

From strategic and financial plans to business strategies and capital budgeting, we apply our pragmatic and results-driven approach with a commitment to our clients' goals.
– Josh Lockwood



Brooklyn Academy of Music Local Development Corporation

For the Brooklyn Academy of Music Local Development Corporation (BAMLDC), HR&A conducted an analysis of the proposed development of a cultural district in the neighborhood of Fort Greene surrounding BAM. HR&A prepared the development program of 600,000 square feet of new rehearsal, performance, and gallery/exhibition space for cultural and arts groups in need of affordable, custom-designed space. An economic impact study produced by the firm estimated the benefits to the public of this long-term redevelopment plan, including new taxes, jobs, and economic growth. The firm also managed all aspects of the public outreach process, including identifying key stakeholders and follow-up with participants.



Council of Fashion Designers of America

HR&A prepared a strategic plan for the Council of Fashion Designers of America (CFDA) intended to empower the organization to meet the needs of its members. This planning process involved meeting with board members, general members, and stakeholders to gain a sense of the organization's strengths and weaknesses. After these interviews, HR&A performed an organizational scan to evaluate the CFDA's systems, board structure, staffing, and effectiveness in meeting its goals. Finally, HR&A provided a series of specific recommendations to the CFDA to aid the organization in strengthening its core functions, which are currently being implemented.



Gay Men's Health Crisis

HR&A restructured the management and finances for Gay Men's Health Crisis' (GMHC) in the face of a financial crisis. After documenting the genesis of GMHC's budgetary and financial conditions, HR&A recommended a series of deficit reduction measures, including consolidation of management, pursuit of new revenue, space consolidation, and staff reductions. GMHC's Board unanimously approved the plan, which HR&A developed in collaboration with GMHC's senior management, staff, clients, volunteers, and major donors.



Museum for African Art

HR&A developed a physical program in addition to capital and operating plans for a new museum building that was a joint venture between The Museum for African Art and Edison Schools. HR&A analyzed the prior performance of the Museum, assessed its growth potential, and developed an operating plan reflecting the impact of a new, much larger facility on exhibitions, programming, development, earned income, and staffing. The physical program and operating plans developed by HR&A have been used by the Museum and Edison Schools as the basis for their development agreement, as a design framework for the new Museum building, and as a fundraising tool. HR&A assisted the Museum in the development of promotional materials and also prepared grant applications.



New York Blood Center

HR&A prepared an analysis of the real estate implications of the recently adopted strategic plan. As part of this effort for the nation's largest independent blood bank, HR&A developed a preliminary needs assessment for the Blood Center's core businesses — blood collections, processing and distribution, and blood-related research. As part of its ongoing work with the Blood Center, HR&A will advise the Blood Center on several real estate transactions, assist the Blood Center in developing regional manufacturing and distribution strategies, recommend a corporate real estate strategy relating to blood collection and donor-room standards, and assist the Blood Center in developing long-term real estate plans for its corporate and administrative headquarters' facilities.



Randall's Island Sports Foundation

HR&A developed a strategic plan to enhance revenue-generating activities for the Randall's Island Sports Foundation/Ward's Island Park, which is one of New York City's major recreational resources. Based on a detailed financial analysis of existing agreements and market comparisons, HR&A recommended strategies for increasing concession revenue. The firm also conducted an analysis of other revenue-generating possibilities, including concerts and destination-oriented events that could create a complementary source of revenue for future maintenance and facilities development on the island park.



Uptown Consortium, Inc.

On behalf of the chief executives of five major Cincinnati institutions: the University of Cincinnati, Children's Hospital, The Cincinnati Zoo, Health Alliance and Tri Health, HR&A was engaged to prepare a development strategy for the Cincinnati community known as Uptown. These institutions, collectively known as the Uptown Consortium, set out to address concerns about Uptown's public safety, urban design, and overall economic role within the city. HR&A's team created a development priorities plan, stakeholder process and implementation strategy, and led the executive search for the organization's Chief Executive Officer. The firm successfully placed the corporation's chief executive and produced the Uptown Strategic Investment Plan, parts of which are now underway.



