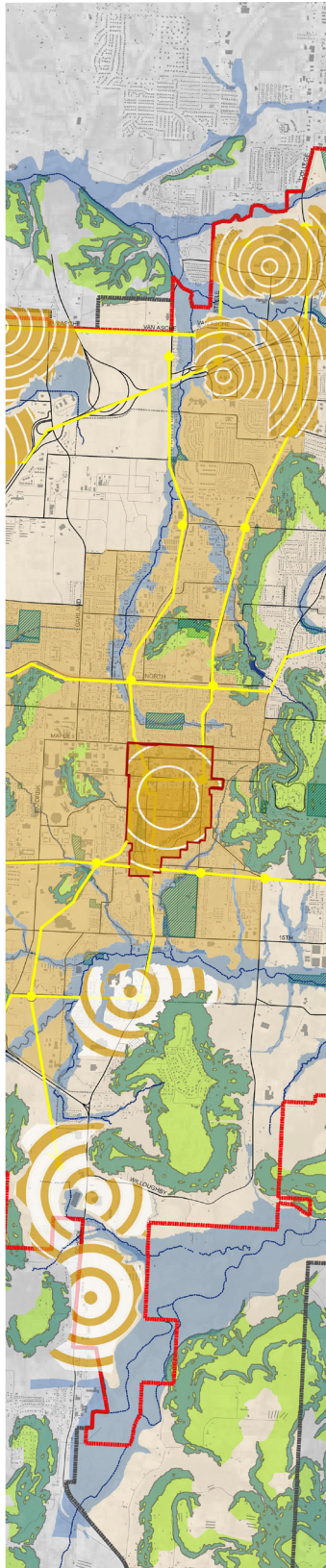


07.22.2011 SOUTHEAST FLORIDA REGIONAL PARTNERSHIP



SOUTHEAST FLORIDA'S REGIONAL VISION & BLUEPRINT FOR ECONOMIC PROSPERITY

Statement of Qualifications #06

DOVER, KOHL & PARTNERS
t o w n p l a n n i n g

In Collaboration With:

Duany Plater-Zyberk & Company

Criterion Planners

Robert Burchell, PhD, Rutgers University

Dena Belzer, Strategic Economics

The Brookings Institution:

Anthony Downs, PhD;

Christopher B. Leinberger

Tom Capp, Gorman & Associates

Cardno ENTRIX / TBE

Spikowski Planning Associates

Municipal Code Corporation

HDR

Hall Planning & Engineering

Crowdbrite

Clarence Anthony, Emerge Consulting

Paul Vrooman, University of Miami

DOVER, KOHL & PARTNERS
town planning

July 22, 2011

South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

RE: **RVB Consultant – SOQ #06**

Dear Members of the Selection Committee:

Thank you for your invitation to submit our Qualifications. The assignment fits neatly with the strengths of our team. Dover, Kohl & Partners has earned an enduring reputation for engaging, visually-oriented town planning on behalf of regional agencies, local governments, developers, and community groups throughout the United States. We adapt our approach for each situation, to make policy choices understandable and meaningful to each place and its people.

To carry out the RVB process, we have joined forces with Duany Plater-Zyberk & Company. DPZ principals Andres Duany (cofounder of the Congress for the New Urbanism) and Elizabeth Plater-Zyberk (Dean of the School of Architecture at the University of Miami) occupy a unique position of leadership in the town planning profession. Like us, they share a deep commitment to Southeast Florida and will play a central, high-profile role in the project.

Next, we recruited leading economist Robert Burchell of Rutgers University to deploy an all-star economics squad for the RVB, including Anthony Downs and Christopher Leinberger of the Brookings Institution. The “economic blueprint” aspect is foremost on our minds; we know the end result must unlock job creation, must break new ground to make housing more affordable, make infrastructure investments smarter, and capture more value for the benefit of all.

We will end up with preferred options for growth and development, but to get there, the stakeholders will need to compare the options first, objectively. Eliot Allen of Criterion, creator of INDEX, has for decades been the pioneer in using scenario modeling software to compare the implications of planning alternatives. As a team we can make the process open, transparent, interactive, and information-rich.

We want to work with you to create a product that allows for seamlessly integrating the large-scale vision with the practical steps putting the vision into practice at the MPO, local government, and neighborhood levels. We live here, so we know how important it is that this project leads to actual implementation in the real world. We won’t rush home calling the work finished at the vague stage where a map just shows colorful “bullseye” dots that mark preferred development areas, but the end users are left wondering what’s behind the dot, or wondering what to do next, as happens too often in regional planning.

We know this region; we're the home team.

Unlike outsiders, our team won't have to struggle to become familiar with the map or the people in this region. We have done professional work in every part of it over the past two decades, at every scale. Our projects have ranged from new neighborhoods in Indian River County to the planned retrofit of 15 miles of the U.S. 1 Corridor in Palm Beach County, to the redevelopment of entire sectors in West Palm Beach and Downtown Kendall, to multi-modal transportation plans, to the form-based coding of the entire City of Miami, to large-scale agricultural studies, and even the tourism plan for parts of the five counties surrounding Lake Okeechobee.

Our team embraces genuine public participation.

We don't incorporate public workshops into our process just because we're told to. Our team believes that public participation is vital to creating an implementable plan. By designing in public, our transparent process invites stakeholders and community members to work directly with us, shaping the illustrations and policy ideas that will become the core documents. We offer a variety of methods of outreach to ensure all community members have the opportunity to have input on the plan. We also incorporate real-time online collaboration accessible to the public to engage, co-create, contribute, and network with the community throughout the planning process.

Our team understands the value of community & sense of place.

Creating a regional plan is not a "one-size-fits-all" job. We work with the stakeholders to identify common treasures, and then use this analysis to create a plan that is sensitive to and builds upon the special attributes of a place. For the RVB, this means being comfortable switching back and forth between the big-picture scale and the neighborhood or corridor design level; this is something we do all the time in our practice.

Our team makes tools that are both visionary *and* usable.

The RVB should be visionary, setting long-term goals for the continued evolution of Southeast Florida. The Plan also needs to set goals that are readily achievable, in the short-term. Our scenario planning, modeling, and illustrations will be both forward-looking and usable, created *to be used* by the regional planning councils, counties, municipalities, state and federal agencies, developers, property owners, and the general public to ensure a coordinated effort over time.

And, our team has the necessary experience to pull this off.

We would be pleased to work with the Southeast Florida Regional Partnership. Jason King, Project Director, will be the designated point-of-contact for the project and you can contact either him or me at 305-666-0446 with any questions. We look forward to our next conversation with you. Thanks again for the invitation.

Sincerely yours,
DOVER, KOHL & PARTNERS



Victor Dover
Principal-in-Charge

STATEMENT OF QUALIFICATIONS & PROJECT UNDERSTANDING

How we are going to inhabit this portion of our unique peninsula? Together, it's time to renew the consensus. We are ready to do our part.

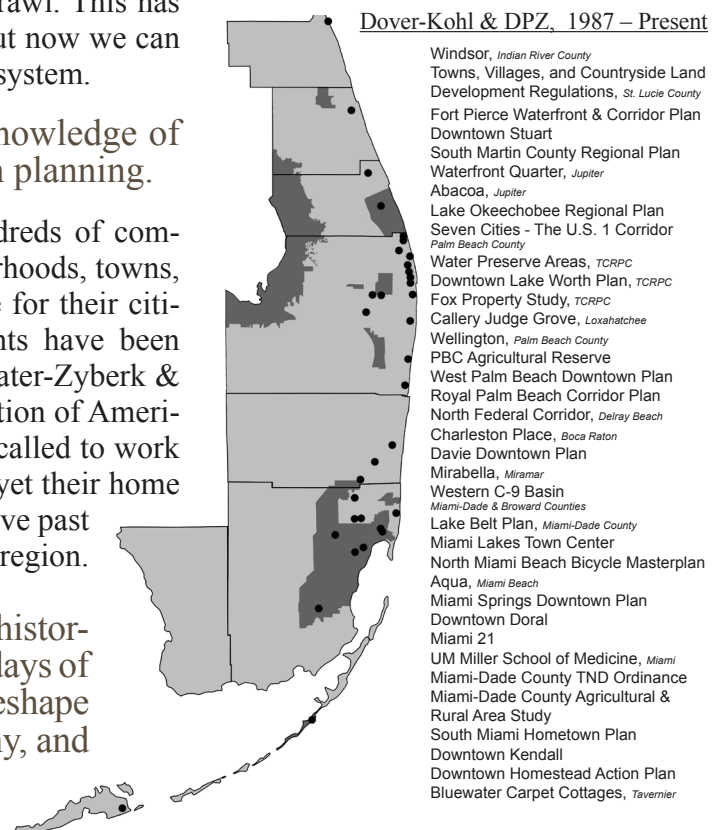
Southeast Florida has opportunities and constraints that were not well understood just a few years ago. Some of these are regional, while others are international in scale. The recession has been especially difficult for the boom/bust local economy. Climate change and the slow but inexorable threat of sea-level rise now force our region to confront questions such as, "What are the appropriate ways to adapt in coastal Florida?" and "How should we fulfill our commitment to reduce greenhouse gas emissions while growing jobs?" All are tied to the way we will gradually resettle the landscape: Will we continue to sprawl or will we build in more compact ways? Will we assume that the automobile will permanently be dominant, or will we work faster to activate walking, biking, and public transit? Our choices will affect not only our quality of life and the health of our irreplaceable ecosystems, but also our competitiveness in an increasingly demanding global economy.

