
CITY OF FORT LAUDERDALE

Federal Transit Oriented Development (TOD) Planning Services

RFP #12093-885



01.25.18

DOVER, KOHL & PARTNERS

t o w n p l a n n i n g

January 24, 2018

City of Fort Lauderdale Procurement Services Division
100 N. Andrews Avenue, Suite 619
Fort Lauderdale, Florida 33301

RE: RFP #12093-885 • FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING
SERVICES

Dear Members of the Selection Committee:

Dover, Kohl & Partners is excited to submit this proposal to assist the City of Fort Lauderdale in land planning for the Wave Streetcar. We have assembled a team with a national reputation and regional experience, whose expertise is naturally suited to the challenges presented in your RFP. **Dover, Kohl & Partners** will serve as the prime consultant, leading urban design, form-based code writing, and community engagement tasks. Over many years we have earned a solid reputation for visually-oriented town planning on behalf of local governments, redevelopment agencies, private developers, and community groups across the country. We call our approach “**Designing in Public.**”

Dover-Kohl is well-versed in the techniques of planning for Transit Oriented Development and the details it takes to make a multi-modal place attractive and pedestrian-friendly. It takes more than street design but the holistic approach from building front to building front and coordinating both public and private efforts.

Nelson Nygaard is an industry leader in holistic planning for all modes of transportation. They will lead the research on TOD best practices, needs assessment, transportation demand management, and the streetcar connections and multi-modal level of service.

AECOM joins the team in several key supporting functions: advising on TOD implementation opportunities, the integration of street design with proposed transit enhancements, and sustainable building and infrastructure standards.

James Lima Planning + Development will lead the economic and housing considerations in implementing the Wave Streetcar and the impacts it will have on the surrounding areas. Their expertise lies in helping both the public and private sectors create a more vibrant, equitable, and resilient places.

Hickey Peña Architects will provide expertise in architecture, GIS, and graphic design as well as help get people usually underrepresented in public discourse to the table. They are our team's certified M/WBE.

Roar Media are experts in media relations and public participation. They are an integrated public relations & Internet marketing agency with headquarters in Miami designed to help clients achieve their business goals.

Our combined team familiarity and expertise—coupled with our ability to engage community members in meaningful planning activities, and the capacity to work together seamlessly to identify innovative solutions—makes us a natural fit to assist you with this ambitious and defining project.

Thank you again for the invitation to submit this proposal. We are excited at the prospect of working in Fort Lauderdale, and look forward to our next conversation.

Respectfully,

DOVER, KOHL & PARTNERS

A handwritten signature in black ink, appearing to read "Victor Dover", with a stylized, elongated flourish extending from the end.

Victor Dover, FAICP, LEED-AP, CNU-A
Founding Principal/Principal-in-Charge
vdover@doverkohl.com

A handwritten signature in black ink, appearing to read "Jason King", with a large, stylized loop at the beginning and a sharp, angular flourish at the end.

Jason King, AICP, CNU-A
Principal/Senior Project Director
jking@doverkohl.com

The above individuals are authorized to negotiate/expedite the proposed contract and can be reached at 305.666.0446.



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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY



1

BUSINESS ENTITY PROFILE

Dover, Kohl & Partners is best known for detailed master plans, public design Charrettes, and illustrative codes that emphasize complete neighborhoods as the basis for sound communities.

Our portfolio includes all scales of planning and design, including examples of infill development for a single city block, as well as master plans that cover thousands of acres.

While each project is different, our experience has been that—maintaining quality urban design, using a collaborative multidisciplinary approach, and creating detailed implementation tools—are the keys to success.

We have assembled a team with a national reputation, regional experience, and local presence, whose expertise is naturally suited to the challenges presented in your RFP.

- **Nelson Nygaard:** Pedestrian & Bicycle Street Design
- **AECOM:** Transit, Transportation Systems & Housing
- **James Lima Planning + Development:** Economics & Resilience
- **Hickey Peña Architects** (M/WBE): Architecture, GIS & Graphic Design
- **Roar Media:** Project Branding & Outreach

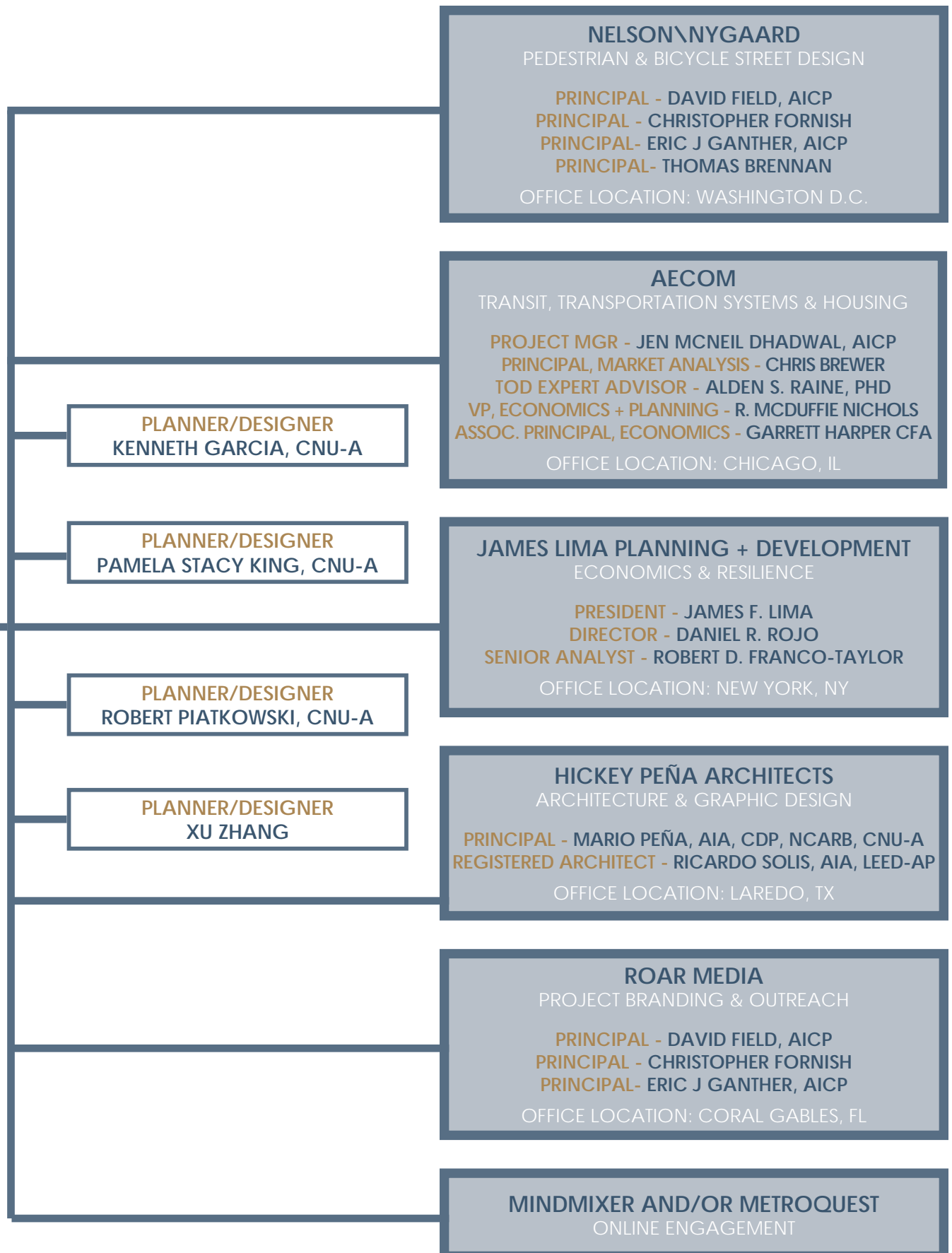
This section provides an organizational chart identifying **Key Team Members** along with the primary **Office Location** that will be assisting with this project.

A summary of the our team's **Key Proposal Elements** is provided in this section.

KEY TEAM MEMBERS / ORGANIZATIONAL CHART

The following **Organizational Chart** describes the Dover-Kohl Team’s proposed organization in working with the City of Fort Lauderdale, specifying key team members and roles for this planning effort.





PROPOSAL SUMMARY

DKP has one office located at 1571 Sunset Drive in Coral Gables, Florida. Jason King, Principal with 15+ years of experience, and Victor Dover, Founding Principal with 30+ years experience, will be the primary contacts and “faces” of the project. This initiative will be their primary focus. We understand that this effort is *that* important. Yet every plan is a team effort. Jason and Victor will be joined by the Senior Staff of Nelson/Nygaard, AECOM, James Lima Planning + Development, and Hickey Peña Architects.

WHY THIS TEAM?

This is what we do, better than just about anyone, and we hope our local reputation testifies to that. Dover, Kohl & Partners was founded 30 years ago and is one of the few firms in the world which specializes exclusively in urban planning. Planning isn’t what we do in addition to transportation, architecture, or landscape architecture; urban planning is **PRECISELY** what we do. Accordingly, we understand that meaningful public participation is key to making plans reality. Vision is important, but commitment is of greater importance.

When you look at our complete team, we hope you see...

- **We have national expertise and a local presence.** We have the benefit of working around the country and world, while still having **home** offices locally.
- **You can walk the TODs we have planned in the region. They represent built results which can be measured in dollars.** If you remember South Miami or Downtown Kendall before their plans, then you understand just how much can be achieved once you’ve achieved consensus.
- **We’re experts in both in automotive solutions and walkable places.** AECOM and Nelson/Nygaard are industry leaders in the realm of conventional transportation planning. Traffic congestion and commute times matter.

At the same time, our team understands how to design places that are safe, comfortable, and interesting to the pedestrian.

- **We have a proven public engagement and consensus-building process.**
- **We’re mid-sized and responsive. Principal Involvement is a given.** When you look at the staff we suggest for the project you see thought leaders and firm namesakes like James Lima, Mario Peña, and Victor Dover. You also see senior staff directly responsible for authoring award-winning plans.
- **We build places for everyone.** The mission to plan and beautify cities must involve everyone and make a place for everyone. Our projects show a wide range of building types for a wide range of people.

WHY THIS APPROACH?

Our approach is a synthesis of the City’s recommended approach (we include everything that the City suggests in the Scope of Work) and tasks we have found helpful after decades planning places.

The City lists deliverables that are innovative in the field. We were especially delighted to see time allocated in the RFP to researching and educating on TOD best practices (TOD Best Practices Research), a commitment to prosperity for everyone (Affordable Housing Strategy), building complete places as a primary goal (Live/Work/Play Needs Assessment), and recommendations for implementation that make use of the planning field’s most powerful tools (TOD Zoning & Development Regulations).

You will see that we propose to meet the public involvement expectation and exceed it by use of on-site charrettes, workshops, walking tours, educational seminars, summits, and as many on-site hours as it takes to complete the plan to the City’s satisfaction.

EXPERIENCE & QUALIFICATIONS

EXPERIENCE & QUALIFICATIONS



TEAM QUALIFICATIONS

This section contains a summary of our team's qualifications including **Firm Profiles**, **Key Personnel Bios**, and **Similar Projects** for each of the following core firm.

- **Dover, Kohl & Partners:** Town Planning, Urban Design & Public Engagement
- **Nelson Nygaard:** Pedestrian & Bicycle Street Design
- **AECOM:** Transit, Transportation Systems & Housing
- **James Lima Planning + Development:** Economics & Resilience
- **Hickey Peña Architects (M/WBE):** Architecture, GIS & Graphic Design
- **Roar Media:** Project Branding & Outreach

MindMixer and/or **MetroQuest** will also become a part of this project team, providing an online engagement component. Dover-Kohl has experience working with both forums as part of a larger engagement strategy. We will work with the City of Fort Lauderdale to determine the preferred approach; qualifications for each firm have also been included for reference in **Section 6 Subcontractor**.

Full Resumes for Key Personnel are included in **Appendix B**.

Primary Firm: Dover, Kohl & Partners

Business Structure: Corporation

1571 Sunset Drive, Coral Gables, FL 33143
Phone: (305) 666-0446 | Fax: (305) 666-0360
www.doverkohl.com

Primary Contact: Jason King, AICP
jking@doverkohl.com

Size of Firm: 19 dedicated professionals (5 management, 11 technical, 3 support staff)

Commitment to Conservation: Bicycle Friendly Business 2017-2021 (Silver), recycling program, men's waterless urinal (water conservation), energy efficient bulbs and appliances

PRIMARY FIRM PROFILE

DOVER, KOHL & PARTNERS town planning

Dover, Kohl & Partners was founded in 1987. Our expertise lies in balancing the visionary 'civic art' of planning with the practical consensus building needed to make projects succeed. We are trained in the principles of sustainable town planning, and have perfected techniques for documenting and understanding local traditions in building to enhance each community's sense of place.

Our plans and codes focus on smart growth, sustainability, and emphasizing that there does not have to be a trade-off between livability, economic prosperity, and environmental concerns. Victor Dover and Joseph Kohl are charter members of the Congress for the New Urbanism and have worked for many public agencies, developers, and citizen groups to create appropriate methods of land development regulations. Victor Dover served on the LEED for Neighborhood Development Core Committee, and the Congress for the New Urbanism Board; both Joseph and Victor

are founding members and on the Board of the Form-Based Codes Institute.

The firm has produced and facilitated hundreds of charrettes during the last decade.

Our experience includes a national and international portfolio of work in a variety of settings. The common thread linking all of our projects is the holistic approach to community building, which includes the formation of complete settlements offering a mix of uses and dwelling types, an interconnected network of walkable streets, and building forms and architecture that reinforce the unique character of the place. We believe that design is the missing element in much of contemporary town planning, and our work centers on re-introducing form and design into master plans, policy and land development regulations. We create accessible strategies for sustainable development, specializing in plans and visualizations that focus on the physical aspects of future growth and conservation.



Numerous Dover-Kohl projects have received **American Planning Association (APA) Awards**, including the Downtown Plan for Richmond, VA, and the Downtown Plan for Montgomery, AL. The firm has also received **Congress for the New Urbanism (CNU) Charter Awards** for I'On in Mount Pleasant, SC; City Plan 2025 for Fayetteville, AR; Glenwood Park in Atlanta, GA; and the Columbia Pike corridor in Arlington County, VA. The **EPA** awarded Plan El Paso a **2011 National Award for Smart Growth Excellence in Programs, Policies, and Regulations**. Dover-Kohl's work has received the **Driehaus Form-Based Codes Award** three times since its inception in 2007 for Towns, Villages, Countryside Land Development Regulations in St. Lucie County, Florida; the Compact Communities Code for Lee County, Florida; and the Bradenton, Florida Form-Based Code.

Our work has been published in *Progressive Architecture*, in *Metropolitan Home*, in numerous planning journals, and has been featured on National Public Radio, CNN's Earthwatch, and in Business Week. Dover-Kohl projects have been profiled in *The New Urbanism* by Peter Katz, *Sustainable Urbanism* by Douglas Farr, *Retrofitting Suburbia* by Ellen Dunham-Jones, *Form-Based Codes* by Daniel Parolek, as well as *Land Use Strategies* and *Public Participation Tools*, both published by the Center for Livable Communities.

Victor Dover recently coauthored, with John Massengale, the bestselling book ***Street Design: The Secret to Great Cities and Towns*** (Wiley 2014).



DOVER, KOHL & PARTNERS

t o w n p l a n n i n g

1571 Sunset Drive | Coral Gables, FL 33143 | 305.666.0446

SERVICES

Designing New Neighborhoods & Towns
Planning Cities & Regions
Retrofitting Suburbia
Revitalizing Downtowns & Historic Places
Reinventing Corridors & Designing Good Streets
Shaping Transit-Oriented Development
Form-Based Codes for Municipal & Private Clients

SELECTED AWARDS

American Planning Association (APA) Awards:

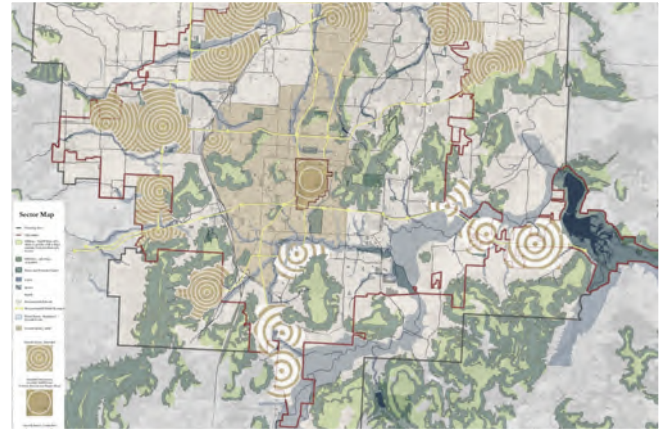
Downtown Plan for Richmond, VA (2009)
Downtown Plan for Montgomery, AL (2008)
Jamestown Mall Area Plan in St. Louis, MO (2012)

Congress for the New Urbanism (CNU) Charter Awards:

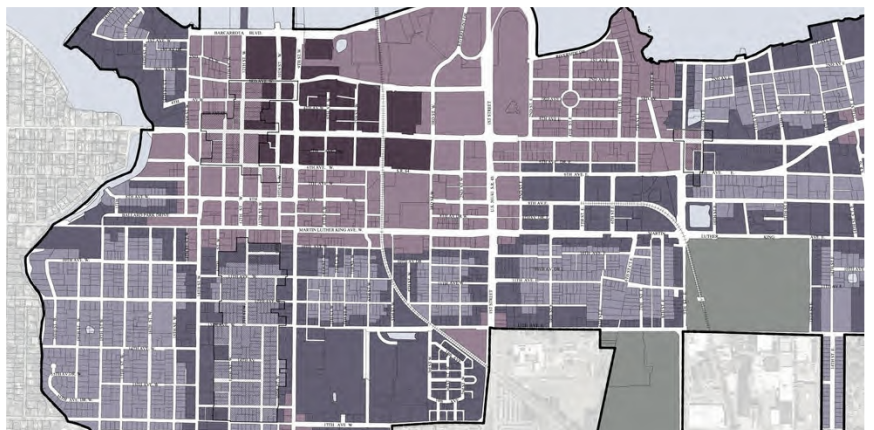
Plan NoBE in Miami Beach, FL (2017)
South Main in Buena Vista, CO (2016)
Columbia Pike Corridor in Arlington County, VA (2014)
I'On in Mount Pleasant, SC (2003)
City Plan 2025 for Fayetteville, AR (2007)
Glenwood Park in Atlanta, GA (2003)

EPA Award:

National Award for Smart Growth Excellence - Plan El Paso (2011)



EST. 1987
VISUALIZING CHANGE
AND DESIGNING
PLACES FOR PEOPLE
FOR OVER 30 YEARS



SUB-CONTRACTOR FIRM PROFILES



PEDESTRIAN & BICYCLE STREET DESIGN

A DIFFERENT KIND OF TRANSPORTATION FIRM

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.



STREETS AND CITIES

Nelson\Nygaard is an industry leader in holistic planning for all modes of transportation. We design communities that balance the needs of pedestrians, bicyclists, transit riders, and drivers.

Our experience includes designing and planning for complete streets, multimodal downtowns and regions, and transit station areas. To help communities make informed decisions, we develop complete transportation networks, coordinate transportation and land use, manage travel demand, and identify the true costs of travel options.

TRANSIT ORIENTED DEVELOPMENT

Transit Oriented Development (TOD) brings together the core of Nelson\Nygaard's technical and consensus building skills to design walkable, livable communities. We team with urban designers, economists and developers to create great places that balance the competing demands of transit operations, parking, and new development.

Station Area Planning

Nelson\Nygaard's circulation, trip generation, and parking analyses are tailored to the unique characteristics of a station area, ensuring that development is truly transit-oriented, not just transit-adjacent. We can model the ridership and revenue tradeoffs between commuter parking and new development.

Access Planning

We bring in-depth experience with transit center design and feeder transit, parking, bicycle, and pedestrian planning. We know how to deal with all modes — not just in isolation, but how to prioritize specific improvements for funding and prime curb space outside the station.





AECOM provides a diverse clientele with planning, engineering, design, architectural, and construction services for projects in the surface transportation, air transportation, facilities, and environmental markets. In Michigan, AECOM has over 280 staff members in our Southfield, Grand Rapids, Detroit, Traverse City, and Marquette offices. While global in reach, AECOM maintains a strong local presence, which means we never lose sight of our clients' needs, local context and cultural concerns.

AECOM is a national leader in transit planning, design and construction services. We offer decades of directly relevant experience in transportation corridor studies, stakeholder engagement, travel demand modeling, feasibility studies for public/private venture projects, and transit stop and multi-modal design services. We are committed to helping our clients find cost-effective solutions to their transportation needs, and our transit experts have one objective in mind when delivering on challenging assignments across the globe—to deliver practical solutions that support the travel needs and values of each community. Delivering the solutions needed for a world in motion, we provide professional services across transit, freight rail, highways and bridges. AECOM works to positively impact lives, transform communities and make the world a better place.

Transit-Oriented Development – A Framework for Smart Growth

The role of transit in shaping urban form is as important as its role in meeting transportation needs. The type and nature of development around a transit station will greatly influence that station's effectiveness. AECOM's experience in Transportation Oriented Development (TOD) plans provide focus for regulatory and infrastructure improvements that allow full realization of the benefits of a transit investment. We are urban designers, planners and architects who speak the language of transit engineering, planning, development, and funding.

AECOM's TOD services include:

- Transit Corridor Planning
- Transit Station Location and Design
- Station Area Plans
- Station Area Plan and Joint Project Implementation
- Transit Supportive Policy and Design Manuals
- Community Engagement and Inclusive Design





ECONOMICS & RESILIENCE

James Lima Planning + Development is committed to helping public and private sector clients create more vibrant, equitable, and resilient places. We work at all scales, from individual parks projects to institutional campuses, downtown districts to regional economies. Frequently working directly with municipal clients, we provide planning, policy, real estate, and economic advisory services for great placemaking, neighborhood revitalization, and shaping impactful public policy. Through its focus on the economics of placemaking, JLP+D helps develop innovative approaches that leverage public-private partnerships to address economic, social, and environmental imperatives and generate maximum public benefit. Our aim is to ensure the long-term success of urban regeneration investments—from planning and development of former industrial waterfronts and downtown district growth strategies to cultural arts facilities development, adaptive reuse of historic properties, and increasing access to economic opportunity and affordable housing.

JLP+D President James Lima has been actively engaged in complex matters of real estate, economic development and public policy since 1986. Lima founded JLP+D in 2011 after leading redevelopment strategies for numerous large-scale sites as a partner at a national economic and real estate advisory firm. Lima has also worked as a real estate developer for Forest City Ratner Companies and Avalon Bay Communities. In the public sector, Lima served as former NYC Mayor Michael Bloomberg’s appointee as founding President of the public entity overseeing planning, development, and operations of Governors Island in New York Harbor.

Lima has worked closely with a wide range of clients and collaborators to create innovative real estate and economic strategies that access untapped value, maximize public benefit, and ensure the long-term economic, social, and environmental sustainability of urban regeneration investment.



ARCHITECTURE, GIS & GRAPHIC DESIGN (M/WBE)

Hickey Peña Architects is a full-service architecture, interior design, and urban planning firm driven by responsive client service and culturally conscious, forward-thinking design. For over four decades, our firm has developed successful large-scale master plans, building projects, and facility assessments for both the public and private sectors.

At Hickey Peña Architects, our goal is to advance society through architecture, urban planning, and civic engagement that educates, inspires, and empowers citizens into becoming city makers. We are an impassioned organization dedicated to excellence in design and customer service.

QUALIFICATIONS

Throughout our history our firm has developed projects with a variety of needs such as site design, commercial/retail, mixed-use development, transit developments, landscaping development, in-fill housing services, LEED design, office facilities, federal facilities, civic facilities, and educational facilities, each excelling at their function, providing a high-quality environment for people, while strengthening the project's impact on its surroundings. Our office enjoys the acquired expertise of hundreds of successful projects with a construction value that exceeds hundreds of millions of dollars.

Our design process includes thoughtful, high-level design of public spaces, through engineering analysis, and managed consultant coordination all the way through construction. Our team consists of LEED and Congress for the New Urbanism Accredited members who share the public's interest in sustainability and an understanding of well-planned cities. We have a history of using an inclusive participatory public design process, reinforcing the company's passion for creating people-centric cities.

SERVICES

Master Planning
Architectural Services
Landscape Design
Interior Design
Rendering Models
Programming
Feasibility Studies
Cost Estimates
Facility Surveys
Programming

Needs Assessment
Site Evaluation
Historical Restoration and Preservation
Conceptual Design
Graphic Design
Project Management
Construction Documents
LEED Certification Analysis
Value Engineering Analysis

Graphic Design
Sustainable building Practices
Construction Observation
Construction Management
Real Estate Acquisition
Furniture Selection
Promotional Materials
Multiple Contract Preparation
GIS Analysis



PROJECT BRANDING & OUTREACH

Roar Media is a national marketing-communications consultant that combines public relations, digital marketing and branding to help clients achieve their communications goals.

Roar was recognized this year as one of the top 50 fastest-growing private companies in Florida and the region's fastest-growing marketing company in 2016 and 2017. Currently, we are ranked as South Florida's 3rd largest public relations agency ranked by employee and revenue size, according to the South Florida Business Journal. Since 2008, our company has grown steadily based on our outstanding client service and reputation for delivering creative, practical, effective marketing-communications solutions to our clients. Simply put, our programs work.

Roar Media, located in Coral Gables, Fla., is a 51% woman-owned, mid-sized agency comprised of 32 interdisciplinary team members known for achieving measurable results. Founded in 2008, we are a limited liability corporation with no holding and parent company affiliations, limitations and potential conflicts.

Roar Media's results-focused approach and seasoned team of professionals deliver practical, innovative programs and solutions that work. The firm specializes in providing earned, owned and paid media services including:

- Public outreach and stakeholder engagement
- Public relations and media relations
- Crisis communications
- Event marketing
- Social marketing
- Editorial services
- Website development
- Creative design
- Internet marketing

Roar Media
55 Miracle Mile, Suite 330
Coral Gables, FL 33134

(305) 403-2080
www.RoarMedia.com

Contact: Jacques Hart/CEO
(305) 403-2080
Jhart@RoarMedia.com

KEY PERSONNEL BIOS

DOVER, KOHL & PARTNERS

t o w n p l a n n i n g

CONSULTANT TEAM LEAD: PLANNING, URBAN DESIGN & PUBLIC ENGAGEMENT

**VICTOR DOVER**, FAICP, LEED-AP, CNU-a | **FOUNDING PRINCIPAL**

Victor Dover was among the founders who established Dover, Kohl & Partners in 1987 and serves as Principal-in-charge. Victor has personally led over 140 charrettes worldwide. Mr. Dover lectures widely around the United States and internationally on the topics of livable communities, sustainable development, and recently about the book he co-authored with John Massengale, *Street Design: The Secret to Great Cities and Towns*. Victor was the charrette leader for recent efforts in the Lansing area, including the *The Capitol Corridor* vision as well as the *CATA Bus Rapid Transit EA*.

**JOSEPH KOHL**, CNU-a | **FOUNDING PRINCIPAL**

Joe is recognized nationally as an innovator in urban design and graphic communication. A founding member of the Congress for the New Urbanism (CNU) and one of the organizers of the Form-Based Codes Institute (FBCI), Joe has led the production of master plans and implementation tools for many of Dover-Kohl's clients, including site planning, urban design, and form-based development standards.

**JASON KING**, AICP, CNU-a | **PRINCIPAL & SENIOR PROJECT DIRECTOR**

Jason joined Dover-Kohl in 2006. Jason King serves as Principal and Senior Project Director at Dover, Kohl & Partners. He has directed multidisciplinary teams around the country and world and has served as the project director and prime author on over 200 plans for cities, towns, neighborhoods, and corridors. From the first plan he co-wrote for the Tarautao Islands of Thailand, to the multiple plans he authored in Coastal Louisiana, and finally to Seven50 the Plan for Southeast Florida that he directed and continues to advise on, Jason's work has increasingly focused on social, economic, and climate change resilience. Jason's work is featured in numerous planning texts such as *Sustainable Urbanism* (2008) and *Form-Based Codes* (2008) and he has been interviewed by the *New York Times* and *National Public Radio*.

DOVER, KOHL & PARTNERS

t o w n p l a n n i n g



KENNETH GARCIA, CNU-a | TOWN PLANNER/DESIGNER

Kenneth has been with Dover, Kohl & Partners since 2007 and has participated in over 40 design charrettes. He produces illustrations and renderings using a combination of computer graphics and traditional watercolor techniques. Kenneth received both his Master of Architecture and his Bachelor of Architecture from Andrews University, a leading center for the study of New Urbanism. Kenneth has been an integral member of the team for Dover-Kohl's recent planning efforts in Lansing for TCRPC and CATA.



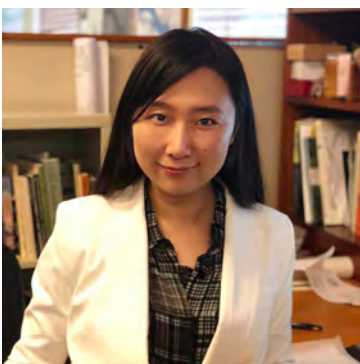
PAMELA STACY KING, CNU-a | TOWN PLANNER/DESIGNER

Pam has been a designer on projects of every scale, including the building, block, and neighborhood, drawing on a background in both Planning and Architecture. She joined Dover-Kohl in 2006, and has since contributed to projects throughout the United States and internationally. Pam often works as lead designer working closely with the public to help envision more walkable and sustainable futures.



ROBERT PIATKOWSKI, CNU-a | TOWN PLANNER/DESIGNER

Rob Piatkowski received his Master in City and Regional Planning from the Georgia Institute of Technology where he concentrated his studies on urban design. Rob is drawn to the relationship between transportation and urban design, combining his experience working as a transportation planner with his passion for placemaking. He has a strong interest in quantitative analysis to better understand existing conditions and to inform urban design interventions.



XU ZHANG | TOWN PLANNER/DESIGNER

Xu is a former resident of Fort Lauderdale. She holds degrees in both urban planning and landscape architecture. Xu has experience working on projects both locally and internationally: from a mixed use development in Miami River, Haikou artificial island in China, a ski resort in Hokkaido, to a retirement village in Ocean Reef Club, Key Largo. Xu is always trying to accentuate the spirit of a place, and reflecting the unique culture and landscape of a site with design. Xu has the analytic and artistic ability to provide creative design solutions for challenges of the built environment.



PEDESTRIAN & BICYCLE STREET DESIGN

**DAVID FIELDS, AICP | PRINCIPAL**

David Fields believes a great community provides transportation choice. With over 20 years of transportation planning experience as both a consultant and public sector employee, David's work focuses on transportation planning that supports communities' long-term goals, including multiple modes (heavy rail, light rail, and on-street bus services); parking and park-and-ride facilities; policy (transit-oriented development, Parking Management, and Transportation Demand Management); and environmental review. He is a Past Chair of the American Planning Association's Transportation Planning Division.

**CHRISTOPHER FORNISH | PRINCIPAL**

Chris is an expert in sustainable transportation and smart growth, helping to create great places where people love to live, work, and play. He brings 25 years of experience in multimodal transportation, including complete streets, transit systems, pedestrian networks, parking policies, and transportation modeling. Chris is a leader in Nelson\Nygaard's east coast multimodal sector and head of the firm's Washington, DC, office. Prior to joining Nelson\Nygaard, Chris held various leadership roles at both the Institute for Sustainable Communities and the U.S. Environmental Protection Agency, providing leadership and guidance on multimillion-dollar projects on smart growth and climate change resiliency. He has also chaired the Planning Commission for Arlington County, VA, a complex urban/suburban context.

**ERIC J GANTHER, AICP | PRINCIPAL**

For more than a decade Eric has led innovative, cutting-edge projects which maximize existing transportation assets and enable wise investments for the future. Specializing in parking and TDM, he currently leads Nelson\Nygaard's Atlanta office. Eric guides clients on incremental steps to achieve larger goals. He believes in true transportation demand management and encourages institutions to grow without significant parking investments by enabling workers to reduce their car dependence. Prior to becoming principal with the firm, he served as Transportation Manager for The Coca-Cola Company and as project manager for SFpark, the award winning demand-based parking program in San Francisco.

**THOMAS BRENNAN | PRINCIPAL**

Thomas Brennan, Principal and manager of the firm's Portland office, has over 15 years of experience in transit planning and design. Thomas has special expertise in transit service design and policy; streetcar and bus rapid transit planning, design, and program development; and strategic transportation planning. He has led many of the firm's largest transit system and high capacity transit corridor plans including numerous high-profile public involvement processes.



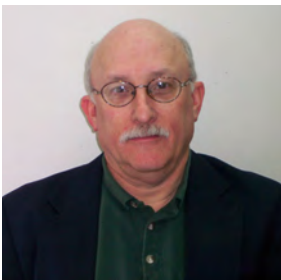
JENNIFER MCNEIL DHADWAL, AICP | URBAN TRANSPORTATION PLANNER

Ms. McNeil Dhadwal is an urban and transportation planner who works on a range of economic development and transportation planning engagements throughout the United States. Her project work includes planning and development/redevelopment strategies for public and private sector clients, including state and local governments and transportation agencies. She will manage the AECOM work for this project.



CHRIS BREWER | PRINCIPAL

Mr. Brewer's economic and real estate consulting projects have always started with the quantitative basics; review of demographic and economic indicators, freight transportation metrics, and real estate market data (often in a GIS context) to place the specific project or location in context. These tools are used in support of financial studies, cost benefit analyses, and impact assessments. His clients include public agencies as well as private entities in all market sectors.



ALDEN S. RAINE, Ph.D | NATIONAL PRACTICE LEADER IN TOD

Al Raine has 40 years' experience in senior-level planning and management of transportation, urban development and implementation projects. As AECOM's National TOD Practice Leader, he has delivered TOD plans, projects, and strategies in heavy rail, commuter rail, light rail, bus rapid transit, and multimodal settings across the US and Canada. His recent corridor-level land use and development studies include Cleveland's East Side Industrial Corridor and Saint Paul's historic Riverview Corridor.



R. MCDUFFIE NICHOLS | VICE PRESIDENT, ECONOMICS + PLANNING

McDuffie (Mac) Nichols is Vice President for AECOM's Economics + Planning group. He has over 30 years of experience in downtown revitalization and redevelopment, urban neighborhood commercial district revitalization, historic real estate development, retail and mixed-use development, transit-oriented development (TOD), smart growth and public-private partnerships.



GARRETT HARPER, CFA | ASSOCIATE PRINCIPAL, ADVISORY + ECONOMICS

For Transit Oriented Developments, Garrett's experience spans multiple countries. He has also been involved in both the real estate and transport mode analysis. This work includes financial analysis, demand assessments, and commercial strategy recommendations for development planning at both urban and suburban rail stations. He has also evaluated broader networks, recommending complementary real estate strategies for new rail lines or planned city metro networks.



ECONOMICS & RESILIENCE



JAMES F. LIMA | PRESIDENT

Provide strategic real estate, economic, public policy, and stakeholder engagement advisory services to private, public and institutional clients for complex mixed-use, downtown, resiliency, and regional development projects across North America. Focus on value-creation opportunities, attracting public and private investment, community engagement strategies, and structuring public-private partnerships in real estate development. Over 30 years of experience in complex matters of real estate, waterfront revitalization, and public realm strategies — with an expertise in the economics of placemaking.



DANIEL R. ROJO | DIRECTOR

Rojo serves as project director for the BIG U, a large-scale coastal flood protection project for Lower Manhattan. Additionally, he works with a wide range of private and public sector clients and collaborators to provide advisory services for complex mixed-use, neighborhood, downtown, campus, and regional development projects and public parks across North America. Rojo helps develop innovative strategies that leverage public-private partnerships to access untapped value and maximize public benefit to ensure the long-term economic, social and environmental sustainability of urban regeneration investments. Expertise in financial and market analyses, urban policy, and placemaking strategies.



ROBERT D. FRANCO-TAYAR | SENIOR ANALYST

Franco-Tayar serves as project director for the Mayor's Office of Criminal Justice - sponsored Neighborhood Activation Study, an examination and analysis of the impact of design interventions on public safety and economic development. He concentrates primarily on urban intersectionality, working with clients to identify strategic public-private partnerships, evaluating development scenarios, and creating strategies which increase access to and improve connections between housing, transit, and employment. He additionally provides financial analysis and research support for myriad other projects.

ARCHITECTURE, GIS & GRAPHIC DESIGN



MARIO A. PEÑA, AIA, CDP, CNU-A, NCARB | PRINCIPAL ARCHITECT

Mario A. Peña is a registered Architect in the state of Florida and Texas with over 16 years experience, 8 of which have been as principal of a design firm. Mario has focused on creating and leading teams of professionals with a passion for design, sensibility for creative problem solving, and unwavering customer service. He has continued to enhance his professional skills broadening his expertise in the areas of retail development and urban planning. Mario has successfully led design teams in urban planning, on municipal & federal buildings projects, retail shopping centers, commercial offices/warehouses, higher education facilities, aviation facilities, residential complexes and planning strategies for affordable housing. His ultimate goal is to discover and elaborate a project's maximum value for the clients, for the project's context, and for future generations. With a keen interest for urbanism and smart-growth, Mario understands the need to create communities that are dense and sustainable. Particularly passionate about place-making, Mario's interest lies in creating community-driven spaces.



