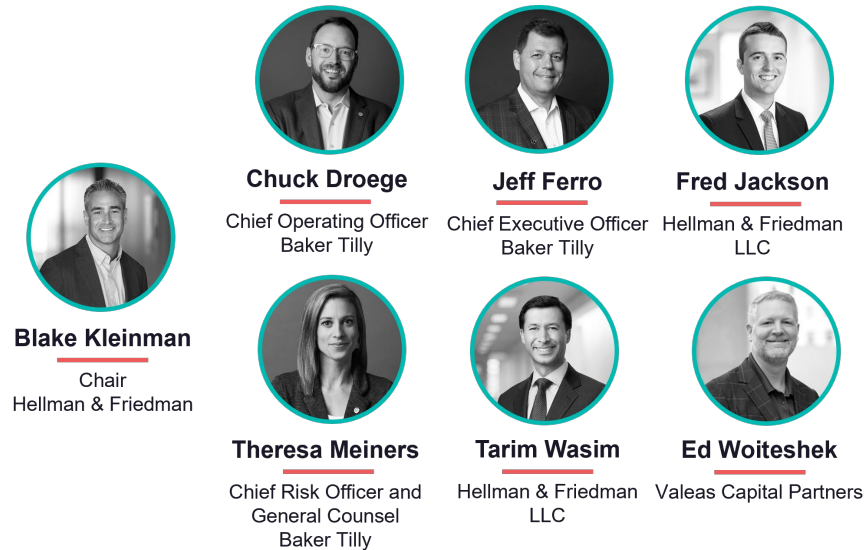
Baker Tilly is a leading advisory, tax and assurance firm, providing clients with a genuine coast-to-coast and global advantage in major regions of the U.S. and in many of the world's leading financial centers – New York, London, San Francisco, Los Angeles, Chicago and Boston. Baker Tilly Advisory Group, LP and Baker Tilly US, LLP (Baker Tilly) provide professional services through an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable laws, regulations and professional standards. Baker Tilly US, LLP is a licensed independent CPA firm that provides attest services to its clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and business advisory services to their clients. Baker Tilly Advisory Group, LP and its subsidiary entities are not licensed CPA firms.

Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, are independent members of Baker Tilly International, a worldwide network of independent accounting and business advisory firms in 141 territories, with 43,000 professionals and a combined worldwide revenue of \$5.2 billion. Visit [bakertilly.com](https://bakertilly.com) or join the conversation on LinkedIn, Facebook and Instagram.

## 1. QUALIFICATIONS STATEMENT

### Providing our firm's governance and leadership structure

Our firm is a limited partnership, and our board is structured as shown below:



#### BAKER TILLY'S BOARD

*Baker Tilly's top leaders empower our success and support our growth-driven culture.*

### Delivering specialized expertise to our public sector clients

Unlike many other firms, Baker Tilly is organized by industry, not service line. What does this mean for the City? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in the activities of the City. The City will work with a knowledgeable team that understands your specific challenges and provides innovative solutions to help you overcome them.

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. Recognizing this complexity and eager to serve as a true valued adviser to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 50 years ago. **Today, more than 350 Baker Tilly professionals — including nearly 30 principals — focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like the City.**

Nationwide, our public sector practice serves nearly 4,000 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities. Several of these client groups are now served by dedicated specialists in distinct sub-practices.



## 1. QUALIFICATIONS STATEMENT



### COMMITMENT TO THE PUBLIC SECTOR

*Baker Tilly has been in business for more than 90 years, and public sector entities were some of our first clients.*

The City will benefit from our industry specialization in several specific ways:

- **Dedication to the public sector:** Your engagement team members live and breathe government and work exclusively with the public sector year-round. This translates into insights only experience can bring, as well as an understanding of the best ways to communicate and collaborate with public sector entities.
- **Specialized training and continuing education:** the City can be assured of an engagement team with the necessary skills and timely knowledge to effectively perform your engagement.
- **Industry involvement:** Members of our public sector practice are leaders in key industry organizations, including the AICPA and its Governmental Audit Quality Center (GAQC) as well as the International City/County Management Association (ICMA). Because of our work with these groups, we know about dynamic trends and consequential developments in state and local government — and are equipped with leading practices to help the City best respond to them.
- **Knowledge sharing with the City:** At Baker Tilly, serving governments goes beyond delivering services – we also supply our clients with crucial thought leadership in the form of webinars, workshops, articles and our regular newsletter, CommunitiES.
- **Year-round consultation:** Throughout our relationship, we will be available for routine calls and technical questions, connecting you with recommendations and ideas to address the inevitable operational issues that arise. We can also alert you to new opportunities for us to collaborate and create value for the City.

Your team is ready to help you find solutions to overcome the obstacles that stand between you and your goals. We provide a full range of service offerings for state and local governments, including those listed below.

### OUR FULL RANGE OF KEY SERVICE OFFERINGS FOR STATE AND LOCAL GOVERNMENTS INCLUDES:

|                                        |                                    |
|----------------------------------------|------------------------------------|
| Accounting services and assurance      | Housing and economic development   |
| Arbitrage/rebate regulatory compliance | Human capital services             |
| Attestation services                   | Investment services**              |
| Capital planning                       | Organizational management advisory |
| Cybersecurity consulting               | Post-issuance compliance           |
| Economic development                   | Public finance/bond issuance*      |

## 1. QUALIFICATIONS STATEMENT

### OUR FULL RANGE OF KEY SERVICE OFFERINGS FOR STATE AND LOCAL GOVERNMENTS INCLUDES:

|                                              |                                         |
|----------------------------------------------|-----------------------------------------|
| <b>Efficiency studies</b>                    | <b>Process improvement</b>              |
| <b>Federal funding advisory</b>              | <b>Rate and user fee studies</b>        |
| <b>Financial management services</b>         | <b>Risk advisory and internal audit</b> |
| <b>Financial reporting and GAAP services</b> | <b>Strategic planning</b>               |
| <b>Public finance/bond issuance*</b>         |                                         |

*\*Services provided by Baker Tilly Municipal Advisors, LLC, a registered municipal adviser and controlled subsidiary of Baker Tilly US, LLP, an accounting firm.*

*\*\* Services provided by Baker Tilly Investment Services, a division of Baker Tilly Wealth Management, which is a registered investment adviser and subsidiary of Baker Tilly US, LLP.*

### Housing industry experience

Success in the housing industry requires a deep understanding of complex real estate transactions, a passion for supporting the mission of community stakeholders and a commitment to the financial and operational health of your organization in an increasingly-regulated environment. Our clients benefit from collaboration of service teams tailored to their organization.

Our housing practice provides services to developers, property owners, property managers, state housing credit agencies and municipalities, public housing authorities, public-private partnerships, syndicators and investors and is one of Baker Tilly's highly specialized industry groups. Our experienced team of audit, tax, transactions and business advisory professionals serve the key players among many types of housing, including:

- Affordable housing
- Market rate
- Public housing
- Student housing
- Workforce housing
- Tribal housing
- Affordable housing projects for the persons 65 or older and people with disabilities
- Continuing-care retirement communities
- Skilled nursing and assisted living facilities

### Baker Tilly's affordable housing expertise

The affordable housing services team's primary objective is to assist clients in financing and developing quality affordable housing. Your engagement team provides financial advisory services to private and public sector developers, owners, managers and affordable housing financing institutions in both rural and urban markets.

The City will benefit from Baker Tilly's experience in assisting clients through each stage of the Low-income Housing Tax Credit, Rental Assistance Demonstration (RAD) program and U.S. Department of Housing and Urban Development (HUD) mixed-finance processes. We prepare the preliminary development and operating budgets, apply for and obtain tax credits, structure and negotiate financing terms with HUD, investors and other stakeholders. Baker Tilly's specialists are experienced with obtaining

## 1. QUALIFICATIONS STATEMENT

many layers of financing and they understand the complexity of compliance that comes with using mixed and tax credit financing.

The table below highlights our recent affordable housing activity.

| BAKER TILLY'S AFFORDABLE HOUSING BY THE NUMBERS<br>(THE LAST 24 MONTHS) |                             |                         |                 |
|-------------------------------------------------------------------------|-----------------------------|-------------------------|-----------------|
| 80+                                                                     | 6,000                       | \$1.4B                  | \$650M          |
| secured funding for more than 80 housing projects                       | units of affordable housing | total development costs | investor equity |

We provide various services to public sector clients pursuing development projects, including analyzing project components, reviewing financing alternatives, implementing financing plans and reviewing the performance of completed projects. Alternatively, public sector clients may pursue a public/private partnership approach to affordable housing development. In these cases, Baker Tilly will evaluate developer proposals and financing plans and assist in determining the appropriate level of participation.

### Supporting affordable housing and community development

The City's Baker Tilly team understands the importance of affordable housing in your community. We proactively take action to support the significant efforts of public sector entities in this space. Members of our team volunteer their time with affordable housing commissions and organizations at the local, state and national levels. We also support these organizations through sponsorships and speak at and participate in their educational events. Our people are passionate about helping our clients create and sustain quality housing.

Baker Tilly has the capabilities and resources to review the City's operations relative to affordable housing. Members of your engagement team have extensive experience with public housing authorities and are well versed in the rules and regulations promulgated by the United States Department of HUD that govern their operations and finances. They have served in various capacities — from program manager to development consultant and financial adviser — in areas such as developer evaluation and selection, relocation, demolition, disposition, funding applications, revitalization planning, asset management, construction management, financial leveraging and the **Capital Fund Financing Program**.

### Incorporating economic development best practices in the strategic planning process

To determine the success of your economic development policies and practices, it is essential to measure their effectiveness. Coupling measurement tools with key data on the local economic landscape and surrounding economic ecosystem leads to a more dynamic economic development strategic plan that can evolve over its lifespan.

Building on our prior experience in your state and surrounding communities, Baker Tilly's team will incorporate an in-depth understanding of the strategic planning processes with qualitative and quantitative data collected on key indicators and economic trends. This process includes diving into demographics, industry clusters, market analyses and development processes, in collaboration with our data analytics team,

Baker Tilly goes beyond traditional data analysis to develop a resilience-focused model that will help guide the strategic planning process.

Our team will help assess the City's strategic assets and opportunities and align them with your goals to stimulate the local economy and improve the quality of life for your residents and business community.

## 1. QUALIFICATIONS STATEMENT

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We will pinpoint areas for future catalytic economic development projects and identify collaboration principals and leaders within the community to take active roles in advancing your economic development vision and positioning framework. This will set the stage for success with a 10-year strategic plan, as well as immediate action steps tied to economic development goals and catalytic opportunities.

The strategic plan will help your leadership develop and build on existing community knowledge and strengths by collaborating with the City's thoughtful and deliberative decision-makers. This will ensure the City's quality of life is maintained and enhanced through the adoption of a fully integrated strategic plan that is informed by both the City's economic ecosystem and the voices of the City's key stakeholders.

### **Ensuring economic resilience and sustainability**

Our team collaborates with communities on their economic positioning strategy by focusing on resiliency and sustainability for a new economic era. Our asset-based approach and strategic process focus on an understanding of economic and community assets. We find gaps in the economy and develop strategies to set the stage for corporate, not-for-profit and public sector leadership to advance identified catalytic projects and initiatives, grow existing economic assets and forge new paths to diversify the economy. This approach sets the stage to develop new businesses, add jobs and foster emerging economic clusters that are vibrant and sustainable.

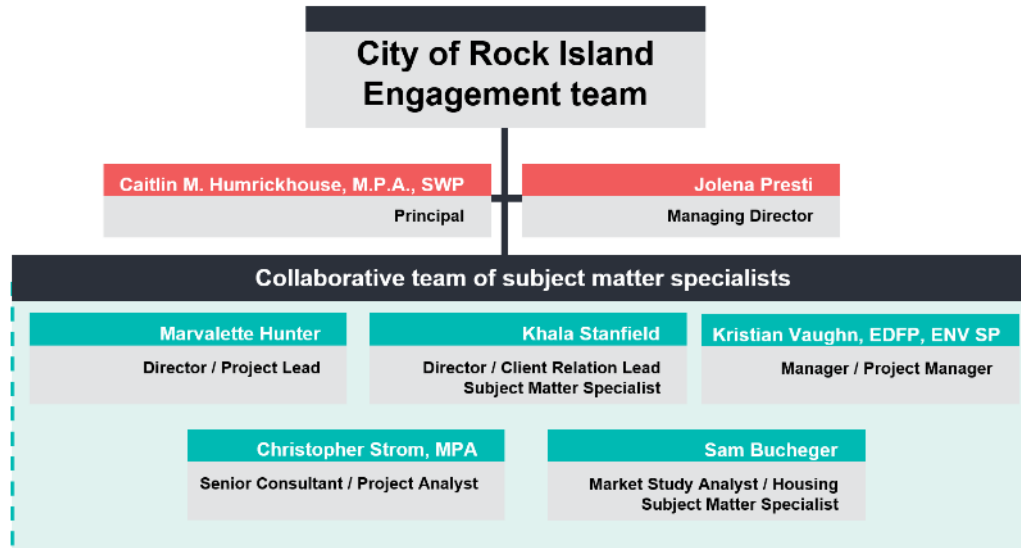
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## 1. QUALIFICATIONS STATEMENT

### Leading the City's strategic housing planning services and uncovering opportunities along the way

Meet the strategic housing planning team we've assembled to achieve everything you envision. Selected intentionally for your goals and backed by our specialized resources, these individuals are collaborative and multidisciplinary. You'll find their bios/a team org chart below and complete resumes in **the Appendix**.

### Organizational chart of engagement team



### THE TEAM TO ACHIEVE THE CITY'S GOAL

*Your engagement leadership team orchestrates our services to bring the right people with the right experience together to move you forward*



Caitlin M. Humrickhouse, M.P.A., SWP - Principal

#### **Engagement Role: Principal-in-Charge**

Caitlin is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection. Prior to joining the firm, she worked at the University of Illinois at Chicago performing program and market analyses for an online education unit.



Jolena Presti - Managing Director

#### **Engagement role: Managing Director**

Jolena has more than 20 years of experience advancing innovative solutions for public and private sector clients. Jolena has a targeted practice in economic development strategy and implementation of complex public and private redevelopment and community revitalization efforts. Jolena joined Baker Tilly as a Managing Director after 15 years in leadership with a Midwest economic development and planning firm, where she was Principal of the Milwaukee office. Jolena is a member of the American Institute of Certified Planners (AICP) and American Planning Association.

## 1. QUALIFICATIONS STATEMENT

### THE TEAM TO ACHIEVE THE CITY'S GOAL



#### **Marvalette Hunter — Director**

##### ***Engagement role: Project Lead***

Marvalette has more than 30 years of experience in the areas of local government administration, affordable housing and economic development. She works collaboratively with clients in our public sector advisory and development consulting advisory on various strategic and process improvement initiatives. In her most recent role Marvalette served for 8 years as the Chief of Staff to Houston Mayor Sylvester Turner where she was responsible for strategic and budgetary alignment of the city's 23 departments representing 21,000 employees. She also served as Chief Development Officer for Harris County Housing Authority, where she developed the agency's strategic plan and led a professional team in the development of a multifamily portfolio of tax credit and bond financed transactions. Marvalette's additional experience includes roles as Executive Director of the Third Ward Redevelopment Council and Project Manager for the City of Houston Housing and Community Development Department where she led the development of the City's Comprehensive Housing Affordability Strategy and Consolidated Plan.



