



Chrysalis Research & Consulting, LLC
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**Neighborhood
to the World**

University City



TABLE OF CONTENTS

Cover Letter	4
Firm History and Qualifications	6
Previous Experience	8
Project Approach	13
Project Team	19
Project Hours	40
Scheduling and Timeline	41
Project Costs	43
References	44



FIRM INFORMATION

COMPLETE LEGAL NAME and CONTACT INFORMATION

Chrysalis Research & Consulting, LLC, 12th and Midtown, 1075 Peachtree Street NE, Suite 3650 Atlanta, Georgia 30309. 404.965.3955.

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DUNS NUMBER

117136662

FEDERAL TAX IDENTIFICATION NUMBER

84-2278398

MBE/WBE/DBE STATUS

Chrysalis Research & Consulting, LLC is a minority owned business enterprise/ women-owned business enterprise/disadvantaged business enterprise. Principal and Founder, Shuna Mason, has 100% ownership of the firm. We are committed to partnering with other women- or minority-owned small businesses, and our project team also includes both minority and women practitioners.

INSURANCE REQUIREMENTS

Proof of Chrysalis current insurance coverage is available upon request. Should the City of University City select Chrysalis as a contractor, Chrysalis certifies that it will obtain any additional insurance coverage so as to meet the minimum limits stipulated in any Risk Management Provisions – Insurance and Indemnification for the City. Chrysalis will provide a Certificate of Insurance showing proof of insurance requirements upon request.



October 4, 2019

City of University City
Attn: Mrs. LaRette, City Clerk
6801 Delmar Boulevard
University City, Missouri 63130

Dear Mrs. LaRette:

Chrysalis Research & Consulting, LLC welcomes the opportunity to offer this response to your RFP request and stands ready to assist your community in the preparation of the Comprehensive Plan for University City. As a company, Chrysalis continues to provide communities such as University City with plans that are able to be implemented with programs that are sustainable and beneficial to the overall community. Chrysalis is uniquely positioned to assist the City with its planning efforts to enhance community attractiveness through upgrades and strategic code enforcement actions, mixed housing options, multi-modal transportation options, resource preservation, and community and economic development, as well as the other community-identified issues that may be identified through broad community engagement efforts. We understand that this planning process is designed to assist the City with a 20-year comprehensive planning agenda, as well as a five-year strategic plan. Additionally, we fully understand that this planning process will target areas for preservation and advancement through prioritized community and economic investment and development with a goal of long-term growth.

Chrysalis's consultants bring over 30 years of combined experience assisting local governments with their planning and analysis needs related to comprehensive plans, housing market analysis, community and housing needs assessments, homelessness prevention and reduction initiatives, master plans, comprehensive plans, hazard mitigation plans, Citizen Participation Plans, and Analysis of Impediments to Fair Housing Choice Plans for over 35 client jurisdictions across the United States. Chrysalis professionals stand ready to assist with the completion of this Comprehensive Plan that will be a usable plan for the City and community as a whole.

Chrysalis is dedicated to an inclusive stakeholder and community resident engagement process that incorporates the feedback and needs of all relevant stakeholders including those from disparate, vulnerable, and special needs populations. Therefore, Chrysalis is pleased to offer a Citizen Participation Plan with stakeholder and public engagement including surveying and community meetings in Spanish as needed, as well as the availability of evening and weekend community meetings. In addition, during the planning process for stakeholder engagement we assess accessibility of meeting locations and the feedback process, as well as provide contact information and resources for accommodations. Chrysalis professionals are skilled at public outreach and engagement with racial and ethnic minority populations, including African American, Latino, immigrant populations, underserved populations, and lower-income families. Additionally, our professionals possess expertise in the design of plans and project estimates for both short-term and long-term (CIP) projects.

At Chrysalis, we understand the necessity of sustainable economic growth and competitiveness. Therefore, our solutions are not only tailored to address local needs but are designed with implementation in mind. Our recommendations are realistic and actionable, and we take care to ensure they are also measurable so that our clients can demonstrate concrete results to stakeholders and citizens. Chrysalis's team offers a breadth of experience related to community assessment, planning, and



economic development, with a particular focus on affordable housing, stakeholder engagement, housing and community needs assessment, community asset mapping, quantitative research, and GIS geospatial mapping.

Because our background encompasses urban planning, grant management, and public administration, as well as economic development and social service administration, our firm has a unique understanding of the work to be performed for the City of University City , including the incorporation of other recent planning documents, collaboration with other local planning efforts, meaningful engagement of the community, assessment of stakeholder capacity and strategic partnerships, insightful data analysis, and sound strategy recommendations

Our combined experience completing throughout the United States, which serve to highlight our understanding of similarly sized jurisdictions, community development, and economic development challenges that the City currently encounters and may encounter in the future. With the City of University City 's overall goals in mind, our team will foster collaboration among other community development plans to ensure that the highest standard of project deliverables for the City.

As the undersigned representative, I am authorized to negotiate a potential contract on behalf of Chrysalis Research & Consulting, LLC, Please feel free to contact me at (404) 965-3955, via email at shuna@AChrysalisCommunity.com or by mail at Chrysalis Research & Consulting, 12th and Midtown, 1075 Peachtree NE, Suite 3650, Atlanta, GA 30309. I am also available via cell phone at (470) 414-0209. Thank you for your consideration. I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink that reads "Shuna L. Mason".

Shuna L. Mason
Principal and Project Manager



FIRM HISTORY AND QUALIFICATIONS

Firm History and Management

Chrysalis Research & Consulting, LLC is a Minority Business Enterprise/Women Business Enterprise/Disadvantaged Business Enterprise and domestic limited liability company organized under Georgia law. Established in 2019, the firm is owned and managed by its principal, Shuna Mason and no changes in overall corporate management or ownership are anticipated. The firm has seven (7) additional Consultants that provide research, consultation, policy analysis, and technical assistance to clients on a full-time basis. Chrysalis professionals worked together for over five (5) years prior to firm formation on urban planning, housing, community, and economic development initiatives as consultants, public administrators, and academics.

Chrysalis was formed with a firm understanding of the myriad of factors that impact affordable housing, fair housing, and community and economic development. We understand that building healthy communities that uplift residents is impacted by multiple economic, social, and political factors. For this reason, Chrysalis is committed to providing research and consulting that is multidisciplinary and multidimensional incorporating expertise from fields, such as urban planning, public administration, business, finance, social work, community health, and sociology. The vast experience of our consultants allows us to conduct needs assessments that focus on intersectional factors that affect fair and affordable housing, as well as community development and economic viability. Our comprehensive needs assessments allow us to design customized and workable solutions, best practices, and action plans that comply with HUD regulatory requirements and promote success for your community and its residents.

Chrysalis is firm in its commitment to inclusivity in the public engagement process and offers a community and stakeholder engagement process designed to improve on the capacity to outreach to diverse community residents. Chrysalis is dedicated to a truly collaborative community process that incorporates stakeholders that are diverse in race, ethnicity, gender, income, religion, physical/mental ability, and perspective –allowing an opportunity for the full recognition of the breadth of community citizens and stakeholders that are impacted by the planning process. Chrysalis is proud to offer the availability of Spanish translation during the public engagement process as applicable, as well as evening and weekend community meetings. Chrysalis is diligent in assessing meeting locations and the stakeholder engagement process for accessibility and providing resources for accommodation as needed.

Chrysalis professionals have over 30 years of combined experience addressing issues related to planning efforts including the completion of more than 20 fair housing and affordable housing analyses for clients across the country and 10 comprehensive planning documents. These products included site specific assessments, corridor design, form-based code recommendations, future development impact analysis, funding mechanism recommendations for project leverage. Our previous clients have included single municipalities and counties, consolidated governments, and multi-jurisdictional bodies. Our professionals have prepared fair housing analyses for rural, suburban, and urban clients, with populations ranging from 10,000 to more than four million residents.

Shuna Mason's background includes leadership positions within neighborhood revitalization projects, legal and legislative research on land use policy and community economic development. She has managed over \$3 million in grants from the Department of Labor geared towards job creation and business development. Shuna is skilled in community asset mapping, a crucial component for assessing community needs and developing implementation strategies that guide that guide community recommendations that are able to optimize the public amenities available to residents. Shuna has conducted and presented academic research on social phenomena including concentrated poverty and

economic mobility, which are important factors that are frequently intertwined with community development. Shuna has conducted more than 20 housing studies, consolidated plans, comprehensive plans, and annual action plans. Jonathan Lynn has over 15 years of experience in public administration and more than 10 years of experience working with the administration of the local government planning projects and assignments. He has managed grant funded projects ranging from \$500,000 to \$111 million related to housing development, public transportation, and job creation. His areas of expertise include the legal analysis of zoning and land use policies, green (eco-friendly) land use and developmental policy, and leveraging public-private partnerships to promote community economic viability. Jonathan has conducted over 15 affordable housing studies, consolidated plans, comprehensive plans, master plans, and annual action plans as a consultant and public administrator.

Keisha Cyrianno has managed over \$1.5 million in CDBG funding grants as an urban planner, public administrator, and consultant. Keisha has over 10 years of experience in community development working specifically in the areas of CDBG administration, neighborhood revitalization, slum and blight reduction, and community engagement. Her areas of expertise include neighborhood engagement, community outreach to disparate populations, strategic planning, community needs assessments, and affordable housing policy and best practices. Keisha also has expertise in the administration of the HOME Investment program and home rehabilitation. Angela Johnson has managed over \$3.9 million in CDBG funding and Department of Justice grants. She has provided technical assistance to HUD recipients. Angela has over 8 years of experience working with HUD, The CDBG program and community and economic development, as well as over 10 years of experience in public administration. Her expertise includes capacity building with nonprofit organizations and sub-recipients of HUD and CDBG funding. Angela has worked on issues related to community economic development including small business and entrepreneurship development and providing soft skills employment training to reduce unemployment. She has extensive expertise in drivers for economic growth including procurement, capital access, and workforce development.

Michelle Sherrill has worked with HUD and nonprofit organizations on the prevention and reduction of homelessness, service provision for homeless clients, and transitional housing strategies. Michelle is skilled in HMIS and has provided technical assistance and conducted trainings regarding system utilization. She has conducted numerous social service program evaluations helping nonprofits to form strategic partnerships to address issues, such as housing, homeless prevention, healthcare, and education access while increasing effectiveness by reducing service duplication. She is highly skilled in conducting community needs assessments, specifically in relation to the reduction of homelessness and social service provision to disparate populations. Michelle has managed over \$1 million in grants from the Workforce Investment Act geared towards improving job creation and employment. Aryan Kaymanesh is a skilled grant administrator, technical writer, and consultant. She has managed grants in excess of \$5 million and successfully completed grant funding applications achieving over \$8 million in funding related to sustainable land use policies, environmental preservation, public transportation, and public education access. She has worked with nonprofits and grant sub-recipients on procurement, grant proposals, and contract compliance, as well as strategic partnerships to increase capacity and program impact.