Our region's assets give us confidence. These include our culturally diverse populations and our well-established trade partnerships with other regions and states, the Caribbean islands, Latin America, Canada, and Europe. They also include our natural inheritance, with magnets for tourism in reefs, beaches, bays, estuaries, native plant communities, and the Everglades. These habitats are not just destinations; they also provide ecological services that have a real dollar value — services we'd have to provide artificially (and at great cost) if we allow those habitats to be degraded. They recharge our water supply, provide the basis of our fishing industry, and have placed limits on our outward sprawl. Similarly, preserving agricultural lands is crucial. These realities have led us to focus eastward on resettling our urban centers, creating better developments that are walkable, are transit-served, and more valuable than sprawl. This has been approached piecemeal in the past, but now we can bring the effort into a concerted, regional system.

Our team will apply unparalleled knowledge of the region and national leadership in planning.

Dover, Kohl & Partners has helped hundreds of communities worldwide create better neighborhoods, towns, and cities, creating a better quality of life for their citizens. Yet our most satisfying assignments have been close to home in South Florida. Duany Plater-Zyberk & Company started and then led the reinvention of American planning in our generation. They are called to work on prestigious projects on six continents, yet their home is also here. Between our two firms, we have past planning experience in every corner of the region.

To us, the RVB presents one of those historic occasions, on par with the pioneer days of Flagler. We will all get a chance to reshape our urban culture, fortify our economy, and restore our natural environment.



PHILOSOPHICAL APPROACH

ENGAGE & ENERGIZE THE COMMUNITY

One of the keys to success is ensuring that the plan belongs to and is enthusiastically supported by the community. Public input will be sought from the citizenry within the region, the partnership members, and the various managers using both proven techniques and cutting-edge approaches. There is no one recipe for making the Regional Vision and Blueprint for Economic Prosperity a community-driven initiative. The exact approach will be customized with input from the Partnership. However, we know it will need to be accessible, hands-on, visual, and compelling—and we have the experience to accomplish that.

STRIVE TO BE SUSTAINABLE

The Regional Vision and Blueprint for Economic Prosperity must be a point to an enduring future for the region both in physical form and economic structure. As planners, we work to educate and inform communities about the benefits of sustainable planning and design. We have assembled a team of experts in smart growth, sustainable planning and design, economics, multimodal transportation, and town planning. Our team has expertise in planning for transit-oriented development, providing inherently green design solutions at the building, site, and neighborhood scales, and stimulating sustainable development at the city-wide and regional levels.

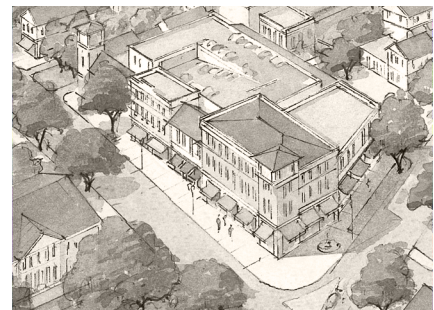
TAKE A COMPREHENSIVE VIEW

Everything in Florida is connected. A single drop of water merges with countless others and begins a cleansing, multi-year journey through the limestone filter of our aquifers. A wave of mortgage defaults depresses real estate values and is at once a cause and a symptom of economic uncertainty. Passengers board a Tri-Rail train and commute to their jobs. A wildfire causes an endangered Atala butterfly to set out from Miami-Dade County looking northward for host plants that will enable it to survive. What do these disparate processes have in common? They represent the broad range of interactions continuously in motion in our region, interactions which occur without regard to the municipal and county borders drawn on the map. Understanding trends and movements such as these, and their unexpected interrelationships, will determine our ability to survive, prosper, and create a healthier Florida.

Contact Information:
Dover, Kohl & Partners
Jason King, *Project Director*
305.666.0446
jking@doverkohl.com
1571 Sunset Drive,
Coral Gables, FL 33143



Tested Public Processes



Compelling Visualizations



Results



Residents' Commitment
to Southeast Florida

Dover, Kohl & Partners has assembled an acclaimed group of professionals to collaborate on this important regional effort, and we know the goal is a plan that gets implemented, not just talked about. An interdisciplinary team is fundamental to providing integrated solutions that can be realized. Our team is comprised of veterans in not only public participation, community outreach, and visioning, but in economic development, urban design, regional and comprehensive planning, livable transportation, environmental sustainability and climate change, water resources and infrastructure planning, hydrological scenario modeling, housing, and policy planning.

Dover, Kohl & Partners will be the primary consultant and will lead the project team, focusing on comprehensive planning, urban design, scenario planning, smart growth strategies, public participation, and community education. We see communications as our top responsibility.

Duany Plater-Zyberk & Company will co-direct the public participation, community outreach, and visioning portions of the project with a focus on consensus building, implementation and policy modeling. DPZ will frame the Vision and Blueprint in such a way that local governments seeking to implement it will be readily able to “plug in” to amend policies and revise land development regulations.

Criterion Planners, headed by Eliot Allen, will provide scenario modeling utilizing INDEX, incorporating sustainability, climate change recommendations and economic factors to compare the implications of the business-as-usual scenario to the other development alternatives.

Robert Burchell of Rutgers University will lead the economic team and provide urban economics, policy analysis, job creation strategies, and development advisory services.

Strategic Economics, will provide analysis on infill and transit oriented development.

The team will also contain an Advisory Panel including **Anthony Downs** and **Christopher Leinberger** of the Brookings Institution, along with others. The Panel will be central to a Dollars & Jobs Roundtable event early on, and will evaluate the planning scenarios once they are created.

Cardno ENTRIX and **Cardno TBE** will provide water resources, environmental resources, brownfield strategies and economic analysis.

Bill Spikowski of Spikowski Planning Associates will assist in creating model smart growth ordinances that can be adopted by partnering municipalities.

Tom Capp of Gorman & Company, Inc., an experienced developer in affordable housing, will assess the options for housing throughout Southeast Florida and identify new potential funding sources or mechanisms for creating new affordable housing.

HDR and Hall Planning & Engineering will provide sustainable transportation system recommendations. They will assess the various planning scenarios and describe how Southeast Florida can become better connected through the use of all modes of transportation including rail, bus rapid transit, walking, biking, and motoring.

Crowdbrite brings unique new ways of gathering ideas, and will be responsible for the creation of a dynamic, interactive web presence to ensure participation from a maximum number of citizens.

Clarence Anthony of Emerge Consulting, Inc. will assist with public participation and the building of public-private partnerships throughout Southeast Florida.

Paul Vrooman with the University of Miami will lead a special education program in planning and development for elected officials and community activists, so that they better understand the ramifications of land use and policy decisions they make.

Municipal Code Corporation (Municode) will integrate the results of the regional effort into the existing land development regulation systems of Southeast Florida.

INTERACTIVE MODELING SCENARIO

The Dover, Kohl & Partners team consists of experts and true pioneers of scenario modeling software and applications. While many others are beginning to implement similar approaches, the techniques and tools used by our team are time tested and ever-evolving; the tools others advertise are in early stages of development and have yet to be thoroughly tested. Our team has a crucial, perhaps unparalleled ability: *We will deliver the information from regional scenarios in an open-source form that the agencies and local governments can immediately and directly use with proven, industry-standard software.* An example of this is INDEX's integration with the SmartCode, which can be implemented at the community scale to achieve the goals of the regional plan.

INDEX SOFTWARE (CRITERION PLANNERS)

INDEX is an integrated suite of interactive GIS planning support tools for: assessing community conditions; designing future scenarios in real-time; measuring scenarios with performance indicators; ranking scenarios by goal achievement; and, monitoring implementation of adopted plans. Introduced in 1994, it is now supporting a wide variety of planning processes across the U.S., with over 175 organizations in 35 states equipped with the software, and another 500 applications by Criterion in a consulting capacity.

INDEX is designed to support the entire process of community planning and development, on all scales. Applications begin with benchmark measurements of existing conditions to identify problems and opportunities that merit attention in plans. INDEX is then used to design and visualize alternative planning scenarios, analyze and score their performance, and compare and rank alternatives based on goal achievement. Once plans are adopted, INDEX supports implementation by evaluating the consistency of development proposals against plan goals. Over time, achievements can be periodically measured with progress reports.

At the heart of INDEX are indicators that stakeholders select to measure conditions and gauge change. INDEX PlanBuilder comes with a comprehensive set of 90 indicators that address land-use, urban design, transportation and the environment. Custom versions of INDEX have indicators specially designed for local issues.