#### **Khala Stanfield — Director**

##### ***Engagement role: Client Relation Lead Subject Matter Specialist***

Khala has more than 25 years of public sector experience with a decade of experience leading strategy, performance measurement and process improvement projects. She achieves large scale organizational growth and transformation by facilitating strategic planning processes, conducting qualitative analysis and industry related research for identifying strategy portfolios and developing fact-based recommendations for senior management to enable critical decisions. Khala previously served as the Director of Organizational Performance with the City of Glendale, AZ. She was responsible for leading the implementation of a citywide strategic plan and 19 departmental strategic plans. She also managed the data analytics program, internal audit, Lean process improvements and employee and community engagement surveys and facilitation. Additional experience includes roles with the State of Arizona as Deputy Finance Manager and Executive Director for the State Employees Charitable Campaign. She is certified in Balanced Scorecard and has Google Project Management and Lean Six Sigma Black Belt certifications.



#### **Kristian Vaughn, EDFP, ENV SP — Manager**

##### ***Engagement role: Project Manager***

Kristian is an experienced economic development strategist, urban science researcher and project manager with 10 years of experience in community economics, land use management and public policy in the governmental, private consulting and nonprofit sectors. Specialties include financial structuring of high-impact, community-based real estate, engaging stakeholders in facilitated discussions and focus group sessions and supporting municipal staff and neighborhood organizations in the development and implementation of economic strategies to catalyze reinvestment in commercial corridors and residential neighborhoods. Additional experience in data-driven strategies includes assessing neighborhood economic performance, local market changes and public policy impacts through the development of data dashboards, 2D mapping and digital twins.

## 1. QUALIFICATIONS STATEMENT

### THE TEAM TO ACHIEVE THE CITY'S GOAL



**Christopher Strom, MPA — Senior Consultant**

**Engagement role: Project Analyst**

Christopher specializes in multiple aspects of government, joining Baker Tilly with four years of industry experience. During his time before joining the public sector team, Christopher has experience within parks and recreation, public works, information technology, administration, finance, community development, public safety, and capital project planning. Following his education, he has held various positions with the Elmhurst Park District, the Village of Itasca, the DuPage mayors and manager's conference, and the Village of Kenilworth.



**Sam Bucheger — Market Study Analyst**

**Engagement role: Housing subject matter specialist**

Sam is a market study analyst with Baker Tilly and has been with the firm since 2019. He is a member of the firm's real estate advisory group and provides market research and consulting services. He provides effective and practical solutions for property owners, tenants, mortgage lenders, public officials and others involved in all aspects of the real estate process.

#### AN INTEGRATED TEAM WORKING TOGETHER FOR SUCCESS

*Each professional on your team was selected for a reason, but it's our collective brainpower and collaboration that will ultimately make a difference for the City.*

### Offering Illinois clients our local and firmwide resources

Illinois has one of the most diversified economies in the world and is a center for education, culture and innovation. It is also home to Baker Tilly's national headquarters and one of our largest offices in the U.S. Our Illinois presence includes more than 950 professionals in two locations committed to helping clients in a wide range of industries. You will receive exceptional service from a qualified local team that can draw on our firm's broad national resources as your goals or needs evolve.

#### Illinois local presence

**2,900+**

Illinois clients

**Two offices**

in the state of Illinois

**40+ years**

of experience serving area clients

**950+**

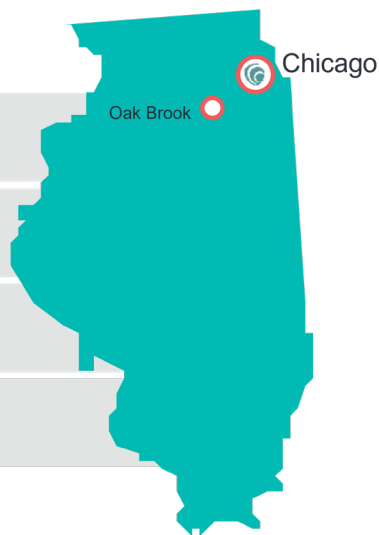
professionals in the state of Illinois



Baker Tilly office locations



Baker Tilly headquarters



#### LOCAL PRESENCE AND EXPERTISE TO SUPPORT THE CITY

*The City can count on Baker Tilly's Illinois presence to offer you an in-depth understanding of economic conditions, knowledge of regional and state regulations, and on-the-ground assistance whenever needed.*

## 1. QUALIFICATIONS STATEMENT

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### Accessing our national/international resources from anywhere

Your organization will have access to our national and international reach. To bring our resources to you at the highest level, our team will lead the City's engagement from our Chicago office. We stay connected through regular updates, open availability and office visits, with the responsive service that is a Baker Tilly hallmark. Service built on close relationships will benefit you every day — in person, throughout the region or across the world.

“

Baker Tilly is an extraordinary firm. They make the first year engagement seamless by collaborating as a true partner. Their customer service is exceptional because they put in the time upfront to understand the uniqueness of their client's accounting structure and operations as well as putting in the time to meet client deadlines.

Paul Rafac, CFO | DuPage County, Illinois

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## 2. Experience of firm with similar project experience

Below we describe several similar projects that demonstrate Baker Tilly's capability to assist the City in developing an affordable housing plan. These demonstrate experience in areas including gentrification, displacement and equitable development.

### Strategic planning clients

As illustrated below, Baker Tilly has an extensive background and experience in helping local government leaders create strategic plans using a proven planning methodology. Given the extensive number of clients, we are not able to provide dates, contact name or size for each, but we are happy to provide additional information for any client. The following is not an exhaustive list of our clients, but rather a list of clients we've served in the Midwest region of the U.S., including Illinois.

- Ann Arbor, Michigan Fire Department
- Butler County, Ohio
- Cass County, Michigan
- **Champaign County, Illinois (Technology strategy)**
- City of Ann Arbor, Michigan
- City of Elkhart, Indiana
- City of Fitchburg, Wisconsin
- City of Lexington, Minnesota
- City of Montgomery, Ohio
- City of Moorhead, Minnesota
- City of Rochester, Minnesota
- City of Sheboygan, Wisconsin
- **City of Tinley Park, Illinois**
- City of Warsaw, Indiana
- City of Wauwatosa, Wisconsin
- **City of Wheaton, Illinois**
- City of Windsor Heights, Iowa
- City of Worthington, Ohio
- Fort Wayne City Utilities, Indiana
- Green Township, Ohio
- Ingham County, Michigan
- Red Wing Housing and Redevelopment Authority, Minnesota
- Rock County, Wisconsin
- Village of McFarland, Wisconsin

## 2. EXPERIENCE OF FIRM WITH SIMILAR PROJECT EXPERIENCE

### Previous housing and economic development projects

| ST. LOUIS DEVELOPMENT CORPORATION (SLDC)<br><i>Inclusive economic growth incentive framework</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Client's need</b>                                                                             | The City needed an evaluation of the public benefits of real estate and business development incentives to provide recommendations of adequate fiscal and social investment (tax abatement, tax increment financing (TIF), sales tax exemption, etc.) for projects to achieve financial feasibility and provide a public good aligned with SLDC/City of St. Louis vision for equitable and inclusive economic growth.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Solution</b>                                                                                  | <p>Baker Tilly began the process with a comprehensive review of existing incentives programs and policies to identify areas for improvement. As part of this review, the team conducted an online survey and eight roundtable discussion sessions with 61 community stakeholders from diverse backgrounds. The review and engagement process highlighted the need to incorporate community benefits in the evaluation of projects for incentives, rather than primarily focusing on the financial impact of incentives.</p> <p>To address these concerns, Baker Tilly developed a new Community Benefits Scorecard to evaluate projects' impact in a range of areas such as walkability, transit access, location within areas experiencing historic disinvestment, quality jobs, and more. Projects must achieve a minimum score to be eligible for incentives and projects that achieve higher scores may be eligible for a higher level of incentives. The project team also made improvements to the Rate of Return Analysis and Cost-Benefit Analysis components to the model to ensure that projects receive the appropriate level of incentives and generate a net positive return to local taxing jurisdictions. Additional improvements included new developer vetting requirements, neighborhood engagement requires for large projects, and a streamlined reporting and compliance process to ensure accountability without burdening developers.</p> |
| <b>Results</b>                                                                                   | The new incentives model was implemented in early 2023. It has received highly positive reviews from both the development community and the public. One official from the State of Missouri said, "this is the ideal type of mechanism that professional planners promote to address decisions with a holistic perspective and specifically to advance equity and justice." The new model is expected to increase equitable private investment in St. Louis and shape the future of growth and development in the city.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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## 2. EXPERIENCE OF FIRM WITH SIMILAR PROJECT EXPERIENCE

### HOUSING AND REDEVELOPMENT AUTHORITY (HRA) OF BLOOMINGTON, MINNESOTA *Redevelopment, economic development and housing consulting*

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Client's need</b> | Baker Tilly is retained by the City of Bloomington and Bloomington HRA as a municipal and economic development adviser to assist with a multitude of projects that include both redevelopment, economic development and housing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Solution</b>      | Our recent contributions to projects managed by the HRA have included analyzing the need for public financing assistance, determination of potential funding sources and the structuring of funding to balance the needs of both the private developer and the policy objectives of the City and HRA. We have assisted with developing a financing plan that considers multiple projects to maximize the use of the City and HRA's limited resources and can be flexible to meet the growing and evolving needs of the City.                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Results</b>       | Most recently, we worked with the HRA on the establishment of an affordable housing trust fund and revolving loan fund to assist with financing of housing projects that meet the identified criteria. A component within the revolving loan fund is creating the criteria with which the loan applicants will be reviewed for eligibility. Upon establishment of the fund, we have been assisting the HRA with review of the applicants to determine the loan terms including amount, need, repayment terms and types of projects that warrant public assistance. Each project funded by the loan fund requires a certain level of creativity to close large funding gaps while minimizing public exposure. The goal of the fund has been to provide gap financing for certain qualifying projects while creating additional funding resources through repayment of loan funding and provide future opportunities for future projects. |

### MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY *Housing market studies*

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Project overview</b> | <p><b>Project description:</b> Since 2009, Baker Tilly has entered into agreements for professional services to provide market analyses with the Authority and Developers proposing rental housing in Michigan.</p> <p><b>Significant findings:</b> Depending on the market analyzed, Baker Tilly determined whether sufficient demand existed for the proposed subject developments assigned by the Authority.</p> <p><b>Baker Tilly role:</b> Over the past fourteen years, the Authority or Developers applying for MSHDA tax credits and/or funding have assigned Baker Tilly approximately 235 market study assignments located throughout the State of Michigan. To date, reports were successfully completed on time and on budget.</p> |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 2. EXPERIENCE OF FIRM WITH SIMILAR PROJECT EXPERIENCE

### CINNAIRE (FORMERLY GREAT LAKES CAPITAL FUND), MICHIGAN

*Housing market studies*

#### Project overview

**Project description:** Baker Tilly has completed approximately 185 market studies for Cinnaire mostly throughout the Midwest to assist in their underwriting of potential investments. Assignments have been completed to National Council of Housing Market Analysts (NCHMA) standards and were both senior and multifamily developments in both rural and urban markets.

**Significant findings:** Depending on the market analyzed, Baker Tilly determined whether sufficient demand existed for the proposed subject developments assigned by Cinnaire.

**Baker Tilly role:** Over the past ten years, Baker Tilly has completed a total of 185 market study assignments located mostly throughout the Midwest. To date, reports were successfully completed on time and on budget.

### RALEIGH, NC; LAWRENCE, KS; KENT COUNTY, MI; ST. LUCIE COUNTY, FL; ASHEVILLE, NC; AND WACO, TX

*HOME-ARP allocation plan consulting services*

#### Client's need

The HOME-ARP program provides a special funding allocation for affordable housing, supportive services, tenant based rental assistance, and other programs related to homelessness and housing. In late 2020, HUD announced a deadline of March 31, 2023 to submit allocations plans that identify each community's strategy for utilizing their HOME-ARP allocation. With a tight timeline to complete a significant amount of work, several communities around the country engaged Baker Tilly to coordinate the completion of their HOME-ARP allocation plans.

#### Solution

Baker Tilly started each engagement with a project kickoff meeting with staff to develop a timeline that incorporated all of the public engagement and stakeholder consultation that is required by HUD to ensure that allocation plans would be completed on time and in compliance with all federal requirements. The project team conducted multiple focus group meetings with stakeholder organizations, a stakeholder needs assessment survey, and public surveys. The team also reviewed existing plans and data sets to conduct a needs assessment and gap analysis to identify the priority areas for the HOME-ARP funding. The team also conducted ongoing meetings with staff to review potential projects and programs to address priority needs within the community. Finally, the team drafted the HOME-ARP allocation plan that included housing production goals and incentives strategies to support private development of affordable housing.

#### Results

Baker Tilly presented draft allocation plans at community meetings and coordinated the approval of plans by local boards and governing bodies. Ultimately, all plans received broad public support, were approved by governing bodies, and submitted ahead of the deadline. Plans are currently being reviewed by HUD and are expected to be officially approved in coming months.