Urban Pathways

HR&A developed a strategic plan for Urban Pathways, one of the nation's leading not-for-profit groups, serving the homeless population and based in New York City. The final plan was informed by financial analysis, real estate analysis, interviews with staff, leadership, and potential funders, as well as an examination of trends in homelessness. The strategic plan also examined the viability of new initiatives that could tap emerging funding streams and reflect new government priorities in the prevention and treatment of homelessness.

We assist our clients by developing alternative financing; creative programs and management structures; and dynamic public engagement processes.
– Candace Damon



Balboa Park

HR&A collaborated with urban planners and landscape architects to develop the Balboa Park Parking, Circulation, and Land Use Study for the City of San Diego Parks and Recreation Department. HR&A developed the economic and management analysis section of the study. The firm modeled the capital and operating costs of the three recommended plans, developed sensitivity analyses to determine how phasing of the work impacted financing, and led discussions with the Balboa Park Committee regarding possible funding options.



Baltimore Waterfront Promenade Partnership

HR&A prepared an analysis of the management structure, maintenance, and operations of this extraordinary public amenity in Baltimore City that draws millions of visitors to the Baltimore Harbor each year. HR&A conducted stakeholder interviews and an internal structural analysis of existing governance and management systems, which are currently operated by three separate City agencies. HR&A's final report considered a number of structural and governance alternatives to the Promenade's current management system and recommendations on how to generate revenue and the costs associated with increased and improved maintenance and operations.



Battery Park City

On behalf of the Battery Park City Authority (BPCA), HR&A conducted an analysis of the existing operations and management of the Authority's parks stewardship entity, the Battery Park City Parks Conservancy (BPCPC). HR&A conducted interviews with BPCPC staff and board members and developed case studies and financial projections of comparable urban parks in New York City and other cities around the country. HR&A made recommendations to BPCPC and BPCA and outlined key policy and financial issues which culminated in the recommendation of several financial alternatives for funding the ongoing operations of BPCPC.



Brooklyn Bridge Park

The firm served as a strategic advisor to the Brooklyn Bridge Park Development Corporation (BBPDC). HR&A worked with the BBPDC to translate its vision into critical policy and strategic decisions. HR&A procured and managed the BBPDC's team of master planners, counsel, and other consultants and managed a complex, multi-year stakeholder outreach process to the project's numerous constituencies, including local, city, and state officials and diverse interest groups. As part of its role as manager of the pre-development process on behalf of the board, HR&A also created a funding plan so that the park's operating costs will be sustained by future commercial development located on the site.



Bush Terminal Piers Park

As part of a collaborative team that included landscape architects and environmental engineers, HR&A performed community outreach, market analysis, and economic research for a new park on Bush Terminal Piers located in Brooklyn's Sunset Park. The firm guided the redevelopment strategy for this brownfield site owned by the New York City Economic Development Corporation. HR&A determined a range of feasible uses for the site, both revenue-generating and non-revenue-generating, presented them to the community, and also presented a set of development scenarios based on their feedback. After a development plan was selected, HR&A created an operating budget and identified sources of gap funding.



Fresh Kills Park

HR&A serves as the community outreach, financial, and stewardship planning consultant on the master planning team led by Field Operations for the 2,200-acre former landfill site in Staten Island known as Fresh Kills. HR&A leads the team's comprehensive public-outreach process, which includes the planning and facilitation of over 30 individual interviews, four major community charrettes and three public meetings throughout the master-planning process. HR&A is developing financial projections and budgets for the capital and operating costs of the park's development scenarios. HR&A is also developing stewardship and management models for the eventual operation of the park. The master plan is scheduled to be completed in late 2005.



The High Line

HR&A prepared an economic impact study for the Friends of the High Line regarding the possible reuse of the High Line rail viaduct as a public open space. The High Line is a non-operational elevated railroad that runs for 1.5 miles down the west side of Manhattan, and has not been operational since the 1980s. The study considered whether the costs associated with converting the railroad into a public open space would be justified by the economic and social benefit that the park would produce. HR&A worked closely with the Department of City Planning throughout the study to consider the impact of the High Line's conversion under several potential zoning scenarios. This plan has been accepted by the mayor and funded accordingly.



Union Square Park

On behalf of the Union Square Partnership, HR&A, and Michael Van Valkenburgh Associates Inc., Landscape Architects PC developed and managed a public design charrette process to create a conceptual redevelopment plan for the northern portion of Union Square Park. HR&A coordinated a process reflective of the needs of this diverse community's stakeholders and produced program and use combination analyses. HR&A developed a phasing, finance and implementation plan. HR&A led negotiations with the NYC Department of Parks to secure a \$6 million city capital contribution to the \$13 million project.