RICARDO A. SOLIS, AIA, LEED-AP | REGISTERED ARCHITECT | PRODUCTION LEAD

Mr. Solis is a registered professional Architect with over 19 years of experience in the areas of building technology, architectural design, code compliance, and sustainability. As our Production Lead, he has established a high level of quality for the documentation of our commercial facilities, public/private buildings, apartment complexes, and residential homes. Services performed throughout a 19 year career have included engagement for the performance of complete architectural services including custom design, detailed drawings and specifications of all architectural, structural, mechanical and electrical components; submitting projects for competitive bids and evaluation of competitive bids; on-going inspection of the progress of work and certification to the owner of the satisfactory completion of phases of the work. He has extensive knowledge of and experience in application of ADA requirements, building codes and code compliance issues across a multitude of project types. Mr. Solis is also a registered LEED Accredited Professional and Certified Plans Examiner.



PROJECT BRANDING & OUTREACH

**JACQUES HART | CEO**

Jacques Hart, CEO and co-founder of Roar Media, specializes in helping traditional companies transform their legacy business operations and marketing programs into next-generation platforms that help increase market share, conversions and revenues.

Jacques is nationally known in digital and earned media for his focus on consistently delivering winning results throughout 20 years of providing strategic counsel to leading Internet enterprises and Fortune 500 companies. For Jacques, the key is a bias for media-agnostic programs, focus on quality customer and user experiences, along with innovative ideas, quantitative analysis and effective communication.

**JOLIE BALIDO | PRESIDENT**

Jolie Balido, president and co-founder of Roar Media, is a nationally known marketing-communications professional with more than 20 years of experience in media, public relations and crisis communications.

Born with a love of media and communications, she began her career as a staff writer with The Miami Herald, where she wrote articles for daily publication focused on business, real estate, and city government topics. This experience gave her keen insight into the dynamics of the editorial cycle and the newsroom, which are fundamental to the success of a public relations company.

She later decided to apply her news skills to help businesses position themselves for success. She worked for several years in top leadership positions on both the PR agency side and the client side before deciding in 2008 to fulfill her life goal of establishing her own marketing-communications firm.

**LORRAINE REIGOSA | DIRECTOR OF ACCOUNTS**

Lorraine Reigosa, director of accounts with Roar Media, is well-versed in public and media relations, events, business development, social media, web sites and digital marketing, branding and creative design services. Most importantly, she understands the critical value of integrated communications programs to client success.

Lorraine has a well-rounded background in strategic marketing-communications. A holistic marketer, she approaches projects with a big picture perspective – cognizant of the business as a whole, its relationship with its customers and role in the community.

SIMILAR PROJECTS

SMART Plan

South Dade Transitway Corridor

Miami, Florida



PROJECT DETAILS

Project Area: South Dade Transitway Corridor (approximately 20 miles from Dadeland South to Florida City)

Client: Miami-Dade Transportation planning Organization (TPO) subconsultant to Calvin, Giordano & Associates, Inc.

Project Status: Ongoing 2018

Website: <http://miamidadetpo.org/smartplan-south-corridor.asp>



The Project

SMART stands for Strategic Miami Area Rapid Transit Plan, and the plan examines the costs and viability of extending rail or other high-speed transit options along six corridors in Miami-Dade County. The plan is for TOD (transit oriented development). The South Dade Transitway Corridor, one of the six critical corridors identified by the SMART Plan, is one mile wide and extends approximately 20 miles from Dadeland South Metrorail Station to SW 344th Street Transit Terminal, Florida City.

The Process

This corridor study plays a pivotal role in shaping the future of the County and as such, the Miami-Dade TPO seeks maximum public involvement. The South Corridor SMART Plan is being created using an open planning process that includes a series of public workshops. At each workshop, community members were invited to participate in four interactive exercises: 1) identifying goals for the corridor, 2) preferred center types, 3) levels of investment, 4) mapping the centers. Once participants completed all of the exercises, the results were tallied and reported back to the workshop participants as a tour of the potential future of the corridor. Three dimensional models were shown at select points along the corridor with descriptions of uses, amenity, job creation, and municipal tax revenue.

The Workshops

A series of workshops for the South Corridor were held at Old Cutler Bay, Pinecrest, and Florida City in December 2017. Each workshop began with an introduction by local elected official followed by a presentation from DKP. During DKP's presentation, community members participated in a series of key pad polling questions and had conversations on land use and design.

PROJECT DETAILS

Project Area:	The seven counties of Southeast Florida
Client:	Southeast Florida Regional Partnership
Year Initiated	2012
Website:	seven50report.org

Planning for Resilience

South Florida's many coastal cities and barrier islands are already beginning to see the impacts of climate change. Seven50 modeled the potential severity in Southeast Florida, and describes strategies for adaptation, retrofit, and retreat.

The plan makes a commitment to low-lying, high-investment places that will see future investments in resilience infrastructure.



1. Existing Conditions



2. Rise of 4 feet, no adaptation



3. Rise of 8 feet, no adaptation



4. Rise of 8 feet, significant adaptation



The Project

Seven50 ("seven counties, 50 years") is a blueprint for growing a more prosperous and resilient Southeast Florida during the next 50 years and beyond. The plan works to encourage socially inclusive communities, a vibrant and robust economy, and careful stewardship of the fragile Southeast Florida ecosystem as it quickly becomes one of the world's most important mega-regions.

Dover, Kohl & Partners led a multidisciplinary consultant team to create the plan, mapping a strategy for the best possible quality of life for the over six million residents in Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie and Indian River counties. Dover-Kohl worked closely with the South Florida and Treasure Coast Regional Planning Councils and led a multi-disciplinary team of consultants that included leading regional and national experts such as Carras Community Investment, Cardno-Entrix, Jean Scott, HDR Engineering, MetroQuest, Duany Plater-Zyberk & Company, Criterion Planning, and Roar Media, among others.

The Process

Seven50 included an extensive public process using both interactive online forums and hands-on live events. Online forums included polling, interactive mapping of civic and cultural assets throughout the region, a Data Warehouse, which is a collection of GIS layers for the region that is viewable without proprietary software, an online scenario modeler, and active Facebook and Twitter conversations.

Project events included television and radio appearances, four regional summits, travelling roadshows in each county, and several planning directors' forums. Each live event included multiple methods of gathering information from the public including keypad polling, keshot videos, one-word cards translated into word clouds, small table discussions, one-on-one conversations, and surveys. Overall the process reached over a million different people in a region of six million.

The project's executive committee consisted of regional leaders from university vice presidents and local artists to DOT, EPA and US HUD representatives. Citizen workgroups met throughout the plan to address the issues they deemed most important, including Growing the Economy, Celebrating Arts & Culture, Valuing the Environment, Climate & Energy Resilience, and Inclusive Regional Leadership. The Seven50 Southeast Florida Prosperity Plan established existing conditions, modeled the future, and provided specific suggestions as to how municipalities, individuals, and the private sector could all work to improve the quality of life in the region.

Status

Numerous independent coalitions have been formed to implement strategies and ideas presented within the document. Coalitions formed to build transit oriented development, implement the regional business plan, and bulwark the coast are just a few examples of ongoing efforts. Implementation will continue for the next 50 years and beyond.

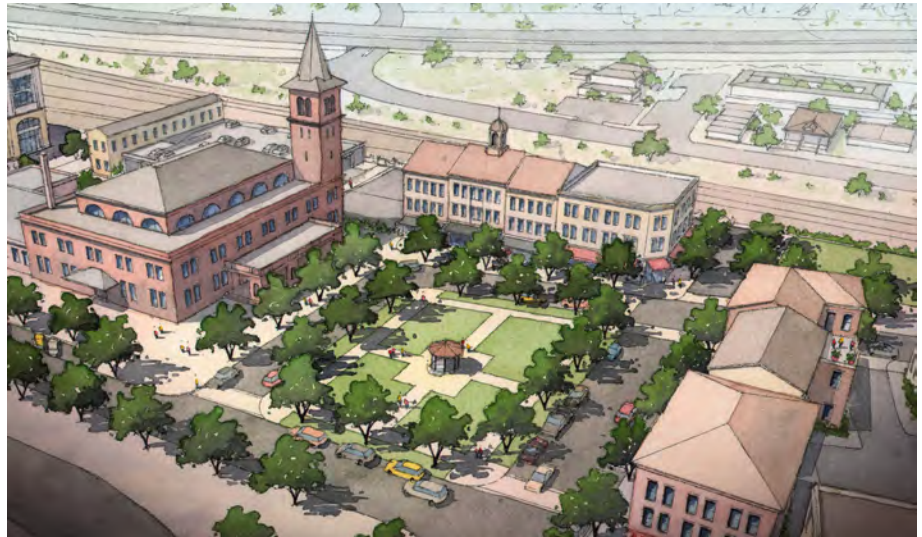
Plan El Paso

El Paso, TX

PROJECT DETAILS

Project Area: 250 square miles
 Client: City of El Paso
 Year Adopted: 2012
 Website: planelpaso.org

For more information, visit doverkohl.com.



Central Park created on relocated rail lines



Neighborhood park



Arroyos used as public open space

Cities and neighborhoods are defined in large part by the quantity and quality of their parks and open spaces. The plan recommends public parks at all scales. A range of open space types is needed to meet the City's diverse recreational, environmental, and social needs.

The Project

In 2010 the City of El Paso commissioned Dover, Kohl & Partners to create a detailed Comprehensive Plan and regional-scale Future Land Use Map for the city. The Comprehensive Plan is an overarching policy document that directs the City of El Paso in its implementation of consensus-based goals created through an extensive public process. The goals, objectives, and strategies of the plan involve all aspects of City administration and community life: land use, urban design, historic preservation, economic development, housing, transportation, health, sustainability, infrastructure, public facilities and services, international coordination, and Fort Bliss Army Base relations. Dover-Kohl leads a project team that includes Spikowski Planning Associates, Charlier Associates, Hall Planning and Engineering, Sottile and Sottile Architects, Chael, Cooper & Associates, Urban Advisors, Zimmerman/Volk Associates, IPS Group, Mind Mixer Web Solutions, CEA Group, W-ZHA Economics, UrbanAdvantage, Matrix Environmental, and The Street Plans Collaborative.

The Process

The *Plan El Paso* Comprehensive Plan process was interactive and bilingual, and included two three-week charrettes in multiple areas throughout the city. During the charrettes, the team was able to talk to over 800 studio visitors, meeting attendees, and hands-on participants. Over 20,000 people followed the project on its website or took part in online conversations and polling in the project's virtual town hall. Newspaper, television, and web coverage of the project was extensive. The project was used as a case study in the national discussion on placemaking and city planning by the National Resource Defence Council.

Plan Principles

Plan principles included developing multiple centers within the city, protecting the growing metropolis' agricultural and natural landscapes, reclaiming marginal and abandoned areas near the heart of the city as infill opportunities, creating a framework of transportation alternatives, utilizing historic preservation as an economic development tool, creating a range of open spaces throughout the city, and coordinating transportation, recreation, public services, and community institutions to increase the city's tax base hand-in-hand with an increased quality of life of residents. Plan principles form the basis of the multi-element Comprehensive Plan.

Status

On March 6, 2012, *Plan El Paso* was adopted by unanimous vote of the El Paso City Council. The EPA awarded *Plan El Paso* a 2011 National Award for Smart Growth Excellence in Programs, Policies, and Regulations. The EPA grants this award yearly to "recognize exceptional approaches to development that respect the environment, foster economic vitality, and enhance quality of life."

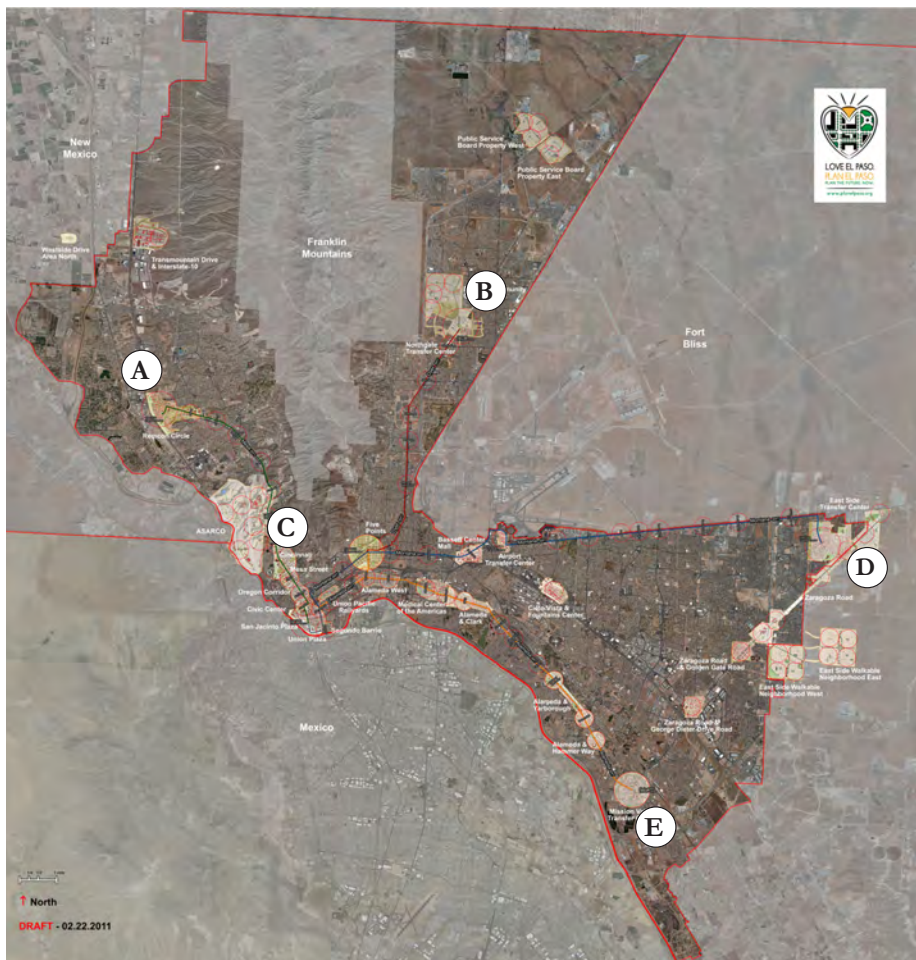
A City Connected by Transit

The **Rapid Transit System Plan** for El Paso is part of a coordinated effort toward increasing transit ridership and stimulating economic development in urban locations. The City plans four Rapid Transit System (RTS) lines which will connect the primary vehicular corridors, including the Mesa Corridor, the Dyer Corridor, the Alameda Corridor, and the Montana Corridor. A number of transfer stations have recently been constructed, providing convenient, sheltered transportation hubs.

The plan calls for new 60-foot buses, raised platforms that will be level with the height of the buses, and a ticketing system for riders to prepay their fares, allowing quicker entry onto the buses. To cut travel time and increase efficiency, rapid-transit stations will be placed about a mile apart along each corridor so there will be fewer stops for the buses. Plans also call for traffic signal prioritization, which would hold green lights longer if a bus was approaching an intersection.

The success of the RTS system will hinge on the quality of urban spaces that surround the bus stops and transfer stations. Transit-Oriented Development (TOD) is a design and development strategy that links higher-density, walkable neighborhoods to transit stations. TOD strengthens the urban fabric that surrounds public transportation with a mix of daily uses, including housing, retail, and offices. This strategy acknowledges that most transit riders begin and end their trips as pedestrians, and that the streets around transit stations should be safe, interesting, and convenient places to walk. The team created illustrative plans for over 22 square miles of the City, focusing on TOD locations to demonstrate pedestrian-friendly, mixed-use design.

The plan anticipates that RTS will be the start of a mass-transit system that could one day include light rail and streetcars. It is the goal of the El Paso City Council that El Paso become one of the least car-dependent cities in the southwest.



(A) Remcon Circle Transfer Center



(B) Northgate Transfer Center



(C) Glory Road Transfer Center



(D) Eastside Transit Terminal



(E) Mission Valley Transfer Center

"They want to create a downtown in the heart of the sprawl, turning the worst of suburbia into the best of the New Urbanism."

– Florida Trend

Downtown Kendall

Building a Downtown around Transit

PROJECT DETAILS

Project Area: 324 acres
 Client: Chamber South, South Miami, FL
 Year Adopted: 1999
 Website: chambersouth.com/index.php?submenu=community&src=gendocs&link=Downtown%20Kendall&category=Community

For more information, visit doverkohl.com.



Town Square: The heart of the new Kendall community, overlooked by multi-story mixed-use and civic buildings.



Residential Square: Rowhouses and an urban apartment building create a safe edge to a neighborhood park.



Shops and restaurants occupy the ground floor along the main street.



The Project

The Master Plan and Overlay Code for Downtown Kendall is the product of a June 1998 charrette to plan a high density transit-oriented development in Miami-Dade County. The study area contains a virtually ideal convergence of the Metrorail transit corridor and four heavily traveled regional roadways that crisscross a high intensity of retail, office, hotels, and nearby residential neighborhoods. The study area has experienced remarkably fast growth, but poor pedestrian accessibility and visual blight are prominent in Downtown Kendall, as in most such auto-oriented suburbs. The new future envisioned for Downtown Kendall is as a dense, vibrant, mixed-use and transit-oriented urban center for the region.

Approach

The design team conducted a seven day charrette in June 1998, soliciting input from community members, business owners, elected officials, and technical experts. The resulting plan allows any number of developers to realize projects within the patchwork of individual properties, with each property contributing to a unified whole. A form-based code accompanies the Master Plan to ensure that new projects are consistent with the vision for Downtown Kendall, which is for it to become a model for transit-oriented development. At the forefront is an architecturally varied cityscape designed around the pedestrian rather than the automobile.

Status

The Master Plan was approved by the Miami-Dade Board of County Commissioners in 1998 and the code was adopted in December of 1999. This new ordinance replaces the existing zoning districts to form a new zoning district in the Miami-Dade County Zoning Code. The Downtown Kendall project has been featured in *Florida Trend*, on NBC 6 and WPBT reports, and in a special issue of *Business Week*, "21 Ideas for the 21st Century." Construction on several sites is complete and more than 3200 new dwelling units in mixed-use settings have been approved.

"No community should deliberately set out to plan for less than its ideal."

– Dan Cary, Director of Planning, South Florida Water Management District

The Hometown Plan

South Miami, FL

PROJECT DETAILS

Project Area: 378 acres
 Client: The City of South Miami
 South Miami Hometown, Inc.
 Year Adopted: 1993

For more information, visit doverkohl.com.

The 100% Model



Dorn Avenue, before



Dorn Avenue, after

To show the potential for a better South Miami, emphasis was placed on demonstration projects. Neighbors, homebuyers, businesses, investors, and bankers needed their confidence restored. The idea was to choose an area (however small) then totally transform it to create as dramatic and visible an impact as possible. Instead of spending precious funding across large areas, public funds were initially concentrated on these areas.

HOW TO IDENTIFY A "100% MODEL"

- It produces a "postcard" outdoor environment of exceptional character, exudes safety and optimism, and stands out in contrast to blight.
- It combines adaptive re-use of existing and historic structures with new buildings and improved public spaces.
- It completes the public space; i.e. both sides of the street, all corners of an intersection, or all sides of a green are built out or renovated.
- It includes a significant residential component, preferably owner-occupied.
- It lures residents of moderate incomes; these 'colonists' will demonstrate the viability of close-in neighborhoods and their discretionary income will help support local businesses.



Sunset Drive: before and after reconstruction. The Metrorail station (not pictured) is located at the entrance of this key mixed-use street.

The Project

The Hometown Plan and the subsequent Hometown District Overlay Ordinance are examples of our work in traditional town centers. Starting in 1992, the study area became the subject of intensive public involvement to address the need for revitalizing the Main Street district along Sunset Drive in the heart of the City of South Miami. Dover, Kohl & Partners assisted the City and the not-for-profit organization, South Miami Hometown, Inc., with promoting redevelopment of the area, preparing a work program, conducting a charrette to design a detailed master plan, and rewriting the land development regulations. This work reintroduced traditional town planning techniques in South Miami. The Master Plan includes transit-oriented development, protection for historic structures, and pedestrian improvements to the streets and commercial buildings. Samuel Poole III, Esq., Peter M. Fernandez, PE, Clyde Judson, AIA, Walter Kulash, PE, John Zeeger, PE, and the FAU/FIU Joint Center for Environmental & Urban Problems also assisted in the creation of the Plan for South Miami.

Process & Principles

Dover, Kohl & Partners hosted an open planning process in 1992 to engage the community in shaping the Plan. The refrain from participants heard again and again was 'we want our Main Street back.' Thus the primary goal was to recognize the City's streets as crucial assets and to treat (and reconstruct) them as people-friendly public spaces. Other guiding principles were to nurture the downtown as a neighborhood in the making rather than as a collection of buildings-on-parking; and to create a mix of uses for Downtown, including residential, so that the area could prosper as an "identifiable whole". This idea meant that a district-wide approach to parking would need to be addressed for all of Downtown. A diverse range of household incomes was also encouraged, which called for dignified forms of affordable housing. A final goal was that the two sides of the City, divided by US1, should be spatially and psychologically rejoined around the Metrorail transit station.

Status

The City of South Miami has adopted and continues to implement the Hometown Plan and Hometown District Overlay Code. The initial "100% Model" project, the renovation of Dorn Avenue brought new life to one end of the downtown and precipitated numerous other building renovations and infill development throughout the district. Substantial streetscape improvements along Sunset Drive included wider sidewalks, reducing the number of travel lanes, and introducing traffic calming features; all of which have resulted in greater pedestrian activity. As a complement to the newly revitalized commercial activity along the City's main street, the City formed a Community Redevelopment Agency (CRA) in 1998 to assist in revitalizing the area using the Hometown Plan as the underlying framework of the official CRA plan. In 2008 a new municipal garage lined with restaurants opened, enhancing the district-wide, park-once plan for the Main Street district.

EXPERIENCE & QUALIFICATIONS

"This charrette will probably be looked back upon as a historic event in the redevelopment and revitalization of Columbia Pike."

– charrette participant (2002)

Columbia Pike

Arlington, VA

PROJECT DETAILS

Project Area: 3.5 mile corridor
Client: Arlington County
Year Adopted: 2003 (Commercial Centers)
2012 (Neighborhoods Plan)
Website: columbiapikeva.us

For more information, visit doverkohl.com.



Existing conditions in the Central Pike area (2011)



Proposed public improvements include the planned streetcar, generous planting areas for street trees, and a wide sidewalk.



Residential areas along the Pike will differ in character from the mixed-use nodes, with street-oriented buildings placed behind a small dooryard.



New buildings on Columbia Pike following the Plan and Code

The Project

In 1998, Arlington County and the community-based Columbia Pike Revitalization Organization (CPRO) embarked on a planning process called the Columbia Pike Initiative to encourage revitalization and build a safer, cleaner, more competitive, and vibrant Columbia Pike community. Initial planning efforts focused on the commercial centers, called the Revitalization District Nodes. During an extensive public charrette process led by Dover-Kohl in 2002, over 700 citizens, along with local stakeholders and the design team, studied four specific areas along the corridor. The Revitalization District Form-Based Code is the result of this effort which sets forth the community's long-range vision to create a competitive and vibrant corridor and urban center. The Plan and Code have unlocked development potential, and public and private reinvestment (including the first mixed-use development projects in over 40 years) is helping to transform the Pike.

In June 2011, Dover-Kohl led a team of consultants in a second phase of planning to create a community-based master plan for the residential areas surrounding the mixed-use nodes, called the Neighborhoods Plan. The purpose of this Plan is to guide future public and private investment decisions to implement community goals such as enhancing the quality of life along the corridor, creating a pedestrian and bicycle-friendly community, supporting the planned streetcar investment coming to the Pike, and, importantly, sustaining a supply of housing to serve a community with a broad mix of incomes. A new Form-Based Code was created specifically to implement these Plan goals, which includes standards for walkable urban form and provisions for the creation of new affordable housing.

Dover, Kohl & Partners led a consultant team which included Ferrell Madden Associates and UrbanAdvantage (phases 1 and 2); VOA Associates (phase 1); Partners for Economic Solutions and AECOM (phase 2).

Status

The Arlington County Board unanimously approved the Columbia Pike Form-Based Code in February 2003. At that time, Arlington County was one of the first jurisdictions in the nation to apply a form-based code to revitalize existing older sectors, and among the largest application of form-based codes in the country. The evolution from suburban strip to street-oriented urbanism with each new infill building was chronicled in the publication *Retrofitting Suburbia* by Ellen Dunham-Jones.

The Columbia Pike Neighborhoods Area Plan was adopted unanimously by the Arlington County Board on July 23, 2012; the accompanying Form-Based Code was approved in November 2013. The Columbia Pike Initiative was awarded the 2014 CNU Charter Award for Best Corridor Plan.



SAN FRANCISCO BAY AREA, CA

BART MULTIMODAL ACCESS DESIGN GUIDELINES

The MADG will provide easy-to-use guidance for planning the access to and around BART's stations.

PROJECT DURATION

2015–Ongoing

TOTAL BUDGET

\$198,609

NELSON\NYGAARD BUDGET

\$167,017

FOR MORE INFORMATION

Bay Area Rapid Transit (BART)
300 Lakeside Dr.
Oakland, CA 94604

CONTACT

Bob Franklin
Department Manager, Customer
Access & Accessibility, BART
510-464-6169
bfrankl@bart.gov

Bay Area Rapid Transit (BART) moves hundreds of thousands of people safely and comfortably on its trains every day. Whether those hundreds of thousands of people access BART stations by walking, biking, riding transit, or driving, the experience between the station fare gates and the surrounding network needs to be safe and comfortable. The design of BART station areas is critical in making the system comfortable, safe, and accessible for all riders. To this end, BART hired Nelson\Nygaard to develop guidelines for planning the access to and around BART's stations through person-scaled standards that provide consistent access at all points across all stations.

The Multimodal Access Design Guidelines (MADG) are focused on passenger experience, with the goal of making station areas contribute to the community fabric and encourage BART ridership, while prioritizing non-driving and high-occupancy modes. By prioritizing human activity, the MADG ensures that all modes can access stations with little to no conflict with other modes, access routes are direct and place people where they want to be, stations are easy to navigate via the built environment, and humans feel safe and secure when traveling to,

from, or waiting at the station. In addition to a "pedestrians first" approach, the guidelines emphasize compact design and regional connections that reduce travel time and distance. The effort also supports BART's system-wide goals, including increased efficiency and productivity, through cost-effective access improvements that allay costly efforts to expand parking.

The MADG will provide easy-to-use guidance for planning the access to and around BART's stations for BART staff, future developers, and local municipalities, so that customers enjoy a high quality experience throughout their entire trip, from the moment they enter one station area to moment they leave at the end of their train ride.



NEW YORK, NY

ITDP TOD STANDARD

The Standard is an assessment, recognition, and policy guidance tool uniquely focused on integrating sustainable transport and land use planning and design.

PROJECT DURATION

2013

TOTAL BUDGET

\$85,000

FOR MORE INFORMATION

Institute for Transportation &
Development Policy
9 East 19th St
New York, NY 10003-1105

CONTACT

Luc Nadal
Technical Director - Urban
Development
310-774-6887
luc.nadal@itdp.org

Based on a successful partnership in developing the BRT Standard, Nelson\Nygaard was hired to develop the TOD Standard, version 2.0 of which was publicly released in late 2013. The TOD Standard is designed to evaluate and encourage development that maximizes the benefits of public transit to create complete communities, within which residents, employees, and visitors can access daily goods and services without need of personal auto travel. Similar to the BRT standard, the purpose of the TOD Standard was to address the gap between TOD's potential, and what typically gets built in its name.

The Standard is an assessment, recognition and policy guidance tool uniquely focused on integrating sustainable transport and land use planning and design. It is aimed at a broad range of urban development stakeholders, including governments, developers and investors, planners and designers, sustainable development advocates and interested citizens.

The standard outlines eight key principles for guiding the development of TODs — Walk, Cycle, Connect, Transit, Mix, Densify, Compact, Shift — and elaborates on these principles with accessible performance objectives and metrics to a non-technical audience, giving everyone from developers to interested local residents a way to understand the essential components behind a successful TOD.



LOS ANGELES, CA

ORANGE LINE BRT TOD

Nelson\Nygaard received an honorable mention by the Southern California Association of Governments Sustainability Awards in 2014.

PROJECT DURATION

2011-2012

NELSON\NYGAARD BUDGET

\$34,000

FOR MORE INFORMATION

Southern California Association
of Governments
818 W. Seventh Street
Los Angeles, CA 90017

CONTACT

Marco Anderson
Regional Planner
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For the Southern California Association of Governments (SCAG) and the Los Angeles County Metropolitan Transportation Authority (Metro), Nelson\Nygaard served as station access and station-area circulation lead on a study of the transit-oriented development potential of areas around stations on the Metro Orange Line.

The Orange Line is a groundbreaking bus rapid transitway located mostly in a former freight rail right-of-way. It is paralleled for most of its length by a bicycle and pedestrian path. With more than 30,000 average weekday boardings, the Orange Line is the transit trunk line for the San Fernando Valley, providing connections from the Warner Center edge city in the west to the North Hollywood Red Line subway terminus in the east.

While the Orange Line is a high-quality transit facility, and its parallel path provides quality bike and pedestrian access to some stations, transportation conditions in station areas are mixed. Many stations are

adjacent to arterial streets that can be time-consuming and unsafe to cross. Nearby bus stops are often across the street, sometimes down the street or even out of sight. Further, wayfinding signage is missing or inadequate. Streets often lack accommodations for cyclists, and there is not enough bicycle parking at stations. Finally, the Orange Line itself is operating at capacity.

Based on analysis of these conditions, Nelson\Nygaard identified and prioritized improvements to station access and station-area circulation for all 14 existing Orange Line stations. Higher-level recommendations were also issued at the corridor level, including concepts for expansion and extension of the Orange Line. All recommendations were designed to be supportive of and integrated with recommendations related to land use and urban design.

On a team led by Raimi + Associates, Nelson\Nygaard received an honorable mention by the Southern California Association of Governments Sustainability Awards in 2014.



SEATTLE, WA

CENTER CITY CONNECTOR TRANSIT STUDY, PHASE 1

Nelson\Nygaard analyzed in detail the benefits, costs, and impacts of alternatives for connecting the South Lake Union and the First Hill Streetcars.

PROJECT DURATION

2012–Ongoing

TOTAL BUDGET

\$900,000

NELSON\NYGAARD BUDGET

\$400,000

FOR MORE INFORMATION

Seattle Department of
Transportation
700 Fifth Ave, Suite 3900
Seattle, WA 98104

CONTACT

Tony Mazzella
Strategic Advisor II
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Seattle's Center City area needed better north-south transit options to meet projected residential and employment growth and growing demand for Center City circulation trips, including mobility needs of nine million annual visitors.

Nelson\Nygaard analyzed in detail the benefits, costs, and impacts of alternatives for connecting the South Lake Union and the First Hill Streetcars to provide an urban circulator between the Lower Queen Anne, Uptown, and South Lake Union neighborhoods to the north, and the International District and South Downtown area including the King Street Station Intermodal Hub on the south end of downtown.

We analyzed several alternatives to connect the two streetcars, leading to a preferred alternative and provided a viable implementation and finance plan.

NOACA TOD Scorecard & Implementation Plan

Cleveland, OH

Project Start: 2014
Project Completion: 2017

Contract value:
\$250,000

Owner:
Northeastern Ohio Areawide
Coordinating Agency (NOACA)
Kelley Britt,
Senior Planner/Project Manager
1299 Superior Avenue
Cleveland, OH 44114
216-241-2414
kbritt@mpo.noaca.org

Services:
TOD Analysis and Strategy
Station Place Typology
TOD Readiness Framework
Pilot Implementation Studies



AECOM prepared a TOD Scorecard and Implementation Plan for NOACA, the Metropolitan Planning Organization serving the five-county Greater Cleveland metro area. Phase I of the study was analytic, covering the “universe of stations”—42 stations on the heavy rail red Line, the “Rapid” light rail system, and the new HealthLine BRT corridor; and 99 bus stop clusters on 10 priority radial bus corridors that converge in downtown Cleveland.

Phase I included:

- A TOD Place Typology consisting of seven place type categories descriptive of Greater Cleveland: Metro Core, Town Center, Neighborhood Center, Main Street, Neighborhood Residential, Industrial/Transitional, and Special Destination. The place type categories reflect existing conditions as well as aspirational future outcomes.
- A TOD Readiness Scorecard, in which stations are rated in terms of their trajectory toward the conditions envisioned in the TOD typology. Each station was assigned one of four “Readiness Scores”, which are hierarchical and expected to change over time: Long-Range (least ready); Emerging; ready; and Arrived. These scores are data-driven, based on a spectrum of individual

metrics in the categories of transit connectivity, market readiness, land availability, and governmental support.

The second part of the study was place-specific, consisting of pilot implementation strategies at three locations: West Boulevard-Cudell Station; E. 116th Street Station; and the Slavic Village/ Broadway Avenue bus corridor. These pilot studies included market analyses, TOD programmatic scenarios, conceptual site plans, and community engagement strategies.

A unique component of the study was an Aging-in-Place strategy, reflecting the region’s interest in helping those who wish to do so remain in their communities as they approach and enter retirement. NOACA recognizes that the mixed-use, walkable character of TOD and its integration with transit could be a key strategy for achieving this social goal.

The study will enable NOACA to work with its county and municipal jurisdictions, the Greater Cleveland Regional Transit Authority, other transit providers, and key non-profits to promote TOD as a regional planning framework, to target public investments to facilitate TOD, and to help developers identify the most promising sites.



Assembly Square New Orange Line Station and TOD Somerville, MA

Client:

Federal Realty Investment Trust, in partnership with the MBTA:
David Webster, Principal
Federal Realty Boston
5 Middlesex Avenue, Suite 401
Somerville, MA 02145
617-654-1510

dbriggs@federalrealty.com

MBTA:

Mark Boyle,
Assistant Secretary for
Development
10 Park Plaza
Boston, MA 02110
617-222-3255

mboyle@mbta.com

Services:

Station planning and design; joint development agreement; NEPA documentation; public funding

Cost and funding:

Transit station: \$56 million (FTA, MPO, State of Massachusetts, and Federal Realty Investment Trust)

Private development by Federal Realty Investment Trust: approx. \$1 billion

Completion:

Transit program: 2014
Development program: in phases;
Phase I 2014-16
Phase II current



Assembly Square is a transformative rail transit and TOD success story in an industrial waterfront setting. The 66.5-acre Assembly Row redevelopment is one of the largest TOD projects in the northeast, with 2,100 housing units; 1.06 million square feet of retail; a 12-screen cinema; a hotel; extensive public amenities; and 1.75 million square feet of office space, including the headquarters of Partners HealthCare, the region's largest employer.

Notwithstanding a waterfront location, proximity to downtown Boston, and highway access from I-93, the development of Assembly Square required a new station on the Orange Line, which passed through the site but did not stop there. In 2006, AECOM was retained by Federal Realty Investment Trust, the City of Somerville's designated developer, to advance the proposed "infill" station.

AECOM was responsible for planning; environmental documentation; federal and state funding strategies; conceptual, preliminary, and final design; construction period architectural and engineering services; and the joint development agreements between Federal Realty and the MBTA. The station design involved complex operational considerations, compatibility with the planned TOD program, and integration with surrounding streetscape and waterfront improvements.

The \$56 million Assembly Station was a public-private partnership. The developer contributed \$15 million of the total cost, including the design and all other pre-construction work. Under agreement with the MBTA, the developer managed all pre-construction activities; the MBTA was then responsible for construction.



In addition to the developer contribution, AECOM's funding strategy for the station produced an FTA New Starts contribution of \$1 million and Boston MPO "flex funding" of \$15 million. The state's Economic Development secretariat funded the balance, reflecting Assembly Square's designation as a high-priority state Growth District. AECOM also helped secure \$15 million in federal "stimulus" funding for the district's new roadways.

These successful strategies enabled the state's District Infrastructure Financing (DIF) and Infrastructure Investment Incentive ("I-Cubed") programs to be used for streets, sidewalks, utilities, and open space.

Construction of roadways and utilities began in 2009, followed by the station in 2011. The station opened in 2014, as did Phase I of the mixed-use TOD program, with 453 residential units and a robust destination retail program. The Partners HealthCare headquarters opened in 2016. Phase II of the residential and commercial TOD program is underway, and additional TOD on adjoining properties is in the development pipeline.



Red Line/HealthLine Extension Study

Cleveland, OH

Project Start: 2013
Project Completion: 2015

Contract value:
\$1.1 million

Owner:
Greater Cleveland Regional
Transit Authority
Maribeth Feke, Director of
Planning & Policy
1240 West 6th Street
Cleveland, Ohio 44113-1302
216-566-5160
mfeke@gcrtta.org

Services:
Alternatives Analysis, including :
Environmental Analysis
Systems and Operations Planning
Transit-Oriented Development
Ridership Forecasting
Cost effectiveness



AECOM was the Greater Cleveland Regional Transit Authority's lead consultant for this study, which compared alternatives for extending premium transit eastward from Windermere Station, where the Red Line heavy rail transit corridor and the HealthLine bus rapid transit corridor both currently terminate. An extension would serve the Collinwood district of Cleveland, as well as the cities of East Cleveland and Euclid.