INTERACTIVE INTEGRATED REGIONAL PLANNING (DPZ)

Duany Plater-Zyberk & Company's early experience with regional and scenario planning primarily used traditional methods based on empirical observation. This early work helped inform the development of more technical methods for regional planning. In 2010, DPZ expanded its regional planning efforts, influenced by scenario planning exercises in England and Scotland. Through this work the disconnection between regional planning theories and practical local policy became evident. These experiences fueled updates to DPZ's comprehensive process, focused upon pattern-based metrics, modeling livability, CO² emissions, Vehicles Miles Traveled (VMT), energy and water use, clean alternative energy, population and other aspects of the built environment at a regional scale, coordinated with policies and regulations that can be employed at the community level.

This updated comprehensive system, Interactive Integrated Regional Planning (I²RP), is a platform-independent process, adaptable to local expertise, and able to be modeled using sophisticated systems, like INDEX, as well as more simple spreadsheet-based analysis. DPZ has developed a graphical spreadsheet-based model for I²RP and is working with Criterion to implement the system through INDEX. Concepts within I²RP are mirrored in an expanded SmartCode, updates which will be included in the imminent Version 10 release.

TEAM GOALS & SOQ EVALUATION CRITERIA

1. The team's experience managing multi-disciplinary projects of similar size, scope, and complexity: Dover, Kohl & Partners will be the prime consultant. We have completed comparable, large-scale projects including *Plan El Paso* (Texas) and *Fayetteville 2025* (Arkansas). Dover-Kohl's experience at the regional scale in Florida is a unique asset, including assignments like the *Prospects for Southeast Lee County* plan and ordinances, the *Lake Okeechobee Regional Plan*, and the *Collier Countywide Community Character Plan*, among others.

In particular, **Plan El Paso** and the **Southeast Lee County** plan are much akin to the RVB:

- multi-million dollar scope
- teams of as many as thirty consultants
- large stakeholder groups and inter-agency relationships
- sensitive ecosystem conditions
- complex factors in their transportation, economics, and political and cultural backdrops
- multi-year contracts

DPZ's large, complex Florida projects have become part of the national discussion on smart growth, including **Miami 21** and the **Northwest Hillsborough County Plan**.

2. The team's experience in meeting similar project objectives:

Dover-Kohl, DPZ, Criterion and Burchell regularly use Scenario Planning techniques in our work, helping people visualize choices. Each project displays commitment to sustainability, transportation choice, equitable housing, and economic competitiveness.

3. Experience in incorporating active stakeholder input & public engagement to similar projects:

Dover-Kohl and DPZ essentially pioneered and defined the field of public involvement in urban design as it is practiced today. In Dover-Kohl's 24 years and DPZ's 31 years, almost every project has included some highly visual, interactive way of involving the public. Our team is always revising our methods with creative technology to engage wider cross-sections of the community. Today, Crowdbrite enables collaborative interaction with citizens through real-time online participation that's easy, fun, and fast. To deepen our reach further, we've recruited former Mayor Clarence Anthony of South Bay, who has been actively involving communities in the region for years.

4. The team's experience in managing projects in regions with highly diverse participant populations with varied ethnic, demographic, and socioeconomic compositions:

Southeast Florida's culturally diverse populations have been integrated in each of our projects here. We realize the region is not monolithic and points of view will vary. We understand the need for sensitivity and local perspective and a high comfort level with diversity is essential. Dover-Kohl has successfully engaged traditionally-underrepresented communities here at home and in places like Alabama, and West Texas, including hosting bilingual public meetings and real-time translation to ensure every voice is heard.

5. The team's experience in working together on various projects of this type:

Dover-Kohl and DPZ have collaborated on countless projects, have joint projects now, and we have successful experience working with the key team members. Also, Dover-Kohl, DPZ and Criterion constantly interact as leaders in the Congress for the New Urbanism and LEED-ND.

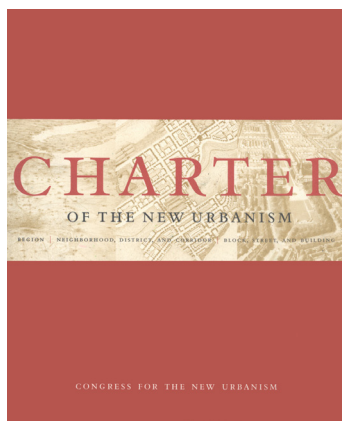
6. The team's references:

Please contact any of the hundreds of municipalities, private entities, and non-profits with whom Dover-Kohl and our team members have worked.

Dover, Kohl & Partners, located in Coral Gables, Florida, is best known for public design charrettes, detailed master plans, and illustrative codes that emphasize complete neighborhoods as the basis for sound communities. 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 traditional town planning and have perfected techniques for gathering meaningful community input. Our plans focus on smart growth, sustainability, and emphasizing that there does not have to be a trade-off between livability, economic prosperity, and environmental concerns.

Community involvement is an integral component in all of our projects. The Dover-Kohl team has numerous techniques for building consensus and helping communities establish implementable plans that guide future growth and decision-making. By "*designing in public*" we strive for a hands-on, visual approach that merges design studio, policy-making, and town meetings. Often our projects have revealed potential in overlooked real estate and have helped to challenge outdated zoning or transportation policies.

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, regional plans, comprehensive plans, and policy and land development regulations. We create easy-to-understand strategies for sustainable development, specializing in plans and visualizations that focus on the physical aspects of future growth and conservation. Our process has helped communities across the country to visualize change before it occurs.



Dover-Kohl founding principals, 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 lead unique planning efforts aimed at creating foundations for future growth. The firm has facilitated over 140 charrettes in the last decade. Multiple Dover-Kohl projects have received American Planning Association (APA) Awards, including the Downtown Plan for Richmond, VA, the Downtown Plan and SmartCode for Montgomery, AL, and Prospects for Southeast Lee County DR/GR for Lee County, FL. 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; and Glenwood Park in Atlanta, GA.

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 *BusinessWeek*. Dover-Kohl projects have also been profiled in *The New Urbanism* by Peter Katz, *Rural By Design* by Randall Arendt, *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.

Dover, Kohl & Partners has deliberately maintained a medium-size office, currently with 17 people, and we carefully choose the projects in which we become involved. This policy has helped us maintain a high-level of planning services and work products, as well as strong relationships with our clients and the communities in which we work.

www.doverkohl.com



Celebrating its 31st year in 2011, Duany Plater-Zyberk & Company (DPZ) is a major leader in the practice and direction of urban planning, having designed over 300 new and existing communities in the United States and overseas.

DPZ's projects have received numerous awards, including two National AIA Awards, the Vincent Scully Prize, the Thomas Jefferson Medal and two Governor's Urban Design Awards for Excellence. The firm's early project

of Seaside, Florida, was the first authentic new town to be built successfully in the United States in over fifty years. In 1989, Time Magazine selected Seaside as one of the 10 "Best of the Decade" achievements in the field of design. The firm has also been featured in other national media such as NBC News and ABC News, as well as *Newsweek*, the *New York Times*, the *Washington Post*, the *Wall Street Journal* and the *New Yorker*.

The firm is led by its Principals, Andres Duany and Elizabeth Plater-Zyberk, aided by Partners Galina Tachieva, Marina Khoury, Senen Antonio and Matthew Lambert. Between DPZ's Miami, FL, Washington, DC and Charlotte, NC offices they currently employ 21 people and five interns. The Miami office is the central headquarters, with the DC and Charlotte locations serving as regional/satellite offices. DPZ undertakes the full range of planning work as contemplated in the SOQ; being a small firm, we often staff our projects with personnel from across our three locations, gearing team composition and individual staff skill sets to specific project requirements. Under the overarching leadership of Andres Duany and Elizabeth Plater-Zyberk the Miami, FL office will be the location primarily responsible for this project for Southeast Florida.

The firm's method of integrating master plans with project-specific design codes and regulations is currently being applied to sites ranging from 10 to 10,000 acres throughout the United States. Regional Plans the firm has undertaken include those for NW Hillsborough County (FL), South Walton County (FL), Miami-Dade County (FL), Onandaga County (NY) and Hertfordshire County (UK) among others. In addition, the firm was responsible for updating and upgrading the entire City of Miami zoning code in the groundbreaking Miami 21 project, as well as for the masterplans for Downtown Stuart, Downtown West Palm Beach, and Downtown Kendall.

A central aspect of DPZ's work is its innovative planning regulations which accompany each design. Tailored to the individual project, the codes address the manner in which buildings are formed and located to ensure that they create useful and distinctive public spaces. Local architectural traditions and building techniques are also codified within the regulations. In the last five years, DPZ has also been continually developing a new model, form-based zoning code called the SmartCode, which has been adopted by municipalities across the country.

DPZ has also taken a leading role in the rebuilding of the Gulf Coast after hurricanes Katrina and Rita. Most notably, DPZ organized and led the Mississippi Renewal Forum, which generated plans for all eleven municipalities along the Mississippi Coast, conducted the Louisiana Speaks charrette series and participated in the Unified New Orleans Plan as neighborhood planners.