Our market-driven feasibility, capital and financial plans provide development expertise to organizations with an eye toward implementation.
– Candace Damon



American Museum of Natural History

HR&A conducted an economic impact study of the museum's north-side renovation and the development of the Rose Planetarium. HR&A's analysis examined one-time economic impacts associated with construction and the annual impact of the ongoing operation of the facility. The study provided estimates of both direct and indirect spending by using input/output models to calculate the ripple effect of increased spending. We also developed a demand analysis for the museum, which included a detailed visitor profile for the new Rose Planetarium expansion project. This profile was based on street interviews, as well as telephone surveys. HR&A's analysis was used extensively by the museum for internal planning and for public and private fundraising.



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Brooklyn Cultural Consortium

On behalf of a consortium of Brooklyn arts and cultural organizations led by the Brooklyn Public Library, HR&A provided strategic-planning advisory services to six major institutions interested in creating a new organization — the Heart of Brooklyn Cultural Consortium. HR&A assisted the Consortium members with key policy options regarding the scope and goals of the Consortium, defined a governing entity, and managed other aspects of an implementation strategy. The firm produced a business plan that attracted immediate foundation interest and is now being implemented.



City of Dallas, Texas

For the City of Dallas Parks and Recreation Department, HR&A performed a feasibility analysis to assess operating models for the possible expansion of the Dallas Aquarium at Fair Park. As part of the feasibility study, HR&A examined national market trends in the aquarium sector and conducted case studies on three other aquariums. The study also included a customer and operating profile of regional competitors and analysis of the Aquarium's attendance, costs, and revenue to determine the viability of expanding while facing increasing competition from other cultural attractions.

ARTS, CULTURAL AND CIVIC ORGANIZATIONS



Lincoln Center for the Performing Arts

HR&A worked with the Lincoln Center for the Performing Arts on a proposal to construct a new theater adjacent to its campus on New York City's upper west side. Lincoln Center wanted to build a venue suitable for hosting productions in a more intimate setting, but with a stage depth that could accommodate full-scale productions. HR&A performed a projection of the economic impact of the construction and operation of the theater on the City of New York. In addition, the firm provided assistance in exploring various tax-exempt financing structures for the theater's construction.



Newark Artists Housing

On behalf of the Actors' Fund, HR&A prepared a feasibility study of artists housing alternatives in Newark, New Jersey. The firm produced a submarket analysis of five neighborhoods that represented potential locations for affordable artist housing. HR&A also produced a financial feasibility analysis for several alternative project-types within the five submarkets. These analyses will be used to determine the feasibility, financing gaps and potential development strategies for the Actors' Fund and Newark Arts Council.



New Jersey Performing Arts Center

HR&A developed a long-term financial plan for this half-billion dollar performing arts project in Newark. This project included federal, state, city, and private funds made up of grants, bond financing, tax increment financing, and special assessments. It involved reviewing existing feasibility studies of entertainment facilities, researching potential funding sources, and assessing infrastructure requirements. In order to project a 30-year cash flow, HR&A developed detailed financial models and a phased schedule of four entertainment facilities. We also developed the concept of establishing a Tax Increment Financing District in Newark's downtown. The district capitalized on tax revenues using tax-exempt bond financing to help subsidize construction costs.



Performing Arts Center of Greater Miami

HR&A prepared an economic impact analysis for the new Performing Arts Center of Greater Miami, a \$250 million opera and concert hall complex, now under construction. Looking at the effect of the center on spending patterns by both tourists and residents of Miami-Dade County and the South Florida region, HR&A projected the economic and tax impacts of the project on the city, county, and state levels, including both one-time construction impacts and ongoing impacts from the center's operations. The economic impact model also investigated the profound effect the center could have on the redevelopment of a distressed area of downtown Miami. The study was used to support both public and private financial commitments.