Mecca Luster is skilled in research and development initiatives related to economic development, especially in relation to the development of small businesses and entrepreneurship. She has aided small businesses in the procurement and grant management processes and financial analysis of profitability and efficiency. Her areas of expertise include expanding the capacity of small, agricultural, and tourism related businesses. Radha Gumidayala has extensive experience in fiscal and economic policy, as well as banking, finance, and business development. Her areas of expertise include policy related to mortgage lending, credit extension, and small business loan programs. She has achieved revenue generation through procurement, portfolio management, and effect costs analysis and projections.

PREVIOUS EXPERIENCE

Chrysalis consultants have completed more than 35 assignments with scopes of work relevant to the proposed approach for the Comprehensive Plan, such as, affordable housing supply analysis, income-based housing needs assessment, community outreach, best practice research related to housing strategy development, legal research regarding housing, zoning, and ordinances, assessment of homeless and special population housing needs, and implementation planning to promote fair housing choice. Similar work, is detailed below:



Comprehensive Plan-Morgan County, Georgia

Project Description:

Completion of a Comprehensive Plan with a primary focus was economic development including needed public infrastructure, transportation, and broad band access improvements while maintaining the rural character of the region. The approach included analysis of demographic, economic, and housing data, as well as a robust public engagement process that included community visioning exercises, focus groups, and open houses. The result was a Comprehensive Plan customized to varying character areas within the county and strategies to promote historic and agricultural preservation.

Community Development and Housing Planning Study for the City of Galveston – State of Texas General Land Office(GLO).



Project Description:

Completion of a Community Development and Housing Planning Study for the City of Galveston, Texas. A key goal of this project was to help the GLO prioritize areas for development or acquisition of housing to replace public housing units lost during Hurricane Ike. The approach targeted areas where placement of affordable housing, infrastructure, and public facilities would most increase access to community resources for the City’s residents.

Our research included census tract level analyses of demographic trends, real estate availability, and neighborhood health factors such as access to transit, schools, childcare, healthcare, parks and recreational facilities . The resulting strategy provides the GLO with a structure for spending HUD Community Development Block Grant Disaster Relief (CDBG-DR) funds to equitably rebuild the island’s affordable housing stock and community infrastructure.

Fair Housing and Equity Assessment (FHEA) for the Mid-South Regional Greenprint and Sustainability Plan – Shelby County, Tennessee

Project Description:



Completion of a Fair Housing and Equity Assessment (FHEA) for the Mid-South Regional Greenprint and Sustainability Plan. The Greenprint Plan was funded by a HUD Sustainable Communities Regional Planning Grant. The plan focused on a network of greenspaces designed to enhance livability and sustainability in the Memphis, TN and West Memphis, AR metro areas .

The role of the FHEA in the Greenprint planning process was to examine housing and infrastructure dynamics in the region to identify any barriers to opportunity for racial or ethnic minorities. A comprehensive range of community features including housing supply, land use and zoning, demographic patterns, public infrastructure investment, and neighborhood opportunity factors such as poverty, schools, and employment were examined. The plan examined a range of communities, from urban Memphis neighborhoods to suburban cities to unincorporated rural areas. The FHEA resulted in strategies and best practices to address housing barriers and increase access to opportunity within the region.

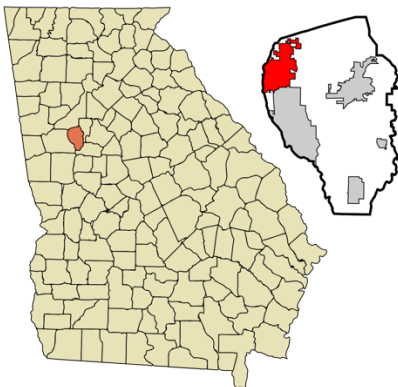
Master Plan-Tybee Island, Georgia

Project Description:



Preparation and completion of the master planning process and Master Plan for Tybee Island. The major focus was providing accurate character areas demonstrating adaptable development policies that contributed to future growth patterns on the island. This process was unique in that Tybee Island wished to include practices for their Future Land Use Plan (FLUP) that reduced the carrying capacity of the island when making planning decisions. The island faced resource deficits due to increased tourism, which also serves a major revenue source for the Island and the largest industry. The planning process focused heavily on community engagement efforts involving residents in the revisions to the previous plan and prioritizing items for the Short-Term Work Program (STWP) for the island.

Comprehensive Plan- City of Tyrone, Georgia



The Tyrone Comprehensive Plan was guided by a vision of equitable growth in a competing metropolitan Atlanta market for opportunity for development and local government investments in the Town over the next several decades. The Comprehensive Plan addressed community specific topics relating to the built environment and its layout. The Plan demonstrated ways that the built city can better reflect and advance community values around topics, such as equity, transportation, quality of life, economic development, diverse housing choices, health and safety, and energy and sustainability



Collier County Consolidated Plan, Annual Action Plan & Analysis of Impediments to Fair Housing Choice	
Location	Collier County, Florida
Scope of Work	<p>Consolidated Plan and Annual Action Plan</p> <ul style="list-style-type: none"> Needs assessment estimating housing needs (cost burdens by income level), homeless needs, and demand for accessible and special needs housing. Market analysis analyzing the existing supply of affordable housing (by income level), homeless facilities, accessible housing, and other special needs housing units/programs. Strategic plan to address priority housing needs over the next five years using HUD HOME and CDBG grants in combination with state, local, and private funds. <p>Analysis of Impediments to Fair Housing Choice</p> <ul style="list-style-type: none"> Analysis of local housing supply, zoning and building codes, community resources, and other regulatory and market factors to identify barriers to fair housing choice due to race, ethnicity, national origin, religion, sex, disability status, or familial status. Recommendations to address housing barriers and to preserve and expand the supply of affordable, accessible, and special needs housing.
Public Outreach	Community meetings (4), focus groups (2), individual and small group interviews, online and hard copy survey in English and Spanish; Over 175 participants
Methodology	<ul style="list-style-type: none"> Review of existing plans, zoning and other regulatory codes, and current affordable and fair housing resources. Quantitative analysis of Census, American Community Survey, Comprehensive Housing Affordability Strategy (CHAS), HUD, Bureau of Economic Analysis, Home Mortgage Disclosure Act (HMDA) and other local, regional, and national data. Qualitative analysis including week-long site visit to conduct community outreach.
Results	Based on our research, the County prioritized its affordable housing incentive program, submitted a funding proposal for a needs-based capital improvements plan, targeted. Based on research, the County focused on adoption of visibility ordinances by 2020, and began formation of a regional civil rights organization to address fair and affordable housing issues



Waukesha County Consolidated Plan, Action Plan & Analysis of Impediments to Fair Housing Choice

Location	Waukesha, Jefferson, Washington, and Ozaukee Counties, Wisconsin
Scope of Work	<ul style="list-style-type: none"> Consolidated Plan and Annual Action Plan – Needs assessment and market analysis comparing affordable, accessible, and special needs housing demand to existing supply. Strategy to address priority needs using HUD grants with other public and private funds. Analysis of Impediments to Fair Housing Choice – Analysis of housing supply, zoning codes, community resources and other regulatory and market factors to identify barriers to fair housing choice. Recommendations to address barriers and preserve/expand supply of affordable, accessible, and special needs housing.
Public Outreach	Community meetings (6), individual interviews, online and hard copy survey in English and Spanish, project website; Over 500 community participants
Methodology	Quantitative analysis and mapping of Census, American Community Survey, CHAS, HMDA, HUD, and other local, regional, and national data. Qualitative analysis including plan review, zoning code review, and week-long site visit to conduct public outreach.
Results	Based on our research, the Counties plan to allocate additional funds for rental housing versus a primary focus on homeownership assistance. Other recommendations include zoning code revisions, regulatory changes to allow additional rental housing, fair housing education activities, and incentives for workforce and accessible housing development.

St. Louis County and Cities of Florissant and O’Fallon Analysis of Impediments to Fair Housing Choice

Location	St. Louis County, City of Florissant, and City of O’Fallon, Missouri
Scope of Work	Analysis of housing supply, zoning codes, community resources and other regulatory and market factors to identify barriers to fair housing choice. Recommendations to address barriers and preserve/expand supply of affordable, accessible, and special needs housing.
Public Outreach	Community meetings/hearings (8), individual interviews, online and hard copy survey in English and Spanish, project website; Over 100 participants and 300 website visitors
Methodology	Quantitative analysis and mapping of Census, American Community Survey, CHAS, HMDA, HUD, and other local, regional, and national data. Qualitative analysis including plan review, zoning code review, and week-long site visit to conduct public outreach. Review of eight zoning ordinances.
Results	Recommendations focused on strategies and incentives to encourage affordable and mixed-income housing development, including in areas of the county with superior access to public resources. Zoning code revisions were also recommended, specifically to address restrictive definitions of “family” and related occupancy permitting requirements.



In addition to the projects highlighted above, Chrysalis professionals have provided a variety of community and economic planning services to jurisdictions throughout the U.S. Below is a sample of clients they have successfully completed projects for is shown below by product type:

Product/Key Services	Clients
Analyses of Impediments to Fair Housing Choice Fair Housing Equity Assessments	Cobb County, GA Gwinnett County, GA St. Louis County, Cities of O’Fallon, City of Florissant, MO Town of East Hartford , CT Waukesha County, WI Maricopa County, AZ City of Mesa, AZ City of Phoenix, AZ County of San Bernardino, CA Williamson County, TX Lexington-Fayette, KY Edmonds, OK Collier County, FL Lehigh Valley, PA Nashville-Davidson County, TN
Comprehensive Plans Consolidated Plans and Annual Action Plans	Tybee Island, GA Surry County, VA Douglasville, GA Tyrone, GA Waycross, GA Morgan County, GA City of Fort Meyers, FL Cobb County, GA Roswell, GA City of High Point, NC Waukesha County, WI City of Mesa, AZ County of San Bernardino, CA Lehigh Valley, PA Lenexa, KS Commerce City, CO Wellington, FL Osceola County, FL City of Fort Meyers, FL