## 3. References

### Demonstrating that we've been down this path before

The experiences of our clients speak more to Baker Tilly's capabilities than any proposal ever could. That's why we encourage you to talk with our clients. Here are a few individuals who welcome the opportunity to share their Baker Tilly experience. Each will give you an authentic perspective as you consider your own needs.

| GUADALUPE BLANCO RIVER AUTHORITY, TEXAS |                                                                                                                                                                                                                                                                                                                                                                                                        |              |                                                          |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------------------------------------------------|
| <b>Name</b>                             | Darren Nichols                                                                                                                                                                                                                                                                                                                                                                                         | <b>Title</b> | General Manager/CEO                                      |
| <b>Phone</b>                            | +1 (215) 895 4005                                                                                                                                                                                                                                                                                                                                                                                      | <b>Email</b> | <a href="mailto:dnichols@gbra.org">dnichols@gbra.org</a> |
| <b>Services</b>                         | Our firm assisted the Guadalupe Blanco River Authority (GBRA) in the development of a renewed strategic plan that set priorities and aligns resources to strengthen operations and guide GBRA over a 5-year period. In developing the strategic plan, Baker Tilly applied a collaborative, inclusive, and engaging approach to the facilitation and documentation of the identified strategic results. |              |                                                          |
| <b>Status</b>                           | Complete                                                                                                                                                                                                                                                                                                                                                                                               |              |                                                          |

| CITY OF LAKE WORTH, TEXAS |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |              |                                                      |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------|
| <b>Name</b>               | Stacey Almond                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Title</b> | City Manager                                         |
| <b>Phone</b>              | +1 (817) 237 1211                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Email</b> | <a href="mailto:pgs@chacity.org">pgs@chacity.org</a> |
| <b>Services</b>           | Baker Tilly, in collaboration with the City Council, undertook a strategic planning initiative for the City of Lake Worth. The project involved engaging in open and collaborative dialogues with the City Manager and senior members of the administrative leadership team. Through these discussions, several key objectives were achieved including defining core values, figuring out strengths and weakness, risk and opportunity analysis and defining strategic goals. |              |                                                      |
| <b>Status</b>             | Complete                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |                                                      |

| CITY OF VISALIA FINANCE DEPARTMENT, HOUSING DIVISION, CALIFORNIA |                                                                                                                                                                                                                                                                                         |              |                                                                          |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------|
| <b>Name</b>                                                      | Margie Perez                                                                                                                                                                                                                                                                            | <b>Title</b> | Housing Specialist                                                       |
| <b>Phone</b>                                                     | +1 (559) 716 4460                                                                                                                                                                                                                                                                       | <b>Email</b> | <a href="mailto:margie.perez@visalia.city">margie.perez@visalia.city</a> |
| <b>Services</b>                                                  | Developing a HUD five-year Consolidated Plan for the City, Annual Action Plan and Analysis to Impediments to Fair Housing Plan. Baker Tilly conducted a housing market analysis, developed a community engagement plan and facilitated public meetings with residents and stakeholders. |              |                                                                          |
| <b>Status</b>                                                    | Ongoing                                                                                                                                                                                                                                                                                 |              |                                                                          |

**EXPERIENCE MATTERS. ESPECIALLY THE EXPERIENCE OUR CLIENTS RECEIVE**  
*Connect with our clients to learn more. Additional references are available by request.*

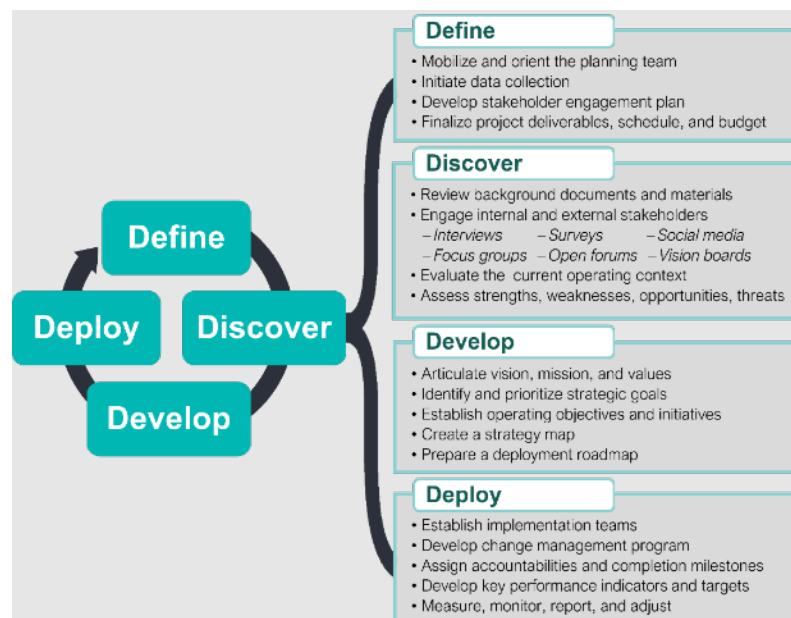
## 4. Service approach

### Creating a customized service plan unique to the City

Our approach is to facilitate a streamlined strategic planning and goal setting effort focused on Rock Island's critical housing needs, resulting in a comprehensive housing strategic plan to guide policy priorities, allocate resources, appropriate equitable housing programs and initiatives, and focus City operations on future housing deliveries over the next ten years.

To develop a meaningful and impactful long-term vision for housing in Rock Island, we propose an integrated analysis framework to assess local conditions and develop strategies, policies, and operational enhancements to manage the City's existing housing supply, encourage new housing deliveries, and support community members in accessing affordable housing. This framework will include a multi-step process to assess the current housing ecosystem, develop an equitable perspective to support Rock Island's diverse community, recommend operational changes for the City, and deliver meaningful tools to support implementation.

**Baker Tilly's strategic planning methodology, called D4 (Define, Discover, Develop, Deploy), serves as a reliable and repeatable approach to the completion of strategic planning projects. There are four separate phases to the D4 framework, all of which are included in the project scope for the City, as detailed in the graphic below.**



### Baker Tilly's service plan of the City's scope of work

#### Phase I – Define

##### Task 1: Housing initiatives

To conduct an initial assessment of Rock Island's housing landscape, Baker Tilly will review relevant planning documents, City policies and procedures, and proprietary and public data sources to contextualize local conditions. This analysis will develop a baseline to understand relevant factors and opportunities that will provide the foundation for the future housing strategy. This will include:

- **Analysis of housing trends** — Using public and proprietary data, a baseline assessment of housing conditions including current services and programs, private, nonprofit, and public operators and providers will be conducted to understand the local market. This will include focused considerations on the local supply and demand dynamic, available housing stock, typical renter profiles and typical homeowner profiles. Rock Island's forthcoming 2024 Housing Needs Assessment will be relied upon as a resource to guide the analysis.
- **SWOT analysis** — The SWOT analysis will consider existing housing conditions and place them within the context of potential goals for future housing deliveries, policy improvements and incentives programs. The analysis will also consider Rock Island's existing economic base, current economic assets, workforce characteristics and potential market and targeted industry focus areas to understand the trajectory of the local economy and its impacts on housing demand. This will include asset mapping and a gap analysis to quantify the foundational elements of Rock Island's housing ecosystem.
- **Placemaking** — Using housing as a vehicle for neighborhood revitalization, the analysis will identify and prioritize key placemaking opportunities in Rock Island, as well as "placekeeping" opportunities to honor current residents and cultural history, with the goal of increasing housing deliveries and building community.

**Deliverable:** Baker Tilly will provide a Baseline Housing Initiatives Report containing the information gathered in Task 1.

#### Phase II – Discover

##### Task 2: Demographic, geographic and economic data

To establish equity and inclusive growth as core principles in all decisions, policies and functional outcomes of the Rock Island Strategic Housing Plan, we will examine how communities of color and low-income populations will be affected at all stages of the planning process. A primary resource for baseline information will be the forthcoming 2024 Housing Needs Assessment. As we look to address Rock Island's critical need for mixed income housing, we will be sensitive to exploring an equitable, solution-oriented approach that focuses on housing development for all, economic development, exploration of local housing funds, information technology, communications, partnerships and staffing/personnel needs. Baker Tilly will gather relevant data regarding population, household, housing and employment statistics including, but not limited to, historical and population growth trends, demographic data, household data, and employment data. We use this information to conduct population for the City of Rock Island as a whole while examining poverty, homelessness, sensitive populations, older people, disabled etc. and identify any concentrated areas of poverty with regard to developing fair housing policies.

**Deliverable:** Baker Tilly will provide a Technical Memorandum including maps, graphics, charts or other relevant depictions of the information gathered in Task 2.

##### Task 3: Housing stock, trends and projections

To develop a strategic path forward for the City, Baker Tilly will review and analyze Rock Island's existing policies and procedures related to zoning, development services and incentives that are currently practiced related to housing deliveries. This assessment will consider the City's practices for any

## 4. SERVICE APPROACH

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additional efficiencies, risks or opportunities for best practices. Baker Tilly will review the current housing inventory and provide specific metrics for the City of Rock Island. Factors to consider are housing condition, ownership, type of dwelling, age of units, multiple-family units, neighborhood character, availability of utilities, access to services, etc. We will research proposed housing units, planned developments, and housing trends across the City.

**Deliverable:** Baker Tilly will provide a Technical Memorandum or other document of summary of the existing housing inventory, projected housing trends and identified needs as gathered in Task 3.

### Task 4: Market Analysis

We will use data provided by the City to analyze various aspects of existing housing conditions in impacted areas of the city where there is a disproportionate negative impact on housing supply and condition, including a heavy cost burden. The following conditions will be examined to determine the impact of housing need on the population and to define solutions to address those needs:

- Housing stock and neighborhood context
- Assess existing housing supply
- Frame assessment within neighborhood context
- Market segmentation
- Develop economic profiles for renters and homeowners
- Segment household profiles by race and ethnicity with considerations for families and age
- Assess housing access by income, race, ethnicity, and age
- Assess barriers to housing access
- Economic barriers
- Supply barriers
- Residential real estate trends
- Historical data of 10 years
- Futuristic projections of 10 years

**Deliverable:** Baker Tilly will provide a Market Analysis Report containing the information gathered in Task

### Phase III – Develop

#### Task 5: Develop implementation strategies and recommendations

Baker Tilly will develop recommendations for specific types, rate and other housing needs based on the Market Analysis Report. We will develop recommendations for housing affordability and housing choices by considering job opportunities, education, age groups, household sizes, strategies for employers, economic growth and access to services.

Baker Tilly will identify sources of funding (federal, state, local and private resources) for technical assistance for housing and other related programs included in the current housing initiatives.

**Deliverable:** Baker Tilly will provide a matrix with strategies for implementation identifying specific organizations with the capacity to implement action steps from information gathered in previous tasks. The final Study will include action steps specific to which entity(ies) would implement and strategies for decision makers to use.

### Phase IV – Deploy

#### Task 6: Final document and presentation to stakeholders

Community engagement is critical to promoting public participation and building trust in the planning process. While much of our assessment of equity impact will be based on data obtained from the City, we will gain critical insight on housing needs through engagement with stakeholders and those burdened by housing costs and lack of supply.

We will conduct interviews and assemble focus groups to solicit feedback. In addition to stakeholders identified by the city, we will also seek public participation from those marginalized communities of color, including the persons without housing and low-income.

We will develop a public participation guide that will help us elevate the role of public participation; develop a shared approach and set of values for community engagement and help the engagement team center equity and inclusion when developing the housing strategic plan.

The City has always valued public participation and has worked hard to create opportunities for its residents to help create and inform various projects, programs and policies. While many residents have taken advantage of opportunities such as serving on various committees or participating in public meetings, many others have not. Often, the opportunities created for people to participate in City processes left out many voices.

For the City to have an inclusive planning process, the Baker Tilly engagement team will commit to three principles:

- Be willing to center Black, Indigenous and Other People of Color (BIPOC) voices and others who have historically been marginalized. We must be explicit about this, in order to gain the trust of the very people we say we want to include.
- Recognize that as consultants and agents of the city, it is our responsibility to engage with people; not simply create opportunities for people to engage with us. Go to the people. Talk to them. Listen to them.
- Embrace our role as stewards of an equitable and inclusive process, by elevating and incorporating the feedback received from BIPOC and other communities historically left out of the decision-making processes.

The complete strategic housing plan for Rock Island will be delivered as an integrated multi-part comprehensive toolset. While each component will act as a standalone reference that can be used by City staff and community stakeholders to guide decision-making, the tools will interact in a complementary way to support a cohesive vision for future housing in Rock Island. Our proposed approach seeks to balance the impartial assessment of Rock Island's existing housing conditions with the need for a more equitable future and meaningful approaches that can realize ideal outcomes.

**Deliverable:** Baker Tilly will provide one electronic copy of the final plan document, which will include the tasks described above and an executive summary; Power Point presentation(s) given to the Planning & Zoning Commission and City Council; all GIS shape files and maps; and any other materials and data used for the plan.

## 5. Proposed timeline

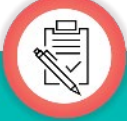
### Staying on schedule while exploring every opportunity

A timeline is nothing without the best people with the time and knowledge to devote to meeting your goals. Our scheduling and planning strategies help our teams manage their time commitments, prioritizing the City's needs with a responsive, accessible, and consistent team.



**Dedicated teams with clearly defined roles and responsibilities**

We structure our responsive team to quickly escalate any issues, be available when you need us and meet your needs without overburdening individual team members.



**Staff scheduling tools and resources to deliver high-quality service**

Our team members enter their availability into ProStaff. Resource management coordinators use weekly reports to make sure team members' commitments do not exceed their capacity to deliver high-quality service.



**Flexible staffing ratios and a high level of principal and manager resources**

We offer flexible staffing ratios depending on project needs. We balance workloads for team members through advanced planning and integrate additional subject-matter specialists and support staff when needed.

#### MEETING YOUR DEADLINES WITH AN ORGANIZED SCHEDULING PROCESS

*Building the ideal team to meet and exceed the City's goals is just the beginning. Our scheduling tools and processes keep these team members available and on track to achieve your objectives cost-effectively.*

### Timing is everything, so we'll meet or beat the City's deadlines

The chart below represents our customized approach to delivering strategic housing planning services to the City on time. And it's just our starting point. We'll collaborate closely with you to finalize a client service plan that meets all your needs — especially your timing.

| ACTIVITY                                                      | 2024 |     |     |     |     | 2025 |     |     |     |     |     |     |
|---------------------------------------------------------------|------|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|
|                                                               | Aug  | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun | Jul |
| Task 1: Housing initiatives                                   |      |     |     |     |     |      |     |     |     |     |     |     |
| Task 2: Demographic, geographic and economic data             |      |     |     |     |     |      |     |     |     |     |     |     |
| Task 3: Housing stock, trends and projections                 |      |     |     |     |     |      |     |     |     |     |     |     |
| Task 4: Market analysis and community engagement              |      |     |     |     |     |      |     |     |     |     |     |     |
| Task 5: Develop implementation strategies and recommendations |      |     |     |     |     |      |     |     |     |     |     |     |
| Task 6: Final document and presentation to stakeholders       |      |     |     |     |     |      |     |     |     |     |     |     |

#### OUR COMMITMENT TO THE CITY

*Working closely with you and your team, we will co-develop a timeline to deliver on time or ahead of schedule.*

## 6. Proposed project budget

### Sharing our transparent fee estimate

The City's fee estimate is based on what we've learned is important to you. We'll go beyond what's expected to deliver a return on your investment.

| SERVICES FOR THE CITY                           | PROFESSIONAL FEE ESTIMATE |
|-------------------------------------------------|---------------------------|
| Assessment of Housing Needs & Market Conditions | \$35,000                  |
| Assessment of Current City Development Tools    | \$55,000                  |
| Community Engagement                            | \$25,000                  |
| Develop Implementation Tools                    | \$30,000                  |
| <b>TOTAL FOR ALL SERVICES</b>                   | <b>\$145,000</b>          |

#### OUR TRANSPARENT, FAIR FEE ESTIMATE

*The City can expect a competitive fee arrangement and continuous value.*

### No unnecessary charges

You won't see add-on charges for routine calls, emails or quick consultations. They're included in our fees because we're here to earn your trust. If your need is out of scope, we'll never perform additional work unless you give us the go-ahead. Our final billing will always be based on the value we deliver to you.