We develop economic reuse strategies, business plans and public-private partnerships for active and inactive military bases.
– Ellen Baer



Griffiss Air Force Base

Griffiss Air Force base is a 3,500-acre military base that was realigned as an outcome of the 1993 Base Realignment and Closure Commission recommendations. HR&A coordinated the work of nine sub-consultants for this complex analysis of economic development, real estate, aviation, and land use issues. The firm prepared a financial feasibility analysis for a range of proposed industrial, commercial, and recreational uses. HR&A also prepared the Economic Development Conveyance application for this facility and assisted in the land transfer. The base is now being redeveloped in accordance with the plan developed by HR&A.



Rome Laboratory

HR&A served as the Rome, New York community's consultant in the successful effort to save Rome Laboratory, an Air Force "super-lab" which escaped closure at the time of Griffiss Air Force Base's initial realignment in 1993. HR&A coordinated the work of a team of lobbyists, science and technology experts, econometric modelers and marketing professionals to make the case in defense of Rome Lab to the Air Force and the Department of Defense, as well as Congressional and White House officials. Currently, HR&A is coordinating a similar effort as the lab prepares for the 2005 BRAC round. Due to HR&A's efforts, the base was spared closure.



Watervliet Arsenal

For the Arsenal Business and Technology Partnership (the Partnership), a local development corporation in Watervliet, NY, HR&A led a team to develop a comprehensive strategy for the Partnership to balance its economic development objectives with the preservation of the Watervliet Arsenal, the Army's only large cannon-manufacturing facility, and Benet Labs, an onsite research and development facility. HR&A's work included an assessment of existing mechanisms for executing real property transactions on military property and a strategy for creating public-private partnerships at the site. The real estate strategy identified the Arsenal's commercial value, and prepared a market and a revenue allocation model. The strategy identified industry opportunities, potential funding sources and a management plan. HR&A led discussions with the Army regarding the preparation of the Arsenal's implementation plan for new federal economic development programs.



Fort Ritchie

HR&A was retained to formulate an economic development strategy for the reuse of Fort Ritchie, a 638-acre Army installation located in Cascade, Maryland. As part of a multidisciplinary team, HR&A worked with the Fort Ritchie Local Redevelopment Authority (LRA) on selecting uses for the site that offered both market feasibility and high potential for job generation. After creating a reuse plan for the site, HR&A's role shifted to implementation, including advising the LRA on its organizational structure, preparing an application to acquire the site from the Army, and developing a business plan for the LRA.

MILITARY BASE PLANNING



Calverton Naval Air Facility

For the Calverton Naval Air Facility Joint Redevelopment and Planning Commission, HR&A led a team to create a Master Reuse Strategy for the 3,000-acre former Grumman final assembly aviation complex at the east end of Long Island. As a government-owned, company-operated (GOCO) facility, Grumman ran the Calverton complex under a lease from the Navy, which planned to transfer the site to the Town of Riverhead. The Riverhead community wanted to use the site for countywide economic development. Taking all aspects of this project into consideration, the HR&A team developed a wide range of operational, real estate, financial, design, engineering, and environmental alternatives.



Governors Island

HR&A developed a reuse plan for Governors Island for the State of New York, through the Battery Park City Authority. Governors Island, a 172-acre island in New York Harbor, a former U.S. Coast Guard base, was vacated in 1996. HR&A, with assistance from Skidmore, Owings & Merrill, developed the first comprehensive economic model, land use plan, and development strategy for the Island's re-use. HR&A's reuse plan was the basis for the island's 2003 sale back to the City of New York, a disposition process led, by HR&A, on behalf of the City and State of New York.



Brooklyn Navy Yard Development Corporation

HR&A was retained to lead a multi-disciplinary team to assess the strength of the market to support new development and advise the corporation on the feasibility and relative economic benefits — in terms of private investment, job creation and public revenue — of different types of development at the historic 260-acre former naval site. The HR&A team's work includes engineering analysis, market analyses, site planning, transportation, environmental, marketing, and capital budgeting to develop a comprehensive long-term economic development strategy.

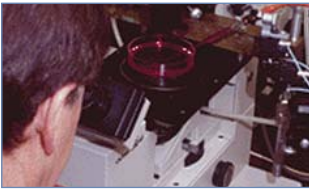


Letterkenny Army Depot

HR&A served as the lead consultant that developed a reuse strategy for Letterkenny Army Depot in Chambersburg, Pennsylvania. Once the largest employer in the county, the base was realigned and the Department of Defense announced 1,500 acres available for private development. Working with the Franklin County Reuse Committee (FCRC), the HR&A team conducted real estate, market, and environmental analyses. HR&A led the lease negotiations with the Army and assisted the FCRC in the application for an economic development conveyance.