The study began with a universe of 17 potential alternatives. These were screened down to three, which although serving the same corridor in the broad sense would do so very differently:

- A Red Line extension along the major freight rail line east of Windermere
- Two variations of a HealthLine BRT extension along key arterial streets.

The study evaluated these three options on the basis of the project's Purpose & Need Statement and a preliminary look at the six project evaluation criteria used by the Federal Transit Administration to evaluate New Starts and Small Starts projects. Because the RTA currently lacks the financial capability to undertake any of the alternatives, two alternatives—the Red Line Extension and one of the BRT alignments—were left in play. So was a hybrid alternative combining parts of the three.

The TOD aspect of the study, which addressed the FTA land use and economic development criteria, was critical because the transit alternatives differed so fundamentally in how they interface with the fabric of the corridor.

The Red Line extension would follow Cleveland's east-side industrial rail corridor, with fewer stations, larger catchment areas, a fragmented street network, and a heavy emphasis on first- and last-mile connections. The corridor's two potential transformational redevelopment sites would have stations at their core.

The BRT extensions would follow Euclid Avenue, St. Clair Avenue, and Lakeshore Boulevard, via the Five Points neighborhood business district. This service would run in the street, in a combination of dedicated running ways and mixed traffic. Station stops would be fully integrated into the community fabric and street grid, serving areas of potential infill and reinvestment as well as segments where more transformational redevelopment is needed.

AECOM conducted an Urban Fabric Analysis, evaluating how each proposed station and segment area would be affected by transit, and a Market Perspective Analysis.



Design + Planning
Masterplanning

Studios: Orlando, Atlanta, San Francisco

Completed: 2012

Tampa, FL, USA
Client: City of Tampa

Reference:
Mr. Randy Goers
City of Tampa, FL
Planning & Development Department
Planning Division
1400 North Boulevard
Tampa, FL 33607
p: 813.247.8694
e: randy.goers@ci.tampa.fl.us

InVision Tampa

Over a 12-month period, AECOM worked with the City of Tampa to develop the InVision Tampa Center City Plan, providing a view toward its future as a successful and competitive waterfront city. The Plan sets a clear direction for the City, defining its role in development along with that of other public and private partners by creating a framework of Vision, Building Blocks, and Forward Moves as an organizational structure for the many individual ideas and comments brought forward by the community.

The Vision, “A community of livable places, connected people, and collaborative progress that embraces and celebrates its river and waterfront” is aspirational and broad, setting the course for the future, and is supported by five Building Blocks, which are future goals and broad principles describing direction. The Building Blocks are activated by Forward Moves that provide illustrations of specific initiatives that could be undertaken to move the City toward the Vision. This organizational structure allows the City to work in both a “bottom up” and “top down” fashion, leading from the top with a compelling vision and aligning individual projects, programs, and policies with a unified direction toward the desired future state of the City.

Fee: \$1,040,000

Design + Planning professionals from AECOM engaged the community in a broad-based discussion about the future, crystallized the ideas, and ingrained the vision in actions going forward. The resulting plan allows agility to meet evolving opportunities while ensuring that incremental investments occur within a larger framework that is aligned with a future vision that was developed by the community.

For further information and downloadable files of all project documents, please visit www.invisiontampa.com





Relevant Project Experience

The Water Institute of the Gulf Campus

Location: Baton Rouge, LA

Reaching beyond the institution to create a new knowledge economy district

JLP+D was part of an interdisciplinary team of architects, urban designers, engineers, and ecologists hired in 2013 by the Baton Rouge Area Foundation (BRAf) to initiate a master planning process for the Water Institute of the Gulf, an ambitious new global hub and center of leadership in the field of coastal protection and water resource management. A key component of the plan included a new fixed-line rail connection between the campus and commercial centers to the south and north. The consultant team engaged a broad array of stakeholders, including State and City officials, representatives from Louisiana State University, Southern University, the business community and civic organizations, to develop an understanding of the program, scope, aspiration, and vision of the proposed Water Institute campus. The design team gathered information on program requirements, and tested economic development opportunities, locational advantages, property ownership, land use and other regulatory constraints.

The team emphasized the need to plan beyond simply siting an institute's new building, instead crafting a more ambitious, transformative, and sustainable new economic development model, centered around a new "Knowledge District" that is anchored by an internationally recognized first occupant, The Water Institute. Further, as the area that lies between the two principle drivers of the Baton Rouge economy—Downtown and LSU—the Water Institute campus will spur new private investment in mixed-use higher density development along Nicholson Drive and the corridor connecting these two major economic centers. Several key principles were identified to guide value creation within the development model. These include: gaining control of developable property as early as possible; leveraging the assets at hand; investing first in public space; reclaiming and animating the waterfront; investing in transit for smart growth; the critical importance of getting the first phase right.



Image: Antunovich Associates



Relevant Project Experience

Inwood-Sherman Creek Planning Initiative

Location: New York, NY

Development feasibility, affordable housing finance, and public realm strategy

On behalf of the New York City Economic Development Corporation (NYCEDC), JLP+D helped to craft a development framework for the Inwood–Sherman Creek neighborhood in Upper Manhattan. The plan seeks to create sustained economic investment, a new tech business hub, new affordable and mixed-income housing retail, a more resilient and accessible public waterfront, and other public benefit uses. The neighborhood plan additionally includes detailed urban design and program recommendations for the NYCHA Dyckman Houses (shown in the green triangle below).

The study provides development scenarios and identifies implementation strategies grounded in existing market and physical conditions and consistent with community and stakeholder visions and City economic development goals. JLP+D led the team's analysis of the demographic and economic indicators, local and regional real estate markets, and development feasibility. The team gathered real estate market, demographic, and economic data, including from CoStar, City finance and property records, census and labor statistics, and extensive outreach to local market experts, owners, and stakeholders. This data, supported by extensive fieldwork including a comprehensive district commercial property inventory, was analyzed to produce a set of actionable district redevelopment scenarios that met City and community objectives. To assess the implications of different commercial and affordable housing development scenarios, JLP+D prepared comprehensive financial models to determine discounted cash flows and residual land values. These dynamic financial models allow the City to test a broad range of density and development program scenarios on any targeted redevelopment site selected in order to assess each scenario's feasibility under different debt, equity, and subsidy structures.

The resulting Inwood district plan seeks to strengthen connections to neighborhoods upland and across the Harlem River in the Bronx, better leverage the value of available subway and commuter rail transit service, and create a more appealing public realm and greenway/blueway experience on both sides of the riverfront. The vision plan for the area's revitalization is grounded in pragmatism and meets projected market demand for additional residential and commercial development including local community housing needs.





Relevant Project Experience

Austin's South Central Waterfront Vision Framework

Location: Austin, TX

A district approach to guiding public and private investment

Robert Franco-Tayar of James Lima Planning + Development, while serving in the City of Austin's Urban Design Division, worked as Project Associate on the South Central Waterfront Initiative, creating a financing, urban design, and zoning roadmap which will guide over \$1.2B of projected new investment in a historically industrial and under-developed district. This district-scale planning effort sought to pair a green infrastructure system with quality urban design and an interconnected network of public spaces, streets, trails and parks to provide a framework for redevelopment. This district approach was also designed to coordinate public and private investments to leverage maximum impact and provide for district-wide value capture to fund affordable housing and other community benefits.

During his tenure with the City, Franco-Tayar provided research, zoning and spatial analysis, and community engagement support. He further helped coordinate the consultant team, as well as provided substantial graphic design and content production assistance. The Vision Framework was adopted by Austin's City Council in 2016, and to date has been awarded the 2017 Award for Excellence in Sustainability by the American Planning Association's Sustainable Communities Division, the 2017 Honor Award for Planning & Analysis by the American Society of Landscape Architects, Texas Chapter, and the 2016 Plan of the Year by the American Planning Association, Texas Central Chapter.



PLAN VIVA LAREDO

Team Lead: Hickey-Peña Architects, Frank Architects and Dover Kohl & Partners
Location: Laredo Texas
Client: City of Laredo
Duration: June 2016-Sept 2017

PROJECT

The new comprehensive plan for Laredo ushered in a new era for the city and asked its citizens to participate in its making. The Project Team was led by Frank/Hickey-Peña Architects (a joint venture), with Dover Kohl Planners to initiate a participatory public process including the voices of culture, commerce, and community. The Comprehensive Plan process was interactive, bilingual and included a 10-day charrette and other workshops in multiple areas throughout the city.

Plan Viva Laredo presents a grand vision and a practical plan to create diverse, mixed-income, mixed-use, and walkable neighborhoods according to the New Urbanist Charter Principles. The plan also focuses on providing alternatives to the car, revitalizing the Downtown Core, and increasing connectivity city-wide, at every scale.



PROCESS

The comprehensive plan was created with support from Laredo's residents, public officials, and city staff through a series of events such as town hall meetings, an officially recognized New Urbanism Film Festival, and 12 interactive focus groups that were formed to address pressing community concerns, ranging from Arts and Culture, International Trade/Logistics, Philanthropy, Housing, Education, Health and Wellness, International Border Relations, Economic Development, Mobility and Transportation, among others. During the charrettes, the team was able to talk to over 1 400 studio visitors, meeting attendees, and hands-on participants. Many people followed the project on its website or took part in online conversations and polling in the project's virtual town hall. Newspaper, television, and web coverage of the project was extensive.

The plan designs at all levels: city, neighborhood, street, and building using a cohesive set of Charter Principles. Plan Viva Laredo was unanimously adopted by City Council on September 18th, 2017.

REFERENCE

Nathan Bratton
Planning Director,
City of Laredo Planning
Department

(956) 794-1613
nbratton@ci.laredo.tx.us



BOULEVARD OF THE AMERICAS

Project Co-chaired by Hickey Pena Architects
 Client: City of Laredo
 Estimated Cost: \$20 million
 Duration: 2015-ongoing

PROJECT

The Boulevard of the Americas is a plan to turn the auto-centric desolate four blocks bordering the United States & Mexico in the heart of Laredo's downtown into a multi-modal pedestrian friendly national monument, while simultaneously re-stitching the urban fabric that was fragmented by the placement of the Interstate highway.

Over 40 years, Laredo's four blocks have been neglected - waiting for an opportunity to come to life. Historically, these four blocks were at the core of Laredo. At one time the electric streetcar connected "El Azteca" historic neighborhood with the growing business district and other neighborhoods, but was severed by IH-35 in the 1970's. Prominent homes and families were displaced. The highway took precedence, the blocks became a park, while later falling into neglect.

It is a point of civic, social and cultural importance near a trade/security gateway. These four blocks define the Laredo's entry point into the United States. In essence, it defines Laredo along with the sister city of Nuevo Laredo, as the place where two countries meet.



PROCESS

The design process to explore options for this site was orchestrated through a charrette process.

In July 2015, Mario A. Peña Co-chaired with Viviana Frank for Laredo's first Public Design Charrette. Laredoans were invited to participate in the conception, and design the City's approach to the international bridge.

The area is noted as having local, state, national, and international significance as the entrance/exit between the two countries.

As an architectural concept

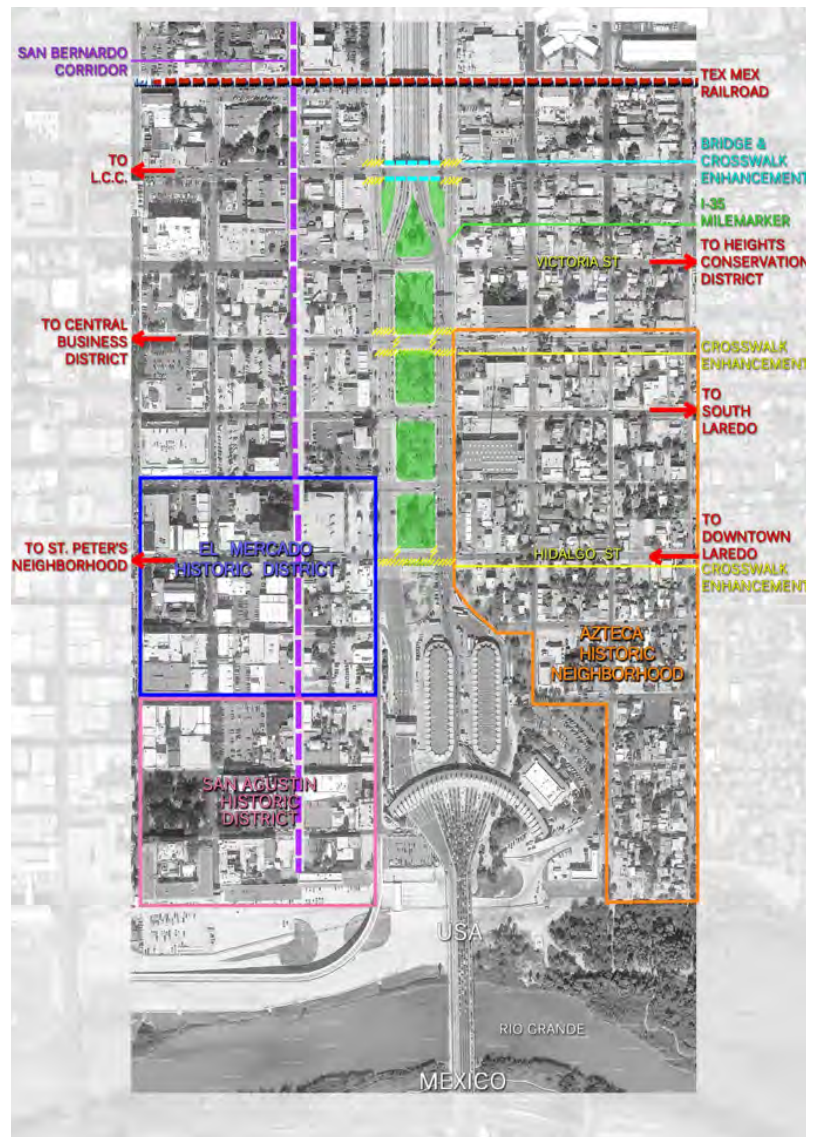
- park / plaza / boulevard / green space

As a security concept

- filter / gateway / point of collection

As a social concept, a place to

- gather / meet / connect



REFERENCE

Horacio de Leon
City Manager
City of Laredo, TX
tel:(956) 791-7302
hdeleon@ci.laredo.tx.us

The El-Metro Transit Center & TIGER Grant Application



CLIENT: City of Laredo
 ROLE: Architect of Record
 CONST. COST: \$24 M
 DURATION: June 2013/April 2016

This registered LEED project features two buildings. The administration building features classrooms, office space, employee lounge, a dispatch center, training rooms, and a multipurpose center. The vehicle maintenance area includes storage, a separate bus wash, and fueling center.

Hickey Pena Architects was one of the key firms hired by the City of Laredo to develop its application for Tiger Grant Funds to be used for the construction of the administration and maintenance facility. The City of Laredo was awarded the grant in the amount of \$9.8M. Part of the application scope of work included the development of an economic impact study for the project, and the evaluation of the effects this project would have in regard to Laredo's Comprehensive Plan.



REFERENCE

Alejandro Labrada
 Engineering Department
 Project Manager
 956-791-7351
 alabrada@ci.laredo.tx.us



Roar Media was hired in 2012 to conceptualize, plan and promote a series of public summits to inform development of a regional plan for Southeast Florida's future in the next 50 years.

The first summit was taking place six weeks after we were hired, and the client – a multi-jurisdictional partnership – had no marketing materials – not even the most basic elements, such as a name for the plan.

In six weeks, we created a comprehensive brand identity, developed a name, logo, style guide, messaging and positioning platform, two websites, and social media profiles.

We also developed a fully integrated, bilingual public relations program that included local, regional and national media relations, digital and social media, as well as a smartphone app, among other innovative marketing strategies and tactics.

The first summit for the Seven50 plan ("seven counties, 50 years") was highly successful with extensive print and broadcast media coverage and more than 650 attendees. Public demand was so high that a webcast was provided for those who could not fit in the room.

STRATEGIES

- Develop and establish a brand identity to position Seven50 as a robust, united group
- Produce four community summit events to raise awareness and receive community input and support
- Elicit participation from a large, fractured group of constituents
- Deploy a comprehensive digital marketing program to further engage and inform South Floridians
- Deploy a bilingual media relations program to raise regional and national awareness
- Establish a social media identity and implement an organic social media campaign to get input from the Southeast Florida community

TACTICS

- Drive summit attendance with email marketing campaigns to distribute e-vites, reminders and post-event recaps; creating event registration website landing pages; populating community event calendars; and securing media coverage
- Provide Keshot video booths where attendees at summits could create personal videos expressing their views. Broadcast these videos during the summits and feature videos on Seven50's website
- Provide media training workshops for Seven50 spokespersons to ensure key messages were appropriately communicated; and coordinate media interviews
- Design, develop and search-engine-optimize an extensive website with interactive elements including online polls, a downloadable app, the ability to create preferred future scenarios online, calendar of events, social media feeds, access to interactive summit recaps and presentations, and infographics, timelines and videos

EVALUATION OF SUCCESS/RESULTS/ROI

- **1,874 attendees at the summits**, (goal 1,500)
- **2,245 completed surveys**, (goal 1,500)
- **178,229,315 media impressions**, (goal 100,000,000)
- **1,801,332 website views** (as of May 2, 2014) (goal 1,000,000)
- Social media campaign reached **78,732 Facebook** users and **3,336 Twitter** users, (goal 50,000 Facebook, 2,500 Twitter)
- The project was awarded the **APA Florida Award of Merit** in the "Best Practices in the Public Engagement" category.

For more information, visit: www.seven50.org. Also, please see the regional plan's video here: www.seven50report.org



MIAMI-DADE TPO: SMART PLAN SOUTH DADE TRANSITWAY

The SMART Plan intends to advance six rapid transit corridors, along with a network system of Bus Express Rapid Transit (BERT) service, in order to implement mass transit projects in Miami-Dade County. To ensure the SMART Plan moves forward, the TPO Governing Board directed the Miami-Dade TPO Executive Director to work with the TPO FPC to determine the costs and potential sources of funding for Project Development and Environment (PD&E) studies for the projects, and to also take all necessary steps to implement the SMART Plan.

Roar Media was contracted in 2017 through present to coordinate outreach and charrette planning activities within the South Miami-Dade corridor. Deliverables include media outreach and public announcements, as well as scheduling, facilitating and attending meetings with key community stakeholders within the area study to determine key issues and concerns.

STRATEGIES AND TACTICS

- Engage public and key stakeholders by conducting two series of charrettes with three charrettes in each series aimed at local land use scenarios development and corridor visioning.
- Deploy a media relations program to raise local awareness.
- Document and provide reporting.
- Create and design requisite event and collateral material in English, Spanish and Creole.

EXECUTION

- To date, the charrettes have been well received with above average attendance.

EVALUATION OF SUCCESS/RESULTS/ROI

- Secured more than 10 targeted media placements of key messaging within highly targeted outlets.
- Charrettes achieved the desired attendance, with more than 100 members of the public and key participating.

For more information, visit:

<http://mdtpo.org/smartplan.asp>



WHEELS: ADVANCING FLORIDA'S MOBILITY FUTURE

Wheels is a five-day celebration of Miami's bike-walk-transit trails designed to elevate awareness of green mobility and South Florida's transportation and transit issues.

Roar Media was hired in 2015 to help support and promote a series of events culminating in a celebration of Miami's bike-walk-transit trails. We created and executed a comprehensive messaging and public relations outreach program resulting in extensive print, online and broadcast media coverage. As such, we oversaw the media relations and crisis communications program.

STRATEGIES AND TACTICS

- Deploy a bilingual media relations program to raise local, regional and national awareness
- Leverage connections with local leaders and influencers to lend credibility and enhance visibility



EXECUTION

- Ultimately, our efforts resulted in driving awareness and visibility to the mission and also significantly stimulated public interest and attendees to the event and celebration.

EVALUATION OF SUCCESS/RESULTS/ROI

- Secured more than 35 targeted media placements with positive coverage
- Secured more than 28,000,000 media impressions, exceeding the program goals

PALM BEACH TRANSPORTATION PLANNING AGENCY

Roar Media is the marketing-communications firm of record for the agency, providing complete branding and marketing-communications services as related to public engagement and outreach, including but not limited to supporting the agency in renaming itself, elevating its branding and identity, communicating its mission, engaging the public and eliciting public feedback and input. As a result, Roar Media has successfully conceptualized and designed the agency's new name, designed its new visual identity and established its messaging and positioning. Additional design materials delivered include: brand style guide, Microsoft PowerPoint presentation template, social media skins, website hero images, business cards, collateral material, email signature files, etc.

MIAMI-DADE COUNTY DEPARTMENT OF ENVIRONMENTAL RESOURCES MANAGEMENT (DERM):

Roar Media assisted in the event promotion and registration for the Southeast Florida Climate Change Summit by developing pricing strategy and an email and event registration system and protocol. The registration process was considered seamless and the summit sold-out with higher than years past registration fees and revenues.



While each project is different, our experience has been that—maintaining quality urban design, using a collaborative multidisciplinary approach, and creating detailed implementation tools—are the keys to success.

APPROACH TO SCOPE OF WORK

APPROACH TO
SCOPE OF WORK

APPROACH TO SCOPE OF WORK



3

PROJECT UNDERSTANDING

After 30 years of practice, our team understands Transit Oriented Development. Two Miami Metrorail stations, South Miami and Dadeland South, were designed by Dover, Kohl & Partners working with others. DKP's office is located in South Miami and most of our employees use transit or live a short bike or walk away. We have helped guide the development of South Miami as planners, community boosters, film makers, residents, and business owners. We live TOD.

Miami-Dade plans to extend MetroRail as part of the SMART Plan and DKP is working on concept plans for 14 station area plans. In Miami-Dade, DKP is working on multiple TOD sites for private sector clients. Across the country, from Carlsbad California to Arlington Virginia we have designed safe, comfortable, interesting, and profitable TOD centers.

Our team knows what is needed to successfully analyze, complete, and promote Transit-Oriented Development (TOD) that will support transit investment which comes with FTA Core Capacity, New Stars, or fixed-guideway Small Starts Projects.

The Wave Streetcar will have a transformative role in the region. It will create a multi-modal, mixed-use, pedestrian friendly lifestyle that will be envied everywhere if the land use is planned closely with transit.

Dover-Kohl and our team members have worked with various TOD programs, municipalities, and communities on planning assignments in South Florida, Broward County, and Fort Lauderdale as well as around the Country. Our team is the right choice. Very few firms have the first-person experience, or successful track-record, we have.



A tested Public Process



Compelling Plans & Visualizations



Successful results

By using a combination of a Charrette, workshops and the targeted surveys we can help develop a clear process that keeps the messaging of the purpose and potential impact of this project for the future built environment, to generate enthusiasm and excitement. This overall process strategy has the potential to not only achieve the specific goals outlined in the RFP but also become a reference for other cities when tasked with rewriting the rules for new development (and incentivize positive improvements and change) to make the community vision a reality.

The following pages contain a description of Dover-Kohl's general planning methodology as well as a proposed approach to complete the tasks outlined in your RFP. This approach is based on our team's knowledge of the needs of the study area and previous planning initiatives, and successful approaches used for previous similar efforts. We look forward to discussing our approach and each task in more detail at the appropriate time.

PLANNING METHODOLOGY

CONSENSUS THROUGH PUBLIC PARTICIPATION

We recognize that changes in the built environment are controversial; we've found that education and a shared sense of authorship is key to creating consensus. A *"Designing in Public"* Charrette is typically the centerpiece of our public involvement strategy. Dover-Kohl Charrettes are a combination of on-location planning, design studio and town meetings. The Charrette focuses community input over a short period of time, through the hands-on effort of participants representing the full spectrum of interests.

During the Charrette, we evolve the vision over a sequence of days in an on-site planning studio. The community's goals are pursued while ideas and scenarios are tested. At the same time, the community is invited into the studio to offer continual feedback on the work being produced. It has been our experience that through these comprehensive Charrettes, participants come to care more about the project – they see their ideas as they are refined and become part of a more finalized vision. We cannot emphasize enough the educational value of this approach. Citizens become familiar with the tools of good urban design and gain an appreciation of the importance of long-range thinking.

The Charrette is not our only outreach mechanism. Our team will conduct additional community meetings and interviews both during the pre-charrette or post-charrette periods. We also have experience using online forums to continue the conversation throughout the project. Dover-Kohl is an "official partner" of MindMixer, national leaders in online engagement; we now offer MindMixer's services as an outreach tool for all planning assignments. For this project, we are also recommending a MetroQuest survey can be included as an additional online participation tool.

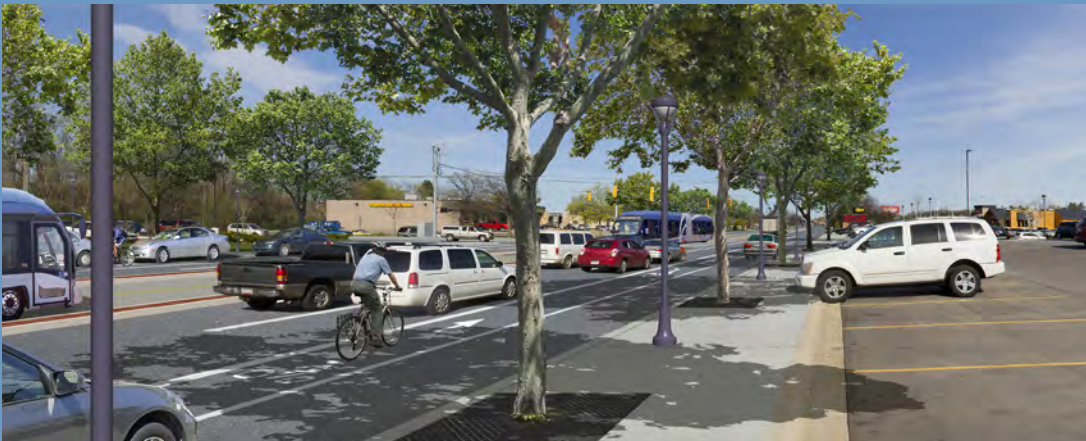
VISUALIZING CHANGE OVER TIME

(Example from Grand River Avenue, Meridian Township, Michigan)

Change is easier to accomplish and more believable (acceptable) when we know what to expect – a picture truly is worth a thousand words! The following sequence illustrates how initial public investments set the stage for coordinated private improvements.



Existing Conditions, 2013



Initial Improvements:

Overhead utilities are buried; the street is reconfigured to include bus rapid transit, a sidewalk, street trees, a bike lane and parallel parking. In doing so, the framework for a multimodal street emerges.



Long-term:

Following the public street improvements, parking lots are transformed into mixed-use buildings which address the street.

Strategy for a successful PLAN

Provide for community participation by using a Charrette.

1. Promote participation by key stakeholders in addition to the general public.
2. Scrutinize the physical environment, the transportation systems, and the economic potential for new transit-oriented development.
3. Create and refine the vision and code on site. Community access to the work-in-progress helps steer the project and yields better results.
4. Encourage the media to publish and promote the effort.
5. Demonstrate ways to begin positive change in the short-term and sustain it in the long-term.
6. Reform the land development regulations to ensure and encourage the desired results.

VISUALIZING CHANGE

It is often difficult to communicate exactly what change will look like. In our process we create numerous drawings and “before-and-after” sequences that can help the community study the options, visualizing change before it occurs.

AN INTEGRATED VISION

We illustrate long-term goals for the community such as urban design for buildings, public spaces, and streets. The vision can also illustrate elements more easily achievable in the short-term, so that larger ideas become feasible over time. Our illustrations are both visionary and usable, created for use by municipalities, developers, property owners, and the public to ensure a coordinated effort over time.

REFORMING THE REGULATIONS

Design does matter; well-executed details are often what make prosperous places to live and work. There may be a need for fine-tuning the land development regulations or to create other instruments to insure that the physical details of the plan are translated into the built reality.

CAPACITY

A multi-disciplinary team is fundamental to understanding interrelated planning issues and identifying an equally integrated set of solutions.

The Dover, Kohl & Partners Team is comprised of veterans in sustainable urban design, livable transportation solutions, civil and environmental engineering, architecture, and economic analysis. Several of our team members have worked together on previous efforts, and our combined experience makes our team uniquely qualified to meet the opportunities and challenges present in the Fort Lauderdale TOD project.

Dover-Kohl, with out selected our team members, have adequate capacity to meet the scope of services requested in the RFP. In addition to key individuals highlighted, we also have a staff of planners and designers that can be utilized as needed to meet critical deadlines and milestones for the timely completion of this project.

PROPOSED APPROACH

PHASE 1: PROJECT INITIATION & ANALYSIS

TASK 1 – PROJECT MANAGEMENT PLAN & STUDY AREA DEFINITION (30 CALENDAR DAYS AFTER NTP)

The first step in a successful process is to develop a sound project management plan and to further refine/define the project study area. This will be done in conjunction with City staff. Phase 1 will begin an exchange of ideas about Transit-Oriented Development (TOD) within the “streetcar influence area”. This phase will include a Site Visit by members of the Dover-Kohl team, and culminate in the production of Project Management Plan and a map of the Refined Project Study Area. This will better prepare the team and the local jurisdictions for the project ahead.

1.A: PROJECT MANAGEMENT PLAN

At the onset of the project, Dover-Kohl will work closely with the City staff to establish a detailed project schedule, including dates for completion of each task, and milestones for key project meetings and deliverables.

A schedule for Dover-Kohl team/client coordination will also be established, and implemented throughout the project. We anticipate this will include:

- **Biweekly Team/Client Conference Calls** (participants will include Dover-Kohl as well as subconsultants with active and ongoing tasks)
- **Monthly Progress Reports** to summarize work completed, and what is anticipated in the next month
- **Monthly Technical Committee Meetings** to review progress and gather feedback on upcoming tasks. Members of the Dover-Kohl team will attend each meeting in person, with additional participants attending by Web-ex. For purposes of preliminary budgeting, we have assumed at least 24 meetings will be attended in person by Dover-Kohl representatives; select local team members will also attend in person depending upon the topic for the meeting.

1.B: REFINEMENT OF PROJECT STUDY AREA

A refinement of the project study area that defines an overall “streetcar influence area” for both the core Wave Streetcar alignment and extensions utilizing: **Regional Activity Center boundaries, Existing zoning district / TOD guideline boundaries** and **Unified flex policy areas**. This is also an opportunity for the team to assess the existing plans and codes to better explore the opportunities and challenges for the TOD from a zoning / regulatory perspective.

PHASE I

(INCLUDES TASKS 1&2)

DKP Recommended Action Steps:

Project Initiation

- Establish Schedule
- Client/team coordination: bi-weekly updates, progress reports, Technical Committee

Assess Existing Plans & Codes

Refine Project Study Area

Site Visit #1 (2 Days)

- Technical Committee
- City/Township Meetings
- On-Site Analysis
- Stakeholder Roundtable

TOD Best Practices Research

Deliverables:

- Detailed project schedule
- Refine Project Study Area Map
- Summary notes from Site Visit #1 meetings & interviews
- TOD Best Practices Technical Memo

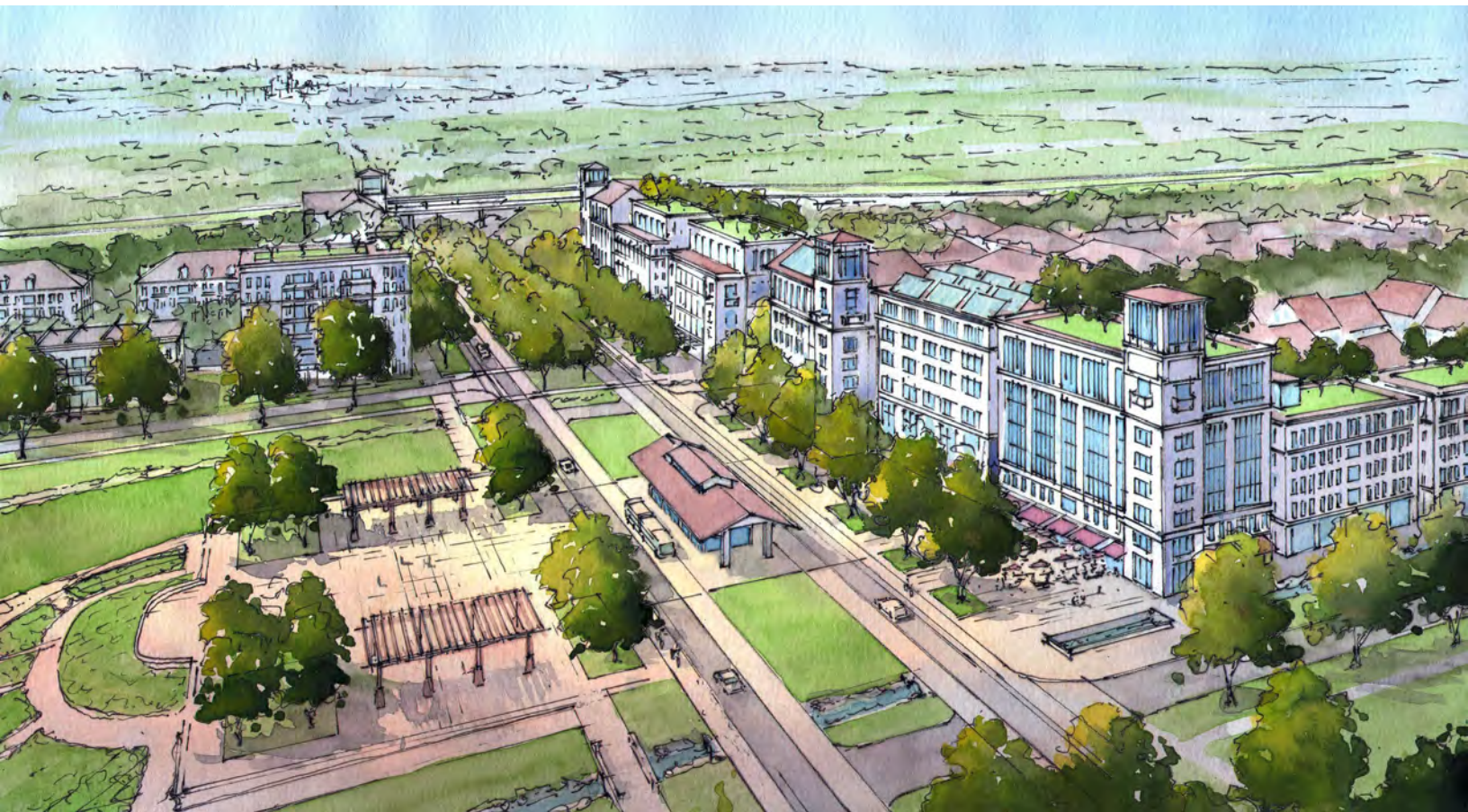
Appropriately-scaled subdivisions of the resultant study area shall be created for the purpose of geographically organizing subsequent tasks wherever necessary.

TASK 2 – TOD BEST PRACTICES RESEARCH **(60 CALENDAR DAYS AFTER NTP)**

The Dover-Kohl team shall gather and document applicable TOD “best practise” examples available in both in the U.S. and internationally. This will be assembled in a technical memo as an easily-referenced document that is concise and legible. Images, maps, and references shall be included where necessary. We also take this as an opportunity to identify any public-private partnerships that have been successful in other cities that the City of Fort Lauderdale could consider cultivating similarly locally.

2.A: TOD “BEST PRACTICES” SUMMARY TECHNICAL MEMO

A concise technical memo summarizing the TOD “best practices” that would be beneficial for the City staff and this specific project. This will include but is not limited to: ***TOD Mobility Strategies, TOD Land Use & Housing Strategies, TOD Management & Analytics, and TOD Programmatic, Incentives, and TDM.*** Contact information for each best practice example will be provided, when available, so City staff can communicate in the future as needed.



PHASE 2: PUBLIC ENGAGEMENT

TASK 3 – PUBLIC & STAKEHOLDER ENGAGEMENT

(45 CALENDAR DAYS AFTER NTP)

The DKP team will collect actionable data regarding TOD outcomes preferred by the community and stakeholders through surveys, interviews with elected officials, the private sector, relevant City/County/State departments, and other key stakeholders.

3.A: WEBSITE

The Dover-Kohl team will utilize the City's website in order to inform the community of the planning process; throughout the project, we will post project materials (a minimum of four times), and keep an updated schedule of participation activities. The Dover-Kohl team will provide text, photographs, maps renderings and other images as required for explaining the progress of the project on the City's website as well as other existing project partner websites. Website materials will be developed in a manner that is consistent with the graphic appearance developed for the project. If desired, our team can create a new website for this project, which can be linked to the City's websites.

3.D: ON-LINE SURVEY

(90 CALENDAR DAYS AFTER NTP)

Our outreach strategy can also incorporate an online forum or survey, to expand community participation beyond public meetings and reach a larger segment of the community. An options that Dover-Kohl has utilized in the past include:

- MindMixer, (official partner of Dover-Kohl). Mindmixer provides an online forum where participants can share ideas, and rank those that are most exciting to them.