### Key assumptions

We based our fee estimate on your needs — and it's just that — an estimate. If any of the assumptions below change, we'll share any new requirements, budgetary considerations and options.

| ASSUMPTIONS                                                                                                                                                                                                                                                |                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Adequate support, preparedness, cooperation and feedback from management</li><li>Administrative/technology fee (5% of the total fee amount) will be added to fees; you will not receive any hidden charges</li></ul> | <ul style="list-style-type: none"><li>Fees based on current standards</li><li>No major changes in scope or organizational structure, including mergers or expansions</li><li>Organized books and records</li></ul> |

## 6. PROPOSED PROJECT BUDGET

### Affirming our commitment to the City

Our team will always look for a better way to help you stay ahead of every curve on our journey together.

|                                                                                                                                                                                                                   |                                                                                                                                                                                                           |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>A team that knows your landscape</b></p> <p>Your team has worked with similar clients and will hit the ground running</p> |  <p><b>Eyes on the horizon</b></p> <p>We will share proactive ideas, industry insights and educational opportunities</p> |  <p><b>Commitment to cost control</b></p> <p>We won't send surprise bills or add unnecessary charges</p>                       |  <p><b>Staff continuity</b></p> <p>Our commitment to our people ensures you'll have a consistent team with consistent knowledge of your needs</p> |  <p><b>Ahead of the curve</b></p> <p>Our innovative technology keeps you at the forefront of communication, efficiency and compliance</p> |
|  <p><b>Resources around the globe</b></p> <p>You'll have access to specialists across the nation and around the world</p>        |  <p><b>Wide-open communication</b></p> <p>Expect frequent check-ins and prompt responses to your questions</p>           |  <p><b>Solutions scaled for you</b></p> <p>Our service plans are flexible and collaborative, crafted for your unique needs</p> |  <p><b>Principal support</b></p> <p>You'll always work with experienced team members who bring big-picture perspectives</p>                       |  <p><b>Unlimited potential</b></p> <p>Our services grow with your needs and evolve as you do</p>                                          |

#### ABOVE ALL, OFFERING INFINITE POTENTIAL

*Going above and beyond to exceed the City's expectations is important to us.*

We understand that budget considerations are crucial. While our pricing is fair based on estimated hours, we're flexible. Let's have an open conversation about the scope to find a solution, as we have done with other clients.

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## 7. Standard contract for services

**Our bid is conditioned upon being afforded the opportunity to propose additional terms and negotiate mutually agreeable revisions to the sample contract provided prior to executing a final contract.**

These Standard Business Terms ("Terms") govern the services provided by Baker Tilly Advisory Group, LP (Baker Tilly, we, us or our) set forth in the letter defining the scope of work (the "Letter") to which these Terms are attached (the "Services"). These Terms and any applicable online terms and conditions or terms of use ("Online Terms") related to online products or services made available to Company by Baker Tilly ("Online Offering"), together with the Letter to which they are attached, constitute the entire understanding and agreement between the client identified on such Letter (the "Client") and Baker Tilly with respect to the Services described in the Letter (collectively, the Letter and these Terms are referred to as the "Agreement") and supersedes and incorporates all prior or contemporaneous representations, understandings or agreements, and may not be modified or amended except by an agreement in writing signed between the parties hereto. For clarity and avoidance of doubt, the terms of this Engagement Letter govern Baker Tilly's provision of the services described herein, and the Online Terms govern Company's use of the Online Offering. This Agreement's provisions shall not be deemed modified or amended by the conduct of the parties. If there is a conflict between these Terms and the terms of any Letter, these Terms shall govern.

### **Section 1. Confidentiality**

With respect to this Agreement and any information supplied in connection with this Agreement and designated by the disclosing party (the "Disclosing Party") as "Confidential Information" either by marking it as "confidential" prior to disclosure to the receiving party (the "Recipient") or, if such information is disclosed orally or by inspection, then by indicating to the Recipient that the information is confidential at the time of disclosure and confirming in writing to the Recipient, the confidential nature of the information within ten (10) business days of such disclosure, the Recipient agrees to: (i) protect the Confidential Information in the same manner in which it protects its confidential information of like importance, but in no case using less than reasonable care; (ii) use the Confidential Information only to perform its obligations under this Agreement; and (iii) reproduce Confidential Information only as required to perform its obligations under this Agreement. This section shall not apply to information which is (A) publicly known, (B) already known to the recipient, (C) disclosed by Recipient to a third party without restriction, (D) independently developed, or (E) disclosed pursuant to legal requirement or order, or as is required by regulations or professional standards governing the Services performed. Subject to the foregoing, Baker Tilly may disclose Client's Confidential Information to its subcontractors and subsidiaries.

### **Section 2. Deliverables**

(a) Notwithstanding the above and solely with respect to ownership of deliverables in this Section, unless specified otherwise on the applicable Letter, materials specifically prepared by Baker Tilly for Client as a deliverable under a Letter (each a "Deliverable") may, when fully paid for by Client, be used, copied, distributed internally, and modified by Client but solely for its internal business purposes. Client shall not, without Baker Tilly's prior written consent, disclose to a third party, publicly quote or make reference to the Deliverables. Baker Tilly shall retain all right, title and interest in and to: (i) the Deliverables, including but not limited to, all patent, copyright, trademark and other intellectual property rights therein; and (ii) all methodologies, processes, techniques, ideas, concepts, trade secrets and know-how embodied in the Deliverables or that Baker Tilly may develop or supply in connection with this Agreement (the "Baker Tilly Knowledge"). Subject to the confidentiality restrictions contained in Section 1, Baker Tilly may use the Deliverables and the Baker Tilly Knowledge for any purpose.

(b) The documentation for this engagement, including the workpapers, is not part of the Deliverables, is the property of Baker Tilly and constitutes confidential information. We may have a responsibility to retain the documentation for a period of time sufficient to satisfy any applicable legal or regulatory requirements for records retention. Baker Tilly does not retain any original client records and we will return such records to you at the completion of the Services rendered under this engagement. When such records are returned to you, it is the Company's responsibility to retain and protect its accounting and other business records for future use, including potential review by any government or other regulatory agencies. By your signature below, you acknowledge and agree that, upon the expiration of the documentation retention period, Baker Tilly shall be free to destroy our workpapers related to this engagement. If we are required by law, regulation or professional standards to make certain documentation available to Regulators, Client hereby authorizes us to do so.

### **Section 3. Acceptance**

Client shall accept Deliverables which (i) substantially conform to the specifications in the Letter or (ii) where applicable, successfully complete the mutually agreed to acceptance test plan described in the Letter. Client will promptly give Baker Tilly written notification of any Nonconformance of the Deliverables with such requirements (Nonconformance) within thirty (30) days following delivery of such Deliverables, and Baker Tilly shall have a reasonable period of time, based on the severity and complexity of the Nonconformance, to correct the Nonconformance so that the Deliverables substantially conform to the specifications. If Client uses the Deliverable before acceptance, fails to promptly notify Baker Tilly of any Nonconformance within such 30-day period, or delays the beginning of acceptance testing more than five (5) business days past the agreed upon date for the start of such acceptance testing as specified or otherwise determined under the Letter, then the Deliverable shall be deemed irrevocably accepted by the Client.

## 7. STANDARD CONTRACT FOR SERVICES

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### **Section 4. Standards of Performance**

Baker Tilly shall perform its Services in conformity with the terms expressly set forth in this Agreement. Accordingly, our Services shall be evaluated on our substantial conformance with such terms and standards. Any claim of Nonconformance (and applicability of such standards) must be clearly and convincingly shown. Client acknowledges that the Services will involve the participation and cooperation of management and others of Client. Unless required by professional standards or Client and Baker Tilly otherwise agree in writing, Baker Tilly shall have no responsibility to update any of its work after its completion.

### **Section 5. Warranty**

- (a) Each party represents and warrants to the other that it has full power and authority to enter into and perform this Agreement and any Letter entered into pursuant hereto and the person signing this Agreement or such Letter on behalf of each party hereto has been properly authorized and empowered to enter into this Agreement.
- (b) Client warrants that it has the legal right and authority, and will continue to have the legal right and authority during the term of this Agreement, to operate, configure, provide, place, install, upgrade, add, maintain and repair (and authorize Baker Tilly to do any of the foregoing to the extent the same are included in the Services) the hardware, software and data that comprises any of Client's information technology system upon which or related to which Baker Tilly provides Services under this Agreement.
- (c) Baker Tilly warrants that any Services that it provides to Client under this Agreement and any Letter will be performed in accordance with generally accepted industry standards of care and competence. Client's sole and exclusive remedy for a breach of Baker Tilly's warranty will be for Baker Tilly, in its sole discretion, to either: (i) use its reasonable commercial efforts to re-perform or correct the Services, or (ii) refund the fee Client paid for the Services that are in breach of Baker Tilly's warranty. Client must make a claim for breach of warranty in writing within thirty (30) days of the date that the Services that do not comply with Baker Tilly's warranty are performed. This warranty is voided in the event that Client makes alterations to the Services provided by Baker Tilly or to the environment in which the Services are used (including the physical, network and systems environments) that are not authorized in writing by Baker Tilly. If Client does not notify Baker Tilly of a breach of Baker Tilly's warranty during that 30-day period, Client will be deemed to have irrevocably accepted the Services.
- (d) Baker Tilly does not warrant any third-party product (each, a Product). All Products are provided to Client by Baker Tilly "AS IS." Baker Tilly will, to the extent it is allowed to by its vendors, pass through any warranties and indemnifications provided by the manufacturer of the Product. Client, recognizing that Baker Tilly is not the manufacturer of any Product, expressly waives any claim that Client may have against Baker Tilly based upon any product liability or infringement or alleged infringement of any patent, copyright, trade secret or other intellectual property right (each a Claim) with respect to any Product and also waives any right to indemnification from Baker Tilly against any such Claim made against Client by another. Client acknowledges that no employee of Baker Tilly or any other party is authorized to make any representation or warranty on behalf of Baker Tilly that is not in this Agreement.
- (e) This section 5 is Baker Tilly's only warranty concerning the Services and any deliverable, and is made expressly in lieu of all other warranties and representations, express or implied, including any implied warranties of merchantability, ACCURACY, TITLE, noninfringement or fitness for a particular purpose, or otherwise.

### **Section 6. Limitation on Damages and Indemnification**

- (a) The liability (including attorney's fees and all other costs) of Baker Tilly and its present or former partners, principals, agents or employees related to any claim for damages relating to the Services performed under this Agreement shall not exceed the fees paid to Baker Tilly for the portion of the work to which the claim relates, except to the extent finally determined to have resulted from the willful misconduct or fraudulent behavior of Baker Tilly relating to such Services. This limitation of liability is intended to apply to the full extent allowed by law, regardless of the grounds or nature of any claim asserted, including the negligence of either party. Additionally, in no event shall either party be liable for any lost profits, lost business opportunity, lost data, consequential, special, incidental, exemplary or punitive damages, delays, interruptions or viruses arising out of or related to this Agreement even if the other party has been advised of the possibility of such damages.
- (b) As Baker Tilly is performing the Services solely for the benefit of Client, Client will indemnify Baker Tilly, its subsidiaries and their present or former partners, principals, employees, officers and agents against all costs, fees, expenses, damages and liabilities (including attorneys' fees and all defense costs) associated with any third-party claim, relating to or arising as a result of the Services, Client's use of the Deliverables, or this Agreement.
- (c) In the event Baker Tilly is requested by the Client; or required by government regulation, subpoena or other legal process to produce our engagement working papers or its personnel as witnesses with respect to its Services rendered for the Client, so long as Baker Tilly is not a party to the proceeding in which the information is sought, Client will reimburse Baker Tilly for its professional time and expenses, as well as the fees and legal expenses, incurred in responding to such a request.
- (d) Because of the importance of the information that Client provides to Baker Tilly with respect to Baker Tilly's ability to perform the Services, Client hereby releases Baker Tilly and its present and former partners, principals, agents and employees from any liability, damages, fees, expenses and costs, including attorney's fees, relating to the Services, that arise from or relate to any information, including representations by management, provided by Client, its personnel or agents, that is not complete, accurate or current, whether or not management knew or should have known that such information was not complete, accurate or current.
- (e) Each party recognizes and agrees that the warranty disclaimers and liability and remedy limitations in this Agreement are material bargained for bases of this Agreement and that they have been taken into account and reflected in determining the consideration to be given by each party under this Agreement and in the decision by each party to enter into this Agreement.
- (f) The terms of this Section 6 shall apply regardless of the nature of any claim asserted (including, but not limited to, contract, tort or any form of negligence, whether of Client, Baker Tilly or others), but these Terms shall not apply to the extent finally determined to be contrary to the applicable law or regulation. These Terms shall also continue to apply after any termination of this Agreement.
- (g) Client accepts and acknowledges that any legal proceedings arising from or in conjunction with the Services provided under this Agreement must be commenced within twelve (12) months after the performance of the Services for which the action is brought, without consideration as to the time of discovery of any claim or any other statutes of limitations or repose.

### **Section 7. Personnel**

During the term of this Agreement, and for a period of six (6) months following the expiration or termination thereof, neither party will actively solicit the employment of the personnel of the other party involved directly with providing Services hereunder. Both parties acknowledge that the fee for hiring personnel from the other party, during the project term and within six months following

## 7. STANDARD CONTRACT FOR SERVICES

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completion, will be a fee equal to the hired person's annual salary at the time of the violation so as to reimburse the party for the costs of hiring and training a replacement.

### **Section 8. Data Privacy and Security**

(a) To the extent the Services require Baker Tilly to receive personal data or personal information from Client, Baker Tilly may process, and engage subcontractors to assist with processing, any personal data or personal information, as those terms are defined in applicable privacy laws. Baker Tilly's processing shall be in accordance with the requirements of the applicable privacy laws relevant to the processing in providing Services hereunder, including Services performed to meet the business purposes of the Client, such as Baker Tilly's tax, advisory, and other consulting services. Applicable privacy laws may include any local, state, federal or international laws, standards, guidelines, policies or regulations governing the collection, use, disclosure, sharing or other processing of personal data or personal information with which Baker Tilly or its Clients must comply. Such privacy laws may include (i) the EU General Data Protection Regulation 2016/679 (GDPR); (ii) the California Consumer Privacy Act of 2018 (CCPA); and/or (iii) other laws regulating marketing communications, requiring security breach notification, imposing minimum security requirements, requiring the secure disposal of records, and other similar requirements applicable to the processing of personal data or personal information. Baker Tilly is acting as a Service Provider/Data Processor, as those terms are defined respectively under the CCPA/GDPR, in relation to Client personal data and personal information. As a Service Provider/Data Processor processing personal data or personal information on behalf of Client, Baker Tilly shall, unless otherwise permitted by applicable privacy law, (a) follow Client instructions; (b) not sell personal data or personal information collected from the Client or share the personal data or personal information for purposes of targeted advertising; (c) process personal data or personal information solely for purposes related to the Client's engagement and not for Baker Tilly's own commercial purposes; and (d) cooperate with and provide reasonable assistance to Client to ensure compliance with applicable privacy laws. Client is responsible for notifying Baker Tilly of any applicable privacy laws the personal data or personal information provided to Baker Tilly is subject to, and Client represents and warrants it has all necessary authority (including any legally required consent from individuals) to transfer such information and authorize Baker Tilly to process such information in connection with the Services described herein. Client further understands Baker Tilly US, LLP and Baker Tilly Advisory Group, LP may co-process Client data as necessary to perform the Services, pursuant to the alternative practice structure in place between the two entities. Baker Tilly is responsible for notifying Client if Baker Tilly becomes aware that it can no longer comply with any applicable privacy law and, upon such notice, shall permit Client to take reasonable and appropriate steps to remediate personal data or personal information processing. Client agrees that Baker Tilly has the right to utilize Client data to improve internal processes and procedures and to generate aggregated/de-identified data from the data provided by Client to be used for Baker Tilly business purposes and with the outputs owned by Baker Tilly. For clarity, Baker Tilly will only disclose aggregated/de-identified data in a form that does not identify Client, Client employees, or any other individual or business entity and that is stripped of all persistent identifiers. Client is not responsible for Baker Tilly's use of aggregated/de-identified data.