With passion for the power of learning, we develop financial and capital plans to support research funding, job creation, and intellectual capital for universities.

– John H. Alschuler, Jr.



Albert Einstein College of Medicine

HR&A conducted an assessment of the college's laboratory development program. Specific tasks included the preparation of three project case-studies designed to assess the College's laboratory space delivery process. The goal was to improve on-time performance and to reduce the cost of development. The scope of the work included an organizational review, development of new management systems, personnel change, and privatization functions.



Cornell University

HR&A produced a complex real estate feasibility analysis for a major mixed-use development project for consideration by Cornell University. This work combined the integration of multiple disciplines including planning/design, law, and construction with a detailed evaluation of programmatic options and alternative financing strategies for the proposed project.



Hunter College

On behalf of CUNY Hunter College, HR&A assessed Hunter's role in New York City's biotechnology and medical community. This work was part of a larger real estate investment strategy to strengthen Hunter's science and health departments. HR&A conducted interviews with city leaders in the field of biotechnology and examined Hunter's role as a national leader in preparing minority students for the sciences. HR&A prepared an economic analysis study that quantified Hunter's contribution to the City's biotech workforce, documented its synergies with neighboring research institutions such as Rockefeller University and Cornell Weill Medical Center, and articulated the economic importance of maintaining excellence within their science programs. This assessment included an economic and fiscal impact analysis of Hunter biotechnology graduates moving into professional positions within the city.



Union Theological Seminary

On behalf of the Union Theological Seminary (UTS), HR&A conducted a comprehensive evaluation of its real estate assets, and crafted and implemented agreements to meet the institution's long-term needs. HR&A, acting on behalf of UTS as landlord, negotiated a series of leases and other agreements with Columbia University, the eventual tenant for the space. HR&A worked on UTS' behalf to identify real estate disposition options, and evaluated potential development partners before identifying Columbia University. HR&A worked closely with UTS' internal decision-makers to ensure full support within the institution. The final transactional structure allowed UTS to meet key strategic goals, including access to its unique library collection, while allowing the institution to shed tremendous financial burdens.

UNIVERSITY-BASED DEVELOPMENT



Uptown Consortium, Inc.

On behalf of the President of the University of Cincinnati, and the city's leading healthcare institutions, HR&A was engaged to prepare a development strategy for the area known as Uptown. These institutions, University of Cincinnati, Children's Hospital, The Cincinnati Zoo, Health Alliance and Tri Health, collectively known as the Uptown Consortium, set out to address concerns about Uptown's public safety, urban design, and overall economic role within the city. HR&A developed a targeted action plan and implementation strategy and led the executive search for the organization's Chief Executive Officer. HR&A also led an intensive stakeholder outreach process involving key community, civic, and institutional leaders in order to gain consensus on Uptown development priorities.



Wesleyan University

HR&A examined the potential development of a newly acquired 160-acre parcel of land abutting Wesleyan University. Our work included facilitating consensus and conducting a comprehensive market analysis of numerous reuse options. With the assistance of physical planners, HR&A analyzed development options by financial return, consistency with the university's mission, and development potential. Finally, HR&A produced a development pro-forma of three mixed-use development scenarios, measuring each by net income generated, jobs created, and fiscal impact.

We develop strategic plans and rational financial systems to transform forgotten waterfronts into thriving community spaces.
– Ellen Baer



Anacostia Waterfront Initiative

HR&A led a major planning and development effort for the District of Columbia's Office of City Planning, in partnership with city and federal agencies, to develop a short and long-term revitalization plan for the neighborhoods and waterfront along a ten-mile-stretch of the Anacostia River. HR&A managed the overall effort, which included a substantial public outreach process, economic analyses and a long-term implementation strategy for the plan. The firm's work led to the creation of the Anacostia Waterfront Corporation. The Anacostia Waterfront Initiative Framework Plan won the 2005 AIA Honor Award for Regional and Urban Design. Currently, HR&A serves as the corporation's development advisor as the initiative begins implementation.



