

HR&A

Inclusive Cities

We work across the country to translate the ideas of communities and their advocates into meaningful systems change.





Who we are

We are the bridge between intention & implementation

HR&A Advisors, Inc. (HR&A) is an employee-owned company advising visionary clients on how to create vital places, build equitable and resilient communities, and improve people's lives.

We are a mission-driven group of analysts, planners, and policy experts who care deeply about the future of cities. Working with visionary clients from grassroots activists to elected city and county leaders, HR&A Advisors centers equity and economic justice in economic development, policy, and planning.

Inclusive Cities

America's economic and racial disparities are found in our neighborhoods, institutions, policies, and practices. Cities are theaters for the ways that class, race, and geography intersect — often to the exclusion of many of the communities that make them vibrant. Our Inclusive Cities work focuses on:

Election Transitions

We partner with newly elected city and county leaders to design and implement governing agendas that are rooted in community priorities, grounded in the realities of people's lives, and powered by talented, innovative civil servants.

- Turning civic input into actionable priorities
- Translating values into governing agendas
- Building the teams that deliver

Public Options

We conduct rigorous feasibility and market studies and stakeholder and community engagement to build the case for public options, and then guide municipalities and states through complex implementation processes to deliver solutions that are built around the communities they seek to serve.

- Advancing economic democracy through public banking
- Expanding access to energy efficiency programs for low- and moderate-income families

Equitable Governance

Effective governance requires systems that serve all community members, not just those with traditional access to power. HR&A helps transform how cities make decisions, structure budgets, and deliver services by integrating community input into municipal priority-setting.

- Centering community input in policy priorities
- Coalition-building with grassroots organizations
- Embedding equity in comprehensive plans
- Interrogating government policy and structures through equity audits
- Embedding equity into municipal budgeting

Homelessness

Homelessness and the housing crisis are inextricably linked, and we work with clients in a myriad of ways to address both. We leverage significant affordable housing finance and real estate expertise to get housing built and engage with communities that are impacted by homelessness to create effective programs that improve people's lives and shape better housing policy.

- Closing the racial wealth gap through affordable homeownership
- Targeted strategies for vulnerable populations like foster youth

Anti-Displacement

When housing supply doesn't keep up with demand, displacement often follows—affecting residents, small businesses, and entire communities. Residential or commercial displacement, and we help them quantify this difficult-to-measure and often nuanced problem and identify major pressure points.

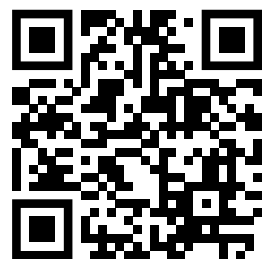
- Addressing the disparate impacts of climate change
- Building communities of practice



Public Options

Lack of access to essential services like **banking, healthcare, and food leaves communities vulnerable and limits economic opportunity for residents and businesses alike**, causing reverberating negative economic impacts. HR&A empowers our clients to address these critical gaps in social and economic wellbeing by helping build **public options**, from designing initial concepts to implementation.

We conduct rigorous feasibility and market studies and stakeholder and community engagement to build the case for public options, and then guide municipalities and states through complex implementation processes to deliver solutions that are built around the communities they seek to serve. Our work fills market gaps in public banking, grocery stores, and other essential services, delivering universal access to what people need to thrive every day.



Scan to explore **Unbanked America**, a free, first-of-its-kind data analysis to help communities understand where and why banking access falls short.

We translate the ideas of communities and their advocates into meaningful systems change.



Recent Inclusive Cities Projects



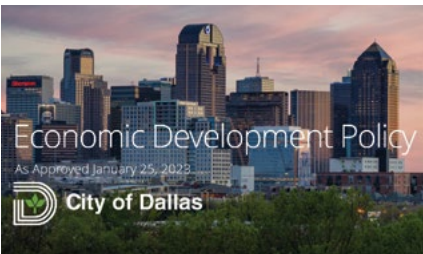
Mayors for America, National | HR&A helped design and launch Mayors for America, a new initiative designed to fortify city halls to push back against incursions on local authority. We provide additional capacity for mayors to dissect federal policies, to mount legal challenges in response, and to communicate successes in ways that help build a compelling counter-narrative, showcasing thriving cities and the strong, competent leadership of America's mayors. Learn more at: mayorsforamerica.us



Transition for Allegheny County Executive Sara Innamorato, Allegheny County, PA | HR&A provided intensive daily project management and strategic guidance for the transition of the first female County Executive in Allegheny County history. HR&A designed and implemented All In Allegheny, the largest and most inclusive community engagement initiative in County history to inform her Administration's governing agenda. In 2026, we're leading similar efforts in Detroit, New Orleans, Jersey City, and Albany.