Dover-Kohl and DPZ have collaborated on numerous projects over the years including I'On, Downtown Kendall, the Western C-9 Basin, the Mississippi Renewal Forum, and are currently designing a major suburban-retrofit project in Alexandria, VA.

www.dpz.com

CRITERION PLANNERS | *Modeling Tools & Interactive Hands-on Participation*

Criterion Planners is a six person urban and regional planning firm located in Portland, Oregon. The firm was founded by Eliot Allen in 1979 to focus on the nexus of community planning and sustainability. Over the past 30 years the firm has become a nationally-recognized leader in planning techniques and tools that help designers and citizens create places that are measurably more livable and sustainable. This placemaking ranges from multi-jurisdiction regions to block-level streetscapes, with a scenario planning approach that integrates land-use, transportation, urban design, and environmental stewardship. Criterion's professionals combine sound technical analysis with creative thinking to assemble plans that produce results. In the last decade alone, the firm's implemented plans have saved over four billion pounds of greenhouse gas emissions.

Criterion specializes in measuring the performance of communities and their plans as a means of informing planning processes and comparing sustainability options. Using its INDEX scenario software, and green rating systems like LEED-ND, the firm supports stakeholders in identifying issues and needs, setting realistic goals, visualizing possible outcomes, and quantifying likely impacts. In addition to its flagship INDEX scenario software, Criterion develops custom software and databases for urban planning and sustainability applications. These tools range from desktop applications for special-purpose planning analyses at the local level to web-served databases for national programs and constituencies.

Victor Dover and Eliot Allen worked on the creation of the LEED-ND rating system. Following Hurricane Katrina, DPZ worked with Criterion to implement a comprehensive planning system and model the Mississippi Gulf Coast with INDEX, identifying regional growth and preservation sectors, and used these to design the regional transportation system. Since that time DPZ and Criterion have collaborated on numerous projects together. www.crit.com

ROBERT BURCHELL, RUTGERS UNIVERSITY | *Economic Analysis*

Dr. Burchell has been producing model growth guides and growth analyses for communities, counties, and states for 40 years. Dr. Burchell co-authored the *Development Impact Assessment Handbook* for The Urban Land Institute. His major publications include *The Fiscal Impact Handbook*, *The New Practitioner's Guide to Fiscal Impact Analysis*, *The Adaptive Reuse Handbook*, and the *Environmental Impact Handbook*.

For three decades, the Center for Urban Policy Research (CUPR) has served the nation with basic and applied research on a broad spectrum of public policy issues. CUPR, a component of the Edward J. Bloustein School of Planning and Public Policy, is nationally and internationally recognized for its research on affordable housing, land use policy, environmental impact analysis, state planning, public finance, land development practice, historic preservation, infrastructure assessment, development impact analysis, the costs of sprawl, transportation information systems, environmental impacts, and community economic development. As a full-time academic research institution, CUPR has developed a wide array of fiscal, environmental, transportation, and quality of life impact models that have been used in major public policy evaluations throughout the United States. The center currently employs 5 research staff and is based in New Brunswick, NJ.

<http://policy.rutgers.edu/cupr/>

DENA BELZER, STRATEGIC ECONOMICS | *Transit Oriented Development Impacts*
Strategic Economics is a consulting and research firm specializing in urban, regional and real estate economics. The firm helps local governments, community groups, developers, and non-profit organizations to understand the economic and development context in which they operate in order to take strategic steps towards creating high-quality places for people to live and work. Strategic Economics was founded in 1998 and is currently a ten-person firm headquartered in Berkeley, California with a second office in Seattle, Washington. The firm, a corporation, is led by its founding President, Ms. Dena Belzer.

Strategic Economics has developed a specialization in making economic information legible and relevant to both public and private stakeholders. Examples of past work include: downtown revitalization and neighborhood planning efforts, economic baseline studies and economic development strategies, regional growth management projects, retail development strategies, transit-oriented development, and real estate feasibility analyses. Strategic Economics is a partner in the Center for Transit Oriented Development in conjunction with Reconnecting America and the Center for Neighborhood Technology.
www.strategiceconomics.com

ANTHONY DOWNS, CHRISTOPHER LEINBERGER
THE BROOKINGS INSTITUTION | *Economic Advisory Panel*

Anthony Downs and Christopher Leinberger will join the team as part of an economic advisory panel to discuss economic factors, job creation, and potential development opportunities for Southeast Florida in today's economic and environmental climate.

The Brookings Institution is a nonprofit public policy organization, founded in 1927 and based in Washington, DC. Their mission is to conduct high-quality, independent research and, based on that research, to provide innovative, practical recommendations that advance three broad goals: Strengthen American democracy; Foster the economic and social welfare, security and opportunity of all Americans; and Secure a more open, safe, prosperous and cooperative international system. With more than 350 employees, Brookings is proud to be consistently ranked as the most influential, most quoted and most trusted think tank.
www.brookings.edu

CARDNO ENTRIX | *Environmental Economics, Ecology, Sustainability & Climate Change*

Cardno ENTRIX is an international environmental and natural resource management consulting firm providing a broad suite of services in Water Resources Management, Natural Resource Management, Permitting & Compliance, and Liability Management. Cardno ENTRIX has over 900 employees and over 33 offices and is a subsidiary of Cardno Limited. The strength of the Cardno brand extends across more than 150 worldwide offices and represents an employee base of over 3,900.

Cardno ENTRIX's Florida offices have offered premier environmental and natural resource management consulting services in Florida for over 40 years. They offer services from seven Florida offices (Wellington, Vero Beach, Sarasota, Fort Myers, Tampa, Destin, and Tallahassee). They are intimately familiar with Florida's regulations, habitats, listed species issues, assessment methodologies, geology, and water resource issues. Cardno ENTRIX has worked extensively with representatives of multiple State agencies and municipal governments, as well as with many federal agencies.

www.entrix.com

CARDNO TBE | *Brownfield Redevelopment*

Cardno TBE, formerly known as TBE Group, was founded in 1984 by Patrick Beyer, PE in Clearwater Florida with a focus on local public sector work. Since then they have grown to over 400 associates. In 2008, TBE Group, Inc. merged with a world leader in physical and social infrastructure services – Cardno Limited – and changed its brand to Cardno TBE. With this merger, TBE gained access to nearly 3,500 employees within Cardno’s family of companies, but maintains its roots in the Tampa Bay area with over 200 associates in our Clearwater and 100 more in the 10 other offices located throughout the State of Florida. Despite our growth, today we remain dedicated to our primary client base – local government agencies in Florida – and offer a full-range of planning, engineering and environmental consulting service. www.tbegroup.com

BILL SPIKOWSKI, SPIKOWSKI PLANNING ASSOCIATES | *Model Ordinances*

Bill Spikowski founded Spikowski Planning Associates in 1992 after serving as Growth Management Director for Lee County, Florida. Spikowski Planning Associates is a single employee practice based in Ft. Myers Florida. He has over 25 years experience with public sector agencies, writing and implementing comprehensive plans, redevelopment plans, and zoning codes. Spikowski is a frequent speaker and author on town planning and innovative code-writing techniques, recently contributing to *A Legal Guide to Urban and Sustainable Development for Planners, Developers, and Architects* by Daniel Sloane and Doris Goldstein, and to *Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities, and Developers* by Daniel Slone, Dan Parolek, Karen Parolek, and Paul Crawford.

Bill Spikowski and Dover-Kohl have collaborated on over a dozen projects together throughout Florida and the United States. Bill has assisted Dover-Kohl on the *Towns, Villages, Countryside Land Development Regulations* for North St. Lucie County, the *Collier County Community Character Plan*, *Prospects for Southeast Lee County*, and, currently, on the *Comprehensive Plan* for El Paso, Texas. www.spikowski.com

TOM CAPP, GORMAN & COMPANY, INC. | *Housing Development Expertise*

Tom Capp of Gorman & Company is a recognized leader in urban infill housing. They’ve built a solid reputation as a trusted partner for local governments and community leaders seeking to revitalize city centers and urban neighborhoods. Founded in 1984 with a mission of creating high-quality housing opportunities for a variety of income levels, they specialize in revitalizing communities through the use of public/private partnerships. With a dedicated team of development professionals they are known for building strong relationships with community organizations and civic leaders. They work in partnership with communities to create innovative housing solutions, often turning a liability into a community asset. In our development of residential and mixed-use projects, our in-house design and construction staff has earned exceptional marks for their attention to detail, innovation, and on-time completion. Gorman & Company, staffing more than 200 employees, is based in Madison and Milwaukee, Wisconsin. The firm has received many accolades from our partnering communities and the press, and was recently named Developer of the Year by *Wisconsin Builder* and *The Daily Reporter*.

Tom Capp and DPZ have collaborated most recently on an affordable housing project, Bluewater Carpet Cottages in Tavernier, Florida.

www.gormanusa.com

HDR | *Transportation & Infrastructure Planning*

HDR is a global leader among integrated architecture, engineering and consulting design firms, with 7,800 employees in 185 offices worldwide including 11 offices in Florida. Founded in 1917, HDR serves clients in all 50 states, and around the world. HDR ranks among the largest, most experienced firms in the world. Organized as an employee-owned corporation, every HDR employee has a personal and professional obligation to the company's success.