(b) Baker Tilly has established information security related operational requirements that support the achievement of our information security commitments, relevant information security related laws and regulations, and other information security related system requirements. Such requirements are communicated in Baker Tilly's policies and procedures, system design documentation, and contracts with customers. Information security policies have been implemented that define our approach to how systems and data are protected. Client is responsible for providing timely written notification to Baker Tilly of any additions, changes or removals of access for Client personnel to Baker Tilly provided systems or applications. If Client becomes aware of any known or suspected information security or privacy related incidents or breaches related to this Agreement, Client should timely notify Baker Tilly via email at [dataprotectionofficer@bakertilly.com](mailto:dataprotectionofficer@bakertilly.com).

### **Section 9. Termination**

(a) This Agreement may be terminated at any time by either party upon written notice to the other. However, upon termination of this Agreement, this Agreement will continue to remain in effect with respect to any Letter(s) already issued at the time of such termination, until such Letters are themselves either terminated or the performance thereunder is completed.

(b) This Agreement and all Letters may be terminated by either party effective immediately and without notice, upon: (i) the dissolution, termination of existence, liquidation or insolvency of the other party, (ii) the appointment of a custodian or receiver for the other party, (iii) the institution by or against the other party of any proceeding under the United States Bankruptcy Code or any other foreign, federal or state bankruptcy, receivership, insolvency or other similar law affecting the rights of creditors generally, or (iv) the making by the other party of any assignment for the benefit of creditors.

(c) Client shall pay Baker Tilly for all Services rendered and expenses incurred as of the date of termination, and shall reimburse Baker Tilly for all reasonable costs associated with any termination. In the event that collection procedures are required, the Company agrees to be responsible for all expenses of collection including related attorneys' fees.

(d) Any rights and duties of the parties that by their nature extend beyond the expiration or termination of this Agreement, including but not limited to, limitation of liability, confidentiality, ownership of work product, and survival of obligations, any accrued rights to payment and remedies for breach of this Agreement shall survive the expiration or termination of this Agreement or any Letter.

### **Section 10. Dispute Resolution**

(a) Except for disputes related to confidentiality or intellectual property rights, all disputes and controversies between the parties hereto of every kind and nature arising out of or in connection with this Agreement as to the existence, construction, validity, interpretation or meaning, performance, nonperformance, enforcement, operation, breach, continuation or termination of this Agreement shall be resolved as set forth in this Section using the following procedure: In the unlikely event that differences concerning the Services or fees should arise that are not resolved by mutual agreement, both parties agree to attempt in good faith to settle the dispute by engaging in mediation administered by the American Arbitration Association under its mediation rules for professional accounting and related services disputes before resorting to litigation or any other dispute-resolution procedure. Each party shall bear their own expenses from mediation and the fees and expenses of the mediator shall be shared equally by the parties. If the dispute is not resolved by mediation, then the parties agree that the dispute or claim shall be settled by binding arbitration. The arbitration proceeding shall take place in the city in which the Baker Tilly office providing the relevant Services is located, unless the parties mutually agree to a different location. The proceeding shall be governed by the provisions of the Federal Arbitration Act (FAA) and will proceed in accordance with the then current Arbitration Rules for Professional Accounting and Related

## 7. STANDARD CONTRACT FOR SERVICES

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Disputes of the AAA, except that no prehearing discovery shall be permitted unless specifically authorized by the arbitrator. The arbitrator will be selected from AAA, JAMS, the Center for Public Resources, or any other internationally or nationally-recognized organization mutually agreed upon by the parties. Potential arbitrator names will be exchanged within 15 days of the parties' agreement to settle the dispute or claim by binding arbitration, and arbitration will thereafter proceed expeditiously. Any issue concerning the extent to which any dispute is subject to arbitration, or concerning the applicability, interpretation or enforceability of any of these procedures, shall be governed by the FAA and resolved by the arbitrators. The arbitration will be conducted before a single arbitrator, experienced in accounting and auditing matters. The arbitrator shall have no authority to award nonmonetary or equitable relief and will not have the right to award punitive damages or statutory awards. Furthermore, in no event shall the arbitrator have power to make an award that would be inconsistent with the Engagement Letter or any amount that could not be made or imposed by a court deciding the matter in the same jurisdiction. The award of the arbitration shall be in writing and shall be accompanied by a well reasoned opinion. The award issued by the arbitrator may be confirmed in a judgment by any federal or state court of competent jurisdiction. Discovery shall be permitted in arbitration only to the extent, if any, expressly authorized by the arbitrator(s) upon a showing of substantial need. Each party shall be responsible for their own costs associated with the arbitration, except that the costs of the arbitrator shall be equally divided by the parties. Both parties agree and acknowledge that they are each giving up the right to have any dispute heard in a court of law before a judge and a jury, as well as any appeal. The arbitration proceeding and all information disclosed during the arbitration shall be maintained as confidential, except as may be required for disclosure to professional or regulatory bodies or in a related confidential arbitration. The arbitrator(s) shall apply the limitations period that would be applied by a court deciding the matter in the same jurisdiction, including the contractual limitations set forth in this Engagement Letter, and shall have no power to decide the dispute in any manner not consistent with such limitations period. The arbitrator(s) shall be empowered to interpret the applicable statutes of limitations.

(b) Because a breach of any the provisions of this Agreement concerning confidentiality or intellectual property rights will irreparably harm the nonbreaching party, Client and Baker Tilly agree that if a party breaches any of its obligations thereunder, the nonbreaching party shall, without limiting its other rights or remedies, be entitled to seek equitable relief (including, but not limited to, injunctive relief) to enforce its rights thereunder, including without limitation protection of its proprietary rights. The parties agree that the parties need not invoke the mediation procedures set forth in this section in order to seek injunctive or declaratory relief.

### **Section 11. Force Majeure**

In the event that either party is prevented from performing, or is unable to perform, any of its obligations under this Agreement due to any act of God, fire, casualty, flood, war, strike, lock out, failure of public utilities, injunction or any act, exercise, assertion or requirement of any governmental authority, epidemic, destruction of production facilities, insurrection, inability to obtain labor, materials, equipment, transportation or energy sufficient to meet needs, or any other cause beyond the reasonable control of the party invoking this provision (Force Majeure Event), and if such party shall have used reasonable efforts to avoid such occurrence and minimize its duration and has given prompt written notice to the other party, then the affected party's failure to perform shall be excused and the period of performance shall be deemed extended to reflect such delay as agreed upon by the parties.

### **Section 12. Taxes**

Baker Tilly's fees are exclusive of any federal, national, regional, state, provincial or local taxes, including any VAT or other withholdings, imposed on this transaction, the fees, or on Client's use of the Services or possession of the Deliverable (individually or collectively, the Taxes). All applicable Taxes shall be paid by Client without deduction from any fees owed by Client to Baker Tilly. In the event Client fails to pay any Taxes when due, Client shall defend, indemnify, and hold harmless Baker Tilly, its officers, agents, employees and consultants from and against any and all fines, penalties, damages, costs (including, but not limited to, claims, liabilities or losses arising from or related to such failure by Client) and will pay any and all damages, as well as all costs, including, but not limited to, mediation and arbitration fees and expenses as well as attorneys' fees, associated with Client's breach of this Section 12.

### **Section 13. Notices**

Any notice or communication required or permitted under this Agreement or any Letter shall be in writing and shall be deemed received (i) on the date personally delivered; or (ii) the date of confirmed receipt if sent by Federal Express, DHL, UPS or any other reputable carrier service, to applicable party (sending it to the attention of the title of the person signing this Agreement) at the address specified on the signature page of this Agreement or such other address as either party may from time to time designate to the other using this procedure.

### **Section 14. Miscellaneous**

(a) This Agreement, any Letter(s) and any applicable Online Terms related to any "Online Offering" constitute the entire agreement between Baker Tilly and Client with respect to the subject matter hereof and supersede all prior agreements, promises, understandings and negotiations, whether written or oral, regarding the subject matter hereof. For clarity and avoidance of doubt, these Terms govern Baker Tilly's provision of the Services described herein, and the Online Terms govern Company's use of the Online Offering. No terms in any Client purchase order that are different from, or additional to, the terms of this Agreement will be accorded any legal effect and are specifically hereby objected to by Baker Tilly. This Agreement and any Letter cannot be amended unless in writing and signed by duly authorized representatives of each party. Headings in this Agreement are included for convenience only and are not to be used to construe or interpret this Agreement.

(b) In the event that any provision of this Agreement or any Letter is held by a court of competent jurisdiction to be unenforceable because it is invalid or in conflict with any law of any relevant jurisdiction, the validity of the remaining provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement or such Letter did not contain the particular provisions held to be unenforceable. The unenforceable provisions shall be replaced by mutually acceptable provisions which, being valid, legal and enforceable, come closest to the intention of the parties underlying the invalid or unenforceable provision. If the Services should become subject to the independence rules of the U.S. Securities and Exchange Commission with respect to Client, such that any provision of this Agreement would impair Baker Tilly's independence under its rules, such provision(s) shall be of no effect.

(c) Neither this Agreement, any Engagement Letter, any claims nor any rights or licenses granted hereunder may be assigned, delegated or subcontracted by Client without the written consent of Baker Tilly. Baker Tilly may assign and transfer this Agreement

## 7. STANDARD CONTRACT FOR SERVICES

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and any Letter to any successor that acquires all or substantially all of the business or assets of Baker Tilly by way of merger, consolidation, other business reorganization, or the sale of interests or assets.

(d) The validity, construction and enforcement of this Agreement shall be determined in accordance with the laws of the State of Illinois, without reference to its conflicts of laws principles, and any action (whether by arbitration or in court) arising under this Agreement shall be brought exclusively in the State of Illinois. Both parties consent to the personal jurisdiction of the state and federal courts located in Illinois.

(e) The parties hereto are independent contractors. Nothing herein shall be deemed to constitute either party as the representative, agent, partner or joint venture of the other. Baker Tilly shall have no authority to bind Client to any third-party agreement. Though the Services may include Baker Tilly's advice and recommendations, all decisions regarding the implementation of such advice or recommendations shall be the responsibility of, and made by, Client.

(f) The failure of either party at any time to enforce any of the provisions of this Agreement or a Letter will in no way be construed as a waiver of such provisions and will not affect the right of party thereafter to enforce each and every provision thereof in accordance with its terms.

(g) Client acknowledges that: (i) Baker Tilly and Client may correspond or convey documentation via Internet e-mail unless Client expressly requests otherwise, (ii) neither party has control over the performance, reliability, availability or security of Internet e-mail, and (iii) Baker Tilly shall not be liable for any loss, damage, expense, harm or inconvenience resulting from the loss, delay, interception, corruption or alteration of any Internet e-mail.

(h) Except to the extent expressly provided to the contrary, no third-party beneficiaries are intended under this Agreement.

(i) The Services performed under this Agreement do not include the provision of legal advice and Baker Tilly makes no representations regarding questions of legal interpretation. Client should consult with its attorneys with respect to any legal matters or items that require legal interpretation under federal, state or other type of law or regulation.

(j) Baker Tilly US, LLP and Baker Tilly Advisory Group, LP and its subsidiary entities provide professional services through an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable laws, regulations and professional standards. Baker Tilly US, LLP is a licensed independent CPA firm that provides attest services to clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and business advisory services to their clients. Baker Tilly Advisory Group, LP and its subsidiary entities are not licensed CPA firms. Baker Tilly Advisory Group, LP and its subsidiaries and Baker Tilly US, LLP are independent members of Baker Tilly International. Baker Tilly International Limited is an English company. Baker Tilly International provides no professional services to clients. Each member firm is a separate and independent legal entity and each describes itself as such. Baker Tilly Advisory Group, LP and Baker Tilly US, LLP are not Baker Tilly International's agents and do not have the authority to bind Baker Tilly International or act on Baker Tilly International's behalf. None of Baker Tilly International, Baker Tilly Advisory Group, LP, Baker Tilly US, LLP, nor any of the other member firms of Baker Tilly International has any liability for each other's acts or omissions. The name Baker Tilly and its associated logo is used under license from Baker Tilly International Limited.

### *Acknowledgement:*

The Business Terms above correctly sets forth the understanding of the Client.

### *Accepted by:*

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

# Appendix: Resumes

## PRINCIPAL

# Caitlin M. Humrickhouse, M.P.A., SWP

*Caitlin Humrickhouse is a principal with Baker Tilly's public sector advisory practice.*



## Baker Tilly Advisory Group, LP

400 N Ashley Drive  
Suite 1600  
Tampa, FL 33602  
United States

T: +1 (312) 729 8098

[caitlin.humrickhouse@bakertilly.com](mailto:caitlin.humrickhouse@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Master of Public Administration with  
a concentration in financial  
management  
University of Illinois at Chicago

Bachelor of International Business  
Bachelor of Spanish  
University of Illinois at Urbana-  
Champaign

Caitlin is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection. Prior to joining the firm, she worked at the University of Illinois at Chicago performing program and market analyses for an online education unit.

## Specific experience

- Provides management consulting services with a focus on resource optimization, assisting governmental entities in their efforts to ensure the resources available (people, processes and technology) are utilized in the most efficient manner
- Reviews and redesigns core business processes to enhance internal controls, align with industry best practices, leverage available technology and create efficiencies
- Performs organizational structure analyses for local governments, examining the current state versus the future optimal state of job functions and departments
- Offers technology needs assessment and system selection services to help organizations achieve strategic goals by leveraging technology
- Prepares organizations to be sustainable and resilient in the face of workforce challenges and fiscal pressure through the application of operational and organizational reviews, succession planning and technology implementation

## Industry involvement

- Illinois Association of Municipal Management Assistants
- Illinois City/County Management Association (ILCMA)
- Institute of Internal Auditors (IIA)
- ICMA

## Community involvement

- Step Up
- Chicago Chapter of the U.S. National Committee for United Nations Women

PRINCIPAL

## Caitlin M. Humrickhouse, M.P.A., SWP

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### Thought leadership

- Environmental, social and governance, presenter, October 2023
- [Environmental, social and governance - a public sector webinar series](#), presenter, February 2023
- [“Workforce and succession planning – part 3: training and competitiveness,”](#) author, November 2022
- [“Workforce and succession planning – part 2: core competencies and top talent,”](#) author, November 2022
- [“Workforce and succession planning – part 1: getting started,”](#) author, October 2022
- [“The strategies and challenges of managing an evolving workforce,”](#) author, July 2022
- [“Strategic talent management,”](#) author, July 2022
- [“Recession proofing: six actions governments and not-for-profits should take to prepare for revenue shortages,”](#) author, April 2020

### Continuing professional education

- Strategic Workforce Planner, Human Capital Institute

## MANAGING DIRECTOR

# Jolena Presti

*Jolena Presti is a Managing Director with Baker Tilly's public sector advisory practice.*



### Baker Tilly Advisory Group, LP

790 N Water St  
Suite 2000  
Milwaukee, WI 53202  
United States

T: +1 (414) 777 5490  
[jolena.presti@bakertilly.com](mailto:jolena.presti@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Master of Public Administration  
Master of Urban Planning  
University of Washington

Bachelor of Arts in business  
administration and marketing  
Lakeland University  
(Plymouth, Wisconsin)

Jolena has been with Baker Tilly since 2019 and is a practice leader in public sector advisory focused on community solutions in consulting for community growth, strategy and development initiatives around revitalization. Jolena has more than 25 years of experience in the development and advancement of innovative strategies in redevelopment, community and economic development, housing, and program and funding solutions for clients nationwide.

