

About HR&A

HR&A Advisors, Inc. (HR&A) is an economic development, real estate advisory and public policy consulting firm. Founded in 1976, the firm has a distinguished track record of providing realistic answers to complex housing, real estate, economic development, public finance and strategic planning problems. HR&A clients include Fortune 500 corporations, all levels of government, the nation's leading foundations, and not-for profit agencies.

HR&A's practice lines include real estate analysis and advisory services, local and regional economic analysis, economic development program formulation and analysis, fiscal impact analysis, land use policy analysis, development impact fees, housing policy research and analysis, population forecasting and demographic analysis, and transportation and other capital facilities analysis and financing. HR&A has frequently been asked by private clients to critique, and by public clients to prepare, "nexus" and other related studies now required for development impact fees under the Mitigation Fee Act (Government Code Section 66000, *et seq.*), the California Education Code, the U. S. Supreme Court's decisions in *Nollan v. California Coastal Commission* and *Dolan v. City of Tigard*, and various related California Supreme Court and Appellate Court decisions. HR&A is also very familiar with development fee practice in California, including unincorporated Santa Barbara County.

Paul J. Silvern

Mr. Silvern is the Partner in charge of HR&A's Los Angeles area office. He specializes in fiscal impact analysis, local and regional economic analysis, real estate advisory services, and housing policy analysis for both private and public clients. In his more than 25 years of experience, 20 of which have been with HR&A, he has directed analyses of major regional airport expansion plans, military base conversions, television and film studio expansions, hotels, high-technology office parks, high-rise office buildings, industrial developments, shopping centers, hospital complexes, university campus expansions, large residential developments, mixed-use developments, and a wide variety of planning initiatives, including General Plan updates. He has frequently been retained to prepare and/or critique environmental impact studies, particularly as they relate to land use, housing, population, employment, public school, jobs/housing balance, and economic impacts. He also has extensive experience drafting and critiquing development fee systems and fee justification studies.

He is familiar with the development context in Santa Barbara as a result of previous real estate advisory service assignments for the developer of a mixed-use project proposed in Goleta, and work on housing policy and inclusionary housing in-lieu fee issues for the County of Santa Barbara.

Before joining HR&A, Mr. Silvern was Director of Planning of the City of Santa Monica. He holds a B.S. in architecture from the University of Illinois, and an M.A. in Architecture and Urban Planning from UCLA. He has been a Lincoln Institute of Land Policy Faculty Associate, and is a long-standing member of the Urban Land Institute, American Planning Association, International Economic Development Council and American Institute of Architects (professional affiliate).