3.E: VISUALLY-ORIENTED INTERACTIVE SURVEY

(90 CALENDAR DAYS AFTER NTP)

- **MetroQuest:** Planners choose to use MetroQuest when they want to gain input in a more visually engaging or interactive way that cannot be accomplished with text-based surveys. MetroQuest is comprised of 13 screen types (unique tools for sharing and collecting information). These include placing comment or tags on maps, ranking priorities, providing input on visual preferences, voting on scenario alternatives, and more. These screens can be mixed and matched depending on the needs of each phase of public outreach for the project.

PHASE II

(TASK 3.A, 3.D, 3.E)

DKP Recommended

Action Steps:

Illustrative Plan, Visualizations
& Street Sections

Outreach Strategy

- Identify stakeholders
- Produce announcements for the City to distribute

Website

- Website updates
- Online forum (Mysidewalk and/or Metroquest)

Deliverables:

- Illustrative Plan, Visualizations & Street Sections
- Community Outreach Strategy, including proposed public participation process; list of stakeholders and recommended method of outreach to each; and timeline with project events, consultant deliverables and defined roles and responsibilities
- Outreach materials (meeting invitations, flyers/ posters / bus signs, press releases, social media communications, etc)
- Web page updates (at least 4)
- Launch project website / online forum

PHASE III

(TASK 3.B & 3.C)

DKP Recommended Action Steps:

Site Visit #2 (3 to 4 days)

- Technical Committee
- Stakeholder Interviews
- **Community Kick-off**

Charrettes: two, 4 to 5 day events, including:

- **Hands-on Meetings**
- **Open Design Studio**
- **Open House**

Charrette Summary Report & Presentation

Mock Development Review" workshop

PHASE 3: CHARRETTE

3B: CHARRETTE & WORKSHOPS WITH STAKEHOLDERS

(MEETING SCHEDULE TBD WITH CITY STAFF)

An effective and proven method of public engagement is the Charrette. Simply explained it is a Hands-on community engagement process. Usually we engage in a 5-day Charrette. The following events are anticipated to be included:

- **Hands-on Design Session.** A Hands-on Design Session will be conducted, allowing community members to come together and work with members of the Dover-Kohl team to draw and describe their ideas for the future of the study area. Base maps and visual preference exercises will be used to facilitate a discussion about potential development forms and public spaces. At the end of the workshop, a spokesperson from each table will report their table's findings and major points to the entire assembly.

Keypad polling and exit surveys may also be incorporated throughout the event to gather public opinion on important topics. The goal of the Hands-on Design Session is to forge a community consensus and develop a short- and long-range vision for future land use, transportation, open space, and environmental conditions within the study area.

- **Open Design Studio.** Following the Hands-on Design Session, the Dover-Kohl team will set-up an Open Design Studio, preferably in an easily accessible location near the study area, for the duration of the Charrette.

At the Open Design Studio, the planning team will work on defining plan concepts and producing illustrations of future potential scenarios, based on community input at the Hands-on Design Session. Members of the public are encouraged



to visit the studio and provide input while observing the plan evolve. This will allow the County, community and key stakeholders access to the ideas in progress, and allow our team to gain immediate feedback and efficiently evolve the vision.

Meetings will be scheduled with City staff and officials, the Technical Committee, stakeholders and technical experts to review draft concepts and assist in the team's understanding of the physical and organizational forces that are shaping the study area.

For a vision to be implemented, it must be based on physical and economic realities. Frequent feedback loops between planners, designers, local stakeholders and experts (facilitated by the Charrette setting) will be used to explore technical issues and ensure that the vision and concepts depicted are feasible.

- Additional **Community Walking Tours** can be scheduled to review existing opportunities and challenges on-site, and discuss potential future improvements identified through the initial workshops.
- **Work-in-Progress Presentation.** At the conclusion of the Charrette, the Dover-Kohl team will display draft ideas at an Open House. Feedback gathered at this session will help to refine concepts for the next workshop.

There are many sound argument for engaging in the Charrette process, the most useful is its ability to garner a higher private-public approval built through community engagement. The different components can be held on a more individual schedule but there is something very cathartic about grouping them together over a few intensive days. Although DKP would present this as a cornerstone to building a healthier process we are more than open to working with the City staff to build a version that will best suit the needs of this project.

PHASE III

(TASK 3.B & 3.C)

Deliverables:

- Agendas for charrette meetings and events
- Materials to conduct community hands-on input exercises, including base maps and visuals (described in Task 2), handouts, and presentations
- Summary of input from community events, including keypad polling results, written survey responses, and summary notes from meetings
- Summary Report, describing community participation and feedback, and updated maps and visualizations
- Presentation of Charrette input and corridor vision



3C: “MOCK DEVELOPMENT REVIEW” WORKSHOP (MEETING SCHEDULE TBD WITH CITY STAFF)

Another useful tool is a stakeholder workshop that will bring a mock development proposal through the existing development review process, and use the workshop as a forum for open dialogue between stakeholders that identifies challenges and opportunities. The Dover-Kohl team will create, format, and print all necessary workshop materials. After the Mock Review we would summarize the results of the workshop in written and/or graphic form.



PHASE 4: POST-CHARRETTE

TASK 4 – EVALUATION OF DEVELOPMENT BARRIERS (180 CALENDAR DAYS AFTER NTP)

The Dover-Kohl team shall evaluate existing City Development processes, design guidelines, codes, ordinances, parking standards, and governing processes that will impact the TOD in the study area. County and State review processes shall also be examined. Feedback from stakeholders and the public, including survey results, shall be incorporated into the analysis.

Where applicable, any identified real estate market needs and trends that may be affected or otherwise intertwined with development barriers shall cite recent studies, stakeholder interviews, or other relevant sources. An evaluation of existing financial constraints to TOD shall be included.

4A: BARRIERS TO BEST-PRACTICES TECHNICAL MEMO

A concise technical memo identifying barriers to best-practice TOD projects in the project study area. Primary areas of focus will include an examination of issues such as:

- *regulatory inconsistencies*
- *concurrency fees*
- *design guideline clarity*
- *barriers to the development of affordable/workforce housing*
- *impacts of Broward County Traffic ways Plan requirements*
- *excessive uncertainties in review processes*
- *inconsistencies between current plans*
- *the effect of zoning regulations such as parking requirements on the intended vs. actual massing of buildings*
- *financial constraints including but not limited to factors such as lender practices/requirements*
- *development costs.*

PHASE IV

(INCLUDES TASK 4-9)

DKP Recommended Action Steps:

TECHNICAL MEMOS

ON-GOING
PRESENTATIONS

WORK-IN-PROGRESS
MEETINGS

FINAL TOD WORKSHOP

Deliverables:

- Barriers to Best-Practices Technical Memo
- Technical Memo Analyzing Potential TOD Housing Cost Efficiencies
- Gap Analysis
- Potential existing market for transit analysis
- Presentations to relevant neighborhood and business groups (4)
- Transportation Demand Management(TDM) Plan
- TOD Guideline Update Recommendations
- Integration of County/ State Review Processes Memo
- Update & Integration Presentations (4)
- MMLOS calculation methodology memo
- Street Section Graphics
- Recommended Non-motorized and transit infrastructure Report

TASK 5 – AFFORDABLE HOUSING STRATEGY

(240 CALENDAR DAYS AFTER NTP)

The Dover-Kohl team shall develop and justify a target income range for affordable workforce housing that is specific to the study area. The goal is to increase the supply of affordable housing and develop a tool kit utilizing TOD funding and implementation strategies. The team will also explore the utilization of private sector programs and incentives, public sector policies, and cross-sector partnerships.

5A: TECHNICAL MEMO ANALYZING POTENTIAL TOD HOUSING COST EFFICIENCIES

A technical memo that analyzes potential TOD housing cost efficiencies. As promoted there is an emphasis on increasing the supply of affordable workforce housing that targets the income range identified in the first part of this technical memo.

Strategies shall also consider, but shall not be limited to, relevant lender and developer practices such as Location Efficient Mortgages, micro units, reduced rent in lieu of parking, transit pass provision/fare subsidization, and TNC/taxi credits.

The Dover-Kohl team shall also develop strategies for addressing the affordable/workforce housing barriers identified in Task 4, and where applicable carry over any TDM-related strategies to Task 5. The City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

TASK 6.1 – LIVE/WORK/PLAY NEEDS ASSESSMENT

(240 CALENDAR DAYS AFTER NTP)

In order to fully capitalize on the TOD related transportation efficiencies of the study area a range of services will be reasonably accessible without the use of a private vehicle. This report will also project a timeline or phasing of these services. As many these services will develop organically it is still important to identify the services required for zero- or single-vehicle households to thrive in the study area.

6.1.A: GAP ANALYSIS

A gap analysis shall focus on identifying facilities in those general categories that are needed to provide a complete “live/work/play” environment within the study area, and assessing the market / demographic conditions that would be required to support those facilities.

6.1.B: POTENTIAL EXISTING MARKET FOR TRANSIT ANALYSIS

An analyzes of the potential existing market for transit- and active transportation-accessible charter school and daycare facilities within the study area. As needed the report shall identify the threshold at which an adequate market for charter schools and daycare facilities could be necessary to facilitate growth while minimizing household transportation costs.



TASK 6.2 – PRESENTATIONS TO GOVERNING/ADVISORY BODIES (240 CALENDAR DAYS AFTER NTP)

6.2.C: PRESENTATIONS TO RELEVANT NEIGHBORHOOD AND BUSINESS GROUPS (4) (SCHEDULE TBD WITH CITY STAFF)

Up to four presentations to relevant neighborhood and business groups, the Planning and Zoning Board, and the City Commission (up to two readings of any resulting ordinance(s)).

TASK 7 – TRANSPORTATION DEMAND MANAGEMENT(TDM) PLAN (300 CALENDAR DAYS AFTER NTP)

An effective streetcar-supportive TDM strategy that incorporated a comprehensive Parking Study, multi-modal access/programs and pathways is integral to this project. The consideration of the potential effect of autonomous vehicles and other new transportation technologies on parking and mobility strategies shall also be explored. For those driving single-occupancy vehicles to destinations within the streetcar influence area.

The TDM plan shall also include a market-based approach to parking requirements that evaluates development applications.

7.A: TRANSPORTATION DEMAND MANAGEMENT(TDM) PLAN

An actionable TDM plan for the study area that focuses on two elements: recommended requirements and incentives for private developments, and recommended City/County/State strategies.

TASK 8.1 – TOD ZONING & DEVELOPMENT REGULATIONS (390 CALENDAR DAYS AFTER NTP)

TOD Guidelines shall be reviewed, updated and codified in the Unified Land Development Regulations (ULDR) and incorporated into relevant governing documents. The approved adjustments will be fully integrated into the development review process.

8.1.A: TOD GUIDELINE UPDATE

The Dover-Kohl team shall update and codify the existing TOD Guidelines while expanding them to conform to this project's study area. The update shall include mixed-use TOD zoning districts where applicable, and consider form-based code solutions. Successful completion of this deliverable shall require updates to all applicable governing documents and regulations, including but not limited to the ULDR, the Downtown Master Plan, and the South Andrews Master Plan.

8.1.B: INTEGRATION OF COUNTY/STATE REVIEW PROCESS MEMO

A technical memo that identifies action items for better integrating County and State review processes into the development review process. This deliverable shall focus on addressing the barriers identified in Task 4 related to County/State review processes, and incorporate best practices from Task 2 and feedback from Task 3. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.



TASK 8.2 – PRESENTATIONS TO GOVERNING/ ADVISORY BODIES

8.2.C: UPDATE & INTEGRATION PRESENTATIONS (4)

The Dover-Kohl team will be available to lead up to four presentations to relevant neighborhood and business groups, the Planning and Zoning Board, and the City Commission as scheduled by the City staff.

TASK 9 – STREETCAR CONNECTIONS & MULTI-MODAL LEVEL OF SERVICE (MMLOS)

Safe and comfortable mobility for non-motorized traffic will be crucial particularly within the project study area. The Dover-Kohl team shall analyze existing conditions and consider all relevant existing plans and policies to develop a prioritized list of non-motorized and transit mobility infrastructure that is needed to support the Wave Streetcar.

In order to measure the success of these and future mobility projects, the Dover-Kohl team shall also develop an appropriate Multimodal Level of Service (MMLOS), or similar measure, that incorporates the comfort of non-motorized modes as one of its metrics. The Dover-Kohl team shall develop a modal priority methodology



Above: Hull Street before plan implementation
Below: Hull Street with plan recommendations including streetscape improvements, private investment, and public transportation.



9.A: WORK-IN-PROGRESS MEETINGS TO RELEVANT FDOT, BROWARD COUNTY STAFF (2)

The Dover-Kohl team will present the project work and progress in up to two meetings with relevant FDOT and Broward County transportation engineering staff, and relevant Broward MPO staff.

- *Meeting #1 to be held no later than 400 calendar days after NTP.*
- *Meeting #2, if required, to be held no later than 415 calendar days after NTP.*

9.B: MMLOS CALCULATION METHODOLOGY MEMO (450 CALENDAR DAYS AFTER NTP)

A technical memo that develops and justifies a suitable methodology for calculating an MMLOS, or similar measure, for streets and intersections within the study area.

- *provide a rational basis for potential future multi-modal impact fees. In this memo the Dover-Kohl team shall evaluate existing impact fees within the study area, and provide recommendations for changes if needed.*
- *develop a replicable modal priority methodology with easily comprehensible inputs.*
- *apply the methodology to streets within the study area to rank modal priority for each street segment.*
- *Coordination with the Broward MPO's Urban Streets Guidelines shall occur at all steps of this deliverable.*



9.C: STREET SECTION GRAPHICS (450 CALENDAR DAYS AFTER NTP)

"Ideal" street cross section graphics shall be developed for representative roadway segments within the study area.

9.D: FINAL TOD WORKSHOP (460 CALENDAR DAYS AFTER NTP)

A final TOD partner agency meeting for this task with Broward County, FDOT, and Broward

MPO partners that were engaged in Deliverable 9.A. The goal shall be to present the results of, and justification for, Deliverables 9.B and 9.C.

9.E: RECOMMENDED NON-MOTORIZED AND TRANSIT INFRASTRUCTURE REPORT

(480 CALENDAR DAYS AFTER NTP)

A technical memo that maps, lists, and prioritizes non-motorized traffic and transit infrastructure projects that are necessary to allow safe and comfortable access to and from the Wave Streetcar alignment in the study area.



PHASE 5: PRESENTATIONS

TASK 10.1 – FINAL TOD REPORT

(540 CALENDAR DAYS FROM NTP)

All deliverables from previous tasks shall be compiled, indexed, and narrated where appropriate. An executive summary shall be included. This task will result in a TOD Report that threads together all of the work completed for this project and allows current and future City staff to reference the results efficiently.

10.1.A: FINAL TOD REPORT

Meeting all criteria stated above and includes a concise executive summary. City shall be given a draft for review at least three weeks in advance of the anticipated completion of the final report.

TASK 10.2 – PRESENTATIONS TO GOVERNING/ADVISORY BODIES

(SCHEDULE TBD IN CONSULTATION WITH CITY STAFF)

10.2.B: FINAL PRESENTATIONS TO THE PUBLIC, STAKEHOLDERS & CITY COMMISSION (4)

The Dover-Kohl team will make up to four presentations to relevant neighborhood and business groups, the Planning and Zoning Board, and the City Commission (up to two readings of any resulting ordinance(s)). The presentations shall focus on Task 9 in addition to the Final TOD Report itself.

TASK 11 – MISCELLANEOUS SUPPORT

For tasks that involve City staff work, including but not limited to outreach activities and stakeholder meetings, the Dover-Kohl team will be expected to provide support. This task defines the support that shall be required.

- **11.A:** *Up to 20 hours of on-site meeting support from project management-level staff, as appropriate.*
- **11.B:** *Up to 20 hours of on-site meeting/outreach support from junior-level staff, as appropriate.*
- **11.C:** *Up to 20 hours of support developing graphic materials at desired points in the project.*
- **11.D:** *A conceptual plan for one (1) station pair along the proposed Tri-Rail Coastal Link corridor.*

PHASE V

(INCLUDES TASK 10 & 11)

DKP Recommended Action Steps:

APPROVAL PROCESS

- Present the First Draft TOD Report
- Report Revisions
- Approval Process

MISCELLANEOUS SUPPORT

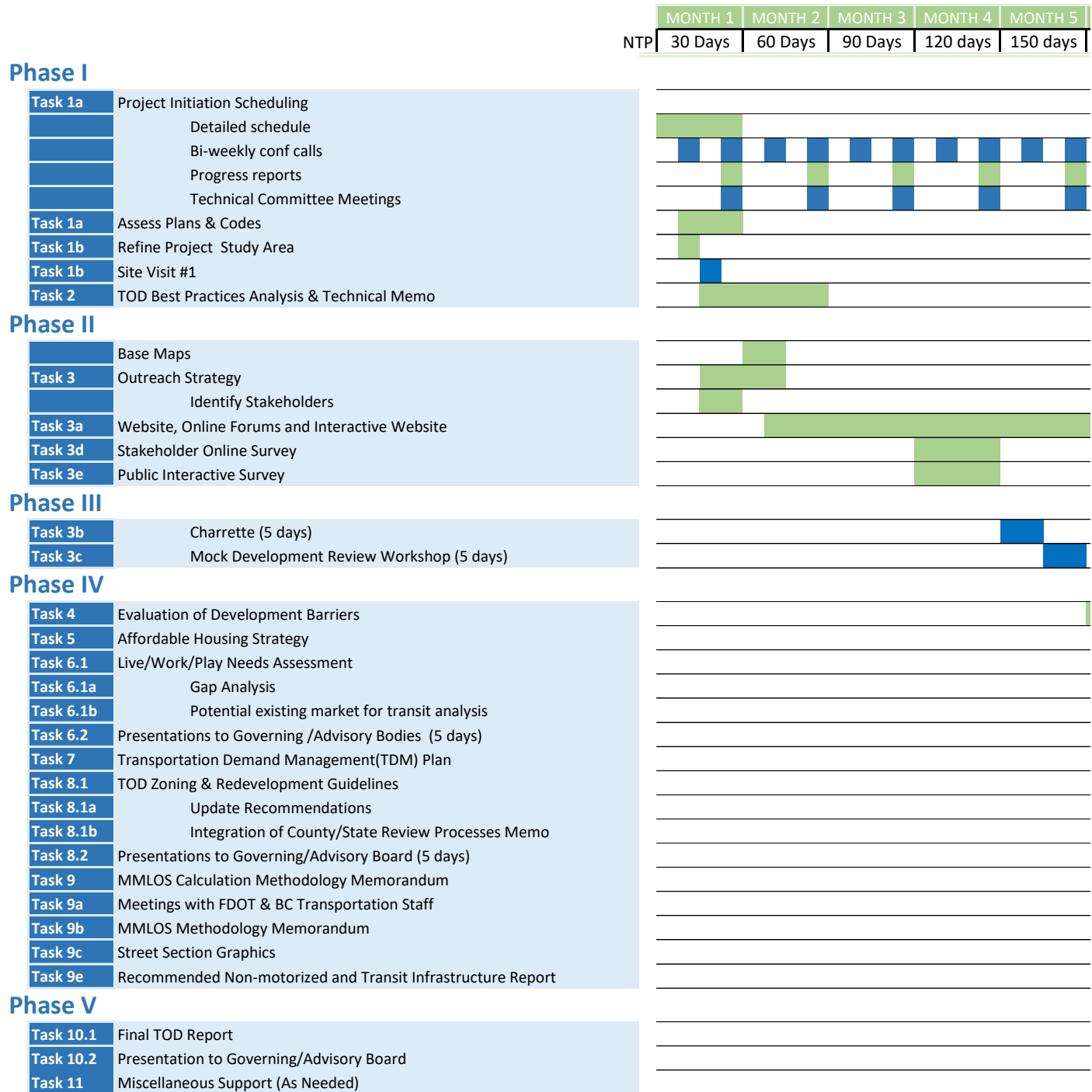
- On-site meeting support from project management-level staff.
- On-site meeting/ outreach support from junior-level staff.
- Developing graphic materials at desired points in the project.
- A conceptual plan for one (1) station pair along the proposed Tri-Rail Coastal Link corridor.

DELIVERABLES:

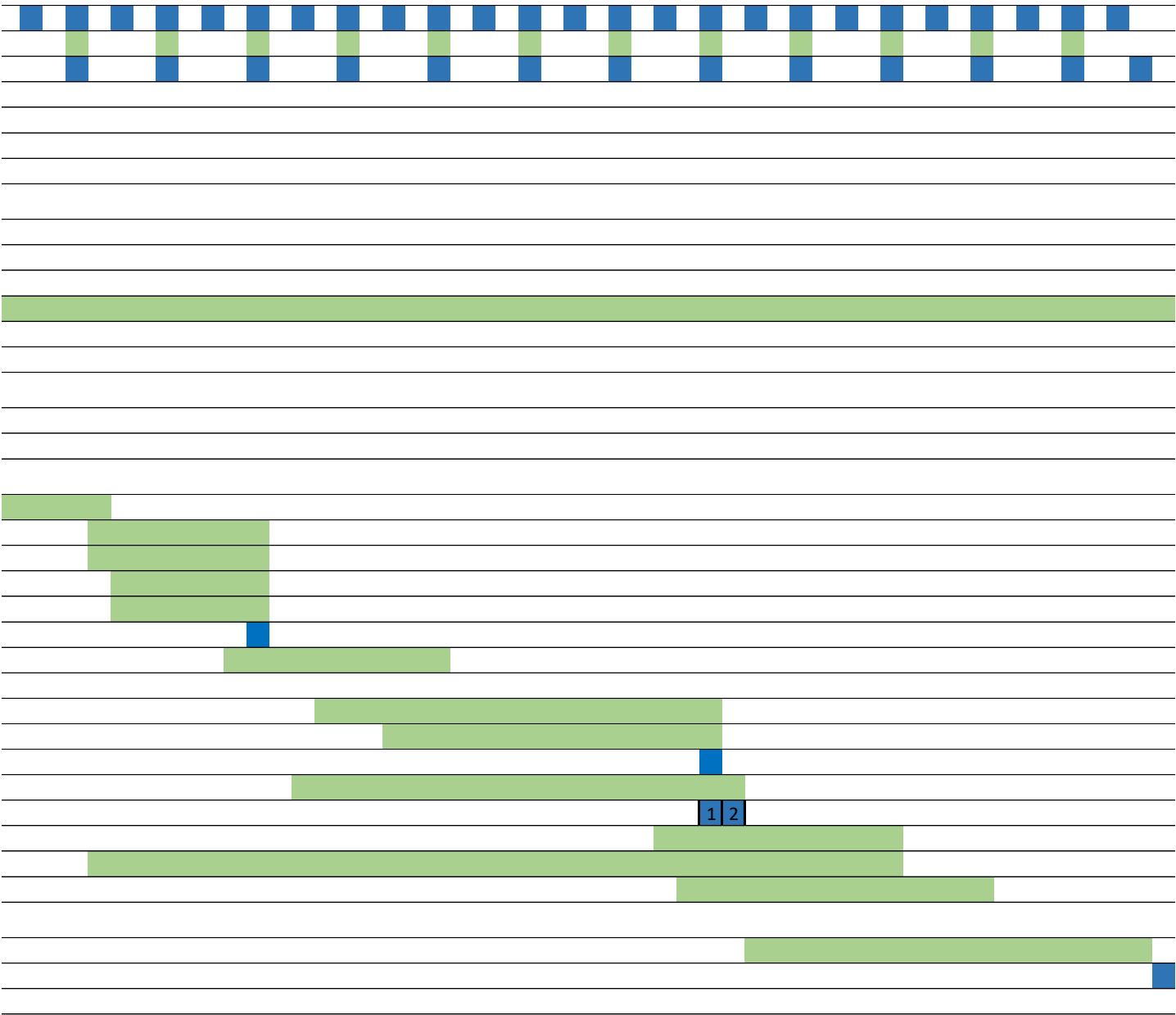
- Presentation of Draft Report
- Report Revisions
- Final Report and Graphics, in hard copy and digital format

SCHEDULING TIMELINE

The previous pages outline a series of tasks and tentative schedule to complete the planning and form-based coding effort. Based on the anticipated schedule for project completion and previous similar efforts, we have identified the following preliminary timeline:



MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	MONTH 13	MONTH 14	MONTH 15	MONTH 16	MONTH 17	MONTH 18
180 days	210 days	240 days	270 days	300 days	330 days	360 days	390 days	420 days	450 days	480 days	510 days	540 days



- = stakeholder/community input and review milestone
- = analysis & deliverable production

REFERENCES

REFERENCES

REFERENCES



4

TEAM REFERENCES

Dover, Kohl & Partners has had numerous past experiences with similar projects; the end result is always of the highest quality.

Our past clients can provide insights to our collaborative design process, qualifications, and other project details. The list of **References** for the Dover-Kohl Team contained herein are for the projects summarized in **Section 2, Qualifications**, include examples of charrette-based planning efforts, urban design, and transit-oriented development planning.

SMART Plan South Corridor

Dover-Kohl is leading the public process and planning around station areas for the South Corridor of the SMART Plan competing for future transit improvements.

Client: Miami-Dade TPO
111 NW 1st Street, Suite 920, Miami, FL 33128

Contact: Jeannine Gaslonde, Mobility Planner III
(305) 375-1739 / Jeannine.Gaslonde@mdtpo.org

Year Completed: 2017 - Ongoing

Cost of Project: DKP \$68,000

Seven50 Prosperity Plan

Dover, Kohl & Partners led a multidisciplinary consultant team to create the plan, mapping a strategy for the best possible quality of life for the over six million residents in the seven southeast Florida counties.

Client: Treasure Coast & South Florida RRPCs
3440 Hollywood Blvd #140, Hollywood, FL 33021

Contact: Marcela Cambolor-Cutsaimanis, AICP
(Client) Project Director
772.708.1108 / marcela@marcelacambolor.com

Year Completed: 2012

Cost of Project: \$2,237,000

Plan El Paso & Connecting El Paso

Dover-Kohl led a multidisciplinary team to create the Comprehensive Plan, Future thoroughfare Plan, Connecting El Paso Transit Plan, and numerous small area TOD Plans.

Client: City of El Paso, TX
City Hall - 300 N. Campbell, El Paso, TX 79901

Contact: Carlos Gallinar, former Deputy
Director of Planning, City of El Paso
915.346.6586 / cgallinar@gallinar-planning.com

Year Completed: 2012

Cost of Project: \$3,025,672

REFERENCES



PEDESTRIAN & BICYCLE
STREET DESIGN

Bart Multimodal Access Design Guidelines

The MADG will provide easy-to-use guidance for planning the access to and around BART's stations.

Client: Bay Area Rapid Transit (BART)
300 Lakeside Drive, Oakland, CA 94604

Contact: Bob Franklin, Department Manager,
Customer, Access & Accessibility, BART
510-464-6169 / bfrankl@bart.gov

Year Completed: 2015 - Ongoing

Cost of Project: Total: \$198,609 NN: \$167,017

ITDP TOD Standard

The Standard is an assessment, recognition, and policy guidance tool uniquely focused on integrating sustainable transport and land use planning and design.

Client: Institute for Transportation &
Development Policy
9 East 19th Street, New York, NY 10003-1105

Contact: Luc Nadal, Technical Director - Urban
Development
310-774-6887 / luc.nadal@itdp.org

Year Completed: 2013

Cost of Project: \$85,000

Orange Line BRT TOD

Nelson\Nygaard served as station access and station-area circulation lead on a study of the transit-oriented development potential of areas around stations on the Metro Orange Line.

Client: Southern California Association of
Governments
818 W. Seventh Street, Los Angeles, CA 90017

Contact: Marco Anderson, Regional Planner
213-236-1879 / anderson@scag.ca.gov

Year Completed: 2011 - 2012

Cost of Project: \$34,000



TRANSIT,
TRANSPORTATION
SYSTEMS & HOUSING

NOACA TOD Scorecard & Implementation

AECOM prepared a TOD Scorecard and Implementation Plan for NOACA, serving the five-county Greater Cleveland metro area.

Client: Northeastern Ohio Areawide
Coordinating Agency (NOACA)
1299 Superior Avenue, Cleveland, OH 44114

Contact: Kelley Britt, Senior Planner/Project
Manager
216-241-2414 / kbritt@mpo.noaca.org

Year Completed: 2014 - 2017

Cost of Project: Total: \$250,000

Assembly Square New Orange Line Station

Assembly Square is a transformative rail transit and TOD success story in an industrial waterfront setting.

Client: Federal Realty Investment Trust, in
partnership with the MBTA
5 Middlesex Avenue, Suite 401, Somerville, MA
02145

Contact: David Webster, Principal, Federal
Realty Boston
617-654-1510 / dbriggs@federalrealty.com

Year Completed: 2014 - Ongoing

Cost of Project: Transit station: \$56 million
Private development: approx. \$1 billion

Red Line/HealthLine Extension Study

AECOM was the lead consultant for this study, which compared alternatives for extending premium transit eastward from Windermere Station, where the Red Line heavy rail transit corridor and the HealthLine bus rapid transit corridor both currently terminate.

Client: Greater Cleveland Regional Transit
Authority
1240 West 6th Street, Cleveland, OH 44113

Contact: Maribeth Feke, Director of Planning &
Policy
216-566-5160 / mfeke@gcrt.org

Year Completed: 2013 - 2015

Cost of Project: Total: \$1.1 Million



ECONOMICS & RESILIENCE

The Water Institute of the Gulf Campus

JLP+D contributed to a master planning process for the Water Institute of the Gulf, an ambitious new global hub and center of leadership in the field of coastal protection and water resource management, incorporating a new transit connection, significant public space investment, and activation of the waterfront.

Client: The Water Institute of the Gulf
1110 River Road S., Suite 200
Baton Rouge, Louisiana 70802

Contact: Nicholas Speyrer, Director of Planning, Coordination, and Outreach
225.227.2716 / nspeyrer@thewaterinstitute.org

Year Completed: 2014

Cost of Project: \$45,000

Inwood-Sherman Creek Planning Initiative

JLP+D helped to craft a development framework for the Inwood-Sherman Creek neighborhood in Upper Manhattan, which sought to create sustained economic investment, a new tech business hub, new affordable and mixed-income housing retail, a more resilient and accessible public waterfront, and other public benefit uses.

Client: NYC Economic Development Corporation
110 William Street, New York, NY 10038

Contact: Thomas McKnight, EVP and Head of Planning, Development, & Transportation
212.312.3747 / tmcknight@edc.nyc

Year Completed: 2015

Cost of Project: \$80,000

Austin's South Central Waterfront Vision Framework

While serving in the City of Austin Urban Design Division, Robert Franco-Tayar supported the development of the South Central Waterfront Vision Framework, a financing, urban design, and zoning roadmap which will guide over \$1.2B of projected new investment in a historically industrial and under-developed district.

Client: City of Austin
301 W. Second Street, Austin, Texas 78701

Contact: Alan Holt, Principal Planner
512.974.2716 / Alan.Holt@austintexas.gov

Year Completed: 2016

Cost of Project: \$200,000

REFERENCES



ARCHITECTURE, GIS &
GRAPHIC DESIGN (M/WBE)

Plan Viva Laredo

The new comprehensive plan for Laredo ushered in a new era for the city and asked its citizens to participate in its making. The Project Team was led by Frank/Hickey-Peña Architects (a joint venture).

Client: City of Laredo, Texas
1110 Houston Street, Laredo Texas, 78042

Contact: Nathan Bratton, Planning Director,
City of Laredo Planning Department
(956) 794-1613 / nbratton@ci.laredo.tx.us

Year Completed: 2016 - 2017

Cost of Project: \$198,609

Boulevard of the Americas

The Boulevard of the Americas is a plan to turn the auto-centric desolate four blocks bordering the United States & Mexico in the heart of Laredo's downtown into a multimodal pedestrian friendly national monument, while simultaneously re-stitching the urban fabric that was fragmented by the placement of the Interstate highway.

Client: City of Laredo, Texas
1110 Houston Street, Laredo Texas, 78042

Contact: Horacio de Leon, City Manager
(956) 791-7302 / hdeleon@ci.laredo.tx.us

Year Completed: 2015 - Ongoing

Estimated Cost of Project: \$20 Million

El Metro Transit Center & TIGER Grant Application

This registered LEED project features two buildings: the administration building and the vehicle maintenance area.

Client: City of Laredo, Texas
1110 Houston Street, Laredo Texas, 78042

Contact: Alejandro Labrada, Engineering
Department Project Manager
956-791-7351 / alabrada@ci.laredo.tx.us

Year Completed: 2013 - 2016

Cost of Project including Construction: \$24 Million



**ROAR
MEDIA**

PROJECT BRANDING &
OUTREACH

Seven50 | SE Regional Plan for Prosperity

Roar Media was hired in 2012 to conceptualize, plan and promote a series of public summits to inform development of a regional plan for Southeast Florida's future in the next 50 years.

Client: Treasure Coast & South Florida RRPCs
3440 Hollywood Blvd #140, Hollywood, FL 33021

Contact: Marcela Cambor-Cutsaimanis, AICP
(Client) Project Director
772.708.1108 / marcela@marcelacambor.com

Year Completed: 2012

Cost of Project: \$2,237,000

SMART Plan South Corridor

The SMART Plan intends to advance six rapid transit corridors, along with a network system of Bus Express Rapid Transit (BERT) service, in order to implement mass transit projects in Miami-Dade County.

Client: Miami-Dade TPO
111 NW 1st Street, Suite 920, Miami, FL 33128

Contact: Jeannine Gaslonde, Mobility Planner III
(305) 375-1739 / Jeannine.Gaslonde@mdtpo.org

Year Completed: 2017 - Ongoing

Cost of Project: Roar \$50,000

MINORITY/WOMAN PARTICIPATION

MINORITY/WOMAN
PARTICIPATION

MINORITY/WOMEN (M/WBE) PARTICIPATION



COMMITMENT TO DBE SUBCONTRACTOR

Hickey Peña Architects (HPA) will be participating as an integral part of the Dover, Kohl & Partners team for RFP # 12093-885 Federal Transit Oriented Development (TOD) Planning Services. Dover, Kohl & Partners and Hickey Peña Architects have teamed on previous planning efforts and our skill sets compliment one another.

HPA's diverse expertise and broad point of view related to city planning, policy making, community outreach, and public/private development makes their firm uniquely apt to support the entire team.

As the team's primary GIS specialist, HPA will be involved in most phases of the project as most deliverables require a GIS component. HPA will collect, enter, manage, and post all GIS data throughout the project. Furthermore, HPA's deep knowledge and experience in the private retail development sector will be leveraged to engage with the private development community to evaluate statutory, financial, physical and other barriers (Task 4) that could prevent investment into the area.

Their architectural expertise will provide realistic expectations of how codes effect the built environment and what is needed from both public and private buildings to enhance walkable transit oriented places.

Lastly, HPA will provide graphic design for all reports and plan information in order to produce engaging and easy-to-read deliverables.

Hickey Peña Architects participation is anticipated to be approximately \$150,000 which equals 15% of the overall contract. Under no circumstances shall their participation be less than the contract goal of 14.77% DBE participation established for this project.

Hickey Peña Architects is completing the re-application to be certified as a DBE. Hickey Peña Architects is slated to have this process completed before the end of January 2018.



January 23, 2018

Mario A. Peña, A.I.A.
Principal
Hickey Peña Architects
600 San Bernardo #901
Laredo, TX 78040
T 956-722-8186
F 956-722-8258
mario@hickeypena.com

Jason King, AICP
Principal & Senior Project Director
Dover, Kohl & Partners
1571 Sunset Drive
Coral Gables, FL 33143

Re: RFP# 12093-885 Federal Transit Oriented Development (TOD) Planning Services

Dear Jason,

This letter is to confirm that Hickey Peña Architects is pleased to provide Dover, Kohl & Partners with GIS, general consulting, and graphic design services for the above-referenced project.

We understand that we will be completing 14.77% of the work on this project and look forward to working with you and the City of Fort Lauderdale should our team be awarded the project.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Peña", with a long horizontal flourish extending to the right.

Mario A. Peña, Architect, A.I.A.

SUBCONTRACTOR

SUBCONTRACTOR



SUBCONSULTANTS

Dover, Kohl & Partners often leads multidisciplinary teams. It is the best way to complete large projects with a holistic approach with numerous viewpoints. We see our teaming with other firms as a partnership integral to completing the proposed scope of work collaboratively, efficiently, and with the best people needed to complete the job. As such, we have included pertinent information of our proposed subconsultant team within **Section 2 - Experience & Qualifications**.

Our selected team includes:

- **Nelson Nygaard:** Pedestrian & Bicycle Street Design
- **AECOM:** Transit, Transportation Systems & Housing
- **James Lima Planning + Development:** Economics & Resilience
- **Hickey Peña Architects (M/WBE):** Architecture & Graphic Design
- **Roar Media:** Project Branding & Outreach

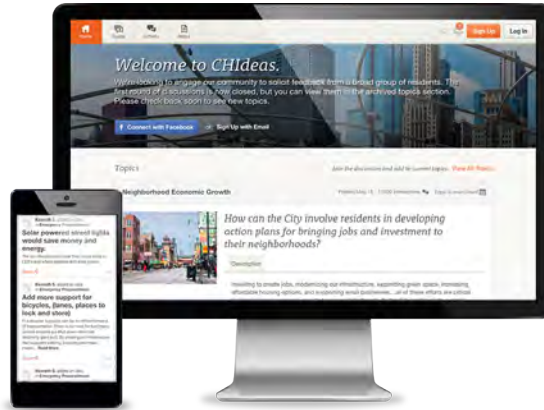
In addition to these team members, we also propose utilizing either **MindMixer** and/or **MetroQuest** for online engagement. More information on these firms and their services is included on the following pages.