HDR's operating philosophy is to be an expertise-driven national firm which delivers tailored solutions through a strong network of local offices. HDR has extensive experience working with cities, counties, and regional government agencies in Florida and around the country. In fact, more than 80 percent of HDR's revenues stem from projects with local, regional and federal government agencies. HDR's wealth of expertise and geographic perspectives paired with our local staff provide a powerful combination.

HDR, Dover-Kohl, and DPZ have collaborated on several projects together.
hdrinc.com

www.

HALL PLANNING & ENGINEERING, INC. | *Multimodal Transportation*

Located in Tallahassee, Hall Planning & Engineering, Inc. (HPE) is celebrating its 15th year of designing sustainable transportation. HPE is a 5-person, multimodal transportation planning and engineering firm specializing in multimodal transportation solutions. Based on founding principal Rick Hall's transportation planning and conceptual design experience, the firm focuses on both Planning and Preliminary Engineering, especially the vital interface between planning and design. The underlying assumption in HPE's work is LU1/TR2 – land use or context first, transportation second. In other words, the patterns of development must be specified first, during the community planning stage. Then, transportation plans for balanced mobility can be crafted.

HPE often works closely with the Dover-Kohl team to ensure that the envisioned land use plan is adequately supported by the transportation system. Rather than simply projecting past trends in travel and designing around this assumed demand, HPE begins with a careful understanding of the envisioned character for the study area. Multimodal transportation is always an underlying assumption.

www.hpe-inc.com

CROWDBRITE | *Online Ideas Collaboration*

Crowdbrite's goal is to work with communities and regions to support innovation and planning solutions for this and future generations. They achieve this through harnessing the power of the community through real-time online crowdsourcing. Crowdbrite Solutions includes new tools that allow you to:

- Engage the public in a dialogue about planning and sustainable design!
- Collaborate with your Team to deliver projects and share knowledge using cloud computing technology for real-time dialogue and project management.
- Co-Create and democratize design by improving civic engagement and providing better access and more transparency to planning and design decisions.
- Contribute by harnessing mobile devices to improve access to civic engagement platforms.
- Network with global professionals and experts.

Crowdbrite was founded in 2010 and has 6 employees within their San Francisco office.

www.crowdbrite.com

MUNICIPAL CODE CORPORATION | *Solution Integration*

Municipal Code Corporation (MCC) was founded in 1951 and offers services to local governments nationwide. MCC has published more than 4,000 codes; multiple times for many clients. With more than 60 years of experience, MCC has fine-tuned its operations to offer the most efficient and affordable codification and publishing services available. From creating or updating a code to posting the content on-line to shipping a Supplement, MCC assures the fastest, most accurate delivery of codification services. MCC works hard to maintain the high level of service their clients have come to expect.

MCC's attorneys and editors are experienced and are experts in dealing with local government issues. MCC receives approximately 4,000 ordinances each month; this scale allows us to leverage the experience of other local governments for your benefit. MCC is committed to leading the industry, staying abreast of technology and focusing on the needs of local government customers so that everyone— clients, employees, and stockholders— may benefit.

MCC is a privately owned Corporation, headquartered in Tallahassee, Florida. MCC's President and Board of Directors are focused on improving MCC through investments in people, technology and facilities. MCC currently employs more than 150 individuals. www.municode.com

EMERGE CONSULTING | *Public Outreach & Partnership Building*

Tammy and Clarence Anthony founded Emerge Consulting, Inc. in 1996 to provide comprehensive public and private sector consulting services. Clarence is the former mayor of South Bay. Currently, the firm's strength lies in the areas of public outreach and education, environmental support services, business development and marketing. Emerge's clients include governmental agencies as well as environmentally-conscious private organizations. Emerge Consulting has two employees and is headquartered in West Palm Beach, Florida.

Emerge has extensive experience in developing and implementing Public Outreach plans and programs on the State, Regional, and Local level. The company has compiled a database of political, community and business partners regionally that can be utilized during the outreach process. On the State level, Emerge was retained by the Office of Supplier Diversity to help with outreach to small and minority-owned businesses. Other recent clients include PBC Utilities, Palm Beach County, FDOT, City of Ft. Lauderdale, and the South Florida Water Management District.

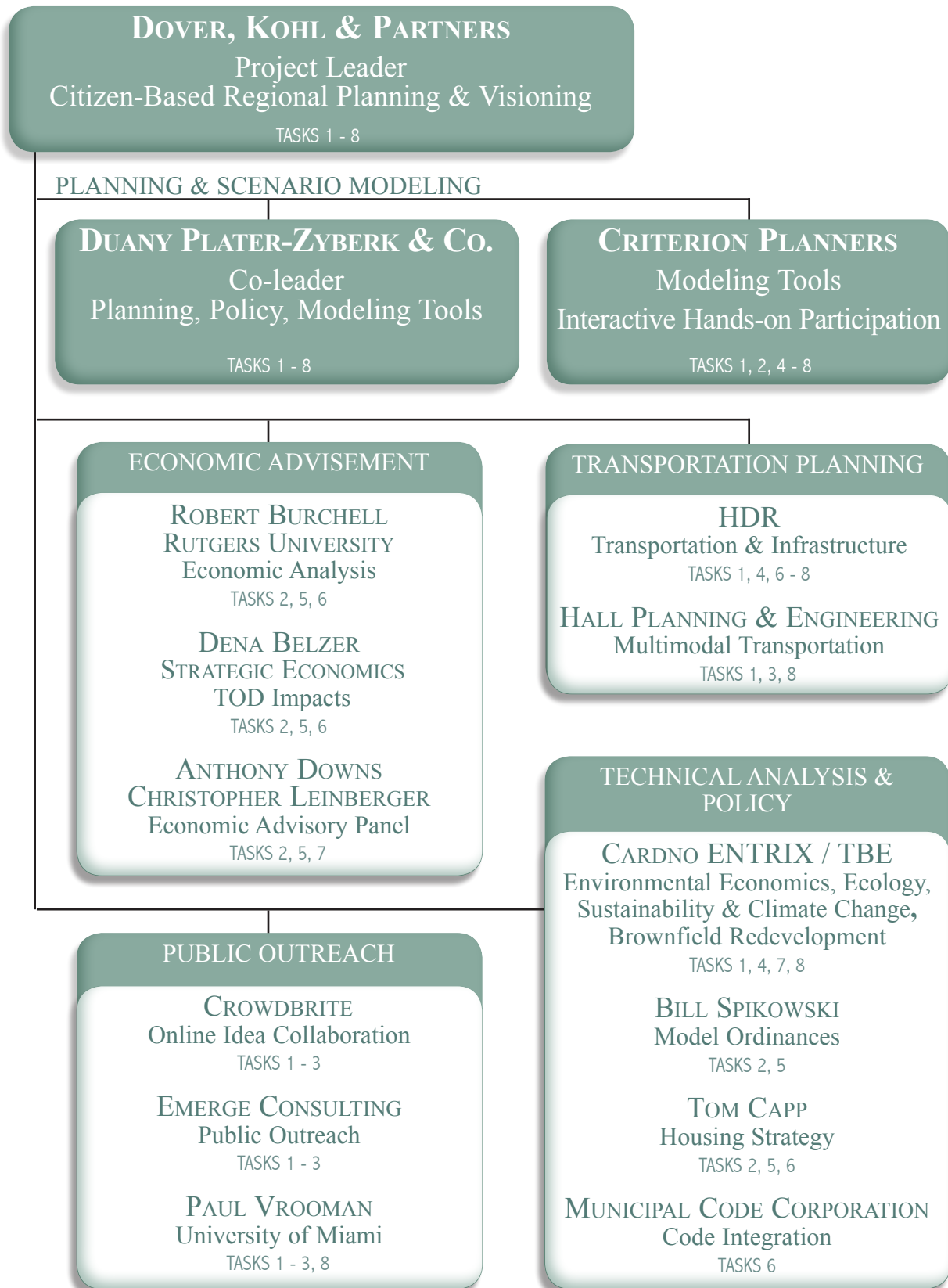
PAUL VROOMAN | *Community Outreach & Education*

Paul Vrooman has been a leader in the movement for a more sustainable South Florida for over 20 years, blending environmental concerns with economic development opportunities. As a former chamber of commerce executive, he led the call to create the Downtown Kendall Plan, bringing together citizens, business interests, education, government and planners to create a more liveable community. Following that effort, he was subsequently involved in the outreach and marketing functions for each of the US-1 corridor planning processes and charrettes.

In addition to his professional career, Paul served as mayor of Cutler Bay. Paul's direction and vision established Cutler Bay as Miami-Dade's first green certified city by the FGBC. While he was mayor, Paul founded the Miami-South Green Corridor. This coalition consists of the cities of Miami, Coral Gables, South Miami, Pinecrest, Palmetto Bay and Cutler Bay.

Dover-Kohl and DPZ worked with Paul on the *Downtown Kendall Plan* and the *South Miami Hometown Plan*.