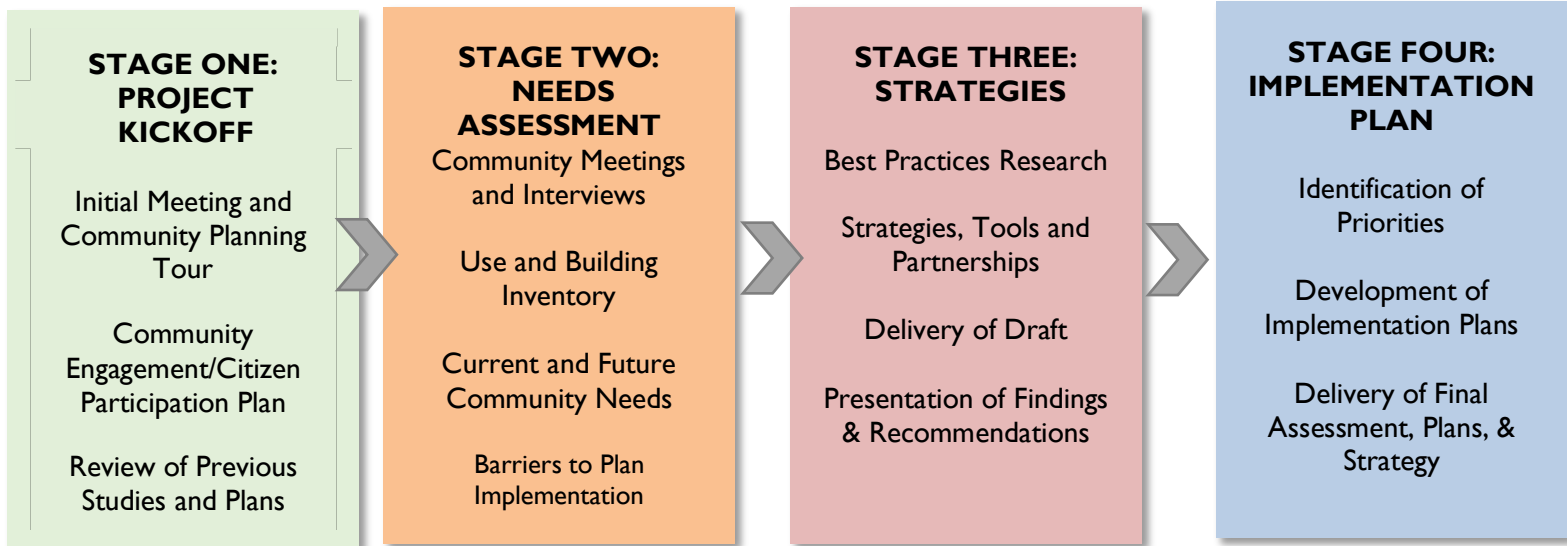
PROJECT APPROACH AND UNDERSTANDING

Proposed Services, Tools, and Methodologies

Chrysalis’s proposed scope of work for the University City Comprehensive Plan is to understand and prioritize the following areas/plan elements as required by the RFP including:

- Community Vision;
- Community Needs Assessment;
- Demographic, Economic, Population, and Housing Overview and Projections;
- Environmental Site Analysis;
- Evaluate existing land use, buildings, rights of way, uses, signage, lighting, streetscape, economic development options, conservation options, and alternative landscape options; natural resources; stormwater management; transportation, public facilities and infrastructure, parks and recreation;
- Implementation matrix or matrices of priority projects, timeline, estimated costs, manual for completion, maintenance plan, and responsibilities; and
- Funding source identification for each recommended/listed project.

Our consulting team will approach this project in four stages, beginning with tasks related to project kickoff. The second phase will focus on the identification of community and area economic needs along with the environmental site analysis , while the third stage will develop strategies to address these needs. In the final stage, Chrysalis will work with City staff to develop workable action and strategic plans, priorities, and tools to promote community development and complete the planning processes. Specific tasks are outlined by project stage on the following pages.



Stage One: Project Kickoff

Task 1.1 Initial Meeting: The consulting team will meet with the local project team, including City of University City’s staff in order to review and finalize project expectations, scope of work, data needs, and timeline. We will discuss previous plans and identify areas that may need to carry over for this plan and also identify gaps in those plans that would be critical for the Comprehensive Plan to be successful for the City.

Task 1.2 Community Tour: Conduct a planning tour to get acquainted with the City, its neighborhoods, and recent, planned, or proposed development sites. Special focus will be given to areas targeted for future development, sites that may be in disrepair, barriers to traffic flow, aesthetics, and other pertinent areas that the community and City would like to capitalize on during this planning process. Specifically, the community tour will visit the 3rd ward. This tour will include discussion regarding local institutions and organizations, regional agencies, and significant public and private entities with an impact on the larger planning effort. For the public kickoff meetings, and all other community outreach components, the project team will prepare the following, as needed:

- Scripts for all newspaper notices, fliers, and press releases, along with coordination with the local project team to identify locations for posting notices, fliers, etc.;
- Presentation materials, agendas, handouts, and other information packets;
- 24” x 36” Maps mounted for display at meetings and workshops as applicable;
- Formalized notes/narratives;
- Copies of written public comments, summaries of verbal comments, and comment responses.

Task 1.3 Review of Previous Plans: Prior to beginning research, the consulting team will review previous plans and studies including, but not limited to: the City’s prior Comprehensive Plan, draft 2015 Comprehensive Plan, previous Master Plans, Neighborhood Plans, Corridor Plans, Strategic Plan, Economic Development, Land Use, Transportation and Priority Investment Elements and Plans, and other plans that have elements that may be beneficial to this effort. There may also be a review of any sub-area and neighborhood plans and short-term work plan areas related to University City.

Task 1.4 – Project Website, Templates, & Branding

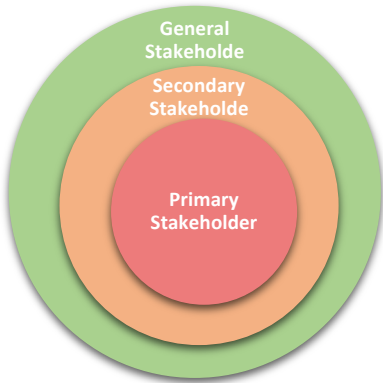
Chrysalis will develop a website dedicated to the City’s Comprehensive planning efforts to foster and encourage interaction with the public throughout this process. Detailed analytics will be used to track traffic and interaction with the site which will include an overview of the process and notices of upcoming project events, links to the public survey, and draft documents as they are available.

A standardized brand, including color scheme, logo, tagline, and message will help give the various pieces of the project a coherent feel. Posters, flyers, postcards, surveys, and the website will all be branded so that members of the public recognize them as connected with the project. This will also be utilized for marketing of the plan and City area once the plan is completed and made “final” for public dissemination.

Stages Two/Three: Research & Report Drafting

Task 2.1 Community Interviews: The consulting team will gather input through one-on-one interviews and/or focus groups. These groups will include active stakeholders as identified through City staff including any elected officials, business owners, civic groups or associations, educational institutions, etc.

Task 2.2 Community Engagement/ Citizen Participation Plan: Develop a plan for community engagement that identifies stakeholders, techniques to gather input, schedule and locations for community meetings and interviews, and a communication strategy for publicizing project events. While specific elements of the plan will be developed in collaboration with City staff, Chrysalis anticipates that public engagement will include:



- Up to six (6) community needs assessment meetings/workshops/focus groups/open houses/ and community visioning activities to occur during up to three (3) site visits;
- One-on-one stakeholder interviews;
- Presentations at up to three (3) meetings of the Advisory Committee, Planning Commission and/or City Council and public hearings; Weekly and monthly progress reports and updates to the Planning Commission, City Council, and/or any other appointed boards/commissions (as applicable).
- Online and hard copy surveys of residents, employees, and other stakeholders; and
- Project website and publicity via e-mail, social media and media press releases.

The consulting team will provide all presentations, handouts, flyers, press releases, and other materials needed for the community meetings. Please note that Spanish translation is available as needed for surveying and community meetings as needed. Following each meeting, Chrysalis professionals will prepare formalized notes, including any questions or comments received. Meeting notes, sign in sheets, survey instruments and results, and a list of organizations participating in interviews will be included as an appendix to the final report. Throughout the project, Chrysalis will conduct community engagement using principles of the IMPACT Stakeholder Engagement Model, as shown below.

IMPACT Stakeholder Engagement Model

This model combines innovative, industry-leading techniques from multiple disciplines into a methodology suited to engage all community members, including those who have traditionally marginalized by the planning process.

Identify the Stakeholders - We know how important it is to have the right people at the table from the start, which is why an initial step in every client engagement is to complete a Stakeholder Identification Matrix. The participants identified through this exercise are categorized as either primary, secondary, or general stakeholders, determining level of participation and outreach method.

Market the Process - Here we conduct outreach through nonprofit partners, public notices, and press releases, including use of foreign language and/or special interest papers. When possible, we coordinate this process with existing meetings.

Primary Stakeholders:

Essentially the project’s steering committee, this group includes all key decision-makers.

Secondary Stakeholders:

Persons or organizations with experience or perspectives that will provide crucial input into or feedback on the plans.

General Stakeholders:

Members of the public with a general interest in the project.

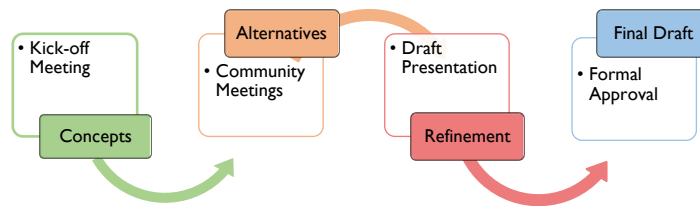
APPROACH TO CITIZEN PARTICIPATION AND COMMUNITY OUTREACH

Our community engagement process will include, but not be limited to the following stakeholders:

- University City staff and elected officials
- University City Planning
- University City Economic Development
- University City Chamber of Commerce
- Neighborhood association leaders
- Banks and other financial institutions
- Real estate agents and associations
- Any Community development corporations

Public Participation - We understand that participants may need education and other support to participate fully and meaningfully. We design our public meetings to facilitate informed discussion and allow every voice to be heard. Because our process uses three feedback loops, there are many opportunities for refinement and course correction, rather than a single opening during the public comment period.

Active Listening - Our consultants employ active listening techniques to ensure greater accuracy and accountability when collecting residents' perceptions and comments. These techniques also hold potential for conflict resolution and consensus-building.



Collaborative Review - Before a draft is published for public comment, it is internally reviewed in a collaborative process with key stakeholders. Verification of facts and research ensures the legitimacy of conclusions and findings and provides opportunity for corrections prior to public review.

Transition the Momentum - Chrysalis will develop a substantial stakeholder engagement portfolio over the course of the project, which will include categorized lists of stakeholders and their affiliations, spreadsheets containing contact information for participants, and web resources specifically constructed for the project. At the conclusion of our role, these resources are carefully compiled and transitioned into the client's hands to enhance future local stakeholder engagement efforts.

Task 2.3 Demographic and Economic Overview: Based on data from the Census, the American Community Survey, and the Bureau of Labor Statistics the consulting team will provide an overview of area population characteristics related to community and economic development including age distribution, racial and ethnic minorities, family structure, household composition, and recent growth, growth trends and projected growth for the City. Growth rates for the City will be compared to growth rates in surrounding cities, applicable Metropolitan area, other nearby Counties, and the State.