OPTIONAL TEAM MEMBER FIRM PROFILES

MINDMIXER ONLINE ENGAGEMENT

MindMixer is an online engagement tool that acts as a virtual town hall encouraging conversation between project stakeholders while reaching out to those members of the public who attend planning events less frequently.

MindMixer.com enhances the conversations that are happening in-person with topical discussions online. People can exchange ideas with others who share local interests, and be informed of new announcements, events and similar initiatives in the area.



"There are an awful lot of people who care about their community and they don't know how to make their voices heard, so MindMixer is a great way for them to do that."

— Cynthia Berner Harris, **City of Wichita**

Reach the right audience.

Give all stakeholders a convenient and interactive way to participate.

Understand who's participating.

Study and easily export participant demographics and interactions.

Generate more input in less time.

Get the answers you need, when you need them, with less effort.

Measure the impact.

Analyze and implement stakeholder ideas into final plans and designs.

1,200

Communities

1.6M

Participants

50K

Answers

MetroQuest Company Overview

MetroQuest has been providing public involvement software and related services to the leading planning, engineering, architecture and public involvement firms and agencies. MetroQuest's growing team of professionals has decades of experience in both public engagement and software development, and their software has topped best practice lists for public involvement year after year.

Why MetroQuest?

As part of their planning initiatives, government agencies are always looking for innovative ways to improve public participation – engaging a broader demographic and collecting meaningful insights into public opinion. To accomplish this, they are increasingly turning to online engagement tools. MetroQuest is specifically designed to collect sophisticated and informed input from the widest demographic possible and has an 18-year track record to back it up.



REQUIRED FORMS

REQUIRED FORMS



REQUIRED FORMS

The following pages contain additional information including:

- Proposal Certification
- Cost Proposal
- Non-Collusion Statement
- Non-Discrimination Certification Form
- E-Verify
- Sample Insurance Certificate and Statement
- Business License

BID/PROPOSAL CERTIFICATION

Please Note: If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) The Image Network Inc., d/b/a Dover, Kohl & Partners EIN (Optional): 56-1577628

Address: 1571 Sunset Drive

City: Coral Gables State: FL Zip: 33143

Telephone No. 305-666-0446 FAX No. 305-666-0360 Email: jking@doverkohl.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): _____

Total Bid Discount (section 1.05 of General Conditions): _____

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE _____ WBE _____

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
Addendum 1	1/8/2018				
Date Change	1/9/2018				

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSUNC you must also click the "Take Exception" button.**

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Jason King

Name (printed)

1/24/2018

Date:

Signature

Title

revised 04/10/15

SECTION VI - COST PROPOSAL PAGE

Proposer Name: The Image Network, Inc. d/b/a Dover, Kohl & Partners

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Firm shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted. Additional lines have been provided for you to include any costs not listed.

TASK	ESTIMATED HOURS	COST NOT TO EXCEED
Task 1 – Project Management Plan & Study Area Definition	528	\$92,040
Task 2 – TOD Best Practices Research	52	\$6,540
Task 3 – Public & Stakeholder Engagement	1414	\$183,000
Task 4 – Evaluation of Development Barriers	56	\$8,040
Task 5 – Affordable Housing Strategy	327	\$47,000
Task 6.1 – Live/Work/Play Needs Assessment	362	\$59,910
Task 6.2 – Presentations to Governing/Advisory Bodies	654	\$90,000
Task 7 – Transportation Demand Management (TDM) Plan	677	\$75,000
Task 8.1 – TOD Zoning & Development Regulations	462	\$124,000
Task 8.2 – Presentations to Governing/Advisory Bodies	372	\$57,300
Task 9 – Streetcar Connections & Multimodal Level of Service (MMLOS)	426	\$56,640
Task 10.1 – Final TOD Report	981	\$125,000
Task 10.2 – Presentations to Governing/Advisory Bodies	341	\$50,530
Task 11 – Miscellaneous Support	181	\$25,000
	6938	\$1,000,000
TOTAL	6938	\$ 1,000,000

Submitted by:

Jason King

Name (printed)

1/7/2018

Date

Signature

Principal

Title

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
None	

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.


Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

- (a) Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding \$100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

- (i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.
- (ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.


Authorized Signature

Jason King - Principal

Print Name and Title

1/24/2018

Date

ATTACHMENT "A"
E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No: **RFP # 12093-885**

Project Description: **Federal Transit Oriented Development (TOD) Planning Services**


Firm/Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Firm/Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

The Image Network, Inc. d/b/a Dover, Kohl & Partners

Firm/Contractor/Proposer/Bidder Company Name


Authorized Company Person's Signature

Principal

Authorized Company Person's Title

1/24/2018

Date

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/06/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Services, LLC, 1715 N. Westshore Blvd. Suite 700 Tampa, FL 33607	CONTACT NAME: PHONE (A/C, No, Ext): 813 321-7500 FAX (A/C, No): E-MAIL ADDRESS:														
INSURED The Image Network Inc dba: Dover Kohl and Partners 1571 Sunset Drive Coral Gables, FL 33143	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Phoenix Insurance Company</td> <td>25623</td> </tr> <tr> <td>INSURER B : Travelers Casualty and Surety Company</td> <td>19038</td> </tr> <tr> <td>INSURER C : XL Specialty Insurance Company</td> <td>37885</td> </tr> <tr> <td>INSURER D : Travelers Indemnity Company</td> <td>25658</td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Phoenix Insurance Company	25623	INSURER B : Travelers Casualty and Surety Company	19038	INSURER C : XL Specialty Insurance Company	37885	INSURER D : Travelers Indemnity Company	25658	INSURER E :		INSURER F :	
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INSURER D : Travelers Indemnity Company	25658														
INSURER E :															
INSURER F :															

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X	X	6605C027085	10/30/2017	10/30/2018	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
D	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	BA3J498832	10/30/2017	10/30/2018	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB EXCESS LIAB DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	UB8J082194	11/19/2017	11/19/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
C	Professional Liability			DPR9919017	10/30/2017	10/30/2018	\$1,000,000 per claim \$1,000,000 annl aggr.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Professional Liability coverage is written on a claims-made basis.

CERTIFICATE HOLDER

CANCELLATION

For Proposal Purposes

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

[Signature]



January 11, 2018

Kristen Thomas
Dover, Kohl & Partners
1571 Sunset Drive
Coral Gables, FL 33143

RE: City of Fort Lauderdale
Availability of Increased Professional Liability Insurance Limits

Dear Ms. Thomas,

This letter is intended to advise any interested project owner that Dover, Kohl & Partners carries Professional Liability insurance coverage through our agency with XL/Catlin Insurance Company. The firm is a long time, valued client of ours.

Dover, Kohl & Partners is pre-qualified and approved to increase their Professional Liability insurance coverage limit to \$2,000,000 per claim / \$2,000,000 annual policy aggregate upon request.

Please feel free to have any project owner representative contact me at 813-321-7564 with any questions.

Sincerely,
USI Insurance Services, LLC

A handwritten signature in blue ink, appearing to read "Tom Kaye", written over a horizontal line.

Tom Kaye
Professional Liability Specialist

State of Florida

Department of State

I certify from the records of this office that THE IMAGE NETWORK, INC. OF DELAWARE is a Delaware corporation authorized to transact business in the State of Florida, qualified on October 9, 1987.

The document number of this corporation is P16320.

I further certify that said corporation has paid all fees due this office through December 31, 2017, that its most recent annual report/uniform business report was filed on January 3, 2017, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Third day of January, 2017*



Ken DeFries
Secretary of State

Tracking Number: CC9915257926

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

State of Florida

Department of State

I certify from the records of this office that DOVER, KOHL & PARTNERS is a Fictitious Name registered with the Department of State on January 5, 2010.

The Registration Number of this Fictitious Name is G10000001369.

I further certify that said Fictitious Name Registration is active.

I further certify that said Fictitious Name Registration filed a renewal on June 8, 2015, and expires on December 31, 2020.

*Given under my hand and the Great Seal of
Florida, at Tallahassee, the Capital, this the Ninth
day of June, 2015*

Ken DeFuria

Secretary of State



Authentication ID: 000273751200-060915-G10000001369

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>

FULL RESUMES

FULL RESUMES



B

FULL RESUMES

The following pages contain full resumes for all Key Personnel that will be working on this project.

Victor B. Dover, FAICP, LEED-AP, CNU-A

Founding Principal



Education

Master of Architecture
in Suburb and Town Design
UNIVERSITY OF MIAMI
Coral Gables, Florida

Bachelor of Architecture
VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY
Blacksburg, Virginia

Publication

Street Design: The Secret to Great Cities and Towns, Victor Dover & John Massengale, 2014

Professional Experience

Principal, 1987 to present
DOVER, KOHL & PARTNERS
Coral Gables, Florida

Exhibition Designer, 1985
NATIONAL GALLERY OF ART
Washington, DC

Teaching

Faculty, 2004 - present
FORM-BASED CODES INSTITUTE

Faculty, 1995, 1997, 2003
MAYORS INSTITUTE ON CITY DESIGN

Visiting Instructor, 1988-1997, 2015-2016
UNIVERSITY OF MIAMI
School of Architecture & School of Law

Faculty, 1986 & 1991
FLORIDA GOVERNOR'S SUMMER
PROGRAM FOR ARCHITECTURE & DESIGN

In 1987 Victor Dover cofounded the firm that became Dover, Kohl & Partners, and he serves as Principal-in-charge. Along with his partner Joseph Kohl, Mr. Dover's practice focuses on the creation and restoration of real neighborhoods as the basis for sound communities. Victor has personally led over 140 charrettes worldwide. He holds a Bachelor of Architecture degree from Virginia Tech and a Master of Architecture degree from the Suburb & Town Design Program at the University of Miami. Mr. Dover lectures widely around the United States and internationally on the topics of livable communities and sustainable development.

Mr. Dover was cited by *Architecture* magazine as being among "the country's best urban designers and architects." Work by Dover & Kohl has been published in *Southern Living*, *Urban Land*, *Metropolitan Home*, and featured on HGTV, National Public Radio, CNN's *Earthwatch*, and in *BusinessWeek* magazine. Their projects are profiled in a number of planning textbooks, including *The New Urbanism* by Peter Katz, *Community by Design* by Kenneth Hall, *Sustainable Urbanism* by Doug Farr, and *Retrofitting Suburbia* by Ellen Dunham-Jones and June Williamson. Victor's and John Massengale's new book, *Street Design: The Secret to Great Cities and Towns* is on bookshelves now.

Victor Dover is former Chair of the Congress for the New Urbanism (CNU) and was the Founding Chair of the CNU Florida Chapter, the first of its kind. He is a CNU-Accredited Professional. He was a key player in the creation of the Form-Based Codes Institute and the National Charrette Institute, both leading think tanks for sustainable urbanism and community-based planning. Victor is a Fellow of the American Institute of Certified Planners. He served on the core committee setting sustainable urbanism certification standards for the Leadership in Energy and Environmental Design for Neighborhood Development rating system (LEED-ND). Victor has successfully completed all portions of the Architectural Registration Exam.

Service

Member, LEED-ND Core Development Committee, 2011 to 2012

Chair, Congress for the New Urbanism (CNU), 2010 to 2012

Vice Chair, Congress for the New Urbanism, 2008 to 2010

Founding Chair, Florida Chapter, Congress for the New Urbanism (CNU Florida), 2004-2006

Charter Member, Congress for the New Urbanism (CNU), 1993 to present

Emeritus Board Member and Founding Board Member, National Charrette Institute, 2001 to present

Board Director and Co-Founder, Form-Based Codes Institute, 2004 to present

Paul Harris Fellow, Rotary International, 1996

Assistant District Governor, Rotary Club of South Miami, 1998-1999 and President, 1996-1997

Co-Chair, Administrative Council, First United Methodist Church of South Miami, 1997-1999

Director, Jubilee Community Development Corp. (Miami District, United Methodist Church), 1994-1996

Selected Lectures

APA National Conference, "State of the Art Regional Planning" and "Design Practices that Build Thriving Communities", April 2016, Phoenix, AZ

Venice, FL 2016 Speakers Series, "The Streets of Livable Cities" and the Future Growth of Venice National Association of City Transportation Officials (NACTO), Keynote Speaker, Oct 2015 (Austin, TX)

StreetSmarts 2015 Transportation Summit Moderator, May 2015, Ft. Lauderdale, FL

Florida APA Conference, "Complete Streets, Florida Department of Transportation and the Power of Demonstration Projects", August 2015, Hollywood, FL

CNU National Conference, 2012 (West Palm Beach), 2011 (Chicago), 2010 (Atlanta)

APA National Conference, 2013 (Chicago), 2012 (Los Angeles), 2009 (Minneapolis)

CNU Florida Conference, Keynote Speaker, 2014

CNU Transportation Summit/ProWalk ProBike, Long Beach, CA 2012

Opening Plenary, CNU 17, 2009, Denver, CO

New Partners for Smart Growth Conference, 2011 (Charlotte), 2005 (Miami Beach)

AARP/NAHB Livable Communities Award Ceremony, 2008, Washington, DC

National Association of Home Builders, 2008, Orlando, FL, and 2004, Las Vegas, NV

Australian Council for New Urbanism (ACNU), 2008 and 2005, Brisbane, Australia

Urban Land Institute (ULI), "Reality Check," 2007, Charleston, South Carolina

USGBC Greenbuild International Conference and Expo, 2006, Denver, CO

Victor Dover (continued)

Selected Projects

JTA MOBILITY WORKS COMPLETE STREETS - LEM TURNER & DUNN AVENUE CORRIDORS, Jacksonville, Florida, 2015 - 2016

The Jacksonville Transit Authority (JTA) embarked on an ambitious project to plan and create a project list of improvements for 14 corridors throughout Jacksonville. Dover, Kohl & Partners worked as part of the Michael Baker team focusing on the Lem Turner and Dunn Avenue corridors. The entire process began with a discussion led by Victor Dover with JTA and FDOT District 2 leadership about what complete streets really are. Planning corridors for everyone and considering both roadways and adjacent land uses together are what make real places that people want to be. Plans for Dunn Avenue include the implementation of a mile of separated bike lanes while Dunn Avenue has a focus on creating bus and bike only lanes and a roundabout to help foster one of the city's first BRT routes.

Reference: Frederick N. Jones, AICP, Senior Transportation Planner, JTA | 121 W Forsyth Street, Suite 200, Jacksonville, FL 32202 | 904.632.3819 | fjones@jtafla.com

A VISION FOR MICHIGAN AVENUE/ GRAND RIVER AVENUE, Lansing Region, Michigan, 2013
Victor serves as Principal-in-charge and Charrette Leader in this ongoing planning effort, which will engage the Lansing region in defining a unified vision for the Michigan Avenue / Grand Avenue corridor from the State Capitol to Webberville. A series of charrettes will provide the opportunity for an in-depth community conversation about the future urban form of the corridor, and strive to produce a consensus-based vision for urban design, land use, transportation, and economic development.

Reference: Susan M. C. Pigg, Executive Director, Tri-County Regional Planning Commission | 3135 Pine Tree Road, Suite 2C, Lansing Michigan 48911 | 517.393.0342 | spigg@mitcrpc.org

CONNECTING EL PASO | PLAN EL PASO, El Paso, Texas, 2012

Over the course of two years, Dover-Kohl led the process of rewriting El Paso's Comprehensive Plan. The Plan El Paso process was interactive and bilingual, and included charrettes in multiple areas throughout the city. The Dover-Kohl team worked with residents, stakeholders and city officials to create a guide to the City's future growth and enable Transit-oriented Development. During the charrettes, the team was able to talk to over 800 studio visitors, meeting attendees, and hands-on participants. Connecting El Paso Plan was a first step in the comprehensive planning initiative, which includes plans for three transit-oriented development sites around the City's newly constructed and renovated bus transfer centers. This project was awarded a 2011 National Award for Smart Growth Excellence by the US Environmental Protection Agency.

Reference: Carlos Gallinar, AICP, CNU-A, Deputy Director City Development Department, City of El Paso | 222 S Campbell St., El Paso, Texas 79901 | 915.541.4662 | GallinarRC@elpasotexas.gov

THE COLUMBIA PIKE NEIGHBORHOODS PLAN, Arlington County, Virginia, 2011 - 2012

The Columbia Pike Neighborhoods Plan will complete the final phase of Arlington County's Columbia Pike Initiative. In June 2011, the Dover-Kohl team led a public charrette process, inviting the community to work in a hands-on, visual method with the consultant team to create a draft plan for the future of the Pike corridor. The purpose of this Plan is to guide future public and private investment decisions to implement community goals such as enhancing the quality of life along the corridor, creating a pedestrian and bicycle-friendly community, supporting the planned streetcar investment coming to the Pike, and sustaining a supply of housing to serve a community with a broad mix of incomes.

Reference: Jennifer Smith, Columbia Pike Initiative Coordinator, Arlington County CPHD Planning Division | 2100 Clarendon Blvd., Suite 700, Arlington, VA 22201 | 703.228.0068 | jsmith3@arlingtonva.us

RICHMOND DOWNTOWN PLAN, Richmond, Virginia, 2007

The Downtown Plan focuses on Downtown Richmond's inherent competitive advantage against the outlying suburbs: walkability, variety, and historic character. Over 800 citizens and stakeholders joined Dover-Kohl and a team of experts in a seven-day charrette. The resulting Master Plan reflects the range of community brainstorming and design input, which will ultimately guide growth and ensure quality development. The Downtown Plan received the 2009 Outstanding Plan Award from the Virginia Chapter of the American Planning Association.

Reference: Rachel O'Dwyer Flynn, Director of the Planning and Building Department, City of Oakland (former City of Richmond Planning Director) | 250 Frank H. Ogawa Plaza, Suite 3315, Oakland, CA 94612 | 510.238.2229 | rflynn@oaklandnet.com



Education

Master of Community Planning (MCP)
Bachelor of Arts in English (BA)
UNIVERSITY OF RHODE ISLAND
South Kingston, Rhode Island

Professional Experience

Principal & Town Planner, 2006 to present
DOVER, KOHL & PARTNERS
Coral Gables, Florida

Senior Planner, 2004-2006
MONROE COUNTY PLANNING DEPARTMENT
Monroe County, Florida Keys, Florida

Assistant Planner, 2002-2004
WASHINGTON COUNTY
Hopkinton and Richmond, Rhode Island

Affiliations

Certified by the American Institute of
Certified Planners (AICP)

Accredited Member, Congress for the
New Urbanism (CNU-A)

Selected Lectures

Center for Planning Excellence Smart
Growth Conference: "Innovations
in City Building", 2016

APA National Conference: "Form-Based
Codes 10+ Years Later", 2012

CNU 19 National Congress: "Today's Best
Form-Based Codes", 2011

Florida Department of Community Affairs:
"Comprehensive Planning for the
21st Century", 2010

Alabama Public Works Conference:
"Public Works & Civic Art", 2009

FAPA Annual Conference: "Protecting
Sensitive Habitat in the Florida Keys", 2005

Jason King serves as Principal and Senior Project Director at Dover, Kohl & Partners. He has directed multidisciplinary teams around the country and world and has served as the project director and prime author on over 200 plans for cities, towns, neighborhoods, and corridors. From the first plan he co-wrote for the Tarautao Islands of Thailand, to the multiple plans he authored in Coastal Louisiana, and finally to Seven50 the Plan for Southeast Florida that he directed and continues to advise on, Jason's work has increasingly focused on social, economic, and climate change resilience. Jason's work is featured in numerous planning texts such as *Sustainable Urbanism* (2008) and *Form-Based Codes* (2008) and he has been interviewed by the *New York Times* and *National Public Radio*.

Selected Projects

VIVA LAREDO | COMPREHENSIVE PLAN, Laredo, Texas, 2016-2017

Viva Laredo is a complete comprehensive plan rewrite for the City of Laredo, Texas. Jason is leading the Dover-Kohl team and advising local architectural firms, Hickey Peña Architects, and Frank Architects on the direction of the project. A series of public events to gather input, including a two-week long charrette held in October 2016, were used to build the framework of the plan. *Viva Laredo* lays out a vision for the future, setting goals and providing strategies on how to get there for the next 20 years and beyond. The plan includes goals and guidance on topics ranging from land use development and urban design, border crossings and relations, mobility, economic development, housing, public facilities, health, and sustainability.

SEVEN50, THE PROSPERITY PLAN FOR SOUTHEAST FLORIDA, 2012-2016

Seven50 is the plan for the seven counties of Southeast Florida for the next fifty years. The region includes 121 municipalities and over six million people. Plan creation involved over 5,000 people participating in a series of regional summits and local workshops and over one million people via an interactive website with online weekly polls, a scenario modeler, social media, discussion forums, and a regional data warehouse. Jason led a fifteen-firm, multidisciplinary consultant team as it worked closely with local universities and regional planning councils, the Florida Department of Transportation, and a 200-member public and private partnership. Jason was principal author of the Seven50 Prosperity Report. Seven50 was funded by the US Office of Sustainable Housing and Communities and was featured on *National Public Radio* and in *The New York Times*.

PLAN NOBE, Miami Beach, Florida, 2014-2016

Jason headed a multi-disciplinary team to create a Master Plan for the North Beach District of Miami Beach and recommend economic revitalization and climate change strategies. Plan NoBe establishes priorities for public-sector action while simultaneously providing direction for complementary private-sector decisions. The Plan and its guidelines serve as a tool to evaluate new development proposals, direct capital improvements, and to guide public policy in a manner that ensures North Beach continues to be the community that its residents want it to be. The Plan contains illustrative plans, diagrams, maps, and pictures to make concepts clear and accessible to City officials, residents, developers, community groups, and other stakeholders. The plan was featured on *National Public Radio*.

FORT ORD DESIGN GUIDELINES, Monterey, California, 2013-2015

As Project Director Jason headed the planning team as it worked with residents to identify the principles of quality design present in the Monterey Bay region's most valued places and discuss how those elements could be applied to newly developing areas of the former Fort Ord, one of the largest U.S. military bases ever closed. Local goals correlated closely with region-wide goals: citizens seek to create enduring places that succeed economically while also contributing to a high quality of life. The guidelines were adopted unanimously by the Fort Ord Reuse Authority in 2015.

WHEELER DISTRICT, OKLAHOMA CITY, Oklahoma, 2013

Jason served as Lead Designer for the new community in the center of Oklahoma City, located along the southern bank of the Oklahoma River less than two miles from the downtown. The 180 acre site is a new urban village that will grow over time to become the most walkable neighborhood in the region.

EL PASO COMPREHENSIVE PLAN, El Paso, Texas, 2010-2013

Jason headed the Plan El Paso planning initiative which involved multiple charrettes and a multi-disciplinary team which worked with residents, stakeholders, and officials from the City, state and Fort Bliss Army Base, to create the El Paso's overarching policy document. The plan was unanimously approved by the El Paso City Council and was awarded a 2011 National Award for Smart Growth Excellence by the US Environmental Protection Agency. Jason advises plan implementation which involves capital projects, land development policy, TOD development, and form-based coding.

Representative Projects

THOMASVILLE BLUEPRINT 2028: COMPREHENSIVE PLAN, Thomasville, GA, 2017

KISSIMMEE FORM-BASED CODE, Kissimmee, Florida, 2017

EAST WINTER GARDEN NEIGHBORHOOD PLAN, Winter Garden, FL, 2017

PINELAND PRAIRIE, Martin County, Florida, 2017

BROOKLYN ROAD DIET, Jacksonville, Florida, 2017

REZONE ALBANY FORM-BASED CODES, Albany, NY, 2015-2017

CORAL GABLES COMPREHENSIVE MULTIMODAL PLAN, Coral Gables, FL, 2016

MAP FOR MOBILE, Mobile, AL, 2016

VIVA LAREDO COMPREHENSIVE PLAN, Laredo, TX, 2016

GRANDMONT-ROSEDALE DEVELOPMENT CORPORATION PLAN, Detroit, MI, 2015

SCHODACK TOWN CENTER FORM-BASED CODE, Schodack, NY, 2016

NORTH BEACH MASTER PLAN, Miami Beach, FL, 2016

FORT ORD REGIONAL URBAN DESIGN GUIDELINES, Monterey County, CA, 2015

SAN MARCOS UNIFIED DEVELOPMENT ORDINANCE, San Marcos, TX, 2014

LAKESIDE TRADITIONAL NEIGHBORHOOD, Cullman, AL, 2014

CARLSBAD VILLAGE & BARRIO MASTER PLAN & CODE, Carlsbad, CA, 2014

SMITH LAKE, Cullman, AL, 2014

WHEELER DISTRICT, Oklahoma City, OK, 2014

SEVEN50, THE PROSPERITY PLAN FOR SOUTHEAST FLORIDA, FL, 2012-2014

CITY OF COCOA BEACH GATEWAYS MASTER PLAN, Cocoa Beach, FL, 2014

PATCHWORK FARMS NEW COMMUNITY, Vestavia Hills, AL, 2013

EL PASO STADIUM, El Paso, TX, 2013

PLAN EL PASO, THE EL PASO COMPREHENSIVE PLAN, El Paso, TX, 2012

JEAN LAFITTE RESILIENCE PLAN, Jean Lafitte, LA, 2012

BRADENTON FORM-BASED CODE, Bradenton, FL, 2011

MAXWELL BOULEVARD NEIGHBORHOOD PLAN, Montgomery, AL, 2011

PASCO COUNTY TRANSFERABLE DEVELOPMENT RIGHTS, Pasco County, FL 2010

THE PLAN FOR OAK PARK AND CENTENNIAL HILL, Montgomery, AL, 2010

JAMESTOWN MALL REDEVELOPMENT PLAN, St. Louis, MI, 2010

CONNECTING EL PASO, El Paso, TX, 2010

WEST FAIRVIEW AVENUE, Montgomery, AL, 2010

EAST PORT OF SPAIN PLAN, Trinidad, 2010

HAMMOND COMPREHENSIVE MASTER PLAN, Hammond, LA, 2009

DAMARISCOTTA MASTER PLAN CHARRETTE, Damariscotta, ME, 2009

DENNISPORT MASTER PLAN, Dennisport, MA, 2009

TULANE COURT PLAN, Montgomery, AL, 2009

PROSPECTS FOR SOUTHEAST LEE COUNTY, Lee County, FL, 2009

CENTRAL US 1 CORRIDOR PLAN, College Park, MD, 2008

JEDDAH STREETSCAPE & URBAN DESIGN MANUAL, Jeddah, Saudi Arabia, 2008

OCEAN SPRINGS PUBLIC DESIGN FORUM, Ocean Springs, MS, 2008

MONTGOMERY SMARTCODE WORKSHOP, Montgomery, AL, 2008

DEXTER AVENUE STREETSCAPE PLAN, Montgomery, AL, 2008

FORT MONROE MASTER PLAN, Hampton, VA, 2008

DOWNTOWN MASTER PLAN, Ocean Springs, MS, 2008

LISI LAKE MASTER PLAN, Tbilisi, Republic of Georgia, 2008

ALABAMA STATEHOUSE PLAN, Montgomery, AL, 2007

MULTIWAY BOULEVARD DESIGN WORKSHOP, Winter Springs, FL, 2007

NEW GIZA NEIGHBORHOOD, Cairo, Egypt, 2007

UNIVERSITY OF MIAMI MILLER SCHOOL OF MEDICINE, Miami, FL, 2007

FAIRFAX BOULEVARD MASTER PLAN, FAIRFAX, VA, 2007

JUNIPER POINT NEIGHBORHOOD PLAN AND CODE, Flagstaff, AZ, 2006

SARASOTA COUNTY MIXED-USE INFILL ZONING DISTRICT, Sarasota, FL, 2006

LIMEHOUSE MASTER PLAN AND CODE, Summerville, SC, 2006

CITY PLAN 2025, Fayetteville, AR, 2006

FORT MONROE REUSE PLAN, Hampton, VA, 2006

HARBOR MASTER PLAN, Ocean Springs, MS, 2006

DOWNTOWN PLAN, Montgomery, AL, 2006

PLAN FOR THE TARUTAO NATIONAL PARK, 2002

Joseph A. Kohl, CNU-Accredited

Founding Principal



Education

Master of Architecture
in Suburb and Town Design
UNIVERSITY OF MIAMI
Coral Gables, Florida

Bachelor of Architecture
VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY
Blacksburg, Virginia

Professional Experience

Principal, 1987 to present
DOVER, KOHL & PARTNERS
Coral Gables, Florida

Project Director, 1986-1987
Image Transformation Laboratory
UNIVERSITY OF MIAMI
School of Architecture
Coral Gables, Florida

Intern Architect, 1985
WARD/HALL ASSOCIATES
Fairfax, Virginia

Teaching

Faculty, 2004 - present
FORM-BASED CODES INSTITUTE

Visiting Instructor, 1986-1991, 2015-2016
UNIVERSITY OF MIAMI
School of Architecture

Faculty, 1986
FLORIDA GOVERNOR'S SUMMER
PROGRAM FOR ARCHITECTURE AND
DESIGN

Joseph Kohl was among the founders who, in 1987, established the firm that became Dover, Kohl & Partners. Concerned with ever increasing suburban sprawl, Joe and Victor Dover began designing sustainable streets, towns, and regions for municipalities and private clients across the country and internationally. Together, they have developed a successful public design process, combining cutting-edge visualization techniques with community participation strategies.

Joe is recognized nationally as an innovator in urban design and graphic communication. He pioneered the use of computer imaging simulations for urban design projects, winning several national awards for his work. He is known for his expertise in applying graphic techniques to development ordinances, and he has authored many of the firm's illustrated land development regulations. Joe is responsible for daily business operations and internal management of the firm. He oversees the firm's urban design, working hands-on with the Town Planners to refine and constantly improve designs for walkable, sustainable urban places.

Joe received his Bachelor of Architecture degree from Virginia Polytechnic Institute, where he also studied at their Washington-Alexandria Center for Architecture. He received his Master of Architecture in Suburb and Town Design from the University of Miami. Joe is a charter member of the Congress for the New Urbanism (CNU), the leading organization promoting walkable, neighborhood-based development as an alternative to suburban sprawl, and is a CNU-Accredited Professional. Joe is also a founder and board member of the Form-Based Codes Institute, a not-for-profit think tank that focuses on quality control, education, and advancement of form-based codes as an alternative to Euclidean zoning. He serves as the Institute's treasurer and he frequently instructs courses on the application and implementation of Form-Based Codes. Joe has also taught numerous design and media courses at the University of Miami.

Service

Treasurer, Form-Based Codes Institute, 2004 to 2012, 2016-present

Chair, Dreihaus Form-based Codes Award Program, 2015 & 2016

Instructor, Form-Based Codes Institute courses:

FBCI 201 Course, Savannah GA, November 2015, Tampa FL, April 2013

FBCI 201 Course, Providence RI, June 2011

FBCI 201 & 301 Courses, Portland ME, May 2011

Panelist, Urban Land Institute's Technical Advisory Panel, Coral Springs, FL, May-June 2013

Panelist, FBCI Codes Forum, Chicago IL, April 2013

Trustee Member, Chamber South, 2008

Member, Technical Review Committee, South Miami-Dade Watershed Plan, 2004-2006

Design Expert/ Resource Team Member, Florida Public Officials Design Institute, 2002

Charter Member, Congress for the New Urbanism, 1993 to present

Board Member, Urban Environment League, 2003-2004

Professional Design Advisory Board, Fairchild Tropical Garden, 1994-1996

Selected Lectures

"Introduction to New Urbanism," Univ. of Miami Law School, November 2013

"1st Generation Transit-Oriented Developments, What Did We Learn?" Rail~volution Annual Conference, Hollywood CA, October 2012

"Form-Based Coding: the Tool for Sustainable Community Design," National Trust for Historic Places National Conference, Austin TX, October 2010

"Form-based Codes," Governor's Annual Conference on Smart Growth, Atlantic City NJ, 2005

"Retail Architecture and the Street," Congress for the New Urbanism, Milwaukee, WI, June 1999

"Making complete neighborhoods," Jax Pride 1999, Jacksonville, Florida, March 1999

"Infill Development in the Urban Corridor, Miami to West Palm Beach," First South Florida Sustainable Building Conference and Exhibition. 1997

Kenneth Garcia, CNU-A

Project Manager / Town Planner



Degrees

Master of Architecture
ANDREWS UNIVERSITY
Berrien Springs, Michigan

Bachelor of Architecture
ANDREWS UNIVERSITY
Berrien Springs, Michigan

Professional Experience

Town Planner, 2007 to present
DOVER, KOHL & PARTNERS
Coral Gables, Florida

Honors

CNU ACADEMIC CHARTER AWARD, 2007
The Saucier Town Plan
Andrews University

TAU SIGMA DELTA HONOR SOCIETY IN
ARCHITECTURE, 2007, Andrews University

Affiliations

Member, Congress for the New Urbanism,
2004 to present

Certified Charrette Planner, National
Charrette Institute, 2007

Lectures & Exhibits

CNU 22 - The Art of Street Design, 2014
Art of the New Urbanism Exhibit, 2012
CNU 20 - SketchUp as a Foundation for
Quick Charrette Hand Drawing, 2012

Service

Board Secretary, Bike Walk Coral Gables,
2016-Present
Visiting Critic, Andrews University, 2008-
2014
President and Chapter Founder, Students
for the New Urbanism, 2004-2006

Kenneth has been with Dover, Kohl & Partners since 2007 and has participated in over 50 design charrettes. He produces many of the firm's illustrations and renderings, using a combination of computer graphics and traditional watercolor techniques. Kenneth received both his Master of Architecture and his Bachelor of Architecture from Andrews University, a leading center for the study of New Urbanism. He is CNU-Accredited by the Congress for the New Urbanism (CNU), and is a Certified Charrette Planner through the National Charrette Institute. Kenneth grew up in Costa Rica and Mexico, and is fluent in Spanish.

Kenneth was a founding member of Andrews University's chapter of the Students for the New Urbanism, and was a member of the design team that won a CNU Charter Award for their work on the Saucier Town Plan for Saucier, Mississippi. He serves on the board of Bike Walk Coral Gables, a local advocacy group that promotes bicycling and walking as safe and healthy forms of transportation and recreation, and as part of Miami Temple's Health Ministries team promoting active and healthy lifestyles.

Selected Projects

JTA MOBILITY WORKS COMPLETE STREETS - LEM TURNER & DUNN AVENUE CORRIDORS,
Jacksonville, Florida, 2015 - 2016

The Jacksonville Transit Authority (JTA) embarked on an ambitious project to plan and create a project list of improvements for 14 corridors throughout Jacksonville. Dover, Kohl & Partners worked as part of the Michael Baker team focusing on the Lem Turner and Dunn Avenue corridors. Kenneth was the lead designer and illustrator for this planning effort. Plans for Dunn Avenue include the implementation of a mile of separated bike lanes while Dunn Avenue has a focus on creating bus and bike only lanes and a roundabout to help foster one of the city's first BRT routes.

PLAN DOWNTOWN OAKLAND, Oakland, California, 2015

The Plan Downtown Oakland project is an interactive planning process for the creation of a Downtown Specific Plan. The project began in the late summer of 2015, with a community kick-off event. In mid-October, Dover-Kohl led a well attended 9-day charrette, located in a storefront in the heart of downtown. The Specific Plan is expected to be completed during the summer of 2016. An Environmental Impact Report (EIR) for the Downtown Specific Plan is expected to be completed during the summer of 2017. Kenneth serves as town planner and illustrator for this project.

CAPITOL CORRIDOR PLAN, Lansing, Michigan, 2014

The Capitol Corridor plan extends approximately 19-miles from the capitol building to the town of Webberville. Spanning 10 municipalities, the corridor transverses cities, towns and countryside. The resulting plan outlines a vision to guide future growth, change and preservation in the corridor; it also provides recommendations for municipalities and key stakeholders to carry these ideas to implementation. Kenneth served as project manager and illustrator for this project.

WATER CAMPUS MASTER PLAN, Baton Rouge, Louisiana, 2013

Working for the Baton Rouge Area Foundation, Dover-Kohl led the initial design of the 30 acre campus that will be the new home of The Water Institute of the Gulf. The campus is expected to grow into a major center for the science and research of river deltas. The Water Campus' walkable streets, public spaces and urban buildings will be a major step toward fostering a better connection between downtown Baton Rouge and Louisiana State University. Kenneth served as Project Director and illustrator for this project.

EL PASO COMPREHENSIVE PLAN, El Paso, Texas, 2012

Over the course of two years, Dover Kohl has led the process of rewriting El Paso's Comprehensive Plan. Through multiple charrettes Dover Kohl worked with the residents, stakeholders and city officials to create a guide to the City's future growth and enable Transit-oriented Development. Kenneth served as a town planner and illustrator for this effort.