East River Park

On behalf of the Alliance for Downtown New York (ADNY) and Community Board 1, HR&A was part of a team that prepared a redevelopment strategy for the East River waterfront from the Brooklyn Bridge to Battery Park's Pier A. HR&A provided the fiscal and policy analysis. HR&A developed pro-forma budgets for both capital and operating expenses for design alternatives as well as specific recommendations for the long-term management and operation of the East River Park.



Brooklyn Bridge Park

The firm served as a strategic advisor to the Brooklyn Bridge Park Development Corporation (BBPDC). HR&A worked with the BBPDC to translate its vision into critical policy and strategic decisions. HR&A procured and managed the BBPDC's team of master planners, counsel, and other consultants, and managed stakeholder outreach to the project's numerous constituencies, including local, city, and state officials and diverse interest groups. As part of its role as manager of the pre-development process on behalf of the BBPDC's board, HR&A also created a funding plan to ensure the park's operating costs are sustained by whatever commercial development is located on the site.



Governors Island

HR&A developed a reuse plan for Governors Island on behalf of the State of New York, through the Battery Park City Authority. HR&A, with assistance from Skidmore, Owings & Merrill, developed the first comprehensive economic model, land-use plan, and real-estate development strategy for the Island's reuse. HR&A's model assessed capital and operating costs and revenues for six alternative development scenarios. HR&A produced estimates for the public and private capital costs for each scenario, public sector payments from each use, and costs to the public for island-wide operating costs as part of its reuse plan. The land use plan served as the basic framework for the eventual disposition of the Island back to the City of New York, a process which HR&A managed.



Memphis Riverfront Development Corporation

As part of a multi-disciplinary team, HR&A contributed to a revitalization plan for 11 linear miles of the Mississippi River waterfront adjacent to Downtown Memphis. HR&A prepared the financial plan that identified new residential and commercial development capable of contributing to the capital and operating costs of the open-space elements. We also designed a management structure and process that captured the revenue from new development. The Memphis Riverfront Development Corporation is now working to implement the plan, beginning with the revitalization of a major existing public park and acquisition of certain key parcels.



Narragansett Landing

On behalf of the Providence Redevelopment Agency, HR&A prepared a financing and implementation strategy for the redevelopment of Narragansett Landing. Narragansett Landing is a 600-acre waterfront site located in and around the Port of Providence. HR&A developed a disposition strategy for the City of Providence to gain control of the site, relocate current port users, and assemble parcels to sell to developers. HR&A also created a financing plan for public-sector capital investment in Narragansett Landing.



North Delaware Riverfront

HR&A helped to prepare a Master Plan and Reuse Strategy for the North Delaware River in Philadelphia. The 11-mile stretch of riverfront extends north from Penn's Landing to the Bucks County line and was traditionally an industrial area. As industry moved from the Northeast to other locations around the world, the area became increasingly underutilized and subject to environmental difficulties. The area has also been separated from a number of communities by a major interstate. The firm's challenge was to suggest to the City of Philadelphia how it might spur redevelopment of this area over the long term. We were also charged with the task of identifying which smaller parcels of the riverfront might be developed immediately.



Staten Island Homeport

On behalf of the New York City Economic Development Corporation (NYCEDC) and the borough of Staten Island, HR&A prepared a long-range implementation plan for the redevelopment of the Homeport Naval Base in Stapleton. The final plan included a mixed-use waterfront environment with modest residential development, retail, banquet, and restaurant space, and site-creating amenities such as a waterfront esplanade and improved streets. The plan also projected significant financial and economic development returns to the city. In the fall of 2004, in response to the consensus-based economically viable plan, Mayor Bloomberg announced that the city would provide capital investments of \$70 million in essential up front costs that would create market-ready parcels.

From market studies and policy analysis to retail development strategies, we identify diverse experiences that can revitalize downtowns.
– John H. Alschuler, Jr



Alliance for Downtown New York

HR&A was commissioned to conduct an analysis of the residential market for Lower Manhattan. This report combined census-based statistical analysis, market analysis and industry interviews to provide a detailed profile for the emerging Downtown residential market. The report informed developers, investors, and policymakers about the opportunities and challenges that would likely face residential conversions in Lower Manhattan and to support the city's policy initiative to encourage a vital 24-hour community in this area.



