

Scope of Services

Task 1: Project Management

Throughout the project process, the EPS team will engage regularly with City staff. A first step at project initiation is to establish process objectives, such as 1) major milestones, 2) project timeline, and 3) types of interim deliverables. Another component is to define points of communication, such as 1) day-to-day team contacts, 2) progress reports, 3) frequency of committee or advisory group meetings, 4) frequency of check-in calls and/or video conferences with City staff, and 5) any in-person trips.

Task 2: Outreach and Community Engagement

Community outreach and engagement (which includes some agency stakeholder coordination) will be ongoing for the duration of the project with large emphasis put on the beginning of the project, with steady outreach during the middle phase of the project, followed by another smaller effort at the end of the project timeline. As such, these efforts will intersect with other data, analysis, and research-oriented tasks to make the outreach process informative, engaging, and meaningful.

Where feasible, many outreach activities will tie in with existing public involvement efforts by City of McKinney staff. The team will kick-off the community outreach and engagement phase of the project both within the Pride communities, and with other affected stakeholders in the public and private sector. Tasks included in the outreach scope of work will include the following:

- Development of an outreach and engagement plan
- Kick off meeting and tour with staff and Advisory Committee
- Pride Neighborhood Survey (online, in-person, QR Code)
- Canvassing and support for Neighborhood Survey
- Engagement with Advisory Committee in coordination with the City of McKinney and East McKinney Project Outreach and Communication (EMPOC) process currently underway (maximum of 3 meetings)
- Stakeholder interviews (up to 10)
- Up to two (2) focus groups
- Public outreach informational pop-up meetings (up to 4)
- Assistance to City on development of meeting materials
- Public outreach and engagement summary document

Task 3: Existing Conditions and Market Assessment

This task will involve two components – documenting existing conditions across the Pride neighborhoods, and undertaking a market assessment that incorporates existing conditions and trends with opportunities and constraints to future development.

Task 3.1: Existing Conditions

Documentation of existing conditions will include:

- Parcel-level lot size, home size, land use, valuation, etc., using CCAD information
- Housing inventory by year built and type of housing
- Housing inventory by tenure by home value/gross rent
- Households by tenure by income
- Household vulnerabilities, such as race/ethnicity, poverty, educational attainment, unemployment, health insurance coverage, etc.
- Inventory of residential, nonresidential (grocery, restaurants, senior living, daycare, etc.), and vacant property, as well as open space, to identify potential catalytic sites
- Employment clusters, wages, and commuting patterns

These trends, conditions, and point-level data will be compiled in both Excel and GIS to visually represent neighborhood characteristics, and to eventually be integrated into the City's GIS Story Maps online.

Task 3.2: Market Assessment

The market assessment will use primary and secondary data, as well as information gathered through outreach with residents, stakeholders, and the real estate community. Questions to be addressed include:

- How much have the 5 neighborhood markets been changing (construction, lease rates, price points, rent levels) compared to the city?
- How much more might conditions change over time? Do those trends pose a threat or opportunity for the 5 neighborhoods?
- How can those trends, along with other demographic, economic, and market variables, identify different stages of gentrification and/or displacement pressure?
- What extent of citywide growth pressures might be felt within the 5 neighborhoods?
- What and where are there supply, land, and density/zoning constraints within the area?

- How can institutional and community partners, like Habitat and other housing providers, be best utilized?

Task 3.3: Gentrification and Displacement Indicators

Data collected and analyzed in Tasks 3.1 and 3.2 will be integrated and analyzed to create indicators of gentrification pressures and displacement risk. This analysis will be mapped by neighborhood to visually illustrate metrics of risk and market pressures.

Task 4: Strategies and Implementation

Regionally, statewide, and nationally, practices have been put in place or are being developed to address gentrification, displacement, and the preservation of cultural assets. The purpose of this task is to understand those strategies that have had the most impact and success in their own communities and determine those that are likeliest to be successful in McKinney, and specifically within each Pride neighborhood. This task will identify the tools and strategies most relevant for the issues and opportunities present in each neighborhood, and develop an implementation strategy for the City to address issues and track progress.

Task 4.1: Tools and Strategies

The development of these tools and strategies will look at:

- What regulatory or zoning limitations will the City need to deal with?
- What incentives or revenue-generating mechanisms can be put in place to minimize displacement impacts?
- What level of financial resources are available to facilitate preservation?
- How effective might certain financial incentives be, such as fee waivers?
- What other incentives might be effective, e.g., bonus density, transfers of development rights?
- To what extent can local and state public financing tools, e.g., TIRZ, be leveraged?

Draft recommendations will be formulated as a product of this task and the outreach process. EPS anticipates a work session with City staff to work through the draft recommendations and arrive at a set of strategies that will form the foundation of the implementation plan.

Task 4.2: Implementation

The objective of this task is to work with the City to identify the process, timing, and administrative components of strategy implementation. Specific items to address may include legislative, regulatory, or zoning changes, funding mechanisms, and time frames for implementation.

Additionally, through this task metrics can be established that the City can put in place to ensure it stays on track with implementation, as well as metrics to track success once strategies have been fully implemented.

The EPS team’s recommendations and implementation plan would be framed up following the completion of Task 4 and incorporated into a draft report and presentation.

Task 5: Report and Presentation

EPS will provide a technical report and slide presentation of findings. The final report will incorporate all feedback from the City staff, provided in one consolidated set of comments. Depending on the level of public engagement the City would like, a presentation can be made following completion of the draft and/or final report.

Proposed Budget

EPS and JWG estimate that the above work program can be completed for a budget not to exceed \$85,305, including direct costs for travel and reimbursables for outreach materials.

Note that that this budget does not include any direct expenses associated with public engagement software, if desired.

Table 1. Proposed Project Budget

	Team Staff Hours							EPS	JWG	Total Project
	Knudtsen EPS	Shindman EPS	Dummiré EPS	Williams JWG	Rodriguez JWG	Hornsby JWG	Graphics/ Admin JWG			
Labor Costs										
Task 1: Project Management	4	28	0	0	0	0	\$5,300	\$0	\$5,300	
Task 2: Outreach & Engagement	10	36	0	98	39	19	\$7,980	\$26,695	\$34,675	
Task 3: Existing Conditions and Market Assessment	10	36	60	0	0	0	\$16,080	\$0	\$16,080	
Task 4: Strategies & Implementation	20	36	36	0	0	0	\$15,240	\$0	\$15,240	
<u>Task 5: Report & Presentation</u>	<u>8</u>	<u>20</u>	<u>10</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>\$6,370</u>	<u>\$640</u>	<u>\$7,010</u>	
Subtotal	52	156	106	102	39	19	\$50,970	\$27,335	\$78,305	
Direct										
Travel							\$4,000	\$0	\$4,000	
<u>Reimbursables (fliers, boards, etc.)</u>							<u>\$0</u>	<u>\$3,000</u>	<u>\$3,000</u>	
Subtotal Direct							\$4,000	\$3,000	\$7,000	
Total Cost							\$54,970	\$30,335	\$85,305	