## Specific experience

- Develops and advances innovative economic development strategic plans and action strategies for economic development, redevelopment, public-private partnerships (P3) and long-term planning initiatives
- Performs financial analysis of economic development strategies, P3s and development initiatives to optimize available project financing options
- Advises on complex project implementation strategies focused on advancing client growth initiatives across various land uses including mixed use districts, housing, manufacturing and downtown areas, often engaging P3 and multi-partner initiatives
- Develops and implements layered funding strategies including incentives, grants, tax programs and private funding programs that impact client's growth initiatives
- Provides application and feasibility reviews for federal and state tax credit, financing, and funding programs, including HUD, CDBG, TIF strategies and projections and consults on redevelopment and TIF agreements
- Formerly worked as a principal and firm geography leader in economic development and redevelopment-focused urban planning and economic development planning and P3 initiatives consulting to public sector and not-for-profit agencies

## Industry involvement

- Harbor District, Inc. Milwaukee, Wisconsin, board member
- Fox Point Bayside Educational Foundation, board member
- Industrial Asset Management Council (IAMC)
- MidAmerica Economic Development Council (MAEDC)
- Wisconsin Economic Development Association (WEDA)
- Certified Urban Planner (AICP)
- American Planning Association (APA), National and Wisconsin Chapters

## DIRECTOR

# Marvalette Hunter

*Marvalette Hunter is a director with Baker Tilly's public sector advisory practice.*



## Baker Tilly Advisory Group, LP

11750 Katy Freeway  
Suite 1100  
Houston, TX 77079  
United States

T: +1 (346) 327 6943

[marvalette.hunter@bakertilly.com](mailto:marvalette.hunter@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Master of Regional Planning  
Cornell University  
(Ithaca, New York)

Bachelor of Architecture  
Florida A&M University

Marvalette works collaboratively with clients on a wide range of strategic initiatives, including affordable housing, economic development, strategic planning, real estate development and finance, debt structuring, community planning, transportation and infrastructure.

## Specific experience

- Architecture and urban design, city and regional planning, real estate development, multifamily tax credit and tax exempt bond financing, public housing authority RAD conversions, HUD consolidated Plans (CDBG, HOME, HOPWA, ESG), tax increment finance districts, management districts, enterprise zones, tax abatements and public/private partnerships (P3)
- Served eight years as chief of staff for Houston Mayor Sylvester Turner
- Former chief development officer, Harris County Housing Authority
- Former VP of community lending, for a Seattle based American savings bank holding company
- Executive director of a not-for-profit development corporation and dominion CDC

## Industry involvement

- American Leadership Forum, LV
- Texas Affordable Housing Task Force
- Texas Commission on Jail Standards
- Near Northwest Management District, board member

## Community involvement

- Holocaust Museum Houston, trustee
- Rockwell Fund, trustee
- NHS Jack and Jill of America, Inc., past president and national legislative chair

## Thought leadership

- "Faith-Based Affordable Housing Development and Resource Guide", co-author, Fannie Mae Foundation, September 2005

## Awards and recognition

- Top 30 Most Influential Women in Houston, 2018

## DIRECTOR

# Khala Stanfield

*Khala Stanfield is a director with Baker Tilly's public sector practice.*



## Baker Tilly Advisory Group, LP

2055 E Warner Road  
Suite 101  
Tempe, AZ 85284  
United States

T: +1 (480) 624 2908

[khala.stanfield@bakertilly.com](mailto:khala.stanfield@bakertilly.com)

[bakertilly.com](https://www.bakertilly.com)

## Education

Master of Business Administration  
in marketing  
University of Phoenix

Bachelor of Science in global  
business and financial  
management  
Arizona State University

Khala has more than 10 years of experience in achieving large scale organizational growth by facilitating strategic planning processes, conducting qualitative analysis and industry related research for strategy portfolios and developing fact-based recommendations for leaders to enable critical decisions.

As a trusted adviser, she has identified hidden opportunities and developed innovative solutions in collaboration with key stakeholders to help deliver results. Khala also leverages her adaptive leadership skills to empower individuals and teams to achieve their goals and objectives.

## Specific experience

- Boosted stakeholder engagement by 50% through building a performance and change management framework that aligned departmental plans with city objectives, key performance indicators, and objectives and key results (OKRs)
- Attained 25% in time savings by automating processes and workflows of learning, technology, and analytics, integrating continuous improvements, and overseeing process improvement teams on implementations using LEAN/SCRUM/Kaizen methodologies
- Achieved a What Works Cities gold certification for 2022. Recognized for work on Balanced Scorecard performance implementation, performance management strategies, and the open data portal. The only city in the United States to receive Gold Certification in 2022
- Performed research studies for public and internal policy propositions
- Served as a finance lead and procurement specialist for HR functions, managed capital and noncapital budgets
- Fostered more than \$800,000 for 300 local, state, national and global not-for-profits annually by working with the executive leadership team to solicit not-for-profit organizations to encourage employees to donate or volunteer
- Led the operations, procurement, human resources, training, and marketing plan development for domestic and international not-for-profits
- Awarded the certificate of distinction for 2018, 2019 and 2020 by serving as the citywide coordinator for the International City and County Management Association for adeptly executing performance measurements

DIRECTOR

# Khala Stanfield

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## Community involvement

- National Forum for Black Public Administrators Central Arizona Chapter, president-elect
- National Forum for Black Public Administrators, National Corporate Council member
- Arizona State University Alumni, executive board member
- Toastmasters International, Distinguished Toastmaster Certification, former administration manager and Arizona division director
- Bethany Church, financial administrator

## Thought leadership

- “Fostering unity in strategic priorities: a guide to alignment and success” bakertilly.com, 2023
- “Strategic planning for results: planning, implementation and performance measurement strategies,” Baker Tilly Utility University, 2023

## Continuing professional education

- Aveta Business Institute, Lean Six Sigma Black Belt certified
- Google Project Management Certification
- Balanced Scorecard Institute, Balanced Scorecard Professional certification
- State of Arizona, Supervisor Academy certification

## Awards and recognition

- “20 Diverse Business Leaders to Watch in 2021”, Arizona Big Media

## MANAGER



# Kristian Vaughn, EDFP, ENV SP

*Kristian is a manager with Baker Tilly's public sector advisory practice.*



## Baker Tilly Advisory Group, LP

790 N Water Suite  
Suite, 2000  
Milwaukee, WI 53202  
United States

T: +1 (414) 644 5731  
[kristian.vaughn@bakertilly.com](mailto:kristian.vaughn@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Doctor of Philosophy in  
architecture

Master's degree in urban planning  
University of Wisconsin –  
Milwaukee

Kristian is an experienced economic development strategist, urban science researcher, and project manager with 10 years of experience in community economics, land use management, and public policy in the governmental, private consulting, and not-for-profit sectors.

His specialties include financial structuring of high-impact, community-based real estate, engaging stakeholders in facilitated discussions and focus group sessions, and supporting municipal staff and neighborhood organizations in the development and implementation of economic strategies to catalyze reinvestment in commercial corridors and residential neighborhoods.

## Specific experience

- Supports municipal staff in developing actionable economic development strategies for short-term, master, and comprehensive planning to encourage neighborhood revitalization. Strategies consider the need for small business development, catalytic real estate investments, and the definition of community identity.
- Supports municipal staff with permit process improvement, site-specific redevelopment scenarios, and complex zoning administration projects. Efforts focus on aligning stakeholder needs and interests, maintaining compliance with legally required deadlines, and conducting presentations to the public.
- Designs and conducts community engagement activities including 1:1 interviews, focus group discussions, open houses, and public hearings. Preparations for community activities include drafting meeting handouts, creating display boards, developing social media content, and collecting and organizing feedback.

## Continuing professional education

- Economic Development Finance Professional (EDFP)
- Envision Sustainability Professional (ENV SP)

## Industry involvement

- Institute for Sustainable Infrastructure (ISI)
- APA
- WEDA
- Urban Land Institute (ULI)

## SENIOR CONSULTANT

# Christopher Strom, MPA

*Christopher is a senior consultant of public sector advisory team, joined Baker Tilly in 2019.*



## Baker Tilly Advisory Group, LP

205 N Michigan Ave  
28th Floor  
Chicago, Illinois 60601  
United States

T: +1 (312) 729 8045

[christopher.strom@bakertilly.com](mailto:christopher.strom@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Master of Public Administration  
Bachelor of Science in law  
enforcement and justice  
administration  
Western Illinois University  
(Macomb, Illinois)

As a senior consultant on the public sector advisory team, Christopher is staffed on various types of projects such as, strategic planning, comprehensive planning, organizational/operational reviews, business process reviews, system implementation, and many others.

Christopher specializes in multiple aspects of government, joining Baker Tilly with four years of industry experience. During his time before joining the public sector team, Christopher has experience within parks and recreation, public works, information technology, administration, finance, community development, public safety, and capital project planning. Following his education, he has held various positions with the Elmhurst Park District, the Village of Itasca, the DuPage mayors and manager's conference, and the Village of Kenilworth.

Aside from his career experience and education, Christopher takes pride in creating trusting professional relationship with the goal of delivering effective results.

## Specific experience

- Budgeting
- Business process review
- Comprehensive planning
- Customer service
- Financial system implementation
- Grant writing and post award management
- Operational and organizational policy audit
- Operational and organizational reviews
- Policy creation and implementation
- Project management
- Strategic planning

SENIOR CONSULTANT

# Christopher Strom, MPA

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## Industry involvement

- Illinois City/County Management Association
- Illinois Association of Municipal Management Assistants

## Community involvement

- PADS Shelter Program (homeless shelter volunteer)
- Habitat for Humanity Certified Fraud Examiner (CFE)

## MARKET STUDY ANALYST

# Sam Bucheger

*Sam Bucheger, housing market analyst with Baker Tilly, has been with the firm since 2019.*



### **Baker Tilly US, LLP**

4807 Innovate Lane  
Madison, WI 53718  
United States

T: +1 (608) 240 2694

[sam.bucheger@bakertilly.com](mailto:sam.bucheger@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Bachelor of Business  
Administration in Real Estate and  
Urban Land Economics  
University of Wisconsin —  
Madison

Sam, Market Study Analyst with Baker Tilly, has been with the firm since 2019. He is a member of the firm's real estate advisory group and provides market research and consulting services. He provides effective and practical solutions for property owners, tenants, mortgage lenders, public officials and others involved in all aspects of the real estate process.

## Specific experience

- Analyzes economic trends within a given market such as employment, median incomes, crime rate, and commuting patterns and their relationship to affordable housing within the market area
- Analyzes potential development sites to determine suitability for proposed uses in accordance to state and local housing authorities
- Compiles primary and secondary data to develop conclusions and provide client recommendations
- Assists with writing market feasibility studies

## Industry involvement

- NCHMA
- University of Wisconsin Real Estate Alumni Association

# KEVIN EVANS ASSOCIATES , NERAVU

## PROPOSAL FOR CITY OF ROCK ISLAND STRATEGIC HOUSING PLAN

### REQUEST FOR PROPOSAL CITY OF ROCK ISLAND STRATEGIC HOUSING PLAN RESPONSE BY KEVIN EVANS & ASSOCIATES AND NERAVU

#### OVERVIEW

The City of Rock Island is hereby requesting proposals from qualified consultants to develop a city-wide strategic housing plan. The results of this plan will help elected officials, City staff, developers, and community members better understand existing conditions, housing needs, and market dynamics while providing implementation strategies and recommendations to inform decision making. In short, the plan should be data-informed and serve as a blueprint for housing development and housing priorities in Rock Island for the next ten (10) years.

Additionally, the City is in the process of conducting a Housing Needs Assessment, which will be available by September 2024. It will include high-level information on housing initiatives, geographic, demographic, and economic data, market analysis and housing stock trends and projections. This report should build off the Housing Needs Assessment and provide a more detail on a city-wide scale and sub-areas.

#### Project Deliverables

Following is a complete list of all project deliverables:

| Deliverable                                                                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Task 1: Deliver Baseline Housing Initiates Report.                                        | <p>a. The Consultant will review relevant existing documentation and plans, studies, efforts, organizations and programs relevant to the housing market in the City of Rock Island.</p> <p>b. The Consultant will engage major stakeholders, as necessary, to discuss the City's housing needs and existing efforts. Community Development Department staff will facilitate the identification of key stakeholders and the compilation of data in the City.</p> <p>c. The Consultant will synthesize the baseline inventory of current services and programs, private, nonprofit, and public operators and providers in the City.</p> |
| Task 2: Provide a Technical Memorandum including maps, graphics, charts or other relevant | <p>a. The Consultant will gather specific data relevant to population, household, housing and employment statistics including, but not limited to, historical and population growth trends, demographic data, household data, and employment data.</p>                                                                                                                                                                                                                                                                                                                                                                                |

|                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| depictions of the information gathered during Task 2.                                                                                                                                                       | <p>b. The Consultant will conduct population forecasting for the City of Rock Island as a whole.</p> <p>c. The Consultant will examine poverty, homelessness, sensitive populations, the elderly, disabled etc. and identify any concentrated areas of poverty with regard to developing fair housing policies.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Task 3: Provide a Technical Memorandum or other document of summary of the existing housing inventory, projected housing trends and identified needs as gathered in Task 3.                                 | <p>a. The Consultant will review the current housing inventory and provide specific metrics for the City of Rock Island regarding housing condition, ownership, type of dwelling, age of units, multiple-family units, neighborhood character, availability of utilities, access to services, etc.</p> <p>b. The Consultant will provide an inventory of existing subsidized housing, including availability, new or future subsidized housing and other dwellings which serve as transitional and emergency housing.</p> <p>c. The Consultant will research proposed housing units, planned developments, and housing trends across the City.</p> <p>d. The Consultant will analyze and identify housing needs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Task 4: Provide a Market Analysis Report containing the information gathered in Task 4.                                                                                                                     | <p>a. The Consultant will study residential real estate trends of all types of housing including an analysis of past residential sales prices, length of time on the market, and other relevant real estate metrics.</p> <p>b. The Consultant shall include information from new residential units, types of building permits issued and trends across the City.</p> <p>c. The analysis shall include the market rate for rental units and availability of rental units across the City of Rock Island. Units shall be distinguished by type, number of bedrooms, size, location and price in the analysis.</p> <p>d. Included in this report should be a summary of trends, historical data and future projections of the housing market. Historical data of ten (10) years shall be included, and a period of ten (1) years for futuristic projections.</p>                                                                                                                                                                                                                                                                                    |
| Task 5: The Consultant will provide a matrix with strategies for implementation identifying specific organizations with the capacity to implement action steps from information gathered in previous tasks. | <p>a. The Consultant will develop recommendations for specific types, rate and other housing needs based on the Market Analysis Report.</p> <p>b. The Study will provide recommendations to combat deterioration of the older housing stock.</p> <p>c. The Study will include recommendations to increase housing affordability and housing choices by considering job opportunities, education, strategies for employers, economic growth and access to services.</p> <p>d. The Study will include recommendations to promote a wide variety of housing types for all income levels, age groups, and household sizes. The City is interested in promoting the development of more housing including market rate housing and housing that appeals to households with greater levels of disposable income.</p> <p>e. The Study will include the impact that demographic changes will have on Rock Island's housing stock and provide recommendations for suitable housing to fit the needs of the community.</p> <p>f. The Consultant will identify sources of funding (federal, state, local and private resources) for technical assistance</p> |

|                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                  | <p>for housing and other related programs included in the current housing initiatives.</p> <p>g. The Consultant will prepare a summary with the recommended initiatives and impacts.</p> <p>h. The final Study should include action steps specific to which entity(ies) would implement and strategies for decision makers to use.</p> <p>i. The Study must consider existing and projected housing and economic conditions and detail how such conditions will be impacted by the Study.</p> |
| <p>Task 6: The Consultant shall provide 1 electronic copy of the final plan document, which should include the tasks described above and an executive summary; Power Point presentation(s) given to the Planning &amp; Zoning Commission and City Council; all GIS shape files and maps; and any other materials and data used for the plan.</p> | <p>Final Document and Presentation to Stakeholders</p>                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## OUR PROPOSAL

Kevin Evans and Associates along with Neravu combined have experience with providing consulting services for public and private entities. Our areas of engagement include management, execution, and development of projects.