Based on data from the Census, the American Community Survey, and the Bureau of Labor Statistics, the consulting team will provide a socio-economic overview of the area residents. including median income, educational attainment, employment rates, unemployment rates, the top employment sectors, top employers, job growth by sector, and projected job growth for the City. Socio-economic data will be analyzed in comparison to data from the metropolitan area.



Task 3.1: Chrysalis will prepare a First draft of the Comprehensive Plan Update and deliver to the City.

The first draft of the Comprehensive Plan Update will include a single document with a detailed appendix that contains technical memos, maps, and other pertinent information gathered or produced during the process. The first draft will be intended for review by the Stakeholder Committee. The following elements will be included in the Plan:

- Demographics and Population Overview: Population and household counts and growth trends, with comparison to growth rates in the region, County, and State of Missouri; Average household size; household income distribution; and age, sex, racial and ethnic composition, and educational attainment of the population, with comparisons to the metropolitan area; and Analysis of demographic data as it relates to future transportation, housing, economic development, land use, and other community and natural resources; Population projections through 2040; Average household size, age distribution, racial and ethnic composition, educational attainment, and income, with comparisons to the region and State of Missouri.
- Land Use: Existing land use maps, a breakdown of land by type, and an analysis of change in land use since the current Comprehensive Plan; Maps identifying existing and potential sub-areas, districts, or neighborhoods, with written descriptions, pictures of typical development patterns, and appropriate land uses and zoning and ordinance categories. Specific area types may include: Preservation areas/sensitive environmental areas, Agricultural areas, Commercial and industrial growth areas, Residential growth areas; Future land use maps showing desired future land use classifications with associated narratives; and, Recommendations for goals, policies, and implementation actions to address land use needs.
- Cultural resources: Documentation, mapping, and evaluation of cultural resources (historic and potentially historic buildings and sites, unique commercial or residential areas, educational, religious, or entertainment areas); Review of local historic preservation resources and efforts and need for any changes to better protect cultural resources; and Recommendations for cultural resource goals, policies, and implementation activities.
- Natural resources: Documentation, mapping, and evaluation of natural resources (watersheds, wetlands, river corridors, floodplains, topography, soil types, plant and animal habitats, major recreational areas, scenic views and sites, and agricultural/ farmland); Review of environmental ordinances and regulations in place in the City and need for any changes to better protect existing environmental resources; Review of existing regional water plans to ensure coordination between local and regional planning efforts; and Recommendations for natural resource goals, policies, and implementation activities.
- Transportation: Analysis of current road network including roads, highways, and bridges; roads by type; current and proposed road projects; and roadway needs such as resurfacing, widening, and paving; Analysis of alternative transportation network including bicycle, pedestrian and public transportation facilities, and identification of areas where transportation mode choice is limited; Analysis of transportation and land use (existing and proposed) to ensure that future transportation investments are appropriately matched to land use policies; Identification of service gaps and areas of improvement given current and projected needs of the population; commuting patterns and parking patterns, and Recommendations for goals, policies, and implementation actions related to transportation needs .

- **Economic Development:** Wages; Analysis of local economy and labor force; current, historical, and projected employment by sector; Analysis of current trends in economic development and significant regional economic drivers, including: major employers; economic base analysis and calculation of location quotients; labor force participation; employment status; unemployment rate; and employment by occupation; Analysis of economic development agencies, workforce training opportunities, business development incentives, and tourism activities; and recommendations for economic development goals, policies, and implementation activities.
- **Housing:** Analysis of existing housing; Housing structure type and size (number of bedrooms); Age and condition of housing; Tenure; Housing costs; Vacancy rates; Estimates of potential need for additional housing units based on projected household growth through 2040 and current vacancy rates; and Special population housing needs including elder and senior care based on age trends and population growth. Analysis of local zoning and other regulations relative to their impact on housing affordability, including any incentives for the development of affordable housing; and Recommendations for goals, policies, and implementation actions to address housing needs.
- **Health and Human Services:** Inventory and analysis of built environmental components on public health; Assess and analyze access to health and human services; green infrastructure; parks and recreation; transportation; walkability, etc.; Assessment of water supply, air quality, and other environmental factors; Assessment of equity in access to health and human services, parks and recreation; transportation, green infrastructure especially in relation to racial and ethnic minorities, historically disenfranchised groups for the City, and concentrated poverty.
- **Public Building and Facilities:** Inventory and analysis of water supply, treatment and distribution; Sewage system and wastewater treatment; Solid waste collection and disposal; fire protection; emergency medical services; parks and recreation facilities; general government facilities; educational facilities, libraries, and other cultural facilities; and recommendations for goals, policies, and implementation activities related to community facilities planning.
- **Strategic & Implementation Plan and Project Matrices:** Specific activities for the next 5+ years designed to address priority goals and achieve the community vision. Analysis of City’s most recent strategic and implementation planning and assess the degree to which planned actions have been accomplished; Provide recommendations for a work program to include activities, initiatives, programs, ordinances, and administrative systems to be put in place to implement the Plan; and Develop a recommended implementation plan including: activity descriptions and priority levels; timeframe for initiation and completion; responsible parties; estimated cost (if any); and funding sources (as applicable).

Task 3.2: Second Draft Report – Public Review

A second draft of the full report will incorporate feedback on the First Draft and will be delivered to the Client in electronic form for distribution via the web site. Following an adequate review period, the Client will compile a single set of public review comments and deliver it to the Consultant team.

Stage Four: Action Planning and Report Submission and Presentation



Task 4.1 Report Revision: Revise reports based on feedback from City.

Task 4.2 – Hold 30-Day Public Comment Period

After completing any and all revisions as requested by the City, public versions of the draft Comprehensive Plan will be published for public review and comment for a period of 30 days, or whatever amount of time is required by the City. The draft Plan will be available in Word and PDF formats that are easily readable. During the public comment period, Chrysalis’s team will hold up to two (2) public hearings to present findings and recommendations and receive comments. Chrysalis will work with City staff to publicize the comment period, public hearings, and the locations to access draft plans. In addition to the Executive Summary, which will be developed as part of the Comprehensive Plan, Chrysalis will prepare an even further abbreviated summary handout of no more than two pages. The handout summary will be distributed at the public hearings as a method of making the Plan contents more accessible to the public

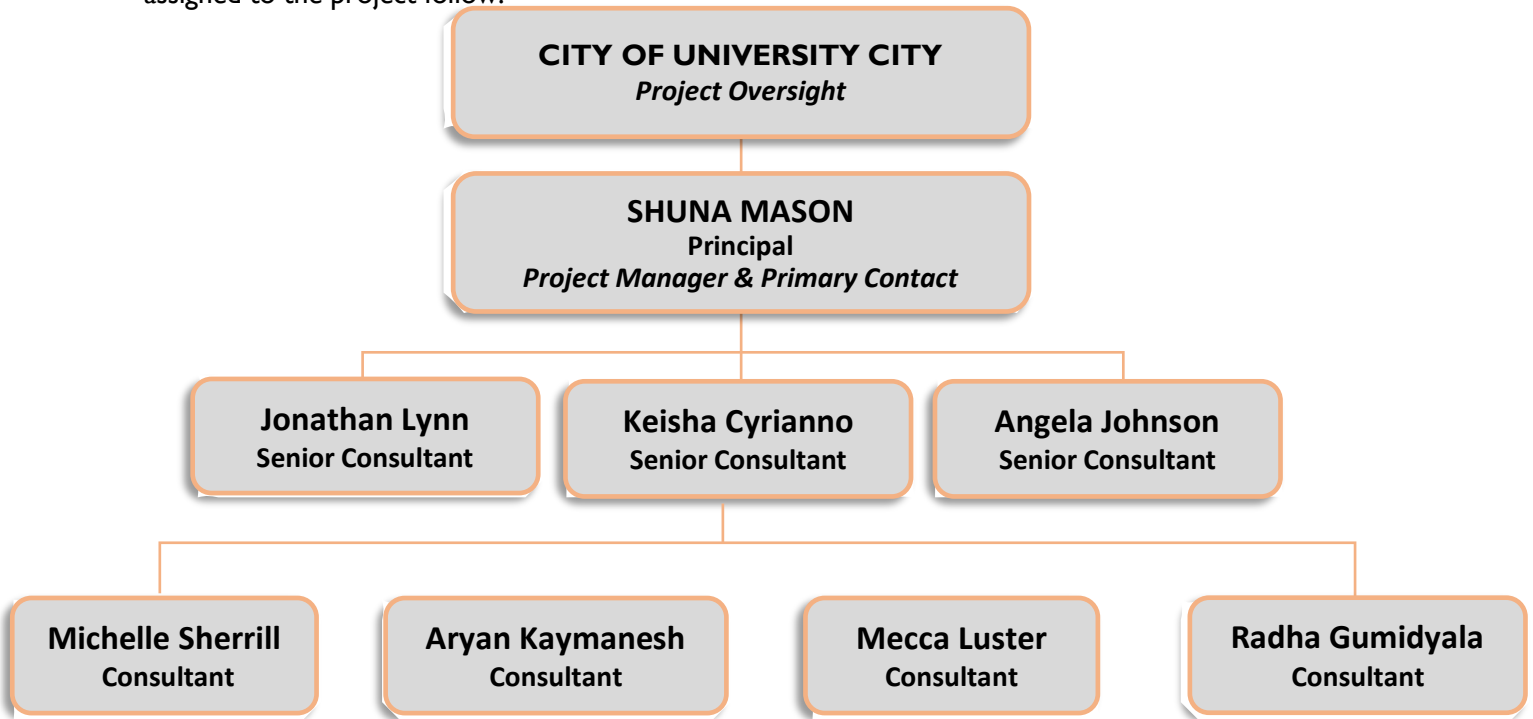
Task 4.3 Submission of Revised Draft:

The consulting team will submit a revised draft of the Plans to City staff for review and feedback. If desired, the consulting team will facilitate a meeting with the local project team and key partners to review the strategic, action, and implementation plans, discuss responsibilities and expectations, and address any questions or comments. Chrysalis will prepare final Word and PDF versions of the Plans for approval by the City. The consulting team will submit ten (10) bound color copies of the final Comprehensive Plan along with electronic versions in Word and PDF formats to the City.

PROJECT TEAM

Organizational Chart

An organizational chart showing personnel and the proposed authority structure for the completion of the Whyte Hardee Blvd Master Plan are shown below. Individual resumes for each staff member to be assigned to the project follow.