PROJECT & TEAM MANAGEMENT



TEAM MATRIX

The following Matrix identifies the Key Personnel from each firm that will be involved throughout the creation of the Southeast Florida Regional Vision and Blueprint. Resumes for each person listed can be found at the end of this response.

Dover, Kohl & Partners		
Victor B. Dover, <i>Principal, AICP, LEED-AP, CNU-a B.Arch.; M.Arch. Suburb & Town Design</i>	26 yrs (All) 24 yrs (Firm)	Coral Gables, FL
Joseph Kohl, <i>Principal, CNU-a B.Arch.; M.Arch. Suburb & Town Design</i>	26 yrs (All) 24 yrs (Firm)	Coral Gables, FL
Jason King, <i>Project Director; AICP, CNU-a B.A., English; MCP</i>	9 yrs (All) 5 yrs (Firm)	Coral Gables, FL
James Dougherty, <i>Director of Design, AICP, CNU-a B.Arch.; M.Arch. Suburb & Town Design</i>	20 yrs (All) 15 yrs (Firm)	Coral Gables, FL
Andrew Georgiadis, <i>Urban Designer, LEED-AP B.Arch.; M.Arch. Suburb & Town Design</i>	12 yrs (All) 10 yrs (Firm)	Coral Gables, FL

Duany Plater-Zyberk & Company		
Andres Duany, <i>Principal, FAIA B.A., Architecture & Urban Planning; M.Arch</i>	35 yrs (All) 31 yrs (Firm)	Miami, FL
Elizabeth Plater-Zyberk, <i>Principal, LEED-AP, FAIA B.A., Architecture & Urban Planning</i>	35 yrs (All) 31 yrs (Firm)	Miami, FL
Galina Tachieva, <i>Partner & Director of Town Planning, LEED-AP M.S., Architecture; M.Arch. Suburb & Town Design</i>	18 yrs (All) 18 yrs (Firm)	Miami, FL
F. Xavier Iglesias, <i>Senior Project Manager, CNU-a B.Arch.; M.Arch.</i>	24 yrs (All) 24 yrs (Firm)	Miami, FL
Matthew Lambert, <i>Partner B.Arch., Architecture and Computer Science</i>	11 yrs (All) 11 yrs (Firm)	Miami, FL
Rachel Merson-Zitofsky, <i>Urban Designer B.Arch.</i>	7 yrs (All) 7 yrs (Firm)	Miami, FL

Criterion Planners		
Eliot Allen, <i>Principal, AICP, LEED-AP, CNU-a B.S., Urban Planning</i>	30 yrs (All) 30 yrs (Firm)	Portland, OR
Thom York, <i>Senior Project Manager B.S., Physics</i>	17 yrs (All) 7 yrs (Firm)	Portland, OR
Josh Ahmann, <i>Project Manager B.S., Geography; M.A., Urban & Regional Planning</i>	10 yrs (All) 3 yrs (Firm)	Portland, OR
Eric Main, <i>Consulting Project Manager, AICP, CNU-a B.A., Geography</i>	17 yrs (All) 12 yrs (Firm)	Portland, OR

TEAM MATRIX

Rutgers University, Center for Urban Policy Research (CUPR)		
Robert Burchell, PhD, <i>Prof. II & Chair, Dept. of Urban Planning & Policy Dev.; Co-Dir., CUPR</i> <i>Ph.D.; MCRP; BSME</i>	42 yrs (All) 42 yrs (Firm)	New Brunswick, NJ
Anton Nelessen, <i>Undergraduate Program Director and Associate Professor</i> <i>M.S., Architecture & Urban Design; B.A., Arch.</i>	42 yrs (All) 42 yrs (Firm)	New Brunswick, NJ
William Dolphin, <i>Research Computing Consultant</i> <i>M.A.; B.S.,</i>	42 yrs (All) 42 yrs (Firm)	New Brunswick, NJ

Strategic Economics		
Dena Belzer, <i>President</i> <i>B.A., Psychology; MCP</i>	31 yrs (All) 13 yrs (Firm)	Berkeley, CA

The Brookings Institution		
Anthony Downs, <i>Senior Fellow</i> <i>Ph.D., Economics; M.A.; B.A.</i>	52 yrs (All) 34 yrs (Firm)	Washington, DC
Christopher B. Leinberger, <i>Visiting Fellow</i> <i>M.B.A.; B.A., Urban Sociology and Political Science</i>	39 yrs (All) 6 yrs (Firm)	Washington, DC

Gorman & Associates		
Tom Capp, <i>Chief Operating Officer</i> <i>B.A., Economics and Political Science</i>	17 yrs (All) 17 yrs (Firm)	Madison, WI

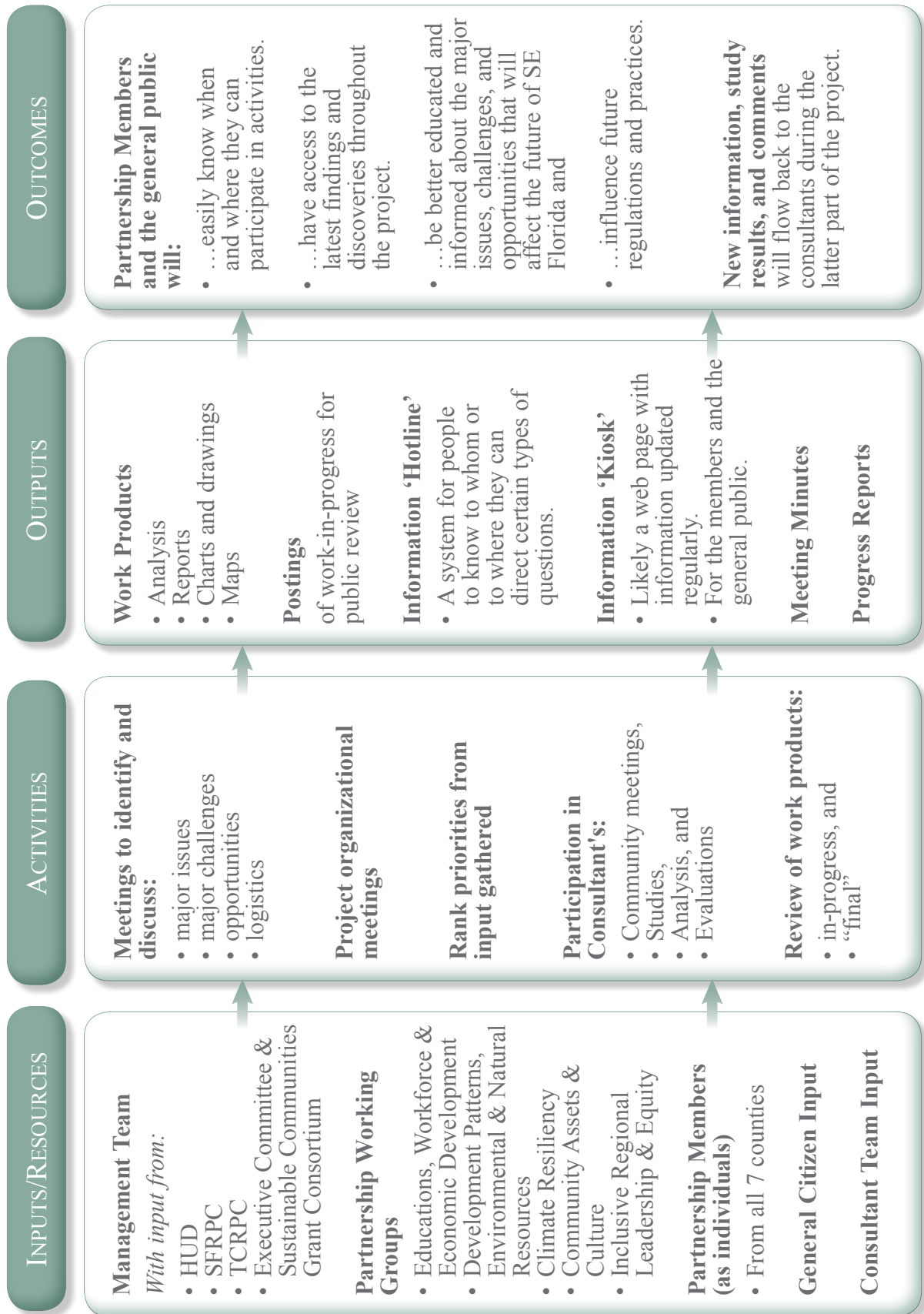
Cardno ENTRIX		
Terry Clark, <i>Senior Consultant</i> <i>B.A., Geography; M.S., Geography</i>	30 yrs (All) 1 yr (Firm)	Wellington, FL
Douglas Durbin, <i>Technical Director & Senior Principal</i> <i>B.A., Biology; M.S., Biology; Ph.D., Zoology</i>	26 yrs (All) 18 yrs (Firm)	Riverview, FL
Douglas J. MacNair, <i>Vice President, Principal</i> <i>B.A., History; M.A., Applied Economics; Ph.D., Economics</i>	25 yrs (All) 4 yrs (Firm)	Raleigh, NC
Cassandra Thomas, <i>Project Scientist</i> <i>B.S., Environmental Science/Economics; M.S., Biology; Ph.D. Environmental Sciences</i>	19 yrs (All) 1 yr (Firm)	Wellington, FL