Communities throughout the state have begun considering real estate and specifically housing as a key component to successful economic development strategy and policy. Each community faces a unique set of challenges with respect to how to prioritize and implement effective plans to meet defined goals and objectives. Common to these efforts are a key set of priorities to be considered. This should include:

- Efforts to gain the voice of the communities impacted by changing policy and strategies.
- Evaluation of potential barriers such as current code requirements or need to adopt updated guidelines for successful implementation of specific areas of town as priorities for changes.(Assembly of land, Renovate existing housing stock, new construction)

- Recognition there may be differing priorities and strategies needed in parts of the community which when combined reflect an overall vision for change.
- Identification of potential funding sources to inspire, support and facilitate the investments necessary to effect desired changes. (Master Development Agreement, Private Equity Bonds, tax credits and TIF funding)
- Establishment of a set of priorities on which collaboration with stakeholders interested housing categories. (workforce housing, student housing, market rate, low/moderate income, and mixed use)

We can assist the City of Rock Island find and implement a housing strategy for the community.

Kevin Evans, founder has directly provided consulting services to more than 400 individual businesses, 5 municipal governments and 2 county governments. Additionally, Reuben Cummings has extensive experience with more than 12 years in data consulting, data assessment, dashboards, and visualization for both public and private organizations. We have included a more detailed list of projects in this proposal for you to consider. We would highlight a couple of recent projects managed by our team. First is the Disparity Study conducted by the State of Illinois to determine if disparity existed within the Cannabis industry. Our responsibility included collecting, analyzing, and reporting data along with recommendations based on the finding of the study.

The second is the City of Moline launched a small business support program “BOOST” designed to provide financial incentive to attract small businesses as well as provide existing businesses financial support under the American Rescue Plan. Our has been responsible for directly engagement of each of the phases of this imitative including conducting the principal community communications designed to assist business to understand requirements and application process. Direct involvement in review and selection process of applications and awards as well as ongoing efforts to ensure awardees meeting compliance requirements.

The projects highlighted along with the additional details demonstrates relevant experience for successful management and execution of projects with elements like the Strategic Housing Study.

### Execution Strategy

Our execution strategy incorporates proven methodologies, extremely qualified personnel, and a highly responsive approach to managing deliverables. Following is a description of our project methods, including how the project will be developed, a proposed timeline of events, and reasons for why we suggest developing the project as described.

The core of our philosophy beginning with personnel that is extremely qualified and highly responsive. We couple this with the identification of stakeholders and developing communications and engagement tools to gain the respective voices of the stakeholders. We would consider stakeholders in several key categories including elected officials, government employees as part of an internal stakeholder consistency category. External

stakeholders include commissioners, volunteer organizations, not-for-profits, and quasi-governmental agencies transportation and airport authorities as part of a closely related stakeholder category and finally a public category that would include employers, residents, neighborhood associations, colleges, universities and students. The combination of the internal and external categories would provide a broad cross section of interests, perspectives, and insights on setting priorities for future decisions. Our methodology is based on development of dynamic efforts to reach and engage both internal and external stakeholders' participation in this process. The focus of these effort would be to gain a representative sample of responses from each of the respective stakeholders accurately and properly inform the recommendations and outcomes. This would be achieved by employing traditional primary market research using interviews, surveys and polls within each category as tools to gain the necessary insights. Communications related to the availability and solicitation of participants would be made in conjunction with key stakeholders such as elected officials, staffers and other key stakeholders with access to groups within categories. This would include public meetings, and other opportunities to promote the solicitation of feedback. These are what we consider invitation meetings where we invite stakeholders to attend and participate. The next category of outreach is the reverse where we attend existing gathering where stakeholders are gathered and inform them of this opportunity to participate in this effort. Additionally, online tools such as dashboards, visualizations and other digital platforms would be incorporated into this effort to gain feedback, demonstrate the levels of engagement, and ultimately communicate and publish the outcomes along with the methodology as well as provide transparency into the efforts used to inform the recommendations and strategies that result from this process.

Our philosophy is centered on combining both primary and secondary market research to gain feedback, data, and insights from stakeholders. This method has been successfully used to gain deeper understanding of the feedback received from stakeholders. It has been used to establish and focus priorities based on the actual voice of the stakeholders. We can deliver this in the first language of the stakeholder groups who speak languages other than English as a first language. We believe this enhances the ability to gain the voice of the community more accurately. Rock Island has a growing number of individuals whose first language is not English. We can ensure those voices are able to contribute to informing this effort.

### Technical/Project Approach

Kevin Evans & Associates will assign a project manager specifically to Tasks 1 – 6 as defined in the request for proposal. The Project manager would manage and coordinate efforts to achieve the established goals from start to finish. This includes development of calendar of key dates and coordinating activities corresponding to deliverables to meet the goals. We will design, develop, and build the specific tools to be used to solicit feedback and insights from stakeholders. Our staff would initially coordinate with staff to establish forums and meetings with stakeholders and general public to communicate the goals of this effort. We will also develop a phased approach to based on identifying stakeholders,

informing stakeholders, gathering feedback and responses, analysis of responses, verifying the responses, developing recommendations based on the data, creating a report and presenting the report findings.

### Timeline for Execution

The request for proposal defines a date for contract award as July 22, 2024. Based on this award date we would anticipate a service date to begin as of August 1, 2024. We have defined the project execution period as 24 months based on the activities shown:

#### Overall Extended Project Timeline (24 months)

1. **Months 1-2:** Project Kickoff and Initial Research
2. **Months 3-6:** Task 1 - Housing Initiatives
3. **Months 7-10:** Task 2 - Demographic, Geographic, and Economic Data
4. **Months 11-14:** Task 3 - Housing Stock, Trends, and Projections
5. **Months 15-18:** Task 4 - Market Analysis
6. **Months 19-22:** Task 5 - Develop Implementation Strategies and Recommendations
7. **Months 23-24:** Task 6 - Final Document and Presentation Preparation
8. **Ongoing:** Community Engagement and Public Meetings

#### Milestones for Community Engagement

- **Month 6:** Initial findings presentation and feedback session
- **Month 12:** Mid-project review and community workshop
- **Month 18:** Preliminary recommendations and public consultation
- **Month 24:** Final presentation to stakeholders and community

### Supplied Material

Kevin Evans & Associates, Nerevu understands it is responsible for production of materials used for marketing, public meetings, pop-ups, surveys, dashboards, and other materials.

## BUDGET PRICING

The following table details the pricing for delivery of the services outlined in this proposal. This pricing is valid for 60 days from the date of this proposal:

| Services Cost Inclusive of                                                                                                                                                                                                                                                  | Price     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Professional Service Project Management                                                                                                                                                                                                                                     | \$30,000  |
| Professional Service Housing Initiative Development                                                                                                                                                                                                                         | \$25,000  |
| Demographic, Geographic and Economic Data gathering, analysis and presentation                                                                                                                                                                                              | \$15,000  |
| Housing Stock Trends and Projections analysis and presentation                                                                                                                                                                                                              | \$15,000  |
| Market Analysis and presentation                                                                                                                                                                                                                                            | \$10,000  |
| Implementation Strategy Inclusive of Digital Dashboard                                                                                                                                                                                                                      | \$25,000  |
| Final Document Presentation                                                                                                                                                                                                                                                 | \$10,000  |
| Community Engagement Inclusive of Reimbursable Expenses Travel and lodging (year 1, year 2) 60 visits billed at .67 per mile assuming 135 miles plus Lodging billed at cost. (Lodging costs will be limited to \$1000) (combined travel and lodging is estimated at \$7527) | \$16,527  |
| Total Cost                                                                                                                                                                                                                                                                  | \$146,527 |

Note: \*

Payment terms of this proposal are: \$40,000 upon execution of agreement, 23 monthly payments of \$4,631.60 over 23-month agreement. Travel expenses will be billed at actual costs of transportation. Based on .67 cents per mile assuming 135 miles. We have assumed 60 visits for direct community engagement.

## QUALIFICATIONS

Kevin Evans and Associates along with Neravu combined have experience with providing consulting services for public and private entities. Our areas of engagement include management, execution, and development of projects.

Kevin Evans, founder has directly advised more than 400 individual businesses, 5 municipal governments and 2 county governments. Additionally, Reuben Cummings has extensive experience in data consulting, data assessment, dashboards, and visualization for both public and private organizations. We have included a more detailed list of projects in this proposal for you to consider. We would highlight a couple of recent projects managed by our team. First is the Disparity Study conducted by the State of Illinois to determine if disparity existed within the Cannabis industry. Our responsibility included collecting, analyzing, and reporting data along with recommendations based on the finding of the study.

Detailed profiles of our staff included below.

## OUR TEAM

Combined Kevin Evans & Associates and Nerevu has continually proven to be a strong resource for public and private entities. Our commitment to professional development and remaining current in best practices for our clients sets us apart.

Detailed profiles of our staff included in attachments

## CONCLUSION

We look forward to working with the City of Rock Island and supporting your efforts to develop a strategic housing plan. We are confident that we can deliver on each of the tasks outlined in the request for proposal and stand ready to partner with you in delivering a plan to use as the guidelines for housing over the next 10 years. If you have any questions on this proposal, feel free to contact Kevin at your convenience by email at [kevin.evans@kevinevansandassociates.com](mailto:kevin.evans@kevinevansandassociates.com) or by phone at 309 550-4598. We look forward to working with you as you move forward in your selection process.

Thanks for your consideration,

Kevin Evans

**INDEPENDENT CONTRACTOR AGREEMENT FOR PROFESSIONAL SERVICES RELATED TO  
ADMINISTRATION OF THE CITY OF ROCK ISLAND'S STRATEGIC HOUSING PLAN**

THIS AGREEMENT is dated as of **JULY \_\_, 2023** ("**Effective Date**"), and is by and between KEVIN EVANS & ASSOCIATES ("**Firm**") and the CITY OF ROCK ISLAND, an Illinois home rule municipal corporation and home rule unit of local government ("**City**").

WHEREAS, the City has authorized a Strategic Housing Plan;

WHEREAS, the City is desirous of retaining the services of Firm to provide certain services related to the administration and execution of the Strategic Housing Plan;

WHEREAS, Firm will be performing services and work, including professional services, for City in accordance with the scope of work detailed in the Firm's Proposal for Strategic Housing Plan for the City of Rock Island Business Owner Request for Proposal response received dated July 1, 2024 ("**Proposal**"), which is attached hereto and incorporated herein as **Exhibit A** and such services shall be known as the "**Work**"; and

WHEREAS, Exhibit A, together with this document, comprise the agreement of the parties and are hereafter cumulatively referred to as the "**Agreement**"; and

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein contained, and other good and valuable consideration received and to be received, Firm hereby agrees:

1. Standard of Care. The Firm shall exercise reasonable skill, care and diligence in the completion of the Work, and will carry out its responsibilities in accordance with customarily accepted industry practices.
2. Facilitation of Work. The parties mutually understand and agree that the City shall be responsible for the timely delivery of data and support information requested by the Firm in a manner that will allow the Firm to perform its services.
3. Term. The term of this Agreement shall commence on the Effective Date and end on July 31, 2026. Upon the mutual written consent of both parties, this Agreement can be extended for a two-year term with a 3% increase in the professional service fees hereinafter detailed.
4. Termination. Either Party may terminate the Agreement for convenience and without cause upon thirty (30) days written notice to the other Party (the effective date of termination shall be known as the "**Termination Date**"). Either Party may terminate this Agreement for cause upon 48 hours written notice to the other, after giving the non-defaulting Party a

reasonable opportunity to cure any breach. In the event this Agreement is terminated, the Firm will be paid pro rata for Services through the termination date and reimbursable expenses actually incurred, if any, prior to the Termination Date.

5. Compensation. Exclusive of any Reimbursable Expenses, as hereafter defined, Firm's annual compensation for the Work shall be \$69,500. In addition to the compensation for professional services, the parties agree that Firm will be reimbursed for travel expenses actually incurred by Firm in the performance of the Services on behalf of the City and shall only reimburse expenses at actual cost ("**Reimbursable Expenses**"). As an express condition precedent of reimbursement for such expenses, Firm shall provide receipts of any claimed Reimbursable Expense within one month of being incurred.
6. Payment. The City shall pay \$40,000 within three business days of the Effective Date, and then pay \$4,631.60 prospectively each month (beginning September 1, 2024) through the remainder of the Agreement (23 payments). Reimbursable Expenses shall be paid in accordance with the Illinois Local Government Prompt Payment Act following presentation of an invoice and receipts detailing such expenditures. The City shall advise the Firm in writing of the basis for any disputed portions of the statement or any portions requiring further information or documentation. The Firm shall keep and maintain time and expense records relating to the Services, together with supporting receipts, vouchers, and appropriate documentation. As necessary, these records and other appropriate documentation may be required to support invoices submitted to the City. The City shall have the right to examine such records, as it deems necessary upon reasonable notice to the Firm.
7. Compliance with Law. In performing the Work under the Agreement, the Firm shall comply with all applicable laws, regulations, and rules promulgated by any federal, state, county, municipal authorities and other governmental units or regulatory bodies in effect during the performance of the work. By way of example, the following are included within the scope of the laws, regulations and rules referred to in this paragraph, but in no way to operate as a limitation on the laws, regulations and rules with which Firm must comply: Workers Compensation Laws, all terms of the Equal Employment Opportunity Clause of the Illinois Fair Employment Practices Commission, the Illinois Preference Act, the Social Security Act, Statutes relating to contracts let by units of government, all applicable Civil Rights and Anti-Discrimination Laws and Regulations, and traffic and public utility regulations.
8. Indemnification. To the fullest extent permitted by law, the Firm shall waive any and all rights of contribution against City and to indemnify and hold harmless City and its officers, elected and appointed officials, employees, contractors, volunteers, and agents from and against all claims, damages, losses and expenses, including, but not limited to, reasonable legal fees (including, without limitation, attorneys and paralegals fees, expert fees and court costs) arising out of or resulting from the performance of Firm's work, provided that any such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or injury to or destruction of property, other than the work itself, including the loss of use resulting therefrom, or is attributable to misuse or improper use of trademark or copyright protected material or otherwise protected intellectual property, to the extent it is caused by, arises out of, or results from the performance of Firm's work, provided that any such claim, damage, loss or

expense is attributable to bodily injury, sickness, disease or death, or injury to or destruction of property, other than the work itself, including the loss of use resulting therefrom, or is attributable to misuse or improper use of trademark or copyright protected material or otherwise protected intellectual property, to the extent it is caused in whole or in part by any wrongful or negligent act or omission of Firm any wrongful or negligent act or omission of Firm, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable. Such obligation shall not be construed to negate, abridge or otherwise reduce any other right to indemnity which City would otherwise have. Firm shall similarly protect, indemnify, and hold and save harmless, City, its officers, officials, employee, volunteers and agents against and from any and all claims, costs, causes, actions and expenses, including, but not limited to, legal fees, incurred by reason of Firm's breach of any of its obligations under, or Firm's default of any provisions of the Agreement. The indemnification obligations under this paragraph shall not be limited in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for Firm or any subcontractor under Workers Compensation or Disability Benefit Acts or Employee Benefit Acts.