Reimagine Ravenswood: Just Transition Site Reuse Planning in Long Island City, New York, NY | The Long Island City northern waterfront hosts the Ravenswood Generating Station, NYC's largest fossil fuel plant. After Rise Light & Power committed to transforming it into a renewable energy hub, the Queens Borough President engaged HR&A to lead "Reimagine Ravenswood," a community-driven planning process guiding a just transition to an inclusive clean energy economy.



Equitable Economic Development in Dallas, Dallas, TX Since 2021, HR&A has supported the City of Dallas on the development and implementation of a new equitable Economic Development Policy, which defines a new mission, vision, and policy agenda for inclusive economic growth. This work includes a first-of-its-kind Historic & Cultural Preservation Strategy that orients preservation activities through the lens of racial equity and the revision of the City's Economic Development Incentives toolkit to be more accessible and aligned with the community priorities.



Ending New York City's Foster Care to Homelessness Pipeline, New York, NY | HR&A is proud to support the Center for Fair Futures' new report, Housing Justice for Young People Aging out of Foster Care in New York City, which lays out a five-year plan to provide 800 new homes for youth exiting foster care. The findings in this report present an opportunity for policymakers, service providers, and mission-driven investors to come together to prevent homelessness for a uniquely at-risk population.



Equitable AI in Education, National HR&A developed a framework of principles for AI to be integrated into public education using an equity lens. We supported a foundation in their work convening grassroots coalitions, labor partners, educators, civil rights organizations, tech and corporate partners as well as philanthropic leaders to explore the opportunities AI presents while surfacing the policy, practice and engagement infrastructure that must exist to ensure equity, ethics, and engagement remain central pillars to effective integration.

Public Options Projects



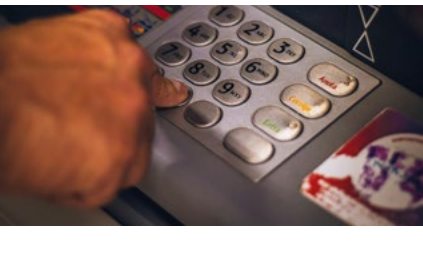
San Francisco Public Bank, San Francisco, CA | HR&A Advisors led a team to develop a business and governance plan and feasibility study for the City of San Francisco to create a municipal public bank to reinvest public funds into expanding affordable housing, small business lending, and green investments to support a more equitable and prosperous city. The HR&A team developed comprehensive business and governance plans that define the vision, mission, and structure of the bank.



Public Options for Mayors Toolkit, National | The Economic Security Project (ESP) champions public options—publicly-funded alternatives to privately provided services. In partnership with HR&A Advisors, ESP showcased successful initiatives to catalyze local action. HR&A studied four public options: Chattanooga's high-speed internet, California's CalRx insulin program, Los Angeles' AngelenoConnect banking, and Baldwin Market grocery store, providing toolkits for policymakers nationwide.



Chicago and Venice Grocery Studies, Illinois | HR&A developed products to evaluate municipally owned grocery models for Illinois' Grocery Initiative. In Chicago, HR&A assessed public grocery feasibility, tested operational scenarios, and proposed subsidies. For Venice Revitalization Project, HR&A created a case statement for funding a publicly owned grocery store in a food desert, supporting the grant application.



East Bay Public Bank, Oakland, Richmond & Alameda County, CA HR&A evaluated the business plan for the Public Bank East Bay, assessing Berkeley's potential involvement with Oakland, Richmond, and Alameda County. The evaluation covered capitalization needs, regulatory risks, and funding mechanisms. HR&A reviewed proposed services and contributed to recommending a governance structure reflecting each partner's interests.



SEIU State Public Banking Legislation, California The California Service Employees International Union and California Public Banking Alliance sponsored the California Public Banking Option Act (AB 1177). HR&A supported advocacy through analysis examining financial exclusion and economic benefits. The reports informed legislators, HR&A conducted briefings, and the Governor signed this historic legislation in October 2021.



Public Bank Feasibility Study, Philadelphia, PA With high poverty and unbanked/underbanked rates among major U.S. cities, Philadelphia's City Council asked HR&A to investigate a Public Bank as a solution. HR&A analyzed local context, evaluated financial and legal feasibility, measured potential impact, and developed an implementation roadmap. In March 2022, City Council established the Philadelphia Public Financial Authority.



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HR&A

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