CURRIDABAT MASTER PLAN & FORM-BASED CODE, Curridabat, Costa Rica, 2011

Dover, Kohl & Partners teamed with lead firm Castillo Arquitectos of Guatemala City, Guatemala, to create a Master Plan for the municipality of Curridabat, on the outskirts of the Costa Rican capital of San José, with a focus on walkability and livability. Curridabat will be the first municipality in Costa Rica to officially implement a Form-Based Code. It is the recipient of a 2014 CNU Charter Award for Best City Plan. Kenneth served as a town planner and illustrator for this project.

Pamela Stacy King, CNU-A

Project Director / Town Planner



Education

Master of Architecture (MArch)
in Suburb and Town Design
UNIVERSITY OF MIAMI
Coral Gables, Florida

Bachelor of Architecture (BArch)
UNIVERSITY OF MIAMI
Coral Gables, Florida

Professional Experience

Town Planner, 2006 to present
DOVER, KOHL & PARTNERS
Coral Gables, Florida

Designer I/Job Captain, 2005-2006
FORUM ARCHITECTURE & INTERIOR
DESIGN, Altamonte Springs, Florida

Senior Designer/Project Manager
2002-2005
CANIN ASSOCIATES, INC. Orlando, Florida

GIS Intern, 1999-2000
WALT DISNEY IMAGINEERING,
MASTER PLANNING DIVISION
Orlando, Florida

Affiliations

Member, Congress for the New
Urbanism, 2007 to present
Accredited, 2010

Certified Charrette Planner, NCI, 2007

Graphics in Publications

LEED-ND Handbook, 2009
Form-Based Codes, Daniel G. Parolek,
AIA, 2008

Sustainable Urbanism, Douglas Farr, 2008
A Legal Guide to Urban and Sustainable
Development for Planners, Developers
and Architects, Daniel K. Slone, Doris
S. Goldstein, W. Andrew Gowder, 2008

Pamela Stacy King directs projects at every scale drawing on a background in both planning and architecture. Pam focuses on form-based codes, comprehensive plans, master plans, and architectural standards and has experience throughout the United States and internationally. When not directing projects, Pam is the lead designer on illustrative plans working closely with the public to help envision more walkable and sustainable futures. Pam received her Bachelor of Architecture and her Master of Architecture in Suburb and Town Design from the University of Miami. She is a certified Charrette planner and is CNU accredited.

Selected Projects

THOMASVILLE: BLUEPRINT 2028 | COMPREHENSIVE PLAN, Thomasville, Georgia, 2017

Thomasville: Blueprint 2028 is a comprehensive plan for the City of Thomasville. This charming city was once the end of the rail line and a favorite winter getaway. The City has had an emphasis on reinvigorating their downtown, but the surrounding neighborhoods have struggled. With an intense public process, including a traveling workshop and a week-long charrette, the community goals were developed. Pam is a primary contributor and the primary editor of the in-progress document. Pam is responsible for ensuring all state requirements are met while a vision for the future is clearly laid out.

VIVA LAREDO | COMPREHENSIVE PLAN, Laredo, Texas, 2016-2017

Viva Laredo is a complete comprehensive plan rewrite for the City of Laredo, Texas. In addition to being the prime editor for the majority of the document, Pam was the main writer and contributor for the Downtown, Historic Preservation, and Urban Design elements. A series of public events to gather input, including a two-week long charrette held in October 2016, were used to build the framework of the plan. *Viva Laredo* lays out a vision for the future, setting goals and providing strategies on how to get there for the next 20 years and beyond. The plan includes goals and guidance on topics ranging from land use development and urban design, border crossings and relations, mobility, economic development, housing, public facilities, health, and sustainability.

JTA MOBILITY WORKS COMPLETE STREETS - LEM TURNER & DUNN AVENUE CORRIDORS, Jacksonville, Florida, 2015 - 2016

The Jacksonville Transit Authority (JTA) embarked on an ambitious project to plan and create a project list of improvements for 14 corridors throughout Jacksonville. Dover, Kohl & Partners worked as part of the Michael Baker team focusing on the Lem Turner and Dunn Avenue corridors. Pam led the August 2015 charrette focusing on these corridors. Plans for Dunn Avenue include the implementation of a mile of separated bike lanes while Dunn Avenue has a focus on creating bus and bike only lanes and a roundabout to help foster one of the city's first BRT routes.

PLAN EL PASO | COMPREHENSIVE PLAN, El Paso, Texas, 2010-2012

Pamela assisted in and managed the production of over 250 square acres in El Paso while working on the Comprehensive Plan for the City. Pamela was the primary writer for the Urban Design Element and head editor for the overall document. *Connecting El Paso Plan* was a first step in the comprehensive planning initiative and was unanimously approved by the El Paso City Council and was awarded a 2011 National Award for Smart Growth Excellence by the US Environmental Protection Agency. The complete comprehensive plan has been submitted to the City for estimated approval by May 2012.

HAMMOND COMPREHENSIVE MASTER PLAN, Hammond, Louisiana, 2009

Hammond has a vibrant main street and downtown. The planning team worked with residents to identify the principles of quality design and efficiency present in the City's most valued places and discuss how those elements could be applied to newly developing areas of the City. Local goals correlated closely with state-wide goals: citizens seek to create enduring places that succeed economically while also contributing to a high quality of life. Pam served as project manager for this project.

Speaking Engagements

Marketing Innovation: Stimulating Public Engagement Through An Integrated Digital PR Platform | Florida APA Conference, September 2013

Public Engagement In The Information Age | FPZA Conference, June 2014



Degrees

Master of City and Regional Planning
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

Bachelor of Science, Civil Engineering
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

Professional Experience

Town Planner
DOVER, KOHL & PARTNERS
Coral Gables, Florida

Project Planner, 2013-2016
RENAISSANCE PLANNING GROUP
Delray Beach, Florida

Regional Planning Intern, 2012-2013
SOUTHERN NEW HAMPSHIRE PLANNING
COMMISSION
Manchester, New Hampshire

Affiliations

Certified by the American Institute of
Certified Planners (AICP)

Member, Congress for the New Urbanism
(CNU)

Associate Member, Urban Land Institute
(ULI)

Rob Piatkowski received his Master in City and Regional Planning degree from the Georgia Institute of Technology where he concentrated his studies on urban design. Rob is drawn to the relationship between transportation and urban design, combining his experience working as a transportation planner with his passion for placemaking. He has a strong interest in quantitative analysis to better understand existing conditions and to inform urban design interventions.

Rob's work and studies have taken him to China on several occasions and he is inspired by travel and exploring the streets and squares of cities, towns, and villages across the globe - using these experiences to inform his work. As a member of the Dover, Kohl & Partners team, Rob is excited to participate in charrettes across the country to learn what makes each place unique and to work directly with local communities. Rob has participated in creating form-based codes, small area plans, and master plans.

Selected Projects

PINELAND PRAIRIE, Martin County, Florida

Dover, Kohl & Partners is part of a team designing a new community on over 3,000 acres of privately owned land in Martin County, Florida. The plan proposes approximately 4,000 residential units in several neighborhoods following the best practices of Traditional Neighborhood Design and the New Urbanism, while setting aside nearly 70 percent of the site as publicly accessible open space. Dover, Kohl & Partners is leading the urban planning and design of the plan and form-based code. Rob is serving as a town planner for this project, writing the form-based code and refining the master plan.

PLAN EAST WINTER GARDEN, Winter Garden, Florida

The East Winter Garden Plan reflects the City of Winter Garden's desire to revitalize this historic neighborhood and restore its community fabric through good design and strategic redevelopment and infill projects. The Plan will play a role in shaping the future of East Winter Garden's streets, neighborhoods, and public spaces by setting policies and identifying specific actions to create a vibrant neighborhood following the vision defined during a public design charrette. Rob has been engaged in this project as a town planner, participating in the charrette, creating photorealistic visualizations, and writing report chapters. He also created and manages the web-based outreach and project website.

THOMASVILLE: BLUEPRINT 2028, Thomasville, Georgia

Thomasville: Blueprint 2028 is the comprehensive plan for the City of Thomasville. A planning process that engaged the public to develop a vision and decision making framework to move Thomasville into the future was used to create the Plan. The project began with a week long series of public workshops in the spring of 2017 followed by a public design charrette in the fall. The Plan will play a pivotal role in shaping the future of the City's streets, neighborhoods, and public spaces for the next ten years and beyond with the goal of enhancing the community's quality of life while also protecting the area's historic, cultural and natural environment. Rob serves as a town planner for this project.

KISSIMMEE FORM-BASED CODE, Kissimmee, Florida

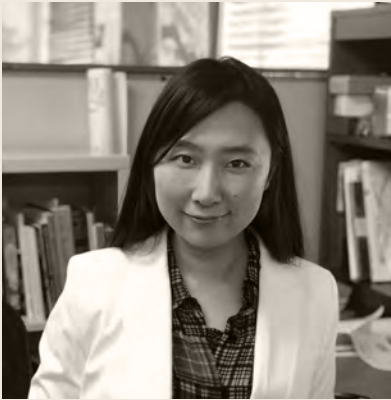
Dover, Kohl & Partners is on a team that is updating the Land Development Regulations for the City of Kissimmee, Florida. Dover, Kohl & Partners' role is to create a form-based code for the downtown, including a regulating plan and streets atlas. Rob serves as a town planner for this project.

TRANSIT ORIENTED DEVELOPMENT (TOD) WORKING GROUP, South Florida

The South Florida TOD Working Group was convened on behalf of the Florida Department of Transportation to bring together a diverse group of stakeholders with the goal of providing a collaborative environment, research, and tools to advance TOD in South Florida. Rob participated in the founding of the group and the facilitation of meetings. He also led the efforts to produce a TOD Readiness Tool, an inventory of existing and potential TOD locations and transit service in the region, and a Models of Collaboration Report investigating efforts for planning and implementing TOD across seven regions of the United States.

Xu Zhang, Assoc. ASIA

Landscape Designer / Town Planner



Education

Master of Landscape Architecture (MLA)
PENNSYLVANIA STATE UNIVERSITY
State College, Pennsylvania

B.S. in Urban Planning
JIANGNAN UNIVERSITY
Wuhan, Hubei, China

Professional Experience

Town Planner, 2017-Present
DOVER, KOHL & PARTNERS
Coral Gables, Florida

Project Coordinator
(Architecture | Landscape | Interior design)
2016-2017
DESIGN HOUSE ASSOCIATES
Miami, Florida

Landscape designer
2015-2016
RAYMOND JUNGLES INC.
Miami, Florida

Landscape designer
2013-2015
EDSA PLANNING AND DESIGN
Fort Lauderdale, Florida

Intern designer
Summer 2011 & Summer 2012
Planning + Design AECOM
Shenzhen/Guangzhou, China

Affiliations

Member, American Society of Landscape Architects, 2015 to present

Xu is an urban designer at Dover, Kohl & Partners. She holds degrees in both urban planning and landscape architecture. Xu has experience working on projects both locally and internationally: from a mixed use development in Miami River, Haikou artificial island in China, a ski resort in Hokkaido, to a retirement village in Ocean Reef Club, Key Largo. Xu is always trying to accentuate the spirit of a place, and reflecting the unique culture and landscape of a site with design. As a project coordinator on several multi-disciplinary projects, Xu has the power to communicate effectively both verbally and visually.

Xu has the analytic and artistic ability to provide creative design solutions for challenges of the built environment. Xu likes to observe through pencils; she is also skilled with computer-assisted design technology. She has produced many design renderings and models that enable the community to visualize a different future.

As a new member of Dover, Kohl & Partners, Xu is excited to assist in creating more walkable and bikable environment, improving mobility and equity with design, as well as using landscape as a catalyst for positive change, keeping nature harmonious with urban environment.

Selected Projects

DOWNTOWN OAKLAND – SPECIFIC PLAN, Oakland, California

The Downtown Oakland Specific Plan is prepared by the city of Oakland for Downtown Oakland to ensure continued growth and revitalization to benefit both Downtown residents and the larger community. Xu joined DKP leads Amy Groves, Luiza Leite and Victor Dover together with economic and equity consultants to create a plan that will provide sound policy guidance on development, linking land use, transportation, economic development, housing, public spaces, cultural arts, and social equity.

MIAMI RIVER PROJECT – PUBLIC SPACE DESIGN, Miami, Florida

Miami river project is a 6.2 acre, five phase mixed-use development project. The project will generate 1,678 residential units, 330 hotel rooms, 266,000 square feet of retail and office space, and more than 2,000 spaces. Plans for the site include four towers, a hotel, shops, restaurants and a public river walk with boat slips. Xu worked with Troy Vaughn, and Raymond Jungles to create the landscape design as well as renovating the Jose Marti Park to upgrade the existing public infrastructure.

HAIKOU ARTIFICIAL ISLAND – MASTER PLAN AND ZONING COORDINATION, Haikou, China

The Haikou Artificial Island design creates a highly desirable destination consisting of interwoven tourism, residential, entertainment and multi-modal transit system. The activity centers, architectural landmarks, cohesive detailing and public spaces reinforce the visitor experience. The island has an urban grid with connected public realm networks of parks, plaza, and waterfront spaces. Xu worked with Scott Lamont, and Betsy Suiter as the lead for the project team.

Research

BEST PRACTICES OF STORMWATER MANAGEMENT

The project utilizes a vacant site along the Schuylkill River in Philadelphia as a testing field. The design research explored the integration of play into stormwater design with case studies and analysis. The result lead to a series of design principles to guide the creation of playful public spaces that incorporates stormwater management.

HISTORIC PRESERVATION AND RENEWAL OF XIAN'AN FANG

Under the backdrop of fast growth and development in Wuhan, China, there is a strong need for the historical districts to adapt to the changing social and economic environment. The capstone project explored the possibility of repurposing the historical district of Xian'an Fang while preserving the unique culture and character of the community and architectures.

Languages

Fluent in English, Chinese, and conversational Spanish and Japanese

David Fields, AICP

Principal



David Fields believes a great community provides transportation choice. With over 20 years of transportation planning experience as both a consultant and public sector employee, David's work focuses on transportation planning that supports communities' long-term goals, including multiple modes (heavy rail, light rail, and on-street bus services); parking and park-and-ride facilities; policy (transit-oriented development, Parking Management, and Transportation Demand Management); and environmental review. He is a Past Chair of the American Planning Association's Transportation Planning Division.

EDUCATION

Master of Urban Planning (concentrations in Transportation and Environmental Planning), New York University, Robert F. Wagner Graduate School of Public Service (1996)
B.A., Geography (concentration in Urban Planning) and Philosophy, State University of New York at Binghamton, Harper College (1994)

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2007–Present; Senior Associate, 2005–2007

Multimodal Transportation Planning

- **BART Multimodal Access Design Guidelines (San Francisco region) 2017:** Project manager to develop easy-to-use guidance for planning the access to and around BART's stations for BART staff, future developers, and local municipalities, so that customers enjoy a high quality experience throughout their entire trip, from the moment they enter one station area to moment they leave at the end of their train ride.
- **Moving Greater University Circle (Cleveland, OH) 2016:** Project manager for the multi-phase effort to identify parking, Transportation Demand Management, transit, pedestrian, bicycle, and vehicle opportunities to help this vibrant education/medical district grow into a complete services community.
- **Public Square Transportation Study (Cleveland, OH) 2016:** As part of the LAND studio team, lead the analysis of roadway and transit system impacts resulting from the possible closure of the road segments bisecting the larger square.
- **moveDC Long Range Transportation Plan (Washington, DC) 2014:** Led the transit, pedestrian, bicycle, parking, and TDM elements of Washington DC's 30-year Long Range Transportation Plan.
- **BART Curbside Management Policy (San Francisco region) ongoing:** Project manager to develop curbside management policies for car and shuttle access to increase safety, reduce vehicle congestion, and maximize efficient use of connections to BART stations.
- **BART Access Policy (San Francisco region) 2016:** Project manager to update BART's Access policies to prioritize investment in non-auto access to increase ridership systemwide.
- **Village Center Transportation Planning Study (Gladstone, MO) 2013:** Project manager for a multimodal transportation plan ensuring that all modes are improved and serve the community, creating an active, interesting place that draws people from Gladstone, Kansas City, and across the region.
- **Vibrant NEO: Regional Planning Services & Project Management, Scenario Planning & Fiscal Impact Analysis for the Northeast Ohio Region (Akron, OH) 2013:** Transportation manager to provide regional planning services for a sustainability plan for the Northeast Ohio region.
- **Central Iowa Region Regional Plan for Sustainable Development (Des Moines, IA) 2012:** Transportation task manager for the transportation element of this plan for the 542-square mile area that includes seventeen communities and parts of four counties in central Iowa. The Tomorrow Plan included an intense public outreach effort that helped identify the region's priorities that included creating a balanced transportation network for all modes and travelers.

- **Southwest Area Study (Raleigh, NC) 2012:** Task manager, as part of the Kimley-Horn project team, led the transit component of this areawide study including transit, parking, and TDM. Working with the Client, the municipalities, and the other project team firms, Nelson\Nygaard helped develop multiple land use scenarios and transportation networks that could accommodate the area's projected growth.
- **Lower Manhattan Car Sharing Pilot Program Evaluation (New York, NY) 2011:** Project manager for Nelson\Nygaard's work as a subconsultant to Arup to evaluate the results of NYCDOT's car sharing pilot project. The analysis determined the pilot project's impacts on vehicle usage and vehicle mileage (VMT), its parking footprint in Lower Manhattan, operational costs, and impact on operations.
- **Town Transportation Study (Essex, CT) 2011:** Transit task manager as part of a transportation and land-use study for the Town, particularly several critical corridors and intersections. The study concluded with a Town-wide transportation strategy with provisions for accommodating projected future growth and localized development/redevelopment.
- **US EPA Smart Growth Technical Assistance (Nationwide) 2010:** Transit, parking and TDM task manager as part of an integrated, multi-disciplinary team that provided technical assistance related to Climate Change Adaptation practices and strategies to the U.S. EPA's Sustainable Communities office. As the team's transportation lead, identified climate change adaptation strategies and actions for creating and maintaining more resilient local and regional transportation networks.
- **St. Louis Great Streets - Manchester Road (St. Louis, MO) 2010:** Transit, parking and TDM task manager for the transportation element of this plan, including transit improvements coordinated with a phased land-use plan so capacity could meet demand and pedestrian and bicycle elements that concentrated on safety.
- **Downtown New Orleans Mobility Study (New Orleans, LA) 2009:** Project manager to develop multimodal recommendations to reconnect the four Downtown neighborhoods of New Orleans.

Transit Oriented Development

- **BART TOD Policy (San Francisco region) 2016:** Project manager to update BART's TOD policies to increase ridership through non-auto access, encourage ridership in non-peak directions, support community development, and potentially replace subsidized parking with active land uses.
- **Waterloo Central Transit Corridor Development Strategy (Waterloo, ON) 2012:** Transportation project manager to established station area typologies and a broad vision for the general development direction of the area.
- **TOD Area Reports (Washington, DC) 2011:** Project manager for a team of transportation, land use, and economic development planners in completing a study of 35 transit-oriented development (TOD) sites as a preliminary step toward establishing new TOD zoning standards for the District of Columbia.
- **Johns Hopkins Campus Planning (Baltimore, MD) 2009:** Project manager for the transit, pedestrian, bicycle, and parking elements to serve a new TOD/mixed-use district for Johns Hopkins University.
- **State Street Transit Oriented Development Study (Schenectady, NY) 2008:** Transportation task manager for the City of Schenectady's State Street TOD Project that produced TOD plans for two new BRT stations.
- **TOD Guideline (Cleveland, OH) 2007:** Principal author of TOD guidelines for the Greater Cleveland Regional Transit Authority.
- **Arlington County Station Area Plans (Arlington, VA) 207-2011:** Station area plans for **Crystal City** and **East Falls Church WMATA Metro stations**, including station access and parking management.
- **Mockingbird Station TOD Plan (Dallas, TX) 2006:** Lead planner for Phase II of the Mockingbird Plaza TOD Project in Dallas, TX, focusing on bus circulation and parking supply analysis.
- Technical peer review for transportation, land use, and design of proposed BRT-supported TOD projects in **Gaochun and Kuchan, China.**

Christopher Forinash

Principal



Chris is an expert in sustainable transportation and smart growth, helping to create great places where people love to live, work, and play. He brings 25 years of experience in multimodal transportation, including complete streets, transit systems, pedestrian networks, parking policies, and transportation modeling. Chris is a leader in Nelson\Nygaard's east coast multimodal sector and head of the firm's Washington, DC, office. Prior to joining Nelson\Nygaard, Chris held various leadership roles at both the Institute for Sustainable Communities and the U.S. Environmental Protection Agency, providing leadership and guidance on multimillion-dollar projects on smart growth and climate change resiliency. He has also chaired the Planning Commission for Arlington County, VA, a complex urban/suburban context.

EDUCATION

M.S., Civil Engineering, Northwestern University, 1992
B.S., Engineering, Duke University, 1990

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal, 2017–Present

- Leader in east coast multimodal sector and head of Nelson\Nygaard's Washington, DC, office. Specializing in multimodal planning, complete streets, parking, transportation demand management, and modeling.

PREVIOUS EXPERIENCE

Institute for Sustainable Communities – U.S. Urban Program

Director – U.S. Program Implementation; Director – Washington, DC, Office; 2017

- Oversaw the implementation of a portfolio of domestic projects within the broader Urban Program. Supervised and managed six staff and associated projects on community-driven resilience and climate adaptation field-building. Provided oversight and management support to those staff as they conducted project activities. Contributed significantly to strategic program development, project design and implementation, financial oversight, monitoring and evaluation, and business development. Developed and delivered Resilient Climate Solutions program, which furthers collaboration for climate mitigation and adaptation and economic and social resilience. Represented ISC's programs to funders and partners in Washington, DC.

U.S. Environmental Protection Agency – Office of Sustainable Communities

Senior Advisor for Smart Growth and Climate, 2016–2017

- EPA-requested and funded loan from the ISC to provide guidance on policy innovation in smart growth, climate protection, and transportation policy, with specific attention to the federal administration transition. Developed policy proposals for GHG reduction and smart growth. Worked directly with official EPA transition staff to build support for policies. Worked directly with rural communities on local economic development and transportation.

Institute for Sustainable Communities – Global Urban Program

Director – U.S. Programs, 2015

- Oversaw the implementation of a portfolio of domestic projects within the broader Urban Program. Supervised and managed five staff and associated projects. Contributed significantly to strategic program development, project design and implementation, financial oversight, monitoring and evaluation, and business development. Primary responsibility for wrap-up phase of national Sustainable Communities Learning Network, described below. Primary responsibility for development of Resilient Regions Initiative, which furthers multi-government, multi-sector collaboration for climate mitigation and adaptation and other forms of resilience.

Christopher Forinash
Principal

Institute for Sustainable Communities – U.S. & Climate Team

Program Director – National Sustainable Communities Learning Network, 2011–2015

- Developed and managed national projects—and associated program strategy, staff, and budget—to equip state and local organizations and officials with the knowledge and skills to establish strategies and implement practices that support quality of life, sustainability, and resiliency of communities. The multimillion-dollar national program provided capacity-building support in social equity, scenario planning, integrated transportation and land use planning, and environmental policy and impact assessment. Innovative approaches relied on collaboration and policy consensus by numerous federal government and private sector partners. Created consortium of 20 national organizations to collaborate on program, including resolving conflicts and formulating consensus on program priorities, approach, and budgets. Negotiated budgets and scopes of work with legal, budget, and program teams.

U.S. Environmental Protection Agency – Office of Sustainable Communities

Senior Policy Analyst – Sustainable Communities and Transportation, 2011

- Senior staff member providing guidance on sustainable development practices in transportation reauthorization, building collaborative networks, analyzing transportation issues, evaluating and recommending policies for sustainable communities. Worked across multiple EPA headquarters and regional program offices, defined the Agency's role in the Administration's developing transportation reauthorization, and wrote proposals for legislative implementation. Created and led cross-organizational working group on aligning federal planning requirements with four EPA programs, DOT, HUD, and other federal departments.

U.S. Environmental Protection Agency – Smart Growth Division

Transportation Analyst; Environmental Protection Specialist, 2000–2006

- Technical expert analyzing collective and cross-media environmental impacts from development and transportation practices, identifying policy options for sustainability, writing and obtaining consensus on policy guidance, representing EPA programs to diverse audiences. Worked with Institute for Transportation Engineers and Congress for the New Urbanism to develop new street design standards supporting smart growth. Developed land-use policies contributing to smart growth, sustainable and resilient communities, and advised communities and elected officials on their adoption and environmental and community impacts. Authored major report "Parking Spaces/Community Places: Finding the Balance Through Smart Growth Solutions." Managed grants and contracts with budgets up to \$300,000.

Parsons Brinkerhoff Quade & Douglas

Transportation Planner; Travel Demand Forecaster, 1994–2000

- Project manager and supervisor for complex transportation analyses and recommendations to help local and regional planning organizations evaluate impacts, improve community quality of life and reduce environmental affects. Created innovative methods advancing the field to better incorporate land use with transportation analysis, and to engage a diverse public in decision-making. Professional Certifications

VOLUNTEER WORK

Lee Highway Alliance

Founding Member, 2013–2017

- Core participant in this citizen-led effort to develop a vision and plan for my home corridor.
- Served on steering groups for charrette and plan update process
- Project won 2016 Advocate of the Year award from the Virginia Statewide Neighborhood Conference.

Arlington, VA, Planning Commission

Elected Chairman (2015); Elected Vice Chair (2014); Appointed Member, 2011–2015

- Direct experience at the community level on formulating and implementing zoning and building policies; establishing economic incentives; evaluating development projects; advising and making recommendations on development projects; building consensus and accountability to officials and citizens; permitting development.

Eric J Ganther, AICP

Principal



For more than a decade Eric has led innovative, cutting-edge projects which maximize existing transportation assets and enable wise investments for the future. Specializing in parking and TDM, he currently leads Nelson\Nygaard's Atlanta office. Eric guides clients on incremental steps to achieve larger goals. He believes in true transportation demand management and encourages institutions to grow without significant parking investments by enabling workers to reduce their car dependence. Eric maps processes and tailors solutions so clients can efficiently implement and maintain new programs. Prior to becoming principal with the firm, he served as Transportation Manager for The Coca-Cola Company and as project manager for *SFpark*, the award winning demand-based parking program in San Francisco.

EDUCATION

M.A., Urban Planning Transportation Emphasis, San José State University

M.A., American Civil Rights History, University of Texas-Austin

B.S., Economics and Mexican History, University of Wisconsin-Madison

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2017–Present

The Coca-Cola Company

Transportation Manager, 2011–2017

- For six years, Eric served as the Transportation Manager for The Coca-Cola Company, where he planned, budgeted, and operated commuter programs. He served as liaison to local government entities (Regional Commission, GDOT, City, MARTA, and the Beltline) and was a strong advocate for linking Coca-Cola brands to active transportation. He had substantial interaction and support from senior leadership. Eric oversaw Atlanta programs and consulted with offices worldwide involving
 - Parking – data design, entry management, security, policy, enforcement, wayfinding, interior design
 - Incentive programs – gamification, payroll links, federal commuter benefits, tax consequences
 - Office relocations – setting up parking and transportation programs; change management to employees
 - Shuttle service – route planning, procurement, real-time arrival info, operations
 - Rideshare – unique partnerships with Uber and Lyft, as well as various rideshare app startups
 - Bike commuting – showers, lockers, and parking for bike commuters
 - Electric vehicles – slow and fast chargers for largest EV charging location in southeast
 - Bikeshare – in-house programs and later collaboration with City to expand and promote City program
 - Traffic information – real-time traffic and transit information monitors at campus exits

San Francisco Municipal Transportation Agency (SFMTA)

Project Manager, 2008–2011

- Eric was project manager for *SFpark*, a high-tech, demand-based, federally funded parking management program. The goal of the project was parking availability and increased tax revenue. He was responsible for
 - Curbside management – created first digital curbside management tool for SFMTA and used it to propose policy and aid enforcement for neighborhood parking, freight deliveries, and taxi stands

Eric J. Ganther, AICP
Principal

- Parking census – conducted first count of every parking space in a major world city
- Parking management – fought for approval and oversaw the installation of 1300 newly metered spaces bringing parking availability to several neighborhoods
- Policy – presented to Board of Supervisors, neighborhood groups, and internal SFMTA
- Neighborhood planning – conducted parking analyses for neighborhoods and major public attractions

Mineta Transportation Institute

Researcher, 2007–2009

- Eric was a researcher for a federal study of bus rapid transit. He conducted ridership analysis projects, route selection and fare technology recommendations, and provided political/funding evaluations. His work contributed to *From Buses to BRT: Case Studies of Incremental BRT Projects in North America*

Robert I. Kligman, Esq.

Paralegal, 2003–2008

- Eric worked as a paralegal for this top-flight family law attorney, interviewing and interacting with high-asset clients, preparing documentation, leading investigations, and liaising with court administration.

Luigi Ferrer & Associates

Proposal Writer, 2000–2003

- Eric worked as a proposal writer and grant consultant, including winning efforts for \$3.5 million in Ryan White AIDS funding in Puerto Rico and \$500,000 in federal funding for health care agencies in Miami.

CERTIFICATIONS

- American Institute of Certified Planners

Thomas Brennan

Principal



Thomas Brennan, Principal and manager of the firm's Portland office, has over 15 years of experience in transit planning and design. Thomas has special expertise in transit service design and policy; streetcar and bus rapid transit planning, design, and program development; and strategic transportation planning. He has led many of the firm's largest transit system and high capacity transit corridor plans including numerous high-profile public involvement processes.

EDUCATION

M.S., Community and Regional Planning, University of Oregon
B.A., English Literature, Hamilton College

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal, 2004–Present, Senior Associate, 2002–2004, Associate Project Manager, 2000–2002

Multimodal Transportation Planning and Design

- **Seattle Center City Connector Transit Study (Alternatives Analysis), Seattle Department of Transportation (Seattle, WA).** Thomas is the Project Manager for a current study to develop a connection between Seattle's South Lake Union Streetcar line and the First Hill Streetcar line (currently under construction). Thomas has led a team of technical experts from Nelson\Nygaard and seven other firms through a detailed process to evaluate mode and alignment alternatives. The final tier of analysis focused on tradeoffs around the level of transit priority given to streetcar through downtown Seattle, an environment with very limited north-south street right-of-way and high demand for all modes of travel. The study has led to an aggressive and exciting LPA that will provide tremendous ridership benefit by linking disparate streetcar investments into a Center City system.
- **Minneapolis Streetcar Feasibility Study (Minneapolis, MN).** Thomas acted as Lead Planner, working with Bonnie Nelson, to develop a citywide evaluation and prioritization of corridors where streetcar services could be implemented. The analysis included 15 potential long-line corridors and used a three phase evaluation process to prioritize investments and develop recommendations for initial minimum operating segments.
- **Primary Transit Network Update for the Portland Streetcar Systems Plan, Portland Bureau of Transportation (Portland, OR).** Nelson\Nygaard Project Manager and Project Technical Lead for the City of Portland. Recommended this process which has become a key data platform for streetcar system planning.
- **Seattle Corridor Studies, Seattle Department of Transportation (Seattle, WA).** As a follow-up to the Seattle Transit Master Plan, Thomas has continued to work with the City of Seattle to complete two initial corridor studies prioritized in the Seattle TMP: 1) the Madison Corridor BRT Concept Design and 2) the Center City Connector Streetcar Alternatives Study, Concept Design, and NEPA/Small Starts. Both Projects proceeded to Locally Preferred Alternatives with 12-16 months.
- **Denver Moves: Transit, City and County of Denver (Denver, CO) 2016–Ongoing.** Thomas is the overall Project Manager in charge of developing a long-term vision for transit in the city that supports Denver's unprecedented growth. Thomas has facilitated the project steering and agency partners committees and is leading the corridor evaluation and network design element. The team is currently evaluating potential improvements for top-priority corridors, including the East Colfax corridor. Early city actions include corridor bus improvements in the Broadway corridor and the first ever City-led transit corridor capital project – the Colfax Corridor Bus Rapid Transit project. Thomas is leading the current concept design phase of this project.

- **Seattle DOT's Surface and Transit Scenario Development Project, Seattle Department of Transportation (Seattle, WA).** Project Manager for effort to develop multiple 2015 and 2030 transit and roadway improvement scenarios for the replacement of the Alaskan Way Viaduct. This project was a precursor to the Urban Mobility Plan and included facilitation of an inter-agency working group.
- **TransLink (Vancouver, B.C) Transit Land Use Coordination Strategy, TransLink (Vancouver BC) 2012.** Project Manager for the Nelson\Nygaard team that worked closely with TransLink staff to complete a major update to the region's multimodal transportation strategy. Thomas led the update to the region's transportation and land-use coordination policies, specifically identifying global best practices that can be applied locally for ensuring that major rail transit investments leverage affordable housing, economic development, and urban form outcomes identified in municipal and regional plans.
- **Translink2045 Transportation Plan, TransLink (Vancouver BC).** Nelson\Nygaard Project Manager for this large, multidisciplinary effort to update the Vancouver, B.C. Metro area long range transportation plan. Lead on plan elements including transit and land use relationships, walking, cycling, and transit oriented development.
- **Metro TOD Strategic Plan, Portland Metro (Portland, OR).** Nelson\Nygaard lead working with CTOD to develop the Metro Transit Oriented Development Program's 2010 Strategic Plan. Led efforts to refine the programs investment model.
- **Portland Metro Transit Oriented Development (TOD) Strategic Plan, Portland Metro (Portland, OR).** Transportation lead for first ever strategic plan to prioritize regional investments in station area development and access projects.
- **Transit Oriented Development Best Practices Plan, Portland Metro (Portland, OR).** A recent effort that included an examination of opportunities to improve connectivity at existing and planned light rail stations.
- **Seattle Urban Mobility Plan/Central Waterfront Partnership, Seattle Department of Transportation (Seattle, WA).** Led Transportation Discipline Team in this effort to develop a system approach to replacing an aging mid-century elevated freeway on Seattle's downtown waterfront. Included extensive work on transit alternatives development for surface and transit and highway replacement scenarios.
- **Denver Colfax Bus Rapid Transit Planning and Design, City of Denver (Denver, CO) 2016–Ongoing.** Thomas is the Project Manager in charge of development of a center-running BRT corridor for Denver's highest ridership bus corridor. The project will carry over 50,000 daily riders in Denver's first high-quality BRT project. Thomas helped in a recent effort to secure \$55 M in funding for the project through inclusion in a GO Bond. Thomas is leading a team developing the design for the center-running facility and FTA-track project development activities. He works directly with staff from RTD, the City of Denver, and Colorado DOT.
- **Kaka'ako District Complete Streets and TOD Overlay Plan (HI).** Developed a Complete Streets framework integrating land use context with street functionality and provided a portfolio of design guidelines for various district streets. As part of the TOD Overlay Plan, Thomas recommended changes to the zoning code and other regulatory documents to enable implementation of Complete Streets in the district. He also oversaw the design of distinguished active transportation corridors, including a cycle track and walkway underneath the HART proposed elevated guideway.
- **Foster Road Streetscape and Transportation Plan, Portland Development Commission (Portland, OR), 2012.** As project manager, developed a range of design alternatives to turn this high crash corridor into a Complete Street (with dedicated bicycle facilities and including cycle track options) capable of catalyzing redevelopment and ensuring safer travel for all modes. Established a multimodal evaluation process, a first of its kind for planning future corridor investments in the City.

Jennifer McNeil Dhadwal, AICP

AECOM

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Chicago, IL 60606

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Jennifer.McNeil@aecom.com | jen.dhadwal@gmail.com

Areas of Expertise

Transit and Transportation
Planning

Transit-Oriented Development
Planning

Land Use Planning and
Assessment

FTA Project Development
Studies (PPD/Alternatives
Analysis, New Starts
Program Application)

Multi-Modal / Long Range
Plans

Urban & Community Planning
Multi-Modal / Complete
Streets Corridor & Small Area
Plans

Comprehensive Plans
Strategic Plans

Environmental Planning
Impact Analysis: Economic,
Socio-Economic and Fiscal

Economic Development
Strategic Asset Management
Real Estate Market Analysis
Economic Development
Strategies

Property Redevelopment
Project Management

Years of Experience

With AECOM: 14 Years

With Other Firms: 10 Years

Education

Master of Urban Planning and
Policy /2004/University of Illinois-
Chicago

BA/Economics/1993/Vanderbilt
University-Nashville

Registration/Certification

American Institute of Certified
Planners/#020565/2006

URS Corporation Certified Project
Manager / 2006

IDOT Prequalified EIS Socio-
Economic Analyst

Overview

Ms. McNeil Dhadwal is an urban and transportation planner who works on a broad range of economic development and transportation planning consulting engagements throughout the United States. Her project work includes planning and development/redevelopment strategies for public and private sector clients, most typically including state and local governments and transportation agencies.

AECOM, Chicago, IL

Senior Planning Manager (2014-present)

Planning Manager (2013)

Department Head (2012-present)

Principal Planner (2009-2012)

Project Planner (2006-2008)

Senior Planner (2003-2005)

** URS Corporation became a part of the AECOM family of companies in October 2014.*

Ms. McNeil Dhadwal leads the Planning department in the AECOM Chicago Metro's Transportation practice. She has a staff of ten planners at various career levels, and is responsible for human resources and operations management of the department. She coordinates business development for Chicago, Illinois and Northwest Indiana-based planning and transportation clients, and supports the AECOM Transportation Planning, Transit, Rail and Highway Business lines on regional and national pursuits.