TEAM MEMBER EXPERTISE	
Shuna Mason, Principal and Project Manager	<ul style="list-style-type: none"> • Affordable, special needs, and workforce housing policy • Community engagement, surveying, and community asset maps • GIS mapping and analysis • Public outreach to diverse communities • Legal research and analysis on zoning, land use, and economic policy • Implementation and action planning • Survey design, administration, and data analysis
Jonathan Lynn, Senior Consultant	<ul style="list-style-type: none"> • Affordable housing policy, resources, and best practices • Zoning and land use policy research and analysis • Public Infrastructure analysis • Sustainability and environmental reviews • Economic development planning and needs-based market analysis • GIS mapping and analysis
Keisha Cyrianno Senior Consultant	<ul style="list-style-type: none"> • Neighborhood engagement, revitalization, and preservation best practices • Community interviewing • Community outreach to disparate and minority populations • Affordable Housing policy and best practices • Stakeholder engagement
Angela Johnson, Senior Consultant	<ul style="list-style-type: none"> • Socioeconomic analysis and population projections • Small business development and job creation • Affordable housing policy and best practices • Community planning and economic analysis • Strategic partnerships and capacity building
Michelle Sherill, Consultant	<ul style="list-style-type: none"> • Homeless needs assessment and prevention best practices • Accessible, supportive, and special needs housing best practices • Community/Stakeholder engagement • Community needs assessment and community asset mapping
Aryan Kaymanesh, Consultant	<ul style="list-style-type: none"> • Zoning and land use policy research and analysis • Environmental reviews • Sustainable land use policy • Public infrastructure analysis • Grant administration and management
Mecca Luster, Consultant	<ul style="list-style-type: none"> • Socioeconomic analysis • Small business development and job creation • Economic development planning • Community outreach with diverse populations • Spanish translation
Radha Gumidyala Consultant	<ul style="list-style-type: none"> • Socioeconomic analysis • Small business development and job creation • Economic development planning • Stakeholder engagement with lenders and business community • Fiscal policy research and analysis



EDUCATION

Ph.D. in Social Work,
University of Kentucky
Lexington, Kentucky, 2019

Master of Law and Social
Policy

Master of Social Service
Bryn Mawr College Graduate
School of Social Work and
Social Research, Bryn Mawr,
Pennsylvania, 2003

Bachelor of Arts in
Sociology/ Anthropology
Hendrix College
Conway, Arkansas, June 2001

SAMPLE PROJECT EXPERIENCE

Morgan County, GA,
Comprehensive Plan

High Point, NC
*Consolidated Plan, Annual
Action Plan*

Waukesha County, WI,
*Analysis of Impediments to Fair
Housing Choice, Consolidated
Plan, Annual Action Plan*

City of Mesa, AZ, *Analysis of
Impediments to Fair Housing
Choice, Consolidated Plan,
Annual Action Plan*

County of San Bernardino,
CA, *Analysis of Impediments to
Fair Housing Choice,
Consolidated Plan, Annual
Action Plan*

Shuna L. Mason, Principal
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shuna@AChrysalisCommunity.com



Shuna is a senior level policy and research analyst with extensive experience in fair and affordable housing, community economic development, social science research, academia, and non-profit management. Her specializations include the impact of socioeconomic factors on labor development, economic mobility, community economic development, and health and educational disparities. Her background includes housing and community needs assessments, fair housing studies, community revitalization plans, public opinion surveys, technical assistance to federal grantees, project management for federal grants, and legislative consultation on health, education, and economic development.

Shuna’s research experience includes the impact of housing and federal funding on business and community development, the impact of capital access on small business and workforce development, and ethnographic research on land use policies. She has presented research findings at national and international conferences.

Principal, Chrysalis Research & Consulting, Atlanta, GA, 2019-Present

- Serve on project teams for community development consulting engagements, including fair housing studies; affordable housing needs assessments, comprehensive plans, and other community development studies.

Principal, Mosaic Community Planning, Atlanta, GA, 2015-Present

- Serve on project teams for community development consulting engagements, including fair housing studies; affordable housing needs assessments, comprehensive plans, and other community development studies.

Research Consultant, WFN Consulting, Marietta, GA, 2014-2015

- Assisted public sector clients in identifying housing, community development, economic development, and fair housing needs through analyses of impediments to fair housing, fair housing equity assessments, consolidated plans, comprehensive plans, and market analyses.
- Designed and implemented quantitative and qualitative data analysis, including surveys, focus groups, and interviewing processes.



- Conducted research and analysis in socioeconomics, housing, economic development, health, education, and poverty in varying geographical areas.
- Analyzed demographic patterns to determine levels of access to economic, educational, health, and housing opportunity factors.
- Identified community assets and gaps in access, along with strategies for encouraging small business development and community economic revitalization.

**Social Work Program Director & Assistant Professor
Union University, Memphis, TN, 2010-2014**

- Partnered with community organizations to conduct community asset mapping, needs assessments, revitalization efforts, workforce development, and promote positive educational and health outcomes.
- Provided training and technical assistance to over 75 practice sites including community organizations, educational institutions, non-profits, and public and private institutions.

**Research Associate, University of Kentucky – Green Dot Project,
Lexington, KY, 2011-2014**

- Provided research support for a project designed to prevent community violence through bystander education.
- Conducted and analyzed results of stakeholder interviews, focus groups, and community surveys.
- Assisted in data management and analysis, training and technical assistance, and literature reviews.

**Patient Services Manager, Leukemia & Lymphoma Society,
Memphis, TN, 2007-2010**

- Coordinated community outreach initiatives and health advocacy campaigns.
- Completed community public health programming on health disparities and clinical access in African- American and Latino communities.
- Designed, planned, and implemented state public health conferences and campaigns through collaboration with government officials, community stakeholders, local hospitals and clinics, educational institutions, and the media.

EDUCATION

Bachelor of Arts
Political Science
Georgia Southern University
Master of Public Administration
Georgia Southern University

PROFESSIONAL TRAINING

Graduate, Leadership Tybee Island

Graduate, Leadership Douglas County

Graduate, Georgia Academy of Economic Development

ICMA Emerging Leaders Development Program

Gettysburg Leadership Institute

SPECIALTIES

- Strategic Planning,
- Resource Allocation
- Statistical Analysis
- Capital Improvement Planning
- Project Management
- Comprehensive Planning
- Economic Market Analysis

Jonathan Lynn, Senior Consultant
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1075 Peachtree Street NE
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jonathan@AChrysalisCommunity.com



Jonathan Lynn is a senior level consultant with extensive experience in public administration, federal grant management, and land-use policies. Jonathan has provided administration on community and economic development projects including code enforcement, social service provision, neighborhood and urban revitalization, and transportation with budgets ranging from \$500,000 to \$111 million. His areas of expertise include planning, zoning, and land use policies, affordable housing policies and best practices, creating public-private partnerships to promote affordable housing and community development, and implementation of “green” and energy efficient programs and policies.

County Administrator, Surry County, Virginia 2019 -

- Responsible for development and oversight of annual budget and work programs designed to implement the legislative policies and priorities of the Board of Supervisors.
- Serve as the point of contact for all County matters for each Department, elected constitutional officers, and public inquiries.
- Manage over 100 employees and a \$52 million annual operating budget that also included Surry County School System and the Department of Social Services.
- Implemented a work group among various agencies that provides a coalition within the County to increase services for Mental Health clients.
- Increased collaboration efforts with rural power cooperative to provide broadband access to underserved locations throughout the County.
- Fostered the creation of communication and outreach programs in underserved portions of the County.

Town Manager, Town of Tyrone, Georgia, 2017-2018

- Initiated organizational Five-Year Strategic Plan establishing annual Policy and Management Priorities including a comprehensive Action Item Agenda and reporting format.
- Established comprehensive Annual Budget Calendar/Process providing specific direction to departments and a written recommended balanced budget to the Mayor and Town Council
- Responsible for implementation of new Legislative/Agenda Management initiatives for increasing municipal transparency



- Completed comprehensive evaluation of Solid Waste Collection Services – resulting in increased revenues through lowering rates and maintaining all staff levels.

Community and Development Services Director, City of Douglasville, Georgia, 2015-2017

- Responsible for management and oversight of the City's Community Redevelopment Agency including the agency's tax increment financing funds and public projects funded by bond revenues Provided executive level leadership by assisting City Manager in directing the operations of a diverse urban City with roughly 300 employees and total budget of approximately \$30 million.
- Provided direct oversight of Planning, Zoning, Inspections, Permitting, Development Services, Tourism, Community Development, Economic Development, Main Street, a Regional Welcome Center, and a 37,000 square foot Conference Center
- Initiated a new downtown planning effort to spur revitalization and visioning for the Downtown Douglasville area, including redevelopment of a 10-acre site previously used as a county jail facility
- Established a Community Constituency Group with the local building and real estate industry to evaluate and provide feedback on the City's building permit process
- Oversaw large state-funded transportation projects for the City with budgets ranging from \$600,000 to a comprehensive road realignment project with a budget of \$111 million
- Utilized a consensus approach methodology with all division heads to develop vision and mission statements and created SOPs for the entire department

Affordable Housing Manager & Research Consultant, WFN Consulting, Inc., 2012-2015

- Managed the entire affordable housing grant portfolio for Cobb County, GA and its approximately 700,000 residents Served as project manager for property acquisition, construction, and housing rehabilitation projects funded through federal housing programs
- Conducted comprehensive land use and zoning analysis for planning engagement projects throughout United States
- Lead citizen engagement efforts on various projects including kick-off meetings, community input forums, and charrette style agency meetings
- Responsible for structuring public-private collaboration efforts to build senior living complex in Marietta, GA, which provided for affordable rent limits on public funding while maintaining market rate rental units, which resulted in a \$30 million finished project.
- Solicited efforts to utilize Habitat for Humanity to take over a failed development when the developer ceased operations.



Through this collaboration, Habitat was able to construct a full residential subdivision with new homes and 100% sold during construction in 2012-2013

- Developed solar programming component for WFN that provided an alternative revenue stream for the company and integrated efforts to reduce homeownership costs for residential units under construction.
- Created and served as the project director for the land-use planning division of WFN

Planning and Zoning Manager, City of Tybee Island, Georgia, 2009-2011.

- Supervised all staff members in the Planning and Zoning Department and included responsibility of Planning, Zoning, Community Development, Economic Development, Main Street Program, Inspections, Permitting, Business Licenses, and GIS
 - Developed strategies to ensure that Tybee would encourage economic development on the island while protecting the current built environment, including all issues related to the permanent resource carrying capacity
 - Handled all departmental presentations to the Mayor and Council regarding ordinance revisions, sign permits, subdivision regulations, GIS Projects, and all other pertinent land-use matters
 - Served as the city's representative on the regional planning organization's planning and transportation planning committee.
 - Served as the acting City Manager during the manager's absence.
- Accomplishments*
- Formed the Bicycle and Pedestrian Committee and received a "Bike Friendly" designation for the City of Tybee Island (2009-2010)
 - Completed a rewrite of the entirety of the City's Sign Ordinance that included environmental protections for endangered wildlife while protecting the Island's unique character (2009)
 - Collaborated with the City's Emergency Management staff to draft and participate in the "Hurricane Gilligan" exercise for hurricane preparedness (2010)
 - Coordinated and implemented a wayfinding signage program for the island, which was completed through agency input and engaging local businesses to determine appropriate island destinations.
 - Received and managed Energy Efficiency Conservation Block Grant [EECBG] to reduce overall energy consumption through municipal buildings

Community Improvement Director, City of Waycross, Georgia, 2007-2009

- Supervised all staff members in the Planning and Zoning Department and included responsibility of Planning, Zoning, Community Development, Economic Development, Main Street Program, Inspections, Permitting, Business Licenses, and GIS



- Restored the City to compliant status with the CHIP program after formulating an expenditure plan to provide over \$600,000 in homeowner rehabilitation and down payment assistance funds.
- Leveraged over \$1 million on local contributions for a \$500,000 Community Development Block Grant to begin a neighborhood revitalization project that included demolition of a dilapidated school and construction of a community multi-purpose facility.
- Created and implemented a neighborhood blitz campaign to assist code enforcement efforts with a 50% reduction through homeowner abatement.