Cardno TBE		
Marc A. Mariano, <i>Planning Manager, Asst. Dir. of Site Dev.</i> <i>B.S., Geography & Urban Planning Specialization</i>	12 yrs (All) 6 yrs (Firm)	Clearwater, FL
Andrew Hill, <i>Regional Dir. of Landscape Architecture</i> <i>B.L.A.</i>	18 yrs (All) 12 yrs (Firm)	Clearwater, FL
Steven P. Howarth, <i>Vice President & Business Unit Mgr.</i> <i>B.S., Civil Engineering; M.B.A.</i>	22 yrs (All) 22 yrs (Firm)	Clearwater, FL

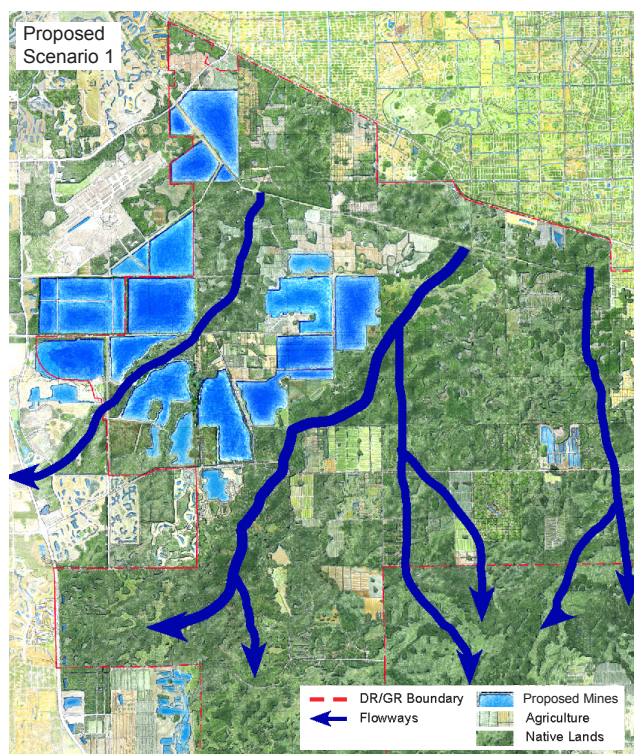
TEAM MATRIX

Spikowski Planning Associates		
Bill Spikowski, <i>Principal</i> <i>B.A.</i>	28 yrs (All) 19 yrs (Firm)	Ft. Myers, FL
Municipal Code Corporation		
H.E. "Rick" Grant, <i>Executive Vice President & Chief Operating Officer</i> <i>B.S.; J.D.</i>	14 yrs (All) 14 yrs (Firm)	Tallahassee, FL
Hall Planning & Engineering, Inc.		
Richard A. Hall, <i>President</i> <i>B.S., Civil Engineering; B.S., Transportation Engineering</i>	40 yrs (All) 15 yrs (Firm)	Tallahassee, FL
DeWayne Carver, <i>Senior Project Manager</i> <i>B.A., Urban Studies; MRP</i>	17 yrs (All) 7 yrs (Firm)	Tallahassee, FL
Tracy Hegler, <i>Senior Project Manager</i> <i>B.A., Sociology; M.S., Urban and Regional Planning</i>	9 yrs (All) 5 yrs (Firm)	Lexington, SC
HDR		
James A. Moore, <i>Senior Vice President</i> <i>B.S., Architecture; M.S., Building Systems; M.S., Architecture; Ph.D., Philosophy, Architecture; M.Arch.; M.S., Real Estate Development</i>	22 yrs (All) 10 yrs (Firm)	Tampa, FL
Jason McGlashan, <i>Nat'l. Dir. of Transportation Planning</i> <i>B.S., Civil Engineering</i>	18 yrs (All) 18 yrs (Firm)	Orlando, FL
Debra Hempel, <i>Communications & Outreach Manager</i> <i>B.A., Geography</i>	25 yrs (All) 5 yrs (Firm)	Tampa, FL
Crowdbrite		
Darin Dinsmore, <i>Chief Executive Officer</i> <i>B.E.S., M.L.A.</i>	15 yrs (All) 1 yr (Firm)	San Francisco, CA
Emerge Consulting, Inc.		
Tammy S. Thomas-Anthony, <i>President</i> <i>B.A.; M.B.A.</i>	25 yrs (All) 15 yrs (Firm)	South Bay, FL
Clarence E. Anthony, <i>Chief of Business Development & Marketing</i> <i>B.A., Social Science; M.P.A.</i>	15 yrs (All) 15 yrs (Firm)	South Bay, FL
University of Miami		
Paul Vrooman, <i>Director of Marketing & External Relations</i> <i>Division of Continuing & International Education</i> <i>B.A., Economics</i>	21 yrs (All) 3 yrs (Firm)	Coral Gables, FL

LOGIC MODEL



DOVER, KOHL & PARTNERS | PROSPECTS FOR SOUTHEAST LEE COUNTY



The Density Reduction/Groundwater Resource (DR/GR) designation was applied to most of southeast Lee County, Florida in 1990 to protect the area's shallow aquifers and reduce the County's population capacity. Since the designation of the area, the pressure to mine and build new residences has been increasing. In the fall of 2007 the Board of County Commissioners (BoCC) initiated a 14-point Action Plan addressing critical mining, traffic, and land use issues in the DR/GR. Dover, Kohl & Partners led a major planning effort that was part of this initiative. Using a mining truck impact evaluation, an integrated surface and groundwater model, detailed ecological mapping, and a land use study, the *Prospects for Southeast Lee County* plan attempts to define the proper balance of uses for the future of the DR/GR area. Dover, Kohl & Partners led the project team, with collaboration from Spikowski Planning Associates, Hall Planning & Engineering and others.

During a 10 day charrette in March 2008 local residents, land owners, farmers, and miners, most of whom reside in Fort Myers and obtain their drinking water from the DR/GR, provided invaluable information to the team's traffic engineers, ecologists, hydrologists, and urban designers.

Three planning scenarios were developed in coordination with the public, technical specialists, and a citizen advisory group. Two scenarios proposed mining consolidation strategies, while a third scenario was designed according to existing landowner proposals for new mines. The BoCC approved pursuing the scenarios which strive for the greatest natural resource benefits. By keeping limerock mining near the traditional Alico Road industrial corridor, priority restoration lands would link flowways together allowing for a long-term restoration strategy to benefit water resources and habitat protection. Except for the most critical flowways, these lands would remain in agriculture.

The *Prospects for Southeast Lee County* plan, Comprehensive Plan changes were approved both by Lee County and Florida's Department of Community Affairs, making compact, mixed-use development the default development pattern within the DR/GR. The Plan received an award from 1,000 Friends of Florida, a Florida APA Project Award (2009), a CNU Charter Award of Excellence (2010), and a Driehaus Form-Based Codes Award (2011).

Date:	January 8, 2008 - ongoing	Client:	Lee County, FL 1500 Monroe St., 2nd Floor Ft Myers, FL 33901
Contract:	\$ 1,399,100	Contact:	Mary Gibbs, Director Lee County Department of Community Development 239.533.8345 gibbsmx@leegov.com
Key Consultant Staff:	Victor Dover, Joseph Kohl, Jason King, James Dougherty, Andrew Georgiadis		
Website:	leegov.com/dcd/CommunityPlans/ SELC_DRGR/FinalReport.htm		

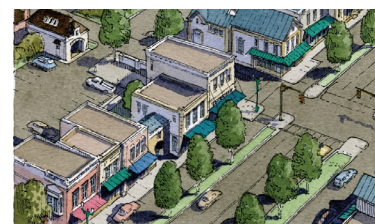
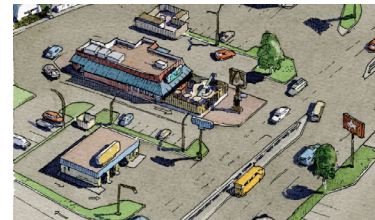
DPZ | MISSISSIPPI RENEWAL FORUM



In response to the devastation of hurricane Katrina, Mississippi Governor Haley Barbour invited DPZ to coordinate the rebuilding of eleven of the state's coastal municipalities in conjunction with the Congress for New Urbanism and the Governor's Commission for Recovery, Rebuilding and Renewal. Andres Duany headed the effort, mobilizing a taskforce of over 200 attendees, including 140 New Urbanists from across the country, as well as more than 50 local experts and officials. DPZ directors from the Miami, Washington and Charlotte offices served as liaisons between the various planning teams, while DPZ Miami staffers served on the tech and management teams.