In addition to her management responsibilities, Ms. McNeil Dhadwal is an active participant on client projects, with roles including principal-in-charge, QA/QC oversight, project management, task leadership, and special topic consulting.

Select Project Experience at AECOM (including URS Corporation)

Transit and Multi-Modal Planning Studies

Ms. McNeil Dhadwal is a leading AECOM resource for the analysis of transit-supportive land use and development patterns. She leads assessment and analysis tasks for feasibility studies, alternatives analyses, federal funding applications, and environmental actions for all transit modes. Her experience includes:

- Assessing land use plans and policies for transit-supportiveness.
- Guiding site selection for multi-modal transportation stations to optimize land use and local economic development benefits.

- Estimating the typology and potential capacity of transit-oriented development along transit corridors or lines as part of strategic plans.
- Designing small-area plans around current and proposed transit stations or transportation nodes, including real estate market analysis and outreach.

Transit Planning Studies

- St. Louis, MO (Northside-Southside Study): Task manager for land use and economic development analysis for pre-project development alternatives analysis of light rail service through St. Louis. Prepared station area concept plans for eight potential stations, and system-wide land use and economic development TOD supportiveness analysis. (2017-present)
- South Bend, IN (Station Alternatives Feasibility Study): Project manager for analysis of alternative end-of-the-line stations for NICTD commuter rail service. Analysis includes comparison of capital costs, travel times, ridership, TOD and economic benefits, for City of South Bend and NICTD to use in selection of terminal station location that meets railroads desire for faster, safer, more reliable service. (2017-present)
- Regional Transportation Authority, Illinois (Flooding Resilience Plan for Bus Operations): Project manager for study that identified areas for current and future risk for urban and riverine flooding that could interrupt Pace and CTA bus service. Action plan will include bus reroute plans, improved communications strategies, and program of flood mitigation projects that RTA can advocate for across the region. Included extensive collaboration with Pace and CTA, and interaction with regional planning, transit, stormwater management, and emergency planning stakeholders such as CMAP, MWRDGC, Chicago DWM and DOT, USACE, IDOT and county stormwater and transportation agencies. (2016-present)
- St. Paul, MN (Rush Line Pre-Project Development Study): Task manager for economic development analysis for pre-project development alternatives analysis of transit service from St. Paul to northeast suburbs. (2014-2017)
- Dune Park, IN (NICTD Strategic Business Plan for Commuter Rail): assistant project manager and task lead for land use and outreach for study to identify investment opportunities for the railroad that maximize service benefits and support economic development; project conducted jointly with the Northwest Indiana Regional Development Authority. (2013-2016)
- Norfolk, VA (Hampton Roads Transit, The Tide Before-and-After Study): Project technical writer. Drafted summary report of before-and-after analysis of The Tide light rail transit service, comparing planning and design estimates on physical scope, ridership, costs, revenues, operations, and impacts on traffic, land use and parking to actual outcomes after service was implemented in 2011. (2014)
- Concord, NH (Capitol Corridor Transit Alternatives): Task manager for land use policy and TOD analysis for alternatives analysis of rail

and bus service extensions from Lowell MA (originating in Boston) to Nashua, Manchester and/or Concord NH. (2013-2014)

- Minneapolis, MN (Nicollet-Central Transit Alternatives): Task manager for land use policy and TOD analysis for alternatives analysis of BRT and Streetcar through an urban 10-mile corridor. (2013)
- Nashville, TN (East-West Connector): Task manager for land use policy and TOD analysis for Small Starts application for proposed BRT corridor. (2012)
- Chicago, Illinois (South Lakefront Transportation Study): managed land use and development pattern analysis to assess baseline real estate conditions and gauge transit-oriented redevelopment potential from various transit alternatives, and supported stakeholder and public open house events gathering public reaction. (2011)
- Ann Arbor, Michigan (Ann Arbor Connector Feasibility Study): summarized national trends for land use and development impacts and benefits from transit system implementation. (2010)
- Lansing, Michigan (CATA Michigan / Grand River Avenue Transportation Study and Alternatives Analysis): led economic and real estate assessment for transit alternatives analysis study of three potential transit modes along a major corridor through Lansing, East Lansing and Meridian Township, Michigan. (2009-2010) Supported additional land use and economic development analysis for Small Starts grant applications. (2014-2016)
- Detroit, Michigan (Woodward Avenue Light Rail): supported economic and land use analysis for Federal New Starts funding report. (2008)
- Detroit, Michigan (Detroit Transit Options for Growth): led economic and real estate assessment for transit alternatives analysis study of three potential transit alignments into Detroit's central business district. (2006-2007)
- State of Indiana (INDOT Mass Transit Studies) analyzed transit benefits and impacts statewide. (2008)

Transit-Oriented Development Framework and Strategy Plans

Ms. McNeil Dhadwal has conducted strategic studies to assist transportation agencies and planning organizations develop typology and readiness frameworks organizing the types of transit-oriented development within the transit service area.

- Cleveland, Ohio (NOACA TOD Framework): led task defining and quantifying metrics to assess character and readiness of heavy rail, light rail and bus networks in Greater Cleveland. (2016)
- Austin, Texas (Capital Metro Strategic TOD Study): managed project defining and quantifying metrics to assess character and readiness of TOD along the MetroRapid 801 bus rapid transit corridor. Project findings and recommendations will be presented in report and web format (2015-2016)

Transit-Oriented Development Plans

Ms. McNeil Dhadwal has conducted economic and real estate market analysis studies to identify development, create small area plans, and define funding and implementation opportunities for transit-oriented development projects.

Detailed district plans for suburban downtowns along Chicago area Metra commuter rail lines, funded through the area's Regional Transportation Authority planning programs, have included:

- Chicago Heights, Illinois (2009)
- Mundelein, Illinois (2004)
- Lemont, Illinois (2003-2004)
- Woodstock, Illinois (2003)

Other TOD projects include:

- Lansing, Michigan (CATA Shaping the Avenue): economic development and TOD best practices task lead for led economic and real estate assessment for a study to prepare form-based zoning codes for two cities and portions of two charter townships along the Michigan/Grand River Avenue transit corridor, funded by the FTA TOD pilot grant program. Project involves substantial stakeholder and public outreach, led by Dover, Kohl and Partners Town Planners (2016-2017)
- Fayetteville, North Carolina (FAST Multimodal Transit Center) conducted land use and real estate market analysis to identify and prioritize potential sites for a new multi-modal transit center in historic downtown. (2008)
- Florence, South Carolina (Multimodal Transportation Hub) conducted land use analysis to identify and prioritize potential sites for a new multi-modal transit center in historic downtown featuring joint-development opportunities such as a community center and business incubator; prepared supporting materials for TIGER grant and other funding applications. (2009)
- Danbury, Connecticut (TOD Study): summarized national trends for land use and development impacts and benefits from transit system implementation and applicability to potential Danbury commuter rail service (2009).
- Stamford, Connecticut (Streetcar Predevelopment Analysis): Quality Assurance manager for project that analyzed potential development impact resulting from investment in a light rail/streetcar system in downtown Stamford; assessed current market trajectories along with additional development spurred by transit; and developed financing scenarios based on capturing value added to the local economy. (2008-2009).

Other Information

Presentations and Speaking Engagements

- “Sustainable Community Planning” panel moderator. APTA Sustainability & Public Transportation Workshop, Austin TX, July 26, 2016.
- “Corridor Contributions: The Harlem Avenue Corridor.” RTA Access to Transit Workshop, Chicago IL, October 20, 2015.
- “Transportation and Land Use: Improving Quality of Life through TOD.” NIRPC / USEPA Strong Cities, Strong Communities, Northwest Indiana Symposium. Gary IN, July 2014.
- “Harlem Avenue Corridor Plan: Market Analysis Summary.” Southwest Conference of Mayors Developers Summit, Bridgeview IL, September 2013.
<http://www.planning.org/tuesdaysatapa/2012/chicago/apr.htm>
- “Harlem Avenue Corridor Plan: Corridor Planning Across Municipal Boundaries.” Tuesdays at APA, Chicago IL, April 2012.
<http://www.planning.org/tuesdaysatapa/2012/chicago/apr.htm>
- “Intergovernmental Planning: Conducting a Multi-Jurisdictional Planning Effort.” Illinois APA annual conference, Evanston IL, October 2011.
- “Linking Plans and Regulations: Transit Planning, Federal Funding, and Community Planning.” University of Illinois at Chicago, Guest Lecture to UPP555 course, December 2009.
- “Tools and Methods: Commercial Real Estate Market Analysis.” American Planning Association - Chicago Metro Section, January 2008.
- “Working with Municipal Staff, Board Members and Elected Officials to Support Comprehensive Plans.” Chaddick Institute of DePaul University, May 2007.
- “Innovative Portfolio Management at Chevron.” URS Environmental Technology and Management Seminar, Oakland, April 2007.
- “Economic Impact of Millennium Park.” Global Creative Economy Convergence Summit, Philadelphia, June 2006.
- “Economic Impact of Millennium Park.” Nashville Area Chamber of Commerce visit, Chicago, April 2006.

Specialized Training

- 2010: Retrofitting Suburbia Design Workshop / American Planning Association
- 2009: AASHTO: Integrating Transportation Planning and NEPA Decision-Making (v. 9/23/2008)
- 2008: Transit Oriented Design Workshop / American Planning Association
- 2008: eRailsafe Safety Training
- 2008: Metra Engineering Contractor Orientation Course
- 2008: Union Pacific Railroad Contractor Safety Orientation

2008: Scoping, Public Involvement and Environmental Justice / Duke Environmental Leadership program

2007: Introduction to NEPA and Transportation Decisionmaking / FHWA-NHI Course 142052

2006: URS Project Manager Certification

Capsule Bio

Jen leads AECOM's Chicago Metro transportation planning practice, and offers 23 years of consulting expertise, including 14 in the field of urban planning. Her department's planning philosophy is founded on the desire to provide comprehensive planning solutions than maximize the sustainability and utility of scarce resources, whether transportation capacity, land, capital, or people. Her practice originated in the revitalization of publicly- and privately-owned brownfield properties and has evolved to focus on the intersection of land use and transportation planning. Typical projects include multi-modal corridor planning including cross-jurisdictional study areas with diverse economic conditions and design character; transit-oriented development frameworks and strategies, and transit planning and development studies. She works nationally, but with an emphasis on regional clients such as the City of Chicago's Departments of Planning & Development and Transportation, the Chicago Metropolitan Agency for Planning, the Regional Transportation Authority, the Forest Preserve Districts of Cook County and Will County, the Cook County Department of Transportation and Highways, Will County Division of Transportation, Northern Indiana Commuter Transportation District, the Northwest Indiana Redevelopment Authority, and numerous local municipalities. In addition to her project management and client relationship responsibilities, Jen is responsible for the management and operations of a team of a dozen practitioners with diverse specialties and experience levels. While each individual offers unique contributions to AECOM's projects, the common theme is a spirit of commitment and dynamic collaboration with AECOM and client project team members.



Chris Brewer

Principal

Education

MS, Resource Economics, University of New Hampshire, 1993
BS International Relations and Economic Development, Drake University, 1991

Professional History

1994 – 1995 – Thorne Consultants, Washington DC
1995 – 1999 – Associate, Economics Research Associates
1999-2007 – Senior Associate – Economics Research Associates
2008 – Promoted to Principal
2008 – ERA acquired by AECOM / ERA Becomes AECOM Economics
2009 – Promoted to Managing Principal of the Chicago office

Project Experience

Mr. Brewer's practice in urban planning and economic analysis began in 1994 with the appraisal firm Thorne Consultants, completing valuations of commercial property across Washington DC, including buildings along 7th Street NW that would eventually see redevelopment. He joined Economics Research Associates (ERA) in 1995, working there through acquisition by AECOM in 2008, to today. At ERA, he focused on redevelopment planning for urban brownfield sites and closed military bases, financial analysis of adaptive reuse projects, repositioning of golf courses and other recreation facilities, and creation of economic development strategies for regions impacted by the loss of a major employer.

Since joining AECOM, his consulting practice has focused on:

1. Evaluation of the linkage between freight transportation, manufacturing and economic development.
2. Quantitative analysis for public private partnerships, including privatization of on-street parking systems, toll roads, and utility systems.
3. Economic development strategies

His consulting projects have always started with the quantitative basics: analysis of demographic and economic indicators, freight transportation metrics, and real estate market data to place the specific project or location in context. These tools are used in support of financial studies, cost benefit analyses, and impact assessments.

Red Line / Health Line Extension Major Transportation Improvement Analysis, Cleveland, OH

Mr. Brewer was engaged as part of a larger AECOM Team effort to evaluate socio-economic and real estate trends for a corridor on the east side of Cleveland, including the suburbs of East Cleveland, Euclid, Mentor, Wickliffe, and East Lake, covering portions of Cuyahoga and Lake Counties. Field surveys were completed to document land use trends along defined corridors, along with concentrations of vacant or under-utilized commercial and industrial space. GIS data was used to map activity centers as well as concentrations of employment and population; outputs were mapped in GIS.

Lowertown Master Plan Market Analysis, St. Paul, MN

Mr. Brewer took part in a master planning effort for the Lowertown area in downtown St. Paul, Minnesota, working with the City of St. Paul. Need for the study was driven by significant public investment in a light rail system, which would terminate at the Union Depot in Lowertown. The market analysis component started with a full inventory of retail, residential, and office space in the study area, as well as an analysis of key demand drivers, which included an extensive arts community and a large farmers market. The assessment considered availability of on and off-street parking in the study area, as well as the availability of infill sites for redevelopment. These analyses were used to shape recommendations for how the Lowertown area should react to key investments scheduled / proposed for the near future, including light rail, commuter rail, regional high speed rail, and minor league baseball.

Clean Cities Community Readiness and Planning for Electric Vehicles and Charging Infrastructure Cleveland & Columbus, OH

Mr Brewer was engaged by Clean Fuels Ohio, to develop an implementation plan for electric vehicles in Columbus, Cleveland, and along the I-71 corridor. The project was designed to integrate all of Ohio's EV readiness activities and stakeholders and produce a replicable deployment plan for plug-in EV's, charging infrastructure, safety training, consumer education, marketing, and associated policy, including zoning, code, permitting, inspection, and other incentives. Information from local utilities, educational and research institutions, local

units of government, state agencies, and metropolitan planning councils was integrated to develop a focused implementation strategy. Demographic, economic, and socioeconomic patterns across a broad region were evaluated.

CTA Parking Garage Privatization Assessment, Chicago, IL

As part of an AECOM effort to evaluate privatization of the Chicago Transit Authority parking facilities at Cumberland and Rosemont, Mr. Brewer reviewed an array of demographic, real estate, and economic metrics for the region, as well as specific study areas around each facility. As well, real estate market data, specifically office / hotel occupancy, and housing unit estimates was studied, along with airport passenger activity at O'Hare and passenger loading at CTA Cumberland / Rosemont stations. These inputs were incorporated in a model that evaluated the viability of privatizing these assets.

St. Charles Rock Road Corridor TOD Plan Wellston / Pagedale, MO

For St. Louis County Economic Council and the Great Rivers Greenway District, Mr. Brewer completed a real estate market and fiscal impact analysis for property along the St. Charles Rock Road Corridor in St. Louis County. The study evaluated real estate market opportunities for a mixed use, transit-oriented development program on a 43-acre site adjacent to the Rock Road Metro Station, which serves the suburbs of Wellston and Pagedale. Additional case studies were carried out, focused on TOD development in diverse, inner-city neighbourhoods across the country, ranging from Baltimore to San Francisco. The effort included an extensive assessment of TIF opportunities for the site and corridor, as well as an analysis of financial performance for a proposed redevelopment of a target site, adjacent to the train station.

Downtown Tinley Park Market Analysis, Tinley Park, IL

For the Village of Tinley Park, Mr. Brewer completed an evaluation of transit oriented development, focused on retail, and residential real estate market conditions in the downtown area. The approach summarized key findings with regard to demographic and economic trends for the community, as well as demand for retail, office, and residential uses in the downtown core. The residential analysis reinforced opportunities for walkable / transit-oriented residential development, highlighting relevant market segments that are looking for a suburban housing option with greater walkability. The analysis evaluated current economic conditions, and the extent to which downtown merchants were weathering the challenging economic climate.

FAA Compatibility Study / Vision Plan, Bensenville, IL

For the Village of Bensenville, Mr. Brewer oversaw the completion of an economic development strategy for the Village, which is located directly adjacent to Chicago's O'Hare International Airport. The year-long effort included practitioners from AECOM Water and Transportation, as well as Economics and Planning. As part of the overall study, TOD market opportunities for the downtown area of Bensenville were considered. The analysis evaluated the current number of housing units in walking distance to existing Metra Stations along key commuter corridors. As well, the analysis looked at opportunities to better connect the existing transit hub in Downtown Bensenville with evolving plans for a Western Terminal at O'Hare International Airport.

Downtown Market Analysis and Master Plan, Clayton, MO

For the City of Clayton, an affluent suburb / business center in Metropolitan St. Louis, Mr. Brewer completed an analysis of market opportunities for the downtown area, focused on retail, residential, and office market development. The analysis looked at opportunities for development associated with proximity to the new MetroLink light rail station that opened in downtown Clayton.

Downtown Durham Adaptive Reuse Analysis, Durham, NC

Working with the City of Durham, Mr. Brewer completed a financial review of the adaptive reuse of several historic tobacco warehouses in downtown Durham, North Carolina called West Village Phase II. The financial analysis incorporated a review of developer financial assumptions, interviews with downtown development officials, and analysis of competing adaptive reuse projects. Secondary data regarding market real estate performance was also collected. The approach also reviewed the use of historic tax credits and assessed benchmark developer returns on investment, assuming both 100% equity investment and a combination of debt and equity. The project has since been developed.

Downtown Oak Park Adaptive Reuse Analysis Oak Park, IL

For the Village of Oak Park, Mr. Brewer completed a market and financial assessment for the restoration of the 74,000-square-foot Colt / Goldberg Building in downtown Oak Park, Illinois. The approach included a full assessment of retail inventories in Oak Park and adjacent suburbs, as well as vacancy and leasing trends. Analysis of TOD-linked residential development options was also considered, looking at other competitive residential projects served by CTA and Metra.

ALDEN S. RAINE, PhD
National Practice Leader in Transit-Oriented Development

Education

PhD in Political Science, University of Michigan, Ann Arbor, 1974
MA in Government, Boston University, 1970
BA in Government, Harvard University, 1968

Professional Affiliations

Rail~Volution, Invited Presenter (11 times, 2003-2017); Boston Host Committee 2009
Boston Harbor Association/Boston Harbor Now, Trustee (2003-2014), Board of Advisors (2016-)
Town of Brookline Economic Development Advisory Board (2000-present)
Town of Brookline, Elected Town Meeting Member (2003-2007)
Lecturer, Harvard Graduate School of Design (1998-2000)



Summary

Al Raine is AECOM's National Practice Leader in Transit-Oriented Development. He has 40 years' senior-level experience in transportation and urban development projects. Al brings an implementation focus to AECOM's TOD practice. He was Principal-in-Charge and chief strategist for Assembly Square, an infill rail station and 65-acre TOD district just outside Boston, and for two landmark downtown hub station projects: Denver Union Station and St. Paul Union Depot. In 2013, Al led a conceptual study of a potential redesign of the Broward County Transit Central Terminal, featuring joint development and multi-modal connections to The WAVE and All Aboard Florida.

Al has developed system-level TOD plans and policies for Atlanta's MARTA and Boston's MBTA, in both cases authoring TOD Guidelines and Joint Development Policies that were officially adopted by the Authority's governing board; for NOACA, the Metropolitan Planning Organization for Greater Cleveland; and the the Cap Metro transit authority in Austin. He has developed corridor-level TOD plans and strategies in Cleveland, Pittsburgh, San Juan, Toronto, Sacramento, and other transit cities.

From 1994-1999, as Principal of Raine Associates, Inc., Al managed the complex, multi-jurisdictional public approval process for Providence Place, one of the largest urban retail centers ever built in the US and the centerpiece of Providence, RI's, downtown revitalization plan. The project, built on public land, adjoins Providence Station, spans the Amtrak main line, and defines the strategic riverfront space between the State House and the historic downtown.

From 1991 to 1993, Al was Executive Director and CEO of the Massachusetts Port Authority, which owns and operates Boston Logan International Airport and the Port of Boston. Under his leadership, Massport joined the City of Boston and the MBTA in planning the South Boston Waterfront, a 300-acre TOD district organized around the Silver Line, a bus rapid transit subway connecting the district to South Station and the Airport. Thirty million square feet of development are now in place or under construction. During Al's tenure, Massport entered into a ground lease with its private developer partners for the Seaport hotel and office complex, the pioneering private investments in the waterfront TOD plan.

From 1983 through 1990, as Massachusetts Director of Economic Development and Chair of the Development Cabinet, Dr. Raine was the Governor's senior policy coordinator for development, infrastructure, and land use, with extensive responsibility for project management, state-municipal coordination, capital budgeting, and legislation across five Cabinet departments. He was a principal decision-maker in planning the new North Station and Boston Garden, which opened in 1995.

An invited presenter at 11 Rail~Volution conferences, Al is a nationally recognized TOD expert. He lives in Greater Boston and is a daily transit rider.

Detailed Project Experience

AECOM, Boston, MA

National TOD Practice Leader (2001-present)

Florida DOT District 4 and Broward County, FL, Broward Central Terminal TOD Study. Dr. Raine led a study of alternative redevelopment scenarios for Broward County's central bus terminal in downtown Fort Lauderdale. Taking into account the anticipated construction of the WAVE streetcar and All Aboard Florida intercity rail projects—each with a station adjoining the terminal—the study examined how the terminal might be restructured through the joint development model, with mixed-use parcels on *terra firma* fronting Broward Boulevard and shared parking on air rights over the bus operations area.

City of Longwood, Downtown TOD Plan, Longwood, FL. Longwood is one of the communities on the SunRail commuter rail corridor being developed in and around Orlando. AECOM provided the City with a comprehensive TOD master plan, anchored by a mixed-use “transit village” at the station. Key issues included creation of a street and sidewalk grid, long-term redevelopment of surface park-and-ride lots, and district storm water management. Development of high-density multi-family housing is underway. Dr. Raine was lead for implementation and funding strategies.

Federal Realty Investment Trust, Inc., Assembly Square, Somerville, MA. Federal Realty is developing the 66.5-acre Assembly Square TOD project, anchored by a new infill station on the MBTA Orange Line. AECOM was engaged by Federal Realty, in concert with the MBTA, to plan, permit, and design the station, which opened in 2014, along with the regionally significant first phase of a five million square foot mixed-use TOD program. The station was funded through a unique combination of private, FTA, “flex”, and state economic development sources. Dr. Raine was Principal in Charge.

Regional Transit District (RTD) and Union Station Neighborhood Corp., Union Station, Denver, CO. AECOM was transit consultant to USNC, designated in 2006 as Master Developer of historic Union Station and its 19.5-acre yard. Through this selection, AECOM became lead designer of the \$489 million intercity, commuter, light rail, and regional bus hub, which opened in 2014. The project's 1.35 million square feet of mixed-use TOD anchor a 40-acre TOD district. As AECOM Principal-in-Charge (2006-2010), Dr. Raine played a lead role in planning, joint development, governance, and financing strategies.

Greater Cleveland Regional Transit Authority, Red Line/HealthLine Extension Major Improvement Analysis, Cleveland, OH. AECOM was lead consultant for the 2013-2014 evaluation of alternatives for extending rapid transit eastward from Windermere Station, where the Red Line metro and HealthLine BRT both terminate. A rail extension would follow an existing freight corridor, while a BRT extension could use any of three major arterial roads, with markedly different land use and development implications. As station planning/TOD lead, Dr. Raine conducted a detailed land use and TOD analysis of the corridors.

Northeastern Ohio Areawide Coordinating Agency (NOACA), Regional TOD Plan, Cleveland, OH. Dr. Raine was project manager for a regional TOD strategy on behalf of Greater Cleveland's MPO. Phase 1 of the study created a data-driven TOD Place Typology and TOD Readiness Scorecard, assigning a TOD Place Type and Readiness Score to 135 rapid transit stations and bus stop clusters. Phase II created detailed TOD strategies in three neighborhood, working closely with the Regional Transit Authority, the City of Cleveland, and the Community Development Corporation in each district.

Capital Metro Transit Authority, TOD Priority Tool, Austin, TX. Dr. Raine was Principal-in-Charge for a region-wide TOD strategy of Greater Austin's premium transit network, which presently consists of two BRT corridors and one commuter rail line. The study focused on two analytic frameworks: a TOD Place Typology with five distinctive Place Types, and a “TOD Readiness” Scorecard, in which stations are evaluated based on location in the transit network, market readiness, land availability, and governmental support. The product—the *TOD Priority Tool*—is now in active use on the Cap Metro website.

Metropolitan Atlanta Rapid Transit Authority, MARTA TOD Guidelines and Joint Development Program, Atlanta, GA. Dr. Raine was Principal-in-Charge for a series of TOD planning and strategy activities. These included authorship of MARTA's comprehensive TOD Guidelines, addressing MARTA's role as a TOD sponsor and stakeholder throughout Metro Atlanta. The MARTA Board adopted the Guidelines in 2010, along with specific implementation policies also drafted by Dr. Raine. His team also prepared TOD master plans and joint development strategies for two key stations, Brookhaven and Lindbergh; those plans were the basis for subsequent developer procurements.

MBTA, TOD Guidelines and Policies, Boston, MA. In 2015, Dr. Raine was asked by the MBTA to prepare TOD guidelines and policies. These are directed not only to joint development initiatives on T property, but to the MBTA's wider role as a stakeholder and advocate in station-area development regardless of sponsorship. The policies and guidelines are organized into four key areas: density and mix of uses; equitable development; urban form; and parking.

Cape Cod Regional Transit Authority, Hyannis TOD Master Plan, Barnstable, MA. AECOM has completed a Master Plan for a large expanse of underutilized land surrounding CCRTA's downtown bus and rail hub. The plan includes market analysis, urban design, creating a street and sidewalk grid, a comprehensive parking strategy, mixed-use joint development, pedestrian connections to the nearby waterfront and Main Street business district, and a practical, multi-phased implementation strategy. AECOM has been retained to manage the implementation and funding strategy for the Master Plan.

Sacramento Regional Transit, Green Line to the Airport NEPA and New Starts Documentation, Sacramento, CA. AECOM is lead consultant for NEPA and FTA documentation of the planned light rail extension to Sacramento International Airport. The corridor includes the multi-modal transit and joint development hub to be developed at the historic train depot; the emerging River District just north of downtown; the suburban South and North Natomas communities; and extensive lands to be developed around planned stations near the airport. Dr. Raine is station planning/TOD lead. (2014-current)

Allegheny County (PA), South Hills TRID Study. Dr. Raine was Project Manager for the South Hills Transit Revitalization Investment District Plan. The study covered the Potomac, Dormont Junction, and Mount Lebanon light rail stations. The TRID plan included comprehensive strategies for public and private investment and value capture, in the station areas as a whole as well as specific opportunity sites involving infill development, redevelopment of parking lots, and air rights development (at Mount Lebanon). The study was completed in 2008, and an AECOM follow-up engineering study, leading to planned developer solicitations, was completed in 2012.

Regional Municipality of York, VIVA Rapid Transit System, York Region, ON. Al Raine was senior advisor on transit-oriented development for a four-corridor transit system in Toronto's fast-growing northern suburbs. Conceived explicitly as a land use / Smart Growth initiative, the *viva* system consists of high-end bus rapid transit. TOD strategies included TOD Guidelines; land use regulations and development approvals tied to Smart Growth/TOD principles, joint development, and a park-and-ride strategy designed for compatibility with *viva*'s land use and TOD objectives.

Merrimack Valley Regional Transit Authority (MVRTA), Patricia McGovern Intermodal Center, Lawrence, MA. Dr. Raine oversaw site selection, funding, and joint development for a major new rail, bus, and parking hub in an historic mill district adjoining downtown Lawrence. Designed by AECOM, the project opened in December 2005. The site was conveyed cash-free in exchange for shared parking available to the mill redeveloper; the adaptive mixed reuse of a 1.3 million square foot mill complex is now underway, marketed for its direct proximity to the train station.



R. McDuffie Nichols

Vice President, Economics + Planning

Education

B.A., Political Science/History, University of Alabama, 1975
M.B.A. course work in Economics, Finance, Statistics, Accounting, 1976

Affiliations

Member, Urban Land Institute (ULI)
Member, ULI Washington-Baltimore TOD Product Council
Member, International Downtown Association (IDA)
Member, International Economic Development Council (IEDC)
Member, International Council of Shopping Centers (ICSC)
Board Member, Responsible Hospitality Institute/ Sociable City Network (RHI)
Former Member, Maryland Governor's Smart Growth Steering Committee

Publications

Marketing an Image for Main Street, Co-author, National Trust for Historic Preservation Main Street Center, 1994

Presentations

Nighttime Economic Impacts, Responsible Hospitality Institute, Austin, TX 2009

Quest for Food – Attracting Downtown Grocery Stores, International Downtown Association, 2006

Revitalizing Retail, National Main Street Conference, 2005

New Market & Historic Tax Credits, IPED, 2005

Lectures

Guest Lecturer, University of Maryland Department of Architecture, Feasibility and Commercial Real Estate, 2007

Guest Lecturer, University of Maryland Center for Smart Growth Policy Research, Large Format Retail Smart Growth Implications, 2004

Guest Lecturer, University of Pennsylvania Center for Urban Redevelopment Excellence, Neighborhood Commercial Revitalization. 2004

Professional History

2005 – Present
Economics at AECOM (former ERA)
Vice President/Principal

2003 – 2005
National Trust for Historic Preservation
Director, Preservation Development Initiatives

1985 – 2005
National Main Street Center, National Trust for Historic Preservation
Senior Program Manager, Technical Services

McDuffie (Mac) Nichols is Vice President for AECOM's Economics + Planning group. He has over 30 years of experience in downtown revitalization and redevelopment, urban neighborhood commercial district revitalization, historic real estate development, retail and mixed-use development, transit-oriented development (TOD), smart growth and public-private partnerships.

Selected Transit-Oriented Development/Corridors Projects

Washington Metropolitan Area Transit Authority (WMATA), Regional Benefits of Transit, Washington, DC Metro Area
Principal-in-Charge of review and analysis of a study conducted by Smart Growth America to calculate economic and social benefits of Washington's Metro subway system.

Washington Metropolitan Area Transit Authority (WMATA), Station Joint Development Planning, Washington, DC Metro Area

Economic Development Advisor of a station planning effort to identify potential joint development opportunities at 19 Metro stations, including market demand analyses for commercial office, for-sale and for-rent residential uses, industrial and industrial-flex, retail and parking. For selected sites, conducted *pro forma* analyses, and residual land value analyses. Provided RFP/RFQ process advisory and impacts analyses. Reviewed developer proposals for joint developments, including review of financial *pro forma* and public benefit and residual land value analyses.

Western Garage Joint Development Planning, Washington, DC

Economic Development Advisor and financial analyses for a TOD, station, and bus maintenance facility planning effort to identify potential joint development opportunities at Metro station in Chevy Chase/Friendship Heights, market analysis,

RFP/RFQ process advisory and impacts analyses. Client: Washington Metropolitan Area Transit Authority (WMATA)

Branch Avenue MetroStation Joint Development Planning, Washington, DC Metro Area

Economic development advisor for market demand, development financial analysis, economic impacts and fiscal benefits analysis for multi-use development at a Metro transit station in support of USDOT TIGER grant application. Client: Washington Metropolitan Area Transit Authority (WMATA)

Maryland-National Capital Parks and Planning Commission (M-NCPPC), Central Avenue Corridor/Blue Line Transit-Oriented Development, Prince George's County, MD

Principal-in-Charge of a market analysis and implementation study for four transit-oriented development (TOD) site located along Metro stops in Prince George's County, Maryland. The one-year planning effort included an analysis of the retail climate as it relates to a struggling commercial corridor (Central Avenue) that runs through the center of the four Metro locations. Prepared and presented multiple development scenarios, including financial, economic and demographic analyses, a branding strategy and public outreach.

City of Poughkeepsie and Metro-North Railroad, Transit-Oriented Development (TOD) Market Analyses, Poughkeepsie, NY

Principal-in-Charge. Analyzed market demand potential and financial feasibility *pro forma* for mixed-use development at the historic Poughkeepsie Station served by Metro-North Railroad (MTA) and AMTRAK. Provided analysis of retail, residential, office and hotel uses at the station and estimated development operating *pro forma*. Presented findings to public forum, City Council and Planning Commission.

Metropolitan Planning Commission of Nashville, Nashville Northeast Corridor Transit Investment Study, Nashville, TN

Manager of final analyses. Evaluated the potential impacts of a prototype transit oriented development project (bus rapid transit and light rail) in Hendersonville, TN with respect to potential tax revenue streams including property tax, sales tax, income tax, and adequate facilities tax. Established existing market and assessed values of site based on real estate assessment data; estimated construction costs for the development prototype; determined the resulting increase in market value; and calculated the increase in tax revenue at local and state levels. The likely scale of tax increment financing (TIF) available to fund infrastructure improvements was also assessed.

Town of Longwood, Transit-Oriented Development Implementation Strategy, Longwood, FL

Principal-in-Charge of the economic analysis and evaluation of development potential of a district surrounding a proposed SunRail commuter line station in central Florida. The analysis identified demographic and economic trends, developed demand forecasts for residential and commercial uses, and identified development opportunities in the immediate station area. Advised Town Council on economic and development implications of master plan and possible policies.

InVision Tampa Downtown Master Plan/ Center City and Transit Corridor Conceptual Plans, City of Tampa, Tampa, FL

Principal-in-Charge for economic analysis for a master plan including developing strategies and analysis to support objectives that integrate housing, land use, transportation, and regulatory planning in the Center City and Nebraska-Hillsborough Avenue corridor. The analysis generated a detailed demographic and economic overview analyzing market conditions in key neighborhoods proximate to the downtown core. Issues, opportunities, and strategies for real estate development were identified in each neighbourhood and a multi-scenario *pro forma* and residual land value analysis was performed.

Maryland Avenue Southwest Plan, Washington, DC

Economic analyses of the Maryland Avenue Southwest Plan to re-establish a boulevard above existing rail lines, an opportunity that presented itself due to initiatives by CSX and Amtrak to lower the existing tracks to accommodate double-stacked trains. The area currently houses numerous federal buildings as well as private offices. Prepared demographic, economic, and real estate analyses of the Maryland Avenue area, as well as the greater "Southwest Ecodistrict." Analyzed multiple existing land uses and additional development opportunities for uses such as residential and retail for neighborhood creation. Prepared financial *pro forma* analyses for various scenarios presenting in the plan. Client: DC Office of Planning, Washington, DC

Sun Rail Economic Advising, Orange County, FL

Assessed potential employment as a result of proposed developments at Florida's Sun Rail Stations in the Greater Orlando Area. Assessed the advantages and disadvantages of available funding strategies and developer incentives for Orange County to realize its Transit Oriented Development (TOD) goals. Client: Florida Dept. of Transportation (FDOT).

**City of Richmond, Beyer Blinder Belle Architects and
SMBW Architects, Main Street Station Master Plan,
Richmond, VA**

Project Manager of a comprehensive market and financial feasibility analysis to identify the highest and best uses to activate the historic rail station and its surrounding district. Developed recommendations to attract private investment for redevelopment of existing structures as well as new construction, add new uses to provide a linkage to nearby Shockoe Slip and Shockoe Bottom, and to leverage public investment and policy incentives to stabilize the station and designated surrounding area.

**Florida Department of Transportation (FDOT), South
Florida East Coast Corridor (SFECC) Transit Study
Regional Market Trends & Station Ranking Analysis, Palm
Beach, Broward, and Miami-Dade Counties, FL**

Project Manager of a transit analysis study of the SFECC, an 85-mile rail corridor in Palm Beach, Broward and Miami-Dade Counties. Assisted in identifying appropriate commuter rail station locations by analyzing market potentials that address density and transit-oriented development potentials as well as opportunities to attract increased economic development in appropriate locations surrounding these station sites. Examined current development patterns and land uses within one-half mile of each of 96 potential station sites to identify key redevelopment opportunities. Translated long-term population, household, and employment growth (through 2030) into demand for specific types of real estate, ranked those land use factors relative to overall transit-oriented development potentials within one-half mile of these sites; and assisted selecting final station locations and station typologies.



Garrett Harper, CFA
Associate Principal

Education

BA Economics, Connecticut College, 2007

Affiliations

CFA (Chartered Financial Analyst) charter, 2013, CFA Institute
Urban Land Institute

Professional History

2017 – Present – Associate Principal, AECOM Chicago
2012 – 2017 – Associate Director, AECOM Singapore
2011 – 2012 – Commercial Manager, JLL Vietnam
2007 – 2010 – Senior Consulting Manager, CBRE Vietnam

Project Experience

Garrett Harper is an Associate Principal in AECOM's Chicago office and was previously based in Singapore. He has 11 years' experience providing market driven development strategies and evaluating various revenue streams related to real estate and infrastructure assets. He has been involved in all stages of the project lifecycle from demand forecasts & development planning through financial analysis & commercial structuring to asset disposal. His work on development strategy, risk allocation, economic potential and financial structure is often at the intersection of large scale real estate development and related infrastructure works.