9. Insurance.

- a. The Firm shall keep in force, to the satisfaction of City, at all times during the performance of any work referred to above, insurance coverage of the types and amounts specified on page 3 of the Proposal.
- b. The Firm shall have all policies of insurance purchased or maintained in fulfillment hereof name the City of Rock Island as an additional insured thereunder and the Firm shall provide City with a certificate(s) of insurance and applicable policy endorsement(s), executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth above. No such policy of insurance shall have a deductible or self-insurance retention amount in excess of \$5,000.00 per occurrence. All insurance shall be written on an "occurrence" basis rather than a "claims-made" basis. Failure of City to demand any certificate, endorsement or other evidence of full compliance with these insurance requirements or failure of City to identify a deficiency from evidence that is provided shall not be construed as a waiver of Firm's obligation to maintain such insurance. The Firm agrees that the obligation to provide the insurance required by these documents is solely its responsibility and that this is a requirement which cannot be waived by any conduct, action, inaction or omission by the City. Upon request, the Firm will provide copies of any or all policies of insurance maintained in fulfillment hereof.

City shall have the right, but not the obligation, of prohibiting Firm or any subcontractor from commencing work until such certificates or other evidence that insurance has been placed in complete compliance with these requirements is received and approved by City.

Failure to maintain the required insurance may result in termination of this Agreement at City's option.

- c. The Firm shall cause each Firm employed by Firm to purchase and maintain insurance of the type specified above. When requested by the City, Firm shall furnish copies of certificates of insurance evidencing coverage for each Firm.
  - d. For any claims related to or arising from this Agreement or a party's performance or failure to perform hereunder, Firm insurance coverage shall be primary insurance as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Firm insurance and shall not contribute with it.
  - e. Nothing contained in this Agreement is to be construed as limiting the liability of Firm, the liability of any subcontractor or any tier or either of their respective insurance carriers. City does not, in any way, represent that the coverages or limits of insurance specified is sufficient or adequate to protect City, or Firm, but are merely minimums. The obligations of Firm to purchase insurance shall not, in any way, limit its obligations to City in the event that City should suffer an injury or loss in excess of the amount recoverable through insurance, or any loss or portion of a loss which is not covered by Firm's insurance.
  - f. In the event Firm fails to furnish and maintain the insurance required by this Agreement, the City, upon 7 days written notice, may purchase such insurance on behalf of Firm, and Firm shall pay the cost thereof to the City upon demand or shall have such cost deducted from any payments due Firm. Firm agrees to furnish to the City the information needed to obtain such insurance.
  - g. All insurance provided by Firm shall provide that the insurance shall apply separately to each insured against whom a claim is made or a suit is brought, except with respect to the limits of the insurer's liability.
  - h. All certificates shall provide for 30 days written notice to owner prior to the cancellation or material change of any insurance referred to therein written notice to City shall be certified mail, return receipt requested.
10. FOIA. Firm agrees to maintain, without charge to the City, all records and documents for projects of the City in compliance with the Freedom of Information Act, 5 ILCS 140/1, *et seq.*, In addition, Firm shall produce records which are responsive to a request received by the City under the Freedom of Information Act so that the City may provide records to those requesting them within the time frames required. If additional time is necessary to compile records in response to a request, then Firm shall so notify the City and if possible, the City shall request an extension so as to comply with the Act. In the event that the City is found to have not complied with the Freedom of Information Act due to Firm's failure to produce documents or otherwise appropriately respond to a request under the Act, then Firm shall indemnify and hold

the City harmless, and pay all amounts determined to be due including but not limited to fines, costs, attorneys' fees and penalties.

11. Independent Contractor. It is mutually agreed and understood that Firm shall have the full control of the ways and means of performing the work referred to above and that Firm or its employees, representatives or subcontractors are in no sense employees of City, it being specifically agreed that Firm bears the relationship of an independent contractor to City.
12. Prompt Payment Act. All payments made by the City to the Firm for work or services rendered under this Agreement shall be made pursuant to the Local Government Prompt Payment Act, 50 ILCS 505/1, *et seq.*
13. Conflicts. Any conflicts between Exhibit A and the text of this Agreement shall be resolved in favor of the text of this Agreement.
14. Recitals. This Agreement's recitals and all exhibits attached to this Agreement are incorporated as though fully set forth in this Section.

IN WITNESS WHEREOF, THE PARTIES have executed this Agreement this \_\_\_\_day of March, 2023.

CITY OF Rock Island,  
an Illinois home rule municipal corporation

KEVIN EVANS & ASSOCIATES

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Mike Thomas, Mayor

\_\_\_\_\_  
Kevin Evans, Owner

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## QUALIFICATION DETAILS

## TEAM

## REFERENCES

## City of Moline

– B.O.O.S.T Program designed to provide small business support as a response to COVID-19 under the American Rescue Plan Act. Specific goals include Business Acceleration, Repurpose, and fill vacant storefronts, Revitalize underdeveloped commercial corridors, support employment opportunities, support entrepreneurship.

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## Black Business Alliance (BBA)

### Minority Business Development Centers (MBDC)

#### Peoria, Bloomington

- BBA was awarded an Illinois Economic Empowerment Centers grant from Illinois Office of Minority Empowerment (OMEE)

The MBDC has partnered with KEA to provide workshop delivery. KEA's founder has extensive experience in delivering accelerator styled workshops. The Bootcamp has been developed in conjunction with the constituents served by the MBDC. The Bootcamp and the Academy together represents the most common needs of a venture led by entrepreneurs of necessity. This tends to be common amongst the traditionally underserved. This combination of workshops provides a more hands on approach to gain necessary knowledge and resources to stand up, stay up, scale up and split up a business.

# REFERENCES

1. Cesar Suarez  
Economic Development Director, City of Harvey, [csuarez@cityofharvey.il.gov](mailto:csuarez@cityofharvey.il.gov)  
708 210 5346
2. Denise Moore  
President, CEO Black Business Alliance, Minority Business Development Center  
[dmoore@mbdcillinois.org](mailto:dmoore@mbdcillinois.org)  
309 966 3989
3. KJ Whitley  
Community Development Manager, City of Moline, [kwhitley@moline.il.us](mailto:kwhitley@moline.il.us) 309  
524 2044
4. Ann Friederichs  
Business Advisor, Illinois Small Business Development Center at WIU, Moline  
Illinois, [ae-friedrichs@wiu.edu](mailto:ae-friedrichs@wiu.edu), 309 762 3999

## OUR TEAM



**Kevin Evans** has a wide range of leadership, economic, and business development expertise. Kevin has provided consulting and advising service for more than 25 years. Kevin has concentrated on economic development tools available to municipal governments with a focus on assisting small businesses seeking to do business with governments. Additionally, Kevin has actively managed projects for local entities including real estate and housing initiatives, development of business corridors, and implementation of business attractions tools such as Tax Increment Financing, Special Service Areas and Business Development Districts.



Reuben Cummings is a Peoria native. MIT educated data scientist. Reuben has built a diverse set of tools to help organizations gather data, analyze, interpret and present data. Reuben founded Nerevu in 2014 to help organizations use data to turn their business metrics into actionable insights



**Merrick Evans** has touched many different areas of economic development from a corporate standpoint to many ventures in entrepreneurship. Merrick has strong knowledge of the principles needed in economic development. Merrick has a Bachelor of Arts degree in Economics from the University of Illinois. Merrick has focused on commercial real estate including multi-family, student housing, mixed-use housing. Merrick has provided critical analysis for projects in excess of \$400M.



**Jared Evans** is a natural problem solver and an outspoken member of the team. With a background in Economics and Computer Science from the University of Illinois, Jared is working as a senior at the University of Illinois to incorporate global issues, with a focus on development economics, with the tools of the modern day.

### OUR COMPANY

At Nerevu Group, LLC {nay-RAY-voo}, we offer a portfolio of services that empowers organizations to secure their real-time data and unlock the insights hidden within. By automating manual tasks, unifying data silos, and enhancing API security, we usher our clients into the data-driven future.

#### Snapshot

|                                       |                                                                                        |
|---------------------------------------|----------------------------------------------------------------------------------------|
| <b>Gov. Contact</b>                   | Reuben Cummings, President                                                             |
| <b>Company</b>                        | Nerevu Group, LLC                                                                      |
| <b>Established</b>                    | 2014 as a Peoria Assumed Name Business                                                 |
| <b>Incorporated</b>                   | 2019 as an Illinois LLC                                                                |
| <b>Identifiers</b>                    | <b>DUNS:</b> 079909596   <b>CAGE:</b> 7GUB9                                            |
| <b>Certifications / Registrations</b> | Illinois Minority Business Enterprise (MBE)<br>Small Business Set-Aside Program (SBSP) |

#### NIGP

|              |                                                             |
|--------------|-------------------------------------------------------------|
| <b>20854</b> | Microcomputer, Internet & Web Site Software                 |
| <b>91829</b> | Computer Software Consulting                                |
| <b>92000</b> | Data Processing, Computer, Programming, & Software Services |

### PAST PERFORMANCE

| Client                                                                                                                                                        | Project                                             | Core Capability       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------|
|  <b>IDFPR</b>                                                               | <u>Disparity and Availability Study</u>             | Data Analytics        |
|  <b>ICCB</b>                                                                | <u>Illinois Workforce Equity Initiative Website</u> | API Development       |
|  <b>iHFS</b><br>ILLINOIS DEPARTMENT OF<br>Healthcare and<br>Family Services | <u>CommunityConnect Dashboard</u>                   | Dashboard Development |

### OUR CAPABILITIES

#### Data Intelligence

Dashboards & Visualizations ♦ Warehousing ♦ Predictive Analytics

#### Development

Cloud Infrastructure ♦ APIs ♦ Web Applications ♦ Process Automation (RPA)

#### Data Strategy

Data Assessments ♦ Data Consulting

#### Data Security

Vulnerability Assessments ♦ Penetration Testing

### OUR DISTINCTIONS

Managed by an MIT chemical engineer  
15 years experience in consulting & IT  
MLK Drum Major Award recipient  
Author of popular open source ETL and stream processing libraries  
Peoria data-community organizer

### OUR TECHNOLOGIES



NEREVU GROUP, LLC

820 SW ADAMS ST. SUITE C ♦ PEORIA, IL 61602

[WWW.NEREVU.COM](http://WWW.NEREVU.COM) ♦ (309) 232-8977 ♦ [GOVBIZ@NEREVU.COM](mailto:GOVBIZ@NEREVU.COM)



NEREVU GROUP, LLC  
820 SW ADAMS ST. SUITE C  
PEORIA, IL 61602

## OUR CAPABILITIES



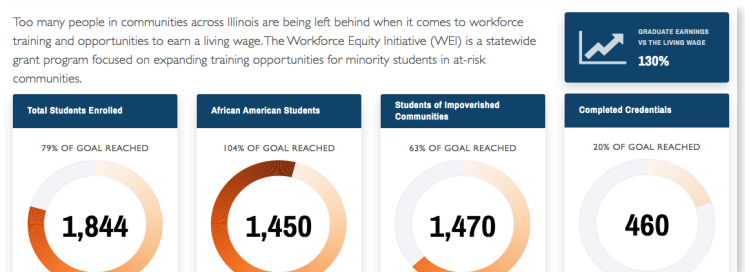
## Projects

| Client                                                                | Project                                                      | Client Type | Prime | Capabilities |
|-----------------------------------------------------------------------|--------------------------------------------------------------|-------------|-------|--------------|
| Illinois Department of Financial and Professional Regulation (IDF-PR) | <a href="#">Disparity and Availability Study</a>             | Government  | ✓     |              |
| Illinois Community College Board (ICCB)                               | <a href="#">Illinois Workforce Equity Initiative Website</a> | Government  | ✓     |              |
| Addario Lung Cancer Foundation (ALCF)                                 | <a href="#">Concept to Clinic</a>                            | Non-profit  | ✗     |              |
| Illinois Department of Healthcare and Family Services (HFS)           | <a href="#">Community Care Dashboard</a>                     | Government  | ✗     |              |
| Greater Peoria Economic Development Council (GPEDC)                   | Data Hub Automation                                          | Government  | ✓     |              |
| Peoria County                                                         | Transportation Equity Study                                  | Government  | ✗     |              |

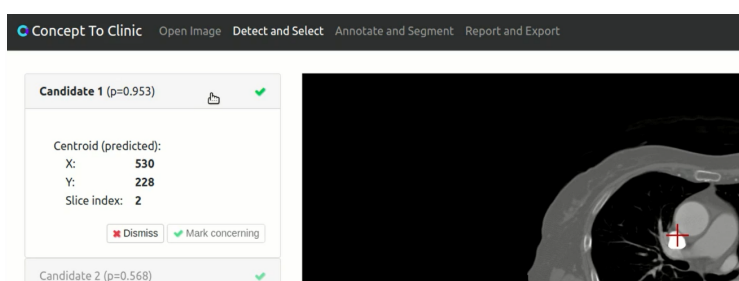
## Screenshots



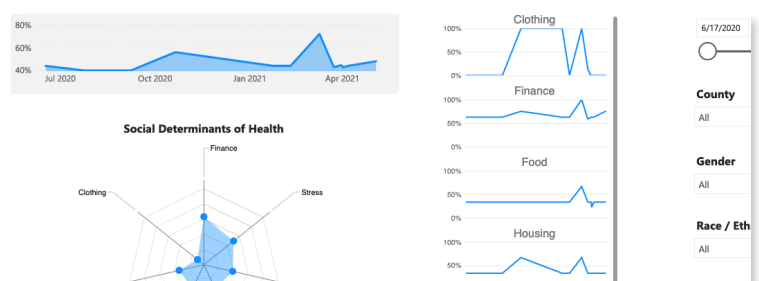
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[CONCEPT TO CLINIC](#)



[COMMUNITYCONNECT \(OCC\) DASHBOARD](#)