EDUCATION

Bachelor of Arts in Business Administration

University of Louisville

Masters in Urban and Regional Planning

Ohio State University

SPECIALITIES

Neighborhood Revitalization
Affordable Housing Policy
Stakeholder Engagement
Slum/Blight Reduction
Grant Administration

TRAINING

CDBG Basic and Advanced Certification
HOME CHDO Certification
HUD Environmental, Section 3, and Davis Bacon

Keisha Cyrianno
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Keisha is a senior level consultant, community planner, policy analyst, and technical writer. Her areas of expertise include neighborhood revitalization, slum/blight reduction, and NRSA requirements. She has over ten years of experience administering CDBG programs and managing annual budgets. Keisha has worked as both a planner and public administrator helping communities conduct strategic and action planning to address issues including affordable housing, economic development, public safety, and stabilization

City of Plano, Neighborhood Engagement Manager, 2018-2019

- Develops and maintains work programs including staff assignments, benchmarks, and procedures for completing the division's activities for the BEST neighborhood division.
- Collects data and information used for neighborhood level planning, outreach, policy, and public assistance.
- Coordinates with key internal and external stakeholders in initiative to stabilize property values and promote neighborhood revitalization.
- Facilitate with development of Neighborhood Strategic Plan.

City of Avondale, Neighborhood Revitalization Manager, 2015-2018

- Facilitated the development of the City's first Strategic Plan implementation process.
- Developed partnerships with community-based organizations, nonprofits, stakeholders, and public and private partners to coordinate investments to address sustainability, neighborhood stabilization, economic development, and community revitalization efforts.
- Advance various community development activities including but not limited to, neighborhood stabilization, public safety, retail and economic development, transportation/connectivity, streetscape improvement and the development of community amenities and facilities.
- Conducted internal and external focus groups regarding community housing, code enforcement, public safety, economic development, and the delivery of human services.

WFN Consulting, LLC, Community Planning Specialist & Project Consultant, 2014-2015



- Provided research and analysis on zoning and land use policies, demographic data, and affordable housing policy.
- Conducted community and stakeholder engagement processes including interviewing, focus groups, community visioning exercises, and community surveys.
- Conducted economic development and market-based research.
- Coordinated single-family owner-occupied rehabilitation program.

Osceola County, Community Development Manager, 2011-2014

- Managed County CDBG program with budget of \$1.5 million.
- Conducted community needs assessments related to affordable housing, healthcare access, and public infrastructure needs.
- Developed and implemented action plans based on community needs assessment to improve affordable housing and public infrastructure.

City of Fort Meyers, Senior Planner, 2006-2008; Principal Planner, 2008-2011

- Supervised the Housing and Community Development Department.
- Provided technical assistance to grant sub-recipients to improve compliance with federal and state regulations and improve service delivery models.
- Managed CDBG programming including completion of environmental reviews, the implementation of a pilot affordable housing program, and neighborhood stabilization programs.
- Conducted studies and implemented action planning regarding neighborhood revitalization and stabilization, slum and blight reduction, and community redevelopment.

EDUCATION

Ph. D in Public Administration
Texas Southern University
Anticipated May 2020

Master in Public Administration
Georgia College & State University,
May 2006
Bachelor of Science in Criminal Justice Columbus State University, July 2003

SPECIALTIES

Criminal Justice Policy, including Juvenile Justice

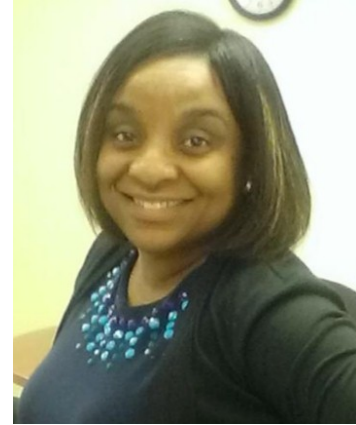
Curriculum Development
Program Recruitment and Retention

Program Management

Program Evaluation and Reporting

Community Partnership Building

Angela Johnson, Senior Consultant
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Angela is a senior level consultant with extensive experience in public policy analysis, technical writing, and economic development. She has provided technical assistance and grant administration to federal grantees receiving funding through HUD, CDBG, and the Justice Assistance Grant. Her specializations include grant writing and procurement for small business development, employment readiness training, and capacity building in the nonprofit sector. Angela has expertise in youth issues including juvenile justice, public engagement, and leadership development. She is a skilled public policy analyst and administrator with expertise in the areas of affordable housing, juvenile criminal justice administration, and public service delivery systems.

Community Program Specialist, WFN Consulting, LLC 2012-2018

- Coordinate local Community Development Block Grant (CDBG) Program project application/selection process.
- Managed the CDBG grant of approximately \$3,900,000 million dollars. Manage the Justice Assistance Grant (JAG) of approximately \$100,000 annually
- Prepared and approved payment requests and subrecipient agreements. Monitored Subrecipient’s projects and contractors. Completed Davis Bacon Interviews and Environmental Reviews.
- Coordinated, prepared, and conducted public hearings
- Prepare agenda items to allocate and reallocate funding on a monthly basis
- Responsible for the administration and implementation duties of the Community Development Block Grant and the Justice Assistance Grant Reconcile various accounts and grantee expenses with a focus on CDBG and JAG.
- Compiles a variety of narrative and statistical reports to utilize during presentations to the local and Federal Government entities

Research Assistant, Texas Southern University, 2011-2012

- Conducted research on criminal justice policy issues. Prepared weekly reports with juvenile justice statistical information.
- Developed relationships with local and city officials in order to retrieve information for research purposes



**Attorney Liaison (July 2008-January 2011)
Chamberlin Edmonds**

- Advocated on behalf of patients during hearings at the Office of Disability Adjudication and Review
- Analyzed Medicare and Medicaid policies and explained the program guidelines to patients
- Represented Chamberlin Edmonds and its work at quarterly meetings with the Office of Disability and Adjudication Review
- Researched, gathered, and evaluated customer/client information and use appropriate guidelines and procedures to resolve complex problems concerning benefits and entitlements related to insurance (medical, life, disability, and legal issues)

**Resolve Application Specialist, Chamberlin Edmonds, 2007-
July 2008)**

- Maintained ongoing communication with other internal Resolve Application functions to obtain information and/or provide updates regarding application status
- Maintained communication with outgoing agencies i.e. SSA and DFCS in order to retrieve claim status. Completed the Title II and Title XVI reconsideration and hearing paperwork for Disability claims
- Trained new employees on the policy and procedures of Illinois state and federal programs

**Youth Advisory Council Specialist Loudoun Youth Initiative, 2006
2007**

- Developed and implemented proactive Youth Advisory Council, youth outreach strategies, youth leadership programming, and engaging youth from the community.
- Engaged community organizations, such as schools, businesses, churches, community agencies, etc. in Loudoun Youth Initiative activities
- Developed agendas for and facilitated all YAC meetings, ensuring compliance with FOIA regulations

**Transition Counselor, Department of Juvenile Justice, 2004-
2006**

- Provided on-site career counseling, portfolio development, and transition planning services
- Developed curriculum for career education sessions with students
- Managed and overseen the grant-funded Transition Program

EDUCATION

Master's of Social Work,
Indiana University School of
Social Work, Indianapolis, IN
2002

Bachelor's of Social Work,
Indiana University School of
Social Work, Indianapolis, IN
2000.

SPECIALITIES

Community Needs
Assessment

Homelessness Prevention

Social Service Administration

Michelle Sherrill, Consultant
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michelle@AChrysalisCommunity.com



Michelle Sherrill is a skilled research analyst with expertise the in social science economic development, social policy, and health research sectors. She has worked extensively in the fields of community economic development, work force development, mental health, research, academia, and non-profit management. Her specializations include social service and nonprofit administration, youth labor force development, and health and educational disparities. Her background in research includes performing qualitative and quantitative evaluation for private and public sector clients including SWOT analysis, community revitalization plans, technical assistance to federal grantees, project management for federal grants, and legislative consultation on health, education, and economic development. Michelle's research experience includes the impact of public policy on mental health services, health outcomes, and educational disparities.

Health Systems Coordinator, Lakeside Behavioral Health System, Memphis, TN. 2014-2019

- Facilitated Medicare, Medicaid, HMO, and private insurance requirements with applicable admission criteria and policies. Coordinated with physicians, nurses, patient, social service agencies, key stakeholders, referral sources, insurance companies, staff, state, and federal entities.
- Monitored adherence to federal and state Joint Commission, Medicaid, Medicare, and private insurance outcomes and policies. Provided training and professional development to the staff regarding procedures for the delivery of services.

Union University, Director of Internships/ Assistant Professor, Memphis, TN, 2011-2014

- Provided administrative and curriculum oversight of the Social Work field and internship Program. Assist in the design, development and implementation of assessment plan, including observation of stakeholder competencies, field education evaluations, and other best practice assessment tools; continuously research the literature to ensure best practices are applied in all aspects of field education.
- Meet with agency CEO's and other appropriate agency personnel to strengthen partnerships and help in the design of best practice learning experiences for students.

Resources for Human Development (RHD) Director, Memphis, TN 2009-2011

- Planned program growth and development, including special projects, analysis trends in program services, training staff and clients, and assisting in representing the program to networks of service providers.
- Monitored and adhered to state, licensure, federal applicable entities policies, contracts, procedures, outcome measurements, and future program goals. Performed presentations and training workshops to community stakeholders. Prepared and submitted annual grants and program outcomes; reports on the achievement of goals and outcomes.

Catholic Charities Inc. / Director of Homeless Services, Memphis, TN, 2006-2009

- Responsibilities included supervising compliance contracts cross functionally; program development for the Housing Choice Programs and HUD/Tax Credit conventional family shelters/properties. Analyzed trends in program services, training staff and clients, and assisting in representing the program to networks of service providers.
- Developed and supervised budgets in excess of \$ 2 million. Managed compliance with standards mandated by both state and federal regulations and contracts.
- Monitored and adhered to HUD, maternity licensure, and other applicable entities, policies, and procedures.