Charlotte, North Carolina

On behalf of Mecklenburg County and the City of Charlotte, HR&A and Civitas led a master planning effort for the revitalization of the Third Ward in downtown Charlotte. The planning effort included eight public meetings and an extensive stakeholder outreach process involving Charlotte's corporate community. A key component of the planning process was the creation of Charlotte's primary public park and gathering space. HR&A conducted a market analysis that will inform the location and configuration of the park. As well, we prepared a land negotiation strategy to accommodate the proposed public space.



Cincinnati, Ohio

HR&A developed a strategic investment plan for the City of Cincinnati, the Cincinnati Business Committee and Downtown Cincinnati, Inc., on a number of downtown planning and development issues. The result of this plan was the creation of the Cincinnati Center City Development Corporation (3CDC), a non-profit development corporation charged with leading downtown revitalization efforts. In partnership with Cooper, Robertson & Partners, HR&A's work included an initial assessment of the barriers to growth in Cincinnati, as well as identifying development opportunities within the Center City. In addition, HR&A provided strategic implementation direction for one of the city's most troubled neighborhoods, Over the Rhine. HR&A delivered a final plan that identified detailed area strategies, including developer solicitation and selection, financial feasibility analyses, and implementation guidance.



Memphis Riverfront Development Corporation

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DOWNTOWN REVITALIZATION



Columbus, Ohio

For three years, HR&A has led the downtown development efforts for the City of Columbus, Ohio as its development manager. HR&A secured substantial funding from both public and private sectors for a planned development of a \$250 million mixed-use project. The area is slated to include a riverfront park, an arts district, a baseball stadium, and a redesign of the Lazarus building and the city's amphitheater. HR&A raised \$10 million from private industries and secured an additional \$10 million per year for ten years from the city. HR&A maintained project schedules, obtained major financing, coordinated efforts between the mayor's office and the development team, and was responsible for all public interface, including obtaining public approvals.



Millville, New Jersey

HR&A served as the economic consultant for an emergency Economic Diversification Strategy for Millville, New Jersey. After the closing of the nation's longest-operating glass plant, Ball-Foster, Millville was forced to develop a new plan for its economic future. A glass manufacturing hub for over a century, Millville sought to limit its exposure to fluctuations in the glass industry by attracting firms from a range of sectors. HR&A organized and led a Southern New Jersey Glass Industry Summit that convened regional leaders to discuss the challenges that confronted the industry in and around Millville. HR&A crafted a step-by-step business attraction strategy for several different markets that had potential in Millville, and conducted extensive research into the possible incorporation of the biotechnology industry into this new Economic Diversification Strategy. Other possible industries included pharmaceuticals, call-centers, back-office operations, and agribusiness.



Washington, D.C.

On behalf of the Mayor of the District of Columbia, HR&A and the firm of Skidmore Owings & Merrill (SOM) developed a preliminary reuse plan and development program for the site of the former Washington Convention Center located in Washington's primary downtown business district. Upon the plan's approval, HR&A advised a Mayoral Task Force, created a development program for the site and, ultimately, prepared the District's RFQ/RFP process to designate a Master Developer. HR&A analyzed the submissions and advised the District regarding the policy and economic implications of each submission. HR&A identified the urban design and financial impacts of the various development scenarios. On behalf of the District, HR&A led negotiations that resulted in a Letter of Intent with the two finalists, and also advised the District on its designation of the Master Developer.

Our experience allows us to align stakeholders, identify the data necessary to make informed decisions, save time, and reduce costs.
– Eric Rothman



City University of New York

HR&A served as a core member of a team that designed a computerized project management information system for use by the City University of New York (CUNY) for the management of its capital program. HR&A made recommendations for reengineering how CUNY managed capital projects, and, based on those recommendations, developed the functional specifications for the new system. In addition, HR&A recommended changes to the quantity and composition of CUNY's capital project management staff.



New York City Mayor's Office of the Director of Construction

For the New York City Mayor's Office of the Director of Construction, HR&A designed a project management system and a manual for the city's six largest capital construction agencies: the Departments of Environmental Protection, General Services, Housing Preservation and Development, Parks and Recreation, Sanitation, and Transportation. After the project management system manual was developed and well-received, HR&A was retained by the Department of General Services to assist in the implementation of the recommendations contained in the manual and to design an organizational structure to support the project management system envisioned by the manual.



