

EXHIBIT A

Proposed Contract Amendment / Extension

Introduction & Background

The HR&A Advisors team is honored to be asked to continue supporting the City of Dallas in the implementation of the Economic Development Policy.

Since mid-2021, HR&A has been working with staff and leadership across various City departments to craft policies and programs, engage communities, and implement actions that advance the mission and vision of the Economic Development Policy, which focused on addressing barriers to equitable development in Dallas.

In 2022, our work included:

- Updating the Economic Development Policy passed by Council in 2021 based on Council's charge to use a transition year prior to implementation to prepare for the successful deployment of the Policy.
- Managing an Economic Development Policy Task Force of leading civic and business leaders, who provided input and feedback on Policy initiatives and drafts.
- Working with the Office of Economic Development to craft an update to the City of Dallas Incentives Policy, including launching the Infrastructure Investment Fund along with an as-of-right incentive offering to improve accessibility and predictability.
- Launching and supporting the cross-departmental Economic Development Policy Working Group to align city policies and initiatives around the goals of the Policy.
- Initiating an analysis of the City's historic preservation functions, identifying barriers to equitable participation and outcomes.
- Supporting improvements to the Development Services Department processes and staffing, including the hiring of a new Director and Chief Building Official.

At the beginning of 2023, HR&A worked with City leadership to set four priorities for continuing to take advantage of the moment offered by new policies and tools grounded in a shared commitment to racial equity and equitable economic development:

1. Maintain momentum; do not let anything 'sit on the shelf'
2. Continuing building the policy foundation, resources, and City
3. Maximize connections between plans, policies, and investments
4. Identify opportunities for impact

Our work with City leadership and staff this year has facilitated significant progress and important milestones:

- Council approval of the Economic Development Policy and Incentives Policy in January.

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- A robust Historic Preservation engagement and strategic planning effort that will result in a first-of-its-kind strategic plan and policy, informed by the input of a Steering Committee coordinated and managed by HR&A.
 - The planning and launch of a Community Development Unit that will improve the resources and tools the City can apply to generate equitable development and investment in historically disadvantaged neighborhoods.
 - A strategy and roadmap for workforce and economic opportunity that can equip the Small Business Center to embrace and apply its charge and tools in support of the City's equitable economic development priorities.
 - Support on leadership hiring processes for Historic Preservation and Community Development roles.
 - New resources within the Office of Economic Development to manage the 10-year implementation of the Economic Development Policy to ensure transparency, progress, and consistent reporting.

As policy advisors, augmented staff capacity, and internal and external engagement managers, we have been grateful to be able to continue working with City staff and elected leadership. While these achievements represent significant milestones, some of these efforts will require additional time and attention in coming years to reach full conclusion. The recent transitions in department leadership, major upcoming initiatives such as the bond program, and meeting your charge for continued improvement and a responsive City government that serves all Dallasites require continued focus in the year ahead.

2024-25 Needs and Opportunities for Impact

As the end of 2023 approaches and we reflected with City leadership on the continued needs and opportunities to maintain momentum and progress in service of Council's ambitious equitable economic development charge, the following takeaways from our engagement to-date informed the scope that follows:

- In 2022, Council directed staff and HR&A to facilitate deep community engagement to inform Historic Preservation policies and programs. As that effort has advanced in 2023, we have encountered the following opportunities and challenges:
 - Creating informal and formal venues for more engagement and review and input on plan and policy drafts required that the Policy development and approval process continue into early 2024.
 - Leadership transitions within PUD and the Historic Preservation office have meant onboarding and engaging new staff leaders into the policy.
 - The effort has offered new opportunities to raise private funding in support of shared commitments to historic and cultural preservation and to bring together City staff, Landmark Commissioners, advocates, civic leaders, and preservationists in unprecedented ways.
- The operational, programmatic, and policy recommendations offered in the Small Business Center roadmap can transform the positioning, effectiveness, and impact of SBC. This will require third-party program operational support and deployment of new partnership methods for administration, development of new tools and programs to address underperforming programs, and focused efforts to take advantage of major opportunities, such as the Convention Center project.

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- The Community Development Unit will be equipped with a strong foundational strategic and operational plan, and likely initial staff appointments, by the end of 2023. However, there will be additional work to onboard and train staff, engage with agency partners, develop the details of tools and programs, and facilitate effective collaboration across departments.
 - With multiple department directors departing, the Economic Development Corporation beginning to launch, and many additional initiatives and actions from the Economic Development Policy requiring attention, such as housing policies and programs in development, HR&A can continue to offer flexible expertise and resources to the executive team and departments whose services are at the core of addressing equitable growth in Dallas.

Contract Amendment Proposal: Scope & Budget

HR&A proposes continuing to partner with the City of Dallas on the following work streams from January 1, 2024 through June 30, 2025.