For Transit Oriented Developments, Garrett's experience spans multiple countries. He has also been involved in both the real estate and transport mode analysis. This work includes financial analysis, demand assessments, and commercial strategy recommendations for development planning at both urban and suburban rail stations. He has also evaluated broader networks, recommending complementary real estate strategies for new rail lines or planned city metro networks.

Garrett approaches his work from first understanding an area's real estate market fundamentals, economic outlook, and the competitive positioning. From this quantitative base, potential development strategies can be tested in both economic and

financial terms as well as physically in terms of transport and urban planning impacts. Despite having a focus on the financial outputs, Garrett always makes a point to "look beyond the models" to validate strategies in terms practical operations and sound planning principles.

Garrett received his Chartered Financial Analyst credential from the CFA Institute in September 2013. The CFA Program provides a rigorous real world understanding of the investment decision-making process across asset classes along with a strong code of ethics.

Key Project Examples Include:**TOD & Rail Projects****One Bangkok TOD Feasibility and Investment Strategy
Bangkok, Thailand, Project Manager & Financial Lead**

AECOM supported Univentures in the development planning for a 16 million square foot Transit Oriented mixed commercial development within Central Bangkok that will be linked to an existing metro line. AECOM conducted a market study to determine site's development potential in order to support in preparation of a TOR for a design competition. Afterwards, AECOM performed financial analysis to develop a phasing and investment strategy based on the winning architectural plan. The analysis included evaluations of multiple ownership and structuring scenarios to identify opportunities to de-risk development and take advantage of transit access.

**Manila Rail Network Development Strategy
Manila, The Philippines, Deputy Project Manager & Market Analyst**

AECOM was appointed by the IFC to support the Department of Transportation (DOTC) setting near-term and long-term goals for Manila's rail network. AECOM used analysis of existing plans, demand, and economic factors for Greater

Manila combined with benchmarking of other global cities in terms of rail network and outcome metrics to develop a high level transport vision for Manila. Incorporated in this vision was a review of the real estate development trends across the city and consideration for how to balance near term traffic demand drivers (established office districts and residential clusters) with new growth potential (aging industrial zones undergoing redevelopment) for planned transit lines. From this vision, near term implementation strategies and key projects were identified. A near-term target of 125 miles of new rail was summarized and assessed.

**Oil and Gas Terminal Redevelopment and Disposal Plan
Manila, The Philippines, Project Manager**

Evaluating the Client's existing terminal facility in the heart of Manila and understanding its potential for redevelopment. Garrett assessed the market potential for the site after demolition and remediation along with developing a conceptual zoning plan to help identify likely infrastructure and access improvements required, including connectivity to multiple current and future transit stations. In addition, improvement costs were estimated and land valuations were commissioned by a 3rd party valuer. Using this analysis plus a strategic financial model to understand a future developer's risk levels, Garrett collaborated with the Client to determine the appropriate transaction structure and disposal strategy to follow.

**Suburban Klang Valley Town Center Planning Study
Selangor, Malaysia, Market & Financial Analysis Lead**

AECOM was commissioned to develop a market-informed masterplan for a client's competitive bid for the 100 acre town center of a broader 5,000 acre development in Selangor, Malaysia about 45 minutes outside Kuala Lumpur. This required planning of complementary programs centred around the two transit nodes. AECOM worked with the client to establish a preliminary development program of 13 million square feet of planned built area. Next, AECOM prepared a financial model to evaluate performance of each asset class, project zone, and parcel. This analysis was used in developing a final integrated office, retail and residential program and phasing strategy along with determining an acceptable land price bid by the Client. The Client successfully secured the project via their bid.

**Sentul East & West Master Plan Review, Market Analysis & Development Strategy, Kuala Lumpur, Malaysia
Project Manager**

The site studied is a 170 acre development site on the edge of the existing city core of Kuala Lumpur including an existing commuter rail station with up to two future metro stations at different locations. AECOM's primary role was to evaluate the development to date (roughly 1.5 million sqft) and the existing master plan to better integrate retail and leverage the multiple transit connections across the site. AECOM began with market

analysis and demand forecasting for the up to 30 million sqft of mixed use development. After confirming the supportable scale, financial analysis was used to validate the proposed program and recommend adjustments to the master plan.

**Singapore-Johor Bahru Transit Link Commercial Study
Singapore – Johor, Malaysia**

Commercial Structuring & Cost Modeling co-Lead

AECOM led a team (KPMG and MVA) appointed by LTA to determine the preferred commercial model for the development of a cross-border rail link planned to ease the congestion at the existing Woodlands causeway. The rail line would integrate with the planned Thomson Line in Singapore. Following a Phase 1 ridership and revenue forecasting study, AECOM and KPMG are evaluating commercial models, both vertically integrated and separated PPP structures, for this complex bilateral project culminating in a financial model to determine the funding gap for each model. Following down selection of options, assessment of risks and funding strategies will conclude with a recommended option for implementation.

**Eastern Economic Corridor Infrastructure Development
Strategy, Eastern Seaboard, Thailand**

Project Manager & Modeling Lead

AECOM was appointed as part of a consulting consortium to evaluate the potential for transforming the eastern seaboard of Thailand into a new technological hub through major P3 investments in infrastructure improvements and expansion of the urban population to relieve stress on Bangkok. AECOM's role included forecasting long term demand and evaluating the potential development requirements for a range of infrastructure assets. These included: expansion of two major ports (Laem Chabang and Maptaphut), expansion of a joint use airport (U-Tapao International Airport), upgrade of an existing freight rail line, a new high speed rail line from Bangkok to Rayong, and an intermodal freight terminal serving the Greater Mekong Subregion. Ports, airport and the intermodal terminal planning incorporated industrial and logistics development, while the HSR required a network strategy for transit-linked real estate development at the proposed stations. Critical to the project was AECOM's ability to provide integrated modelling and analysis across all infrastructure categories as well as the real estate development planned to understand the interplay between project components.

**Laguna Lakeshore PPP Transaction Advisory / Bid Review
Greater Metro Manila, The Philippines
Project Manager & Financial Modeling Lead**

Support in bid review for a PPP tollway project in the Philippines incorporating the right to reclaim 1,750 acres of land for development. Focus was on financial analysis and economic demand forecasting of the land reclamation to understand the cash flows from either land sales or development and the impact on project viability and potential bid strategy. Although primary infrastructure project was a

tollway and dike system, additional transit solutions were evaluated due to expected density.

Other Real Estate

Hospital Consolidation & Redevelopment Potential Pre-Feasibility Study, USA

Garrett evaluated a proposed campus consolidation among multiple hospitals as well as the redevelopment potential of freed-up land and legacy assets. As part of a broader architectural study, Garrett estimated the value of active hospital assets, development land, and legacy medical buildings intended for conversion. Valuation approaches included transaction benchmarks, replacement cost estimates, residual valuation, and discounted cashflow analysis.

Citizens Coke Plant Redevelopment – Market Analysis, Financial Analysis, & Economic Impact Indianapolis, Indiana, Project Manager

AECOM was appointed to Define the Market for the redevelopment of 140 acres around a remediated coking plant on the east side of Indianapolis. AECOM evaluated the economics, demographics and real estate market conditions to determine supportable residential, industrial, and commercial uses as well as target industry clusters. Industry clusters were evaluated both in the context of local and global trends in end markets and emerging clusters that may drive long term growth. A second stage of work involved AECOM's partner developing a master plan for the site and neighbourhood which AECOM evaluated from a perspective of financial viability as well as to quantify the economic impact of the project.

Project Diamond – Confidential High-Rise Development Chicago, Illinois, Financial Analysis Lead

AECOM has been engaged on a confidential redevelopment project in downtown Chicago by a developer seeking to take advantage of recent changes to Chicago's zoning restrictions. AECOM has provided market analysis, financial analysis, architectural services, and engineering reviews to help formulate the vision for this \$350 million redevelopment project. Garrett's focus was on progressing the financial analysis and commercial structuring for the project.

Lakefront Trail Separation – Revenue Generation Chicago, Illinois, Market Analysis Lead

AECOM was appointed to design and implement the improved separation of bicycles and pedestrians along Chicago's 19-mile Lakefront Trail. In addition to this effort, Garrett did an evaluation of existing revenue streams achieved by the Chicago Park District (CPD) and attempted to identify opportunities for additional income opportunities through activation of different areas of the lakefront and improved connection to the adjacent neighborhoods.

Tollway Oasis Redevelopment Planning

Confidential – Midwest

Retail Strategy & Demand Forecasting Lead

AECOM was tasked with establishing conceptual site plans and architectural plans for the redevelopment of multiple Tollway Oases along a Midwestern Tollway. Garrett's work included an evaluation of demand for the services offered at the Oases (food, gas, etc) and scenario-oriented forecasting of overall sales turnover, fiscal impact to the local municipality (sales tax, fuel tax), and income to the Tollway.

Corporate Real Estate Portfolio Plan and Demand Forecasting, South Korea

Project Manager

AECOM was tasked with evaluating the Client's existing portfolio of real estate assets (owned and leased) in South Korea with a particular focus on Geoje Island, and developing a holistic portfolio plan for addressing future requirements. Shell's presence in Korea, and in particular Geoje, is dependent on their major project pipeline (FLNG, FPSO, etc). Mapping the timing and likelihood of these projects created complex forecasting scenarios that informed future residential, office, logistics, and education demand. Recommended real estate strategies for each scenario were presented with supporting financial analysis.

Desaru Resort Residential Development Strategy Johor, Malaysia, Project Manager

Creation of a new development strategy and sales & marketing strategy for 270 acres of resort residential at Desaru Coast adjacent to the Ernie Els South Course. The program, pricing and sales approach were based on existing transactions in the local Johor market along with international benchmarking of regional resort residential projects..

Large-scale Resort Town Market Study, Development Plan, and Feasibility Study

Cavite, The Philippines, Project Manager

An integrated economic and master planning project including market analysis, demand forecasting and financial feasibility for a 4,000 acre resort & residential development in the CALABARZON Region of the Philippines. The site included multiple beachfront and hillside resorts and residential development areas along with a denser marina zone with retail and recreation. In addition, two rival land sales opportunities were analysed for financial viability to support the client in negotiations. A 405 hectare sale was agreed and has progressed to final terms.



JAMES F. LIMA

President

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(347) 675 - 8637

EXPERIENCE

James Lima Planning + Development

(President, 2011 – present)

Provide strategic real estate, economic, public policy, and stakeholder engagement advisory services to private, public and institutional clients for complex mixed-use, downtown, resiliency, and regional development projects across North America. Focus on value-creation opportunities, attracting public and private investment, community engagement strategies, and structuring public-private partnerships in real estate development. Over 30 years of experience in complex matters of real estate, waterfront revitalization, and public realm strategies — with an expertise in the economics of placemaking.

HR&A Advisors, Inc.

(Partner, 2007 – 2011)

Led national economic and real estate advisory firm's affordable housing practice. Advised public and private sector clients on downtown, affordable housing, waterfront, and regional revitalization strategies through public-private structures. Prepared impact analyses demonstrating public policy basis for capital investment in infrastructure and public realm and positive stimulative effect on property values.

AvalonBay Communities, Inc.

(Senior Development Director, 2005 – 2006)

Had responsibility for land acquisition, entitlements, and all planning, design, and pre-development activities for large-scale mixed-use transit-oriented development in the New York City Metro area. Negotiated land lease deal for West Chelsea (Manhattan) development site.

Columbia University Graduate School of Architecture Planning & Preservation

(Adjunct Assistant Professor of Real Estate Development, 2005 – 2013)

Coursework: "Public-Private Partnerships in Real Estate Development" and "Real Estate Development and Historic Preservation"

Governors Island Preservation and Education Corporation

(President, 2003 – 2005)

Led planning, development, operations and management for 150+ acre former military facility in New York Harbor. Set overall vision for Island's future use as a public park-like place, secured private and public funding, built constituencies, and executed \$50M+ capital program for infrastructure. Secured permanent new home for 400-student Urban Assembly NY Harbor School, a themed curriculum public high school. Partnered with public art organizations and foundations to launch ambitious cultural arts and recreational programming that attracts significant new and repeat visitation to the Island each year.

NYC Economic Development Corporation

(Senior Vice President, Special Projects Division, 2000 – 2003)

Headed New York City's efforts on a range of complex economic growth strategies at central business district locations and along former industrial waterfronts, including the Red Hook Piers, Downtown Brooklyn Redevelopment Plan, Downtown Flushing Development Framework Plan, and negotiating the transfer of Governors Island from the federal government. Initiatives included interagency planning for re-zoning, urban design, transportation, parks, and environmental review, as well as stakeholder engagement, and securing public funding commitments for core infrastructure and parks.

NYC Department of Housing Preservation and Development

(Assistant Commissioner, Division of New Construction, 1996 – 2000)

Managed initiatives for newly constructed mixed-income housing, economic development, and community facilities valued at more than \$900 million. Led planning, consensus building, entitlements, developer selection, and financial feasibility for city-owned properties in Central and East Harlem, the South Bronx, East New York, The Rockaways, Hell's Kitchen, and the Lower East Side. All properties have been successfully redeveloped and occupied after decades of abandonment and dispute.

EDUCATION

Harvard University

Harvard Kennedy School, Program for Senior Executives in State & Local Government

Columbia University

GSAPP, Master of Science of Real Estate Development

Columbia University

Columbia College, BA, Architecture and Urban Studies





DANIEL R. ROJO

Director

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EXPERIENCE

James Lima Planning + Development

(Director, 2015 – present)

Rojo serves as project director for the BIG U, a large-scale coastal flood protection project for Lower Manhattan. Additionally, he works with a wide range of private and public sector clients and collaborators to provide advisory services for complex mixed-use, neighborhood, downtown, campus, and regional development projects and public parks across North America. Rojo helps develop innovative strategies that leverage public-private partnerships to access untapped value and maximize public benefit to ensure the long-term economic, social and environmental sustainability of urban regeneration investments. Expertise in financial and market analyses, urban policy, and placemaking strategies.

Urban Builders Collaborative

(Real Estate Associate, 2014 – 2015)

Performed financial analysis of potential collaborations and development opportunities for affordable housing projects across the Greater New York City Region. Developed political and educational strategy materials and presentations on affordable housing policies. Researched local compliance regulations and recommended design changes for ongoing mixed-use projects.

11th Street Bridge Park

(Project Manager, 2014)

Administered the 11th Street Bridge Park Design Competition, an international search for landscape architecture and architecture design concepts for a once-in-a-generation adaptive reuse project to reconnect the nation's capital to its all but forgotten Anacostia River waterfront and reconnect historically separated urban communities. Supervised process to select teams for \$25 million multi-use, public space waterfront redevelopment, including community outreach and process compliance. Coordinated between the non-profit sponsoring entity and various community stakeholders, city and federal agencies, and private development groups. Assessed 100+ submissions through three rounds of review to select winning proposal.

Architectural League of New York

(Project Manager and Assistant Editor of Urban Omnibus, 2012 – 2014)

Sourced, composed, and edited content for Urban Omnibus, an online publication focusing on defining and enriching the culture of citymaking by exploring projects and perspectives in architecture, art, policy, and activism – tried and tested in New York City – that offer new ways of understanding, representing, and improving urban life and landscape worldwide for 25k+ monthly readers. Led study to reexamine undervalued multi-family housing properties across all five New York City boroughs. Analyzed trends and changes in emerging neighborhoods, as well as facilitating Board of Director relations and managing annual fund-raising activities.

Trust for the National Mall

(Project Manager, 2011 – 2012)

Administered process for mixed-use redevelopment of three historic sites on the National Mall in Washington, DC. Coordinated operations and information sharing with regional organizations and federal agencies for dynamic, mixed-program public spaces in a historic and highly-regulated context.

EDUCATION

Columbia University

GSAPP, Master of Science of Real Estate Development

The Catholic

University of America

Bachelor of Science of Architecture



ROBERT D. FRANCO-TAYAR

Senior Analyst

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EXPERIENCE

James Lima Planning + Development

(Senior Analyst, 2016 – present)

Franco-Tayar serves as project director for the Mayor's Office of Criminal Justice - sponsored Neighborhood Activation Study, an examination and analysis of the impact of design interventions on public safety and economic development. He concentrates primarily on urban intersectionality, working with clients to identify strategic public-private partnerships, evaluating development scenarios, and creating strategies which increase access to and improve connections between housing, transit, and employment. He additionally provides financial analysis and research support for myriad other projects.

Columbia University

(Associate, 2017 – Present)

Assists with curriculum development, lecture design, and for the Masters of Science in Real Estate Development program within the Graduate School of Architecture, Planning and Preservation. To date, has supported a diverse array of courses concerning development, design, and urbanism in New York City and around the country. These involve affordable housing finance, urban planning, retail real estate and development, and tax issues in acquisitions and developments.

City of Austin

(Urban Design Planner, 2014 – 2016)

Implemented the City's Transit-Oriented Development program. Coordinated over 20 projects which expanded multi-modal connectivity, enhanced open space, incorporated green infrastructure, created over 150 units of affordable housing, and supported the viability of Austin's MetroRail transit line. Served as Project Associate on the City's South Central Waterfront Initiative, a financing, urban design, and zoning framework which will guide over \$1.2B of projected new investment in a historically industrial district. This project was awarded the 2017 Award for Excellence in Sustainability by the American Planning Association's Sustainable Communities Division.

American Youthworks

(Americorps Crew Member, 2013)

Constructed energy- and resource-efficient homes reserved for sale to low-income families. Assisted homeowners with entrance into City-sponsored weatherization program, which provided renovation services at no cost. Over the course of one year, successfully renovated and/or constructed six houses. Designed and executed an energy usage study to measure the output of American Youthworks homes compared to those conventionally constructed.

People for Puget Sound

(Outreach Coordinator, 2012)

Supervised a team of 9 volunteers implementing an education and outreach campaign. Led and organized environmental seminars and festivals to inform attendees about threats to area waterways, policy ramifications, and stewardship opportunities. Produced volunteer onboarding training manual, as well as many of the outreach materials distributed at events.

EDUCATION

Columbia University

GSAPP, Master of Science of Real Estate Development

University of Washington

Bachelor of Arts in Community, Environment, & Planning
Bachelor of Arts in Political Science



MARIO A. PEÑA, AIA, CDP, CNU-A, NCARB

HICKEY PEÑA ARCHITECTS • ARCHITECT • PRINCIPAL



EDUCATION

University of Colorado at Boulder
Bachelor in Architecture

Harvard University
Early College Credits

Instituto Tecnológico de Estudios Superiores, Monterrey
Architecture Study Abroad

LICENSES

Registered Architect
Florida Registration No. AR98707

Texas License No. 20580

CERTIFICATIONS

Congress for the New Urbanism
CNU: Accredited Member

Certified Construction, Design, & Development Professional

PROFESSIONAL EXPERIENCE: +16yrs

Hickey Peña Architects
Principal/Owner: 2008- present

Turner, Hickey & Associates
Associate Partner: 2001-08

BIOGRAPHY

Mario A. Peña is a registered Architect in the state of Florida and Texas with over 16 years experience, 8 of which have been as principal of a design firm. Mario has focused on creating and leading teams of professionals with a passion for design, sensibility for creative problem solving, and unwavering customer service. He has continued to enhance his professional skills broadening his expertise in the areas of retail development and urban planning. Mario has successfully led design teams in urban planning, on municipal & federal buildings projects, retail shopping centers, commercial offices/warehouses, higher education facilities, aviation facilities, residential complexes and planning strategies for affordable housing. His ultimate goal is to discover and elaborate a project's maximum value for the clients, for the project's context, and for future generations. With a keen interest for urbanism and smart-growth, Mario understands the need to create communities that are dense and sustainable. Particularly passionate about place-making, Mario's interest lies in creating community-driven spaces.

SELECTED PROJECTS

VIVA LAREDO | COMPREHENSIVE PLAN, Laredo, Texas, 2016-2017

Viva Laredo is a complete comprehensive plan rewrite for the City of Laredo, Texas. Mario was proud to work along side the Dover-Kohl team in advising local architectural firms- Hickey Peña Architects and Frank Architects on the direction of the project. A series of public events to gather input, including a two-week long charrette held in October 2016, were used to build the framework of the plan. Viva Laredo lays out a vision for the future, setting goals and providing strategies on how to get there for the next 25 years and beyond. The plan includes goals and guidance on topics ranging from land use development and urban design, border crossings and relations, mobility, economic development, housing, public facilities, health, and sustainability.

THE EL-METRO TRANSIT CENTER LEED SILVER PROJECT-TRANSPORTATION HEADQUARTERS AND MAINTANENCE FACILITY, JUNE 2013

This registered LEED project features two buildings. The administration building features classrooms, office space, employee lounge, a dispatch center, training rooms, and a multipurpose center. The vehicle maintenance area includes storage, a separate bus wash, and fueling center.

EL-METRO FTA TIGER GRANT APPLICATION APRIL 2016

Hickey Pena Architects was one of the key firms hired by the City of Laredo to develop its application for Tiger Grant Funds to be used for the construction of the administration and maintenance facility. Part of the application scope of work included the development an economic impact study for the project, and to evaluate the effects of this project in regard to Laredo's Comprehensive Plan.

BOULEVARD OF THE AMERICAS COMMUNITY CHARRETTE, JULY 2015

Mario co-chaired the first charrette in Laredo that re-imagined the international border entry as a monument and a downtown revitalization project. The project envisioned the conversion of an interstate highway and entry port to function as an urban boulevard with public art and other engaging public amenities. The project is currently under the Phase 1 stage of development.

BOULEVARD OF THE AMERICAS PHASE 1 MASTERPLAN 2017-2018

The master plan serves as a critical step toward the realization of celebrating a city of international importance, inspiring public confidence and investment in the larger goals of the community.

The project required a sensitive layering of landscape design (incorporating requisite sustainability measures), sensitivity to the surrounding neighborhoods and downtown, while celebrating Laredo and its bi-cultural identity. The Boulevard of the Americas Master Plan and design focused on key motivations as defined by the citizens during the public design workshop: Economic Development, Balancing Competing Goals, Interpretation and Education,

Restoring Connectivity, and Public Inclusiveness.

LAREDO HOUSING AUTHORITY 2017-2018

Hickey Pena Architects are the official planners of the Laredo Housing Authority, providing general planning services including pre-project programming, master planning, preliminary cost estimates, conceptual design, conceptual space planning, site & building assessments, and project phasing. Other works for the LHA includes addressing Walkability and Curb Appeal, and Drainage Improvements along with improving land-use, density and neighborhood connectivity.

FEDERAL INSPECTION STATION, 2011

The Federal Inspection Service Facility (FIS) was the first of its kind. This building facilitates the arrival, clearance, and departure of international aircraft carriers, for cargo as well as private use. It hosts the first Mexican Customs on U.S. soil, which clears south-bound planes for international commerce. One of the greatest and rewarding challenges of the project was designing to an array of codes and regulations; including but not limited to Federal, State, Local and International.

THE ARCHITECTURAL GUIDELINES & MASTERPLANNING OF NORTH CENTRAL PARK 2011-2012

The North Central Park is Laredo's largest City Park. Its system of trails and walks interconnects various amenities. Mario created the Architectural Guidelines, designed the Trailhead facility, the Pool Complex, and future Baseball Park.

ENCINAL MASTERPLAN 2016-2017

Mario designed 300+ acre greenfield development incorporating walkability and mixed-use concepts in Encinal, Texas.

RICARDO A. SOLIS, AIA, LEED AP.

HICKEY PEÑA ARCHITECTS • REGISTERED ARCHITECT • PRODUCTION LEAD



EDUCATION

University of Texas at Austin
Bachelor in Architecture

Registered Architect with the State of Texas
License No. 18962
Number of years licensed: +11yrs

CERTIFICATIONS

Green Building Certification Institute - LEED Accredited Professional

PROFESSIONAL EXPERIENCE: +19 YRS

Hickey Peña Architects, Laredo, Texas
Project Director / Manager (2016 to Present)

City of Laredo, Laredo, Texas
Plans Examiner II (2015-2016)

Metaform Studio Architects, Laredo, Texas
Principal Architect (2009 – 2015)

Carson Design Associates, Austin , Texas
Architect (2006-2009)

Page Southerland Page, Austin, Texas
Associate (1997-2006)

BIOGRAPHY

Mr. Solis is a registered professional Architect with over 19 years of experience in the areas of building technology, architectural design, code compliance, and sustainability. As our Production Lead, he has established a high level of quality for the documentation of our commercial facilities, public/private buildings, apartment complexes, and residential homes. Services performed throughout a 19 year career have included engagement for the performance of complete architectural services including custom design, detailed drawings and specifications of all architectural, structural, mechanical and electrical components; submitting projects for competitive bids and evaluation of competitive bids; on-going inspection of the progress of work and certification to the owner of the satisfactory completion of phases of the work. He has extensive knowledge of and experience in application of ADA requirements, building codes and code compliance issues across a multitude of project types. Mr. Solis is also a registered LEED Accredited Professional and Certified Plans Examiner.

SELECTED PROJECTS

VIVA LAREDO | COMPREHENSIVE PLAN, Laredo, Texas, 2016-2017

Ricardo participated in a series of public events to gather input, including a two-week long charrette held in October 2016, which were used to build the framework of the plan. Viva Laredo lays out a vision for the future, setting goals and providing strategies on how to get there for the next 25 years and beyond. The plan includes goals and guidance on topics ranging from land use development and urban design, border crossings and relations, mobility, economic development, housing, public facilities, health, and sustainability.

BOULEVARD OF THE AMERICAS COMMUNITY CHARRETTE, JULY 2015

Co-chaired the first charrette in Laredo that re-imagined the international border entry as a monument and a downtown revitalization

as an urban boulevard with public art and other engaging public amenities. The project is currently under the Phase 1 stage of development.

BOULEVARD OF THE AMERICAS PHASE 1 MASTERPLAN 2017-2018

The master plan serves as a critical step toward the realization of celebrating a city of international importance, inspiring public confidence and investment in the larger goals of the community.

The project required a sensitive layering of landscape design (incorporating requisite sustainability measures), sensitivity to the surrounding neighborhoods and downtown, while celebrating Laredo and its bi-cultural identity. The Boulevard of the Americas Master Plan and design focused on key motivations as defined by the citizens during the public design workshop: Economic Development, Balancing Competing Goals, Interpretation and Education, Restoring Connectivity, Public Inclusiveness.

CITY OF LAREDO SLAUGHTER PARK MASTERPLAN

Slaughter Park is a 43 Acre public park located in Laredo, Texas. The project featured adding approximately 1 mile of jogging trails, basketball pavilion, playground area, and landscaped water feature. The trail also serves as a roadway for a small tram used by the local children during special events. The project's purpose was to unite the existing soccer and baseball fields to the adjacent natural park area and proposed community gardens located along the Rio Grande.

FNU SMRITIKA

HICKEY PEÑA ARCHITECTS • URBAN DESIGNER



EDUCATION

Georgia Institute of Technology, Atlanta
Master of Science in Urban Design

School of Architecture and Planning, Anna University, Chennai-India
Bachelor in Architecture

INTERNSHIPS

Collage Architecture Studio, Bangalore-India
Dec 2014 - Apr 2015

PRAGRUP, Bangalore-India
June - Dec 2014

Qatar Design Consortium, Doha-Qatar
May - June 2013

PROFESSIONAL EXPERIENCE:

Hickey Peña Architects, Laredo, Texas
Assistant Project Manager/ Urban Designer (2017 to Present)

ORGANIZATIONS

Congress for the New Urbanism
Member

VICTOR MONTES

HICKEY PEÑA ARCHITECTS • AIT



EDUCATION

University of Notre Dame
Bachelor of Architecture 2006-2011

Rome Studies Program
Rome, Italy Architecture Study Abroad 2008-2009

PROFESSIONAL EXPERIENCE:

Hickey Peña Architects
AIT - Project Manager: 2012- present

University of Notre Dame
Teaching Assistant: Graphics V: Computers 2010 - 2011

ORGANIZATIONS

American Institute of Architects
National associate member

SELECTED PROJECTS

The El-Metro Transit Center LEED Silver Project-Transportation Headquarters and Maintenance Facility, June 2013

UISD Maintenance and Transportation Facility

Team Bios



Jacques Hart
CEO

Jacques Hart, CEO and co-founder of Roar Media, specializes in helping traditional companies transform their legacy business operations and marketing programs into next-generation platforms that help increase market share, conversions and revenues.

Jacques is nationally known in digital and earned media for his focus on consistently delivering winning results throughout 20 years of providing strategic counsel to leading Internet enterprises and Fortune 500 companies. For Jacques, the key is a bias for media-agnostic programs, focus on quality customer and user experiences, along with innovative ideas, quantitative analysis and effective communication.

Before establishing Roar Media, he worked in senior management positions overseeing digital operations at Knight-Ridder, Televisa, and FOX Media.

As CEO of Roar Media, Jacques integrates advanced Internet marketing strategies, including programmatic display, social marketing, paid search and content and influencer marketing into traditional marketing programs. He provides strategic counsel related to branding, business development and rainmaking, digital marketing, search-engine optimization, website development, social media relations, and online reputation management.

A graduate of the University of Washington's School of Business with a degree in marketing and advertising, Jacques served in the U.S. Peace Corps as a business-development volunteer helping establish local businesses. Jacques is a fellow of Florida International University, a board member of the MIT Enterprise Forum and The South Florida Technology Alliance, and is an honorary member of the Wharton Club of South Florida.

His hobbies include exercise, skiing, road biking, cooking, travel, playing electric guitar, social networking and staying abreast of Internet developments. Jacques lives in Coral Gables with his wife and two children.





Jolie Balido
President

Jolie Balido, president and co-founder of Roar Media, is a nationally known marketing-communications professional with more than 20 years of experience in media, public relations and crisis communications.

Born with a love of media and communications, she began her career as a staff writer with The Miami Herald, where she wrote articles for daily publication focused on business, real estate, and city government topics. This experience gave her keen insight into the dynamics of the editorial cycle and the newsroom, which are fundamental to the success of a public relations company.

She later decided to apply her news skills to help businesses position themselves for success. She worked for several years in top leadership positions on both the PR agency side and the client side before deciding in 2008 to fulfill her life goal of establishing her own marketing-communications firm.

Passionate about giving back to the community, Jolie generously donates her time and professional skills as an executive committee member and as the marketing chair of Big Brothers Big Sisters of Miami. She also is an active member of the United Way's Tocqueville Society and of the Coral Gables Community Foundation. Additionally, she is a governing board member of the Greater Miami Chamber of Commerce and serves on its real estate and marketing committees. As a longtime Coral Gables resident and business owner dedicated to serving her city, Jolie serves on the City of Coral Gables Planning and Zoning Board. The quasi-judicial board makes recommendations to the city commission on a wide variety of development applications, including development agreements, site plans and other issues.

When she is not working or volunteering in the community, Jolie spends quality time with her husband and two children, Julianna and Jett. Her passions include writing, travel, adventure sports, and photography. She also enjoys flying airplanes.





Lorraine Reigosa
Director of Accounts

Lorraine Reigosa, director of accounts with Roar Media, is well-versed in public and media relations, events, business development, social media, web sites and digital marketing, branding and creative design services. Most importantly, she understands the critical value of integrated communications programs to client success.

Lorraine has a well-rounded background in strategic marketing-communications. A holistic marketer, she approaches projects with a big picture perspective – cognizant of the business as a whole, its relationship with its customers and role in the community.

Lorraine joined Roar Media after a 15-year tenure at the Greater Miami Chamber of Commerce, most recently serving as Vice President of Communications. As an integral member of its senior leadership team, she cultivated connections with some of the community's most respected stakeholders. Externally, she worked in tandem with representatives in the private and public sectors in varied capacities to achieve the goals of the chamber, interacting with the local city, county and school districts as well as the state and federal government.



Michelle Ayala
Senior Account Supervisor

Michelle Ayala, senior account supervisor with Roar Media, is a seasoned corporate communications and public relations professional with more than 15 years of experience working on in-house and agency teams.

She sparked her entrepreneurial spirit very early in her career when she moved to Oslo, Norway, to help launch a technology company, Opera Software, through to becoming a publicly held technology provider. She then returned to South Florida to leverage her skills and relationships in the corporate and technology sectors at both ScheduALL, an enterprise software company, and Max Borges Agency. She went on to blend integrated communications strategies and Hispanic marketing at Republica and later incorporated Latin American markets in public affairs and reputation management at Newlink.

She is known for her passion and intuition in understanding how to develop innovative communications strategies that meet specific client goals. She is also a certified Pilates instructor and enjoys cycling, paddle boarding and generally enjoying the outdoors. She lives in Miami with her husband and daughter.





Kris Conesa
Senior Media Strategist

Kris Conesa, a senior media strategist with Roar Media, is a former journalist with more than 15 years of industry experience.

He began his career as a reporter with *The Miami Herald* at 15 years of age and parlayed his life-long passion for the media into a successful career. First as journalist, then as a television producer, and later as a media consultant helping corporate clients achieve their communications goals.

He excels at securing highly valued positive publicity for clients, with clients affectionately calling him “Johnny on the Spot.” In addition to his success in the local South Florida media market, he routinely secures placements in outlets like *The Wall Street Journal*, *The New York Times*, CNBC, Bloomberg Television and Good Morning America.

Beyond his work at Roar Media, Kris continues to write articles on a freelance basis for several publications across the country, including *Ocean Drive Magazine*, *The New York Post*, and *InTouch Weekly*. His diverse hobbies include martial arts and music. He is a first-degree black belt in Aikido. He lives in Miami with his wife and daughter.



Raelene Mercer
Creative Director

Raelene Mercer, creative director at Roar Media, has more than 20 years of experience in everything from concept to completion of all graphic design including website and digital, print, ad campaigns, signage, and identity. She is noted for her attention to detail, her passion for perfection, and her high level of enthusiasm for every assignment.

Prior to joining Roar Media, Raelene worked as a creative designer for more than 14 years with other award-winning design firms including Planet Propaganda and Pinkhaus.

In addition to her pursuit of perfection in the design world, she has been recognized with prestigious awards in more than a dozen top-tier competitions.

When she is not working, Raelene enjoys spending time with her husband and daughter, as well as gardening, photography, cooking, and exercise. She has an uncanny green thumb for orchids!





Evelyn Uslar-Pietri
Editorial Services, Senior Executive

Evelyn Uslar-Pietri, a senior writer with Roar Media, is an internationally recognized writer and published author, editor, and creative writer with more than 25 years of experience in English and Spanish-language communications.

Evelyn began her career in the advertising industry, leading national and international communications for major global consumer brands. At Roar Media, she develops strategic messaging, positioning and editorial content that tell clients' stories and motivate their target audiences to take the desired actions.

In addition to her passion for the written word, Evelyn loves music, theater, and art in its many forms and expressions. The Venezuelan native lives in Miami with her family and enjoys spending time with her two children and young grandson.



Antoinette Mendoza
Director of Digital Marketing

Antoinette Mendoza, director of digital marketing at Roar Media, is a seasoned Internet marketing strategist with highly valued experience implementing, optimizing, and creating digital strategies for clients. She is an active member of the Google Partner Community certified in Google AdWords and Analytics.

At Roar Media, Antoinette plans, executes, and manages paid online advertising programs, including programmatic, retargeting, display and search engine marketing. She is noted for her uncanny ability to manage digital media budgets to meet defined goals and metrics, ensuring that clients' key performance indicators are accomplished cost-effectively.

As part of her commitment to staying at the leading edge of the continuously changing field of digital marketing, she is obsessed with participating in industry challenges and networking events.

When she is not working at Roar Media, Antoinette enjoys spending time with family and friends – particularly enjoying travel to warm, sandy beaches in exotic destinations.





Molly Phillips
Sr. Client Services Supervisor

Molly Phillips, senior client supervisor at Roar Media, is an accomplished client services professional with a wide a variety of experience in the advertising field. At Roar Media, she oversees the client services team and ensures that projects, deadlines and deliverables are successfully met. She interfaces with clients to provide reporting, insights and analysis with special attention to accounts requiring the integration of paid media and digital content.

Molly's passion and expertise lies in the nexus between digital advertising, content marketing and social media. With more than six years of experience shaping the voices of businesses ranging from startups to Fortune 500 companies, Molly helps clients find the right channels and mediums to make their innovative work known, create distinctive voices within the content marketplace and elevate their subject matter leadership within local, national and global spheres.

Molly is a student of both the new school of marketing and classical journalism, having achieved high undergraduate honors as a dual public relations and English major at Asbury University in Lexington, Ky., and Oxford University in Oxford, England. Her work has been featured in national travel magazines, blogs, literary journals and a Pulitzer-prize winning newspaper. Molly is the recipient of the Aikman Award for Young Writers and an Alumna of the Breadloaf Mountain Writers' Conference at Middlebury College.

An incurable extrovert, Molly likes to find ways to meet new people, brush up on her French, experiment in the kitchen, and spend time with her dog, Beni, in her spare time.