New York City School Construction Authority

HR&A established this new organization's structure for collective-bargaining and civil service procedures. The Authority needed a system of employee benefits and salary titles that ensure cost-effective implementation of its capital program. HR&A compiled a detailed map of the personnel policies and procedures utilized by the City of New York and by the major authorities with capital-management responsibility, including the Port Authority, the MTA, and the Dormitory Authority of the State of New York. The firm also created a comparable map of the personnel policies and procedures of leading private-sector design, engineering, and project management organizations. HR&A delivered a detailed set of recommended personnel policies and procedures to the Authority and a Project Management Manual based on these recommendations.



New York State Energy Research and Development Authority — Housing

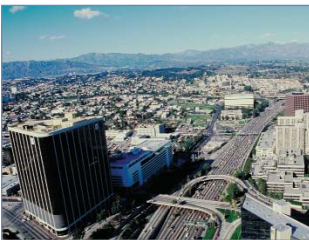
HR&A designed, implemented, and now administers the Assisted Low and Moderate Income Multifamily Building Program for NYSERDA. The program reduces energy use statewide, lowers bills for thousands of low-income tenants, and responds to the energy needs of the more than one million multi-family housing units in New York. Energy engineers working on the HR&A team perform building-wide, systemic analyses of the energy usage. Proposed improvements include measures as simple as efficient light bulbs, and as innovative as solar-heat recovery or co-generation. HR&A packages the financing necessary to implement the recommended energy-saving measures, manages the multi-disciplined team, and directs policy development. Now in its fourth year of operations, the program has served more than 95,000 units in 470 properties and caused the investment of a total of \$297 million in New York's affordable housing stock.

CAPITAL AND TRANSPORTATION MANAGEMENT



New York State Empire State Development Corporation, New York City Economic Development Corporation, and the Alliance for Downtown New York

HR&A projected the economic benefit of a possible commuter rail extension to Lower Manhattan. Of particular interest were HR&A's predictions of the proposed project's effects on firm and visitor behavior, the nature of the benefits that would result from changes in behavior, and the identity of the beneficiaries. HR&A also focused on the effects on landowners, the government, and the geographical distribution of benefits among the various groups.



Los Angeles County Metropolitan Transportation Authority

HR&A completed a "fast track" workout of the Los Angeles County Metropolitan Transportation Authority's (LAMTA) capital program, including preparation of that agency's FY '99 capital budget. During this six-week assignment, HR&A reviewed all capital-budget requests made by LAMTA's operating departments (Bus Operations, Rail Operations, Construction, Administration, Procurement, Planning, and Finance); examined all relevant documentation associated with these requests; conducted interviews with key stakeholders including project managers, budget directors, and department heads; and negotiated its preliminary recommendations with these individuals.

Based on these findings, HR&A recommended a revised capital budget that identified more than \$60 million in reductions to the \$250 million in proposed projects. HR&A also identified several structural deficiencies in LAMTA's capital program, and outlined an implementation plan to improve the capital budget process.



Massachusetts Bay Transportation Authority (MBTA)

HR&A led the multi-disciplinary "workout" team hired by the Massachusetts Bay Transportation Authority (MBTA) to plan, design, and implement a restructuring of the organization. The "workout" team identified areas for potential for cost reduction. The areas included internal operational restructuring, privatization, and also contracting out functions or services. The ultimate goal of the restructuring was to transform the MBTA from a transportation system dependent on deep public subsidies to a productive organization with an eye toward cost savings and efficiency.

Among the specific assignments the firm performed was a restructuring of the MBTA's capital program and project management procedures. This assignment involved detailed review of MBTA management practices, three project case-studies comparing the MBTA's long-term planning policy with that of other major transit organizations, and staffing of a senior oversight body created by HR&A and newly charged with management of the program. HR&A recommended a series of new project management policies and procedures that provided incentives for project management staff to deliver projects on schedule and within budget.



Metropolitan Transportation Authority

HR&A studied the capital programs for two of the Authority's operating agencies: the Long Island Rail Road and Metro North Commuter Railroad. The review involved analysis of the planning, budgeting, personnel, and organizational issues affecting the Railroads' long-term fiscal future, as well as an assessment of the environmental and economic impacts of several large construction projects on the surrounding area. HR&A proposed recommendations for changes in internal management, structure and operating policies.