Strategic Advisory Services

Executive Team Lead – CM Broadnax & ACM Al-Ghafry

Departmental Lead – None

Timing – Ongoing during 2024 for the duration of the contract

HR&A will continue to provide expertise to the Office of the City Manager, particularly focused on systems, initiatives, partnerships, and staff roles that will improve how departments work together, service the community, and provide services efficiently and aligned with the state of the market and adopted policy. HR&A will engage regularly with executive, departmental, and elected leadership to share progress, identify additional internal or staff augmentation needs, and share progress.

Leadership Recruitment and Onboarding

Executive Team Lead – CM Broadnax & ACM Al-Ghafry

Departmental Lead – None

Timing – Ongoing during 2024 for the duration of the contract

HR&A will support City executive leadership in the preparation for and execution of a recruitment process for new leadership within Planning & Urban Development (Director, Assistant Director for Historic Preservation), and Housing, Community Development, & Real Estate (Director, other roles TBD). While the City is engaging an executive search firm to manage the recruitment, HR&A will:

- Advise on job descriptions
- Assemble and facilitate hiring panels, including external stakeholders
- Advertise and provide outreach within the firm's networks across the United States, supplementing the efforts led by outside executive search agencies
- Participate in late-stage interviews if requested by leadership
- Advise the City Manager on final selection decisions, if requested
- Support onboarding of new leadership by providing orientation to the Economic Development Policy and other policies and initiatives

Cultural and Historic Preservation Policy and Planning

Executive Team Lead – CM Broadnax & ACM Al-Ghafry
Departmental Lead – PUD Director & Assistant Director for Historic Preservation
Timing – January through June, 2024

HR&A will support the continued planning, public engagement, policy development and implementation, and organizational capacity building emerging from the strategic planning effort to-date. This will include:

- Continued community and stakeholder engagement.
- Support hiring and onboarding for Historic Preservation leadership and new staff.
- Preparation for and participation in meetings with Council members and Council committee, briefing, and voting meetings to facilitate review and approval of the strategic plan and policy.
- Support in launching historic resource surveys, ordinance modifications, and team capacity building, among other elements of the implementation of the Strategic Plan currently under development.

Small Business Center Roadmap Implementation

Executive Team Lead – DCM Bizer Tolbert
Departmental Lead – Small Business Center Director
Timing – January through June, 2024

HR&A will Provide staff augmentation and advisory services to equip SBC to adopt and implement recommendations of the 2023 roadmap. This will likely include:

- Management of SBC micro-grant program (*note: should additional budget be identified prior to the start of 2024, HR&A is prepared to begin this effort sooner*).
- Position City of Dallas with an economic opportunity strategy that includes hardest to employ and upskilling/apprenticeships and a powerful SBC.
- Development of tools and strategies to modify the FreshStart program and add new models for workforce development, including those specifically focused on taking advantage of the Convention Center construction and operation opportunities.
- Strategy development associated with planning for a few “one stop shop” facilities housing small business, innovation, and second chance programs of the City of Dallas.

Community Development, Housing, Grants Management and Monitoring, and Real Estate Functions & Organization

Executive Team Lead – CM Broadnax & ACM Al-Ghafry
Departmental Lead – None
Timing – Ongoing during 2024 for the duration of the contract

Support staffing, training, and program/tool/operating procedure development, building on the foundation of the Strategic and Operational Plan HR&A will complete by the end of 2023. This will include:

- Onboarding for Director and other staff, including orienting team members to the vision for the Community Development Unit and other housing and community development functions, including the content of the Strategic and Operational Plan for the CDU.
- Develop protocols and guidelines for department programs and tools, in collaboration with other departments where needed.

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- Where necessary to augment staff capacity, provide project-level support, such as real estate and market analysis, preparation of development RFPs, and other services.
 - Support interim and future department leadership in advancing and institutionalizing ongoing programs and initiatives, such as the anti-displacement toolkit, emerging developer initiative, Community Land Trust, and other DHP33 recommendations requiring analysis or program development.

Smart Cities Cross-Department Coordination Support

Executive Team Lead – Chief of Staff Genesis Gavino

Departmental Lead – None

Timing – February through March, 2024

- Convene leadership and staff of departments that currently have or are considering Smart City initiatives or technology. Hold 1-2 workshops to inventory existing efforts, identify pain points and opportunities for connection and collaboration, and strategize about processes and tools for identifying, selecting, and deploying
- Draft a brief set of centralized guidelines to inform how departments select, procure, and deploy smart city technology and partnerships and encourage information sharing and coordinated planning and implementation.

Budget

HR&A will complete this scope of work for a total of \$1,580,000, billed on a monthly basis (\$87,778 per month), inclusive of project expenses.