Porter-Leath Children's Center, Program Supervisor, Memphis, TN, 2004-2006

- Supervised a child mental health and development program. Conducted project management including special projects, analysis trends in program services, training staff and clients, and assisting in representing the program to networks of service providers.

IPS Day Adult High School/Goodwill Industries Indianapolis, IN 2002-2004 Counselor/Coordinator

- Responsibilities included overseeing compliance of WIA youth; proposal development; supervising program participants; planning program growth and development, including special projects, analysis trends in program services, training students, and assisting in representing the program to networks of service providers, and coalitions dealing with human services.
- Assisted youth and families in exploring career paths and assisted in overseeing a Career Exploration Program. Facilitated participation in Individual Program Plans (IPP) for more than 100 clients to help to determine best service plans for the clients.

EDUCATION

Bachelor of Arts

International Studies (Politics & Policy Concentration)

Virginia Tech

PROFESSIONAL TRAINING

Grants Management Certification

SPECIALTIES

- Grant Management
- Grant Administration
- Funding/Financial Analysis
- Procurement
- Sustainable Land Use Policy
- Public Transportation

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aryan@AChrysalisCommunity.com

Aryan is an experienced grant administrator and consultant. She is skilled in financial analysis, procurement, contract implementation and compliance, and sub-recipient management. Aryan has managed over \$5 million in grants and has achieved \$8 million in grant funding towards community development issues that include public transportation, public education, and wildlife and land preservation. Her areas of expertise include project management, grant management, and nonprofit administration.



Grants Manager, Chesapeake Bay Foundation, 2015-2017

- Manage financial reporting and compliance for federal, state, and private grants.
- Create tools for internal controls and promoting enhanced external stakeholder efficiency.
- Conduct policy research related to land use, sustainability, and environmental reviews.

Senior Grants and Contracts Coordinator, Fiscal Management, Department of Transportation, North Central Texas Department of Governments, 2015-2017

- Coordinated with project managers and other staff in the implementation of projects by reviewing requirements, maintaining records, preparing and submitting reports, documenting procedures, coordinating approvals, establishing action plans, organizing resources, resolving problems, and ensuring compliance with rules and procedures.
- Facilitated receipt of funding by assisting with the preparation and submittal of grant applications, coordinate with partners, track agreements, compile and review documentation to support project expenses, and ensure project commitments are completed and submitted on time.
- Coordinated efforts to support the development and maintenance of the department budget by reviewing data, performing financial analyses, managing schedules, and resolving discrepancies.
- Monitored actions and needs regarding funding, agreements, approvals, report submittals, financial expenditures, and other project activities.



- Coordinated review of expenses incurred by external partners and other.
- Documented procedures and created tools to support project implementation and management. Assisted in procurement of consultants and other products.

Supervised staff of grants and contracts coordinators, including training and professional guidance, organizing and tracking assignments, providing instructions, monitoring performance and

- compliance with agency and department guidelines and procedures, and conducting evaluations.

Manager Grants Administration, Communities in Schools National Office, 2013-2015

- Worked closely with the finance, program and development staff to manage a portfolio of over \$5M of sub-grants made, and approximately \$8M of grants received. Ensured an accurate, timely, efficient and transparent process for the entire sub-grant life cycle, from proposal to close.
- This entailed pre-award management, Request for Proposal (RFP) processes, drafting sub-grantee agreements, tracking payments, reviewing reports, monitoring and post-award management. Created systems, policies, and guidelines for the grant management and sub-grant management processes to improve accuracy and efficiency. Drafted contracts and sub-recipient agreements
- Managed special projects and events ensuring all stakeholders understand goals, tasks, and timelines.
- Created budget tracking documents and provided reports on departmental and grant-specific expenses. Researched and gathered information on budget variances on a quarterly basis. Prepared and reviewed various financial documents including pre-approval requests, expense reports, and vendor check requests, ensuring that departments and grants are charged according to their respective budgets and guidelines.

World Learning, Program Associate, 2009-2012

- Designed and administered professional programs for distinguished guests of the U.S. Department of State. Prepared proposals and final evaluations including researching professional appointments
- Created, tracked, and reconciled program budgets; provided explanations for variances. Conducted research to identify appropriate, cost-effective program components.
- Communicated pertinent information verbally at orientation meetings and via email and telephone throughout the planning and implementation of projects to all stakeholders, including funder and partner organizations.



EDUCATION

Howard University,
Washington, DC May 2016,
B.B.A. Finance

Harvard Business School,
Cambridge, MA Externship
Summer 2015 Summer
Venture in Management
Program

SPECIALTIES

Economic Policy
Workforce Development
Small Business Development
Procurement

Mecca Luster, Consultant
12th and Midtown
1075 Peachtree Street NE
Suite 3650
Atlanta, GA 30309
(404) 965-3955
mecca@AChrysalisCommunity.com



Mecca is a policy analyst and consultant with a specialization in fiscal policy analysis, economic development, workforce development, and small business advisement and growth strategies. She has worked as an advisor to small business aiding in the development of partnerships to develop small business incubators and financial resources and providing training and technical support related to financial and project management. She is skilled in grant procurement, administration, reporting, and technical writing. Her areas of interest include small business development, workforce development, and the enhancement of entrepreneurship and microenterprise for women. Mecca is highly experienced in public outreach for disparate populations and is fluent in Spanish.

EnCompass LLC, New Business Development Assistant, Rockville, MD 2018- 2019

- Leading the migration and establishing new processes for the BD department to migrate from a legacy server to Sharepoint.
- Developed a detailed migration plan including creating training videos, SOPs, strategic timelines, and serving as the primary point of reference for my department Recognized as a leader and early adapter of Sharepoint and offered support to the project team leading the company-wide migration
- Coordinating across departments to ensure that company-wide knowledge management is consistent and up to date.

Milken Institute, Research Associate-Independent Contractor, Washington, D.C., 2018-2018

- Conducted economic research designed to improve community economic development and job growth efforts through report scouring, data analysis, and data entry.
- Prepared briefing books for executive staff review.

United States Peace Corps, Business Advisor (agriculture-focused), Darien, Panama, 2016-2018

- Worked closely with local agencies and nonprofits to offer consulting services focused on the indigenous communities.
- Proposed and managed two grant projects including creating and managing a team, budget forecasting, budget variance reports, and contract close-out to build a multisport court and a community



office Trained 54 community members in accounting principles, small business management, and project management.

- Advised a community bank with over 60 members and trained the leaders to manage assets. Provided consulting services to two tourism groups on how to effectively market their services and price their goods Created and improved financial systems for the tourism groups, community bank, and community government.

Volunteer, Advisory Council, Treasurer, Panama, 2017-2018

- Built a team and led the analysis of the volunteer living allowance data and later offered a proposal which resulted in a 10% allowance increase for all volunteers Elected to serve as an advisor to the executive staff to ensure that volunteer needs were being met.
- Created various systems for volunteers in the future to request an increase in the overall volunteer living allowance, to manage funds, and to manage merchandise transparently.
- Chaired the logistics for multiple volunteer events, including managing the budget, volunteer funds, and communicating with service providers for over 150 volunteers.

J.P. Morgan Chase, Financial Analyst, New York City, New York 2015-2015

- Supported the IB business unit using quantitative analysis to provide end-to-end financial management to business leaders .
- Simplified complex data sets to analyze variances in expenses over time to explain to business leaders. Assisted in the development of an income statement tracker to ensure accuracy among data sources.

Eli Lilly, Finance Analyst, Indianapolis, IN, 2014-2014

- Supported a sales unit by customizing reports to send to brand leaders using SAP Business Objects to help guide business decisions.
- Participated in a case study and analyzed the financial risk of new molecules in research and development

EDUCATION

Emory University

Bachelor of Business Administration,
Concentrations in Management and Marketing

SPECIALITIES

Strategic Planning
Financial Analysis
Small Business Development
Economic & Fiscal Policy
Capacity Building with Non-profits
Procurement

Radha Gumidayala , Consultant
12th and Midtown
1075 Peachtree Street NE
Suite 3650
Atlanta, GA 30309
(404) 965-3955
Radha@AChrysalisCommunity.com



Radha has expertise in financial and economic policy. She has extensive experience in fiscal management and analysis, budgeting, and revenue generation through procurement, costs reduction

initiatives, and building partnerships to promote investments. She has worked with businesses and nonprofits to increase development through strategic planning, managing budgets and portfolios, and implementation of cost control policies and procedures. She has over five years of experience in the banking and finance fields with extensive experience in lending and credit practices with specializations in the mortgage, small business, real estate, construction, retail, and healthcare industries.

Vice President, Internal Operations, The Junior League of Atlanta, 2017-2019

- Stewarded the operational planning process and established a \$1M+ operating budget; conducted financial planning and forecasting relative to annual operating plan and five-year strategic plan
- Headed the Internal Operations division comprised of 80+ people, programs included Individual Giving (\$100K+ program), Foundations/Grants, and Internal Consultants team
- Presented monthly financial reviews to the Board; analyzed \$5M+ investment portfolio and governance structure, recommendations were adopted by the Board
- Led month-end close process and provided reporting to senior leadership used to track financial targets and goals, evaluated financial data to guide management with decision-making
- Managed corporate operations (marketing, staffing, technology, capital improvements) with Executive Committee
- Led and managed the RFP process for a new investment management firm
- Assessed banking relationship and negotiated new fee structure, reducing bank fees by 50% from prior year awarded the 2018 President's Award, the organization's highest honor.

Manager of Corporate Finance, Finance Division, Mueller Industries, 2007-2009

- Led Finance organization across multiple verticals including treasury, risk management (foreign currency and commodity derivatives) and M&A strategy



- Developed and executed a restructuring strategy of the Mexico division's financial operations including:
Overhaul of operational controls with full power of attorney.
Centralizing corporate control of \$20M+ in funds. Monitoring cash flow and FX exposure previously not in place through creation of monthly XLS reporting and reconciliation process with the division controller
- Created formalized committee and led quarterly meetings; consolidated multiple plans, decreasing error rate and administrative costs; established greater oversight of UK division's pension scheme
- Established cross-functional teams and implemented various initiatives that impacted manufacturing, supply chain, accounting, IT and HR divisions including purchasing card, electronic data interchange, payroll, and global sourcing.

Portfolio Manager, Commercial Banking, Regions Bank, 2006-2007

- Collaborated with relationship managers in pricing, negotiating and documenting bank credit/operating exposure
- Advised and mentored a team of junior underwriters and established training tools to enhance skills of novice analysts

Associate & Financial Analyst, US Corporate Banking, Wells Fargo Bank, 2004-2006 Financial Analyst, January 2004 – December 2005

- Managed \$1.3B+ corporate loan portfolio covering industries in retail and healthcare; minimized losses through stringent underwriting while growing new commitments by \$775M
- Successfully sought and converted five new clients through pitch presentations and proprietary financial analysis, decreasing funding costs through a customized suite of products



PARTICIPATION BY CITY OF UNIVERSITY CITY

The Chrysalis research and consulting team anticipates completing the City of University City 's Comprehensive Plan, with limited assistance from the City of University City with areas of participation including:

- Initial meeting to finalize project parameters;
- Facilitation of a community tour for the project team, highlighting neighborhoods, housing developments, employment centers, or commercial areas of particular importance to the Comprehensive Plan.
- Provide copies of or links to plans, studies, and related documents not readily available on the Cities' website;
- Provide contact information for stakeholders for interviews, focus groups, and invitations to public meetings (Chrysalis will invite participants, schedule all interviews and focus groups, provide documentation for publicity, and conduct meetings);
- Select and reserve appropriate venues for public meetings as part of the community engagement strategy;
- Place public notices advertising public meetings in local papers; and
- Review and provide edits and comments on the draft planning document.

In the course of our research and analysis, the Chrysalis team would likely request input from University City staff outside of the City Council, the Director of Development Services, and staff. In general, the level of participation sought would be for a one-time interview of an hour or less. For some personnel, particularly department heads, the project team may also request data or records kept by their respective departments. These personnel may include representatives from the Divisions of Planning, Building Inspection, and Code Enforcement; the Housing Division Office; Parks and Recreation; Adult and Tenant Services; Planning Commission; Board of Adjustment; and the Board of Architectural Review, or staff with similar functions within the City of University City. The Municipal Council, Director of Planning and Municipal Development, and liaison to the Chrysalis project team will determine the appropriate communication protocols for reaching out to the City of University City staff.



PROJECT HOURS (Estimated 400-500)

Team Member	Primary Responsibilities	Estimated Hours
University City Staff	Supervision of project team, establish project parameters; provide plans and documents for review; facilitate City tour; provide names and contact information for stakeholders; identify and reserve venues for community meetings; and review and provide edits and comments on draft assessment/strategy.	40
Shuna Mason	Develop and oversee work plan; establish project parameters; lead development of strategic and action plans; lead community engagement process; and ensure quality of final deliverables. Design and analyze community survey.	50
Jonathan Lynn	Review City codes and ordinances, planning commission actions, and recent significant lawsuits and assist with regulatory-based components of the strategic and action plan. Assist with analysis of community survey. Lead assessment of public infrastructure component.	50
Keisha Cyrianno	Assist with community outreach and public engagement process and outreach to diverse populations. Administer community survey. Develop Citizen Participation Plan.	50
Angela Johnson	Analyze Census data and data from other sources; model economic and demographic trends; lead development of Affordable Housing Assessment and Housing Market Analysis components; develop market-based recommendations; and assist with development of action and implementation planning.	50
Michelle Sherrill	Assist with meeting facilitation and stakeholder interviews; lead development of Special Needs Housing and Homeless Needs Assessment components; and assist with development of action and implementation plans. Assist with community and public engagement process, survey administration, and outreach to diverse populations.	50
Aryan Kaymanesh	Assist with review of City codes, ordinances, planning commission actions, land use policies, and public infrastructure. Assist with regulatory-based and land use policy related to strategic and action planning. Assist with administering community survey.	50
Mecca Luster	Analyze Census data and data from other sources; assist with meeting facilitation and stakeholder interviews; and assist with development of action and implementation plans. Provide Spanish translation for community survey and community engagement.	50
Radha Gumidayala	Analyze Census, fiscal, economic, and HMDA data, lead stakeholder engagement with lenders and local businesses, assist with survey administration, assist with implementation and strategic planning.	50



SCHEDULING AND TIMELINE

The table on the following page outlines projected milestones for completion of the Comprehensive Plan including data collection and analysis, drafting, and revision processes and presentation of final findings and recommendations. Based on our extensive experience in completing these plans, this timeframe will allow for detailed analysis and a comprehensive approach.

Assuming a start date of early November of 2019, Chrysalis Research & Consulting proposes to complete a draft document by May 1, 2020.

The final plan will be remitted to the City of University City on July 1, 2020. Please note that Chrysalis is available to begin the project prior to early November 2019, depending on the City's schedule for proposal review and consultant selection.

Please note consultant responsibilities are indicated by initials below in which:

Shuna Mason-SM, Jonathan Lynn-JL, Keisha Cyrianno-KC, Angela Johnson-AJ, Michelle Sherrill-MS, Aryan Kaymanesh-AK, Mecca Luster-ML, and Radha Gumidayala-RG



Proposed Schedule for Completion of University City Comprehensive Plan

TASKS	2019-2020						
	NOV/DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE/JULY
STAGE 1: PROJECT KICKOFF							
Initial Meeting (SM)							
Community Tour (TEAM)							
Review of Previous Plans (TEAM)							
Community Engagement/ Implementation of Citizen Participation Plan (SM, JL, KC, AJ, MS)							
Website Development/Project Branding (SM, JL)							
STAGE 2: Community Assessments							
Community Meetings, Surveys, and Interviews (TEAM)							
Assessment of Community/Area needs (SM, JL, KC, MS)							
Demographic Profile and Projections(AJ, KC, ML)							
Existing Zoning & Land Use Policy Review (JL, MS, AJ, AK)							
Development Activity/Revitalization Activity/ Housing Activity Review (SM, JL, KC)							
Assessment of Current Resources (SM, JL, KC, AJ, MS, RG)							
Economic Analysis/Population Concentrations & Lower-Income Families/Housing/Equity Assessment (SM, AJ, ML, RG)							
Assessment of Resources (SM, JL, AK, RG)							
Demographic Projections (JL, AJ)							
Barriers to Land Use/Environmental/Development (TEAM)							
STAGE 3: HOUSING, COMMUNITY, AND ECONOMIC NEEDS							
Best Practices for Community/Economic Development (TEAM)							
Recommendations (TEAM)							
Tools and Incentives(SM, JL, KC leads and TEAM)							
Presentation of Draft Assessments and Strategies (SM)							
STAGE 4: ACTION/IMPLEMENTATION PLAN							
Plan Revision/Presentations (SM lead and TEAM)							
Action, Implementation, and Strategic Planning (TEAM)							
Submission of Revised Draft/Presentation to Planning Commission and City Council (TEAM)							
Submission of Final Comprehensive Plan Update (TEAM)							



PROJECT COSTS

For the performance of the scope of services detailed herein, Chrysalis proposes a firm fixed price inclusive of all costs associated with the project. Specifically, Chrysalis’s fixed price includes cost of staff to oversee, manage, and perform the specified services, cost of office supplies, and the costs to prepare, print, and bind the final product. The fixed price provided by Chrysalis includes unlimited revisions to the document as we believe that it is to be University City ’s product and we will strive to provide the highest quality product possible.

Chrysalis proposes a flat rate and fixed cost of **\$65,150** for the research, development, and creation of the Comprehensive Plan development for University City.

Fee Schedule by Major Project Component	Cost
Personnel Costs	
Phase 1: Project Kickoff and Community Input	\$15,000
Phase 2: Needs Assessment/Initiatives/Resource Analysis	\$15,250
Phase 3: Research, Strategy, and Action Planning	\$15,900
Phase 4: Final Draft Revision and Submission	\$14,500
Subtotal	\$60,650
Travel	
Community workshops and one-on-one interviews	\$3,000
Public hearings/Meetings	\$1,000
Subtotal	\$4,000
Printing / Report Production	
Production of Final Comprehensive Plan	\$500
Subtotal	\$500
Total Proposed Project Fee	\$65,150

Staff Member	Hourly Rate
Shuna Mason Principal and Project Manager	\$115
Jonathan Lynn, Senior Consultant	\$95
Keisha Cyrianno, Senior Consultant	\$95
Angela Johnson, Senior Consultant	\$95
Michelle Sherrill, Consultant	\$90
Aryan Kaymanesh, Consultant	\$90
Mecca Luster, Consultant	\$90
Radha Gumidayala	\$90

REFERENCES

Public sector clients for whom Chrysalis professionals conducted housing needs assessments and housing studies are provided below. Note that this work was completed while employed at WFN Consulting, Mosaic Community Planning, as public administrators, at other academic institutions. .

WAUKESHA COUNTY, WISCONSIN

Services included completion of an Analysis of Impediments to Fair Housing Choice, Consolidated Plan, and Annual Action Plan. Public outreach involved six public meetings, input from 56 organizations, and a community survey with 383 respondents. The study included a protected class analysis, an examination of housing affordability, assessments of public and private sector policies and practices, identification of impediments to fair housing choice, and recommendations to address barriers.

Contact: Kristin Silva, Community Development Coordinator
Waukesha County Department of Parks and Land Use
515 W. Moreland Blvd., Room AC 320, Waukesha, WI 53188
ksilva@waukeshacounty.gov – (262) 896-3370

EAST HARTFORD, CONNECTICUT

Services included completion of an Analysis of Impediments to Fair Housing Choice for the Town of East Hartford. Key analyses involved a socioeconomic overview, profile of the housing stock, geography of protected classes and levels of segregation, mapping, analysis of mortgage lending data, compilation of housing complaint data and fair housing lawsuits, and identification of public and private sector impediments to fair housing choice. The team also provided recommendations for actions the Town could take to address each impediment.

Contact: Sara Ross, Housing Planning Analyst
Town of East University City Grants Administration Division
740 Main Street, East University City, Connecticut 06108
sross@easthartfordct.gov- (860) 291-7210

COUNTY of SAN BERNARDINO, CALIFORNIA

Services included completion of an Analysis of Impediments to Fair Housing Choice, Consolidated Plan, and Annual Action Plan. Principals performed community engagement, public outreach, and designed and implemented a community survey. These activities focused on identifying priority community development, economic development, and fair and affordable housing needs, and then developing strategies and programs to address them over a five-year timeframe. Over 800 residents completed the survey, 14 organizations participated in interviews, and the team held 6 community meetings.

The Analysis of Impediments included a protected class analysis, an examination of housing affordability, assessments of public and private sector policies and practices, identification of impediments to fair housing choice, and recommendations to address barriers.

Contact: Debbie Kamarani, Deputy Director
County of Sab Bernardino Community Development and Housing Department
385 N. Arrowhead, Avenue, 3rd Floor, San Bernardino, CA 92415
dkamarnai@cd.sbcounty.gov- (909) 387-4327



ST. LOUIS COUNTY and the CITIES of FLORISSANT and O'FALLON, MISSOURI

Services included completion of an Analysis of Impediments to Fair Housing Choice covering each of the three jurisdictions. The process involved five community meetings, 30 stakeholder interviews, a survey with 57 respondents, and three public hearings. Key components of the study included an analysis of protected classes, an examination of housing stock and affordability, a review of local zoning ordinances, assessments of other public and private sector policies and practices, identification of impediments to fair housing choice, and recommended strategies for addressing barriers.

Contact: Jim Holtzman, Director

St. Louis County Office of Community Development
41 S. Central, 5th Floor, Clayton, Missouri 63105
JHoltzman2@stlouisco.com – (314) 615-4414