The week-long charrette – considered by some to be the largest brainstorm session in planning in 100 years – saw local and national architects, planners, and city officials working together in teams to coordinate specific design plans for each municipality, as well as regional plans for transportation, coding and retail. “What we do now,” said Gov. Barbour at the outset of the Forum, “will decide what the Coast will look like in 10 years, 20 years, and beyond. We must seize this opportunity to do this right.” Objectives comprised the creation of areas that are more diverse, less auto-dependent, more environmentally friendly and more secure from hurricanes. Accordingly, the projects did not only focus on reconstruction, but also on revamping building and development codes.

It was during this widely expanded undertaking that Criterion and DPZ team members first collaborated on developing a modeling format for reviewing and evaluating the various plan scenarios being prepared.



Above: Samples of before and after comparisons depicting strategies for improving the built environment across various site types.



Date:	October 2005	Client:	The State of Mississippi PO Box 139 Jackson, MS 39205
Contract:	Pro-Bono, Voluntary		
Key Consultant Staff:	Andres Duany, Lizz Plater-Zyberk, Tom Low	Contact:	Governor Haley Barbour 601.359.3150
Website:	mississippirenewal.com		

ROBERT BURCHELL, RUTGERS UNIVERSITY CENTER FOR URBAN POLICY RESEARCH
IMPACT ASSESSMENT OF THE NEW JERSEY STATE PLAN – 2010

The Impact Assessment of the New Jersey State Development and Redevelopment Plan was undertaken at a time when techniques and procedures for analyzing this complex document are more sophisticated than those available in 2000 when previous plans were assessed, and when the document itself more clearly defines policies for growth and implementation. The charge given to the impact assessment is to assess the economic, environmental, community life, and intergovernmental coordination implications of the State Plan over a 20-year period. (The assessment period for this analysis is 2008–2028.) The purpose of the assessment is to guide policymakers in determining whether the Plan's policies will be beneficial to the state's future.

The impact assessment measures two alternative futures for New Jersey: one in which growth is managed according to the strategies in the State Plan (Plan) and one in which growth continues according to historical trends (Trend). A third impact assessment draws upon the experience and knowledge the Center for Urban Policy Research at Rutgers University has acquired during ten additional years of conducting similar analyses nationwide. Tabular materials present data on the impacts of the Trend and Plan scenarios and highlight differences between the two alternative scenarios by portion of the state, type of municipality (urban, inner-suburban, outer-suburban, rural), planning area, and center versus non-center locations. Naturally forming—as opposed to designated—centers are used in this analysis. These naturally forming centers have higher density than surrounding areas and have been and will be locations of future residential and nonresidential growth. The assessment uses current information about the state to establish a baseline for 2008 and then projects the impacts of each scenario for 20 years into the future.

The findings of the impact assessment presented in this report indicate that the State Development and Redevelopment Plan can create a positive development future for New Jersey. Development under the Plan will produce economic benefits similar to those produced under Trend conditions. However, the Plan will direct more development into new and existing centers and less development into rural and environmentally sensitive areas. This will subsequently attract investment and expand the tax base of communities with new and existing centers. The Plan therefore will conserve land, slow the increase in housing prices, and substantially reduce the need for expanded local public services in rural and environmentally sensitive areas. Quality of life in the state will also improve, and governance will be improved by more effective intergovernmental coordination resulting from engagement between local, county, regional and state governments as a result of the processes and procedures instituted by the Plan.

Date:	December 2004 - May 2010	Client:	New Jersey Office of Planning Advocacy 225 West State Street P.O. Box 204 Trenton, New Jersey 08625-0204
Contract:	\$ 330,000		
Key Consultant Staff:	Robert Burchell, PhD William Dolphin, MA Jon Erikson, PhD	Contact:	Steven Karp, Director of Research New Jersey Office of Planning Advocacy 609.292.3160 skarp@dca.state.nj.us
Website:	www.nj.gov/state/planning/ia.html		

APPENDIX

Victor B. Dover, AICP, LEED-AP, CNU-Accredited

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

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 Professor, 1988-1997
University of Miami
School of Architecture

DOVER, KOHL & PARTNERS
town planning

Victor Dover was among the founders who established Dover, Kohl & Partners in 1987 and 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. Mr. Dover lectures widely around the United States and internationally on the topics of livable communities and sustainable development.

Victor Dover is 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 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 serves 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

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

Selected Lectures

- Opening Plenary, CNU 17, 2009, Denver, CO
- Florida Trust for Historic Preservation, 2009, Palm Beach, FL
- APA National Conference, 2009, Minneapolis, MN and 2004 Washington D.C.
- 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, 2008 & 2005, Brisbane, Australia
- Urban Land Institute (ULI), "Reality Check," 2007, Charleston, South Carolina
- The Princes Foundation, 2004, London, England

Joseph A. Kohl, CNU-Accredited

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 Lab
University of Miami
School of Architecture
Coral Gables, Florida

Teaching

Faculty, 2004 - present
Form-Based Codes Institute

Visiting Professor, 1986-1991
University of Miami
School of Architecture

Joseph Kohl was among the founders who established Dover, Kohl & Partners in 1987. Concerned with ever increasing urban 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.

Service

- Trustee Member, Chamber South, 2008
- Treasurer, Form-Based Codes Institute, 2004 to present
- 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

Selected Lectures

- "Infill Development in the Urban Corridor, Miami to West Palm Beach", First South Florida Sustainable Building Conference and Exhibition
- "Form-Based Codes" Governor's Annual Conference on Smart Growth, 2005, Atlantic City, NJ
- Florida APA Conference, 1999, Miami, FL
- Congress for the New Urbanism, 1999, Milwaukee, WI
- Growth Management Shortcourse, Florida Department of Community Affairs, 1996, Orlando FL
- Public Interest Environmental Conference, College of Law, University of Florida, 1996, Gainesville, FL

Jason King, AICP, CNU-Accredited

Town Planner

Education

Master of Community Planning
Bachelor of Arts in English
University of Rhode Island
South Kingston, Rhode Island

Professional Experience

Town Planner, 2006 to present
Dover, Kohl & Partners
Coral Gables, Florida

Senior Planner, 2004-2006
Monroe County Planning
Department
Monroe County, Florida

Assistant Planner, 2002-2004
Washington County
Rhode Island

Affiliations

Certified by the American
Institute of Certified
Planners (AICP)

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

Selected Lectures

CNU 19 National Congress,
2011, Madison, WI

Florida Department of
Community Affairs, 2010

FAPA Annual Conference,
2005

Jason has extensive experience with smart growth, comprehensive planning and form-based codes. His previous experience as a municipal planner assists in the creation of successful, effective plans and codes. Jason leads projects across the country through to implementation, and has participated in over 30 design and comprehensive plan charrettes worldwide. He is a specialist in Geographic Information Systems (GIS), Transfer of Development Rights programs, new town design, and the Smartcode. His writings and graphics have been published in numerous planning texts.

Selected Projects

EL PASO COMPREHENSIVE PLAN, El Paso, Texas, 2010

Jason headed the Plan El Paso planning initiative involving multiple charrettes and over fifteen consultant firms as they worked with residents, stakeholders, and officials from the City, state and Fort Bliss Army Base, to create a guide to the City's future growth and enable Transit-Oriented Development. The Connecting El Paso Plan was a first step in the planning initiative and the plan was unanimously approved by the El Paso City Council.

HAMMOND COMPREHENSIVE MASTER PLAN,
Hammond, Louisiana, 2009

As Project Director Jason headed the planning team as it 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.

PROSPECTS FOR SOUTHEAST LEE COUNTY
(DR/GR PLAN), Lee County, Florida, 2008

As Project Director for the Lee County Density Reduction/Groundwater Resource Initiative, which involved a 150 square mile region of southeast Lee County, Jason led a planning effort that involved detailed ecological mapping, surface and groundwater modeling, traffic impact evaluation, multiple land use studies, a transferable development rights program, form-based coding for new communities and implementing amendments to the County's Comprehensive Plan and Land Development Regulations.

LIVEABLE COMMUNIKEYS PLAN, Tavernier, Florida, 2005
Prior to joining Dover-Kohl, Jason was Project Director for the Tavernier Liveable CommuniKeys Plan. The plan led to Design Standards for the Upper Keys portion of U.S. 1, as well as the creation of the first historic district in the Upper Keys.

James Dougherty, AICP, CNU-Accredited

Director of Design

Education

Master of Architecture
in Suburb and Town Design
University of Miami
Coral Gables, Florida

Bachelor of Architecture
Hampton University
Hampton, Virginia

Professional Experience

Director of Design,
1996 to present
Dover, Kohl & Partners
Coral Gables, Florida

Intern Architect, 1995
MMM Design Group
Norfolk, Virginia

Assistant Construction Superintendent, 1991
Project Management & Design, Inc.
Virginia Beach, Virginia

Teaching

Adjunct Professor, 2006
University of Miami
School of Architecture

Selected Lectures

Form-Based Codes Institute,
2007, 2008, 2009, 2010

Virginia Homebuilders
Association, 2008

American Institute of
Architecture Students,
Miami, FL, March 2008

James began working with Dover-Kohl in 1996 and has since participated in over 100 charrettes within the United States and abroad. James works closely with Victor Dover and Joseph Kohl to establish the design direction of projects in the office. He participates in many aspects of the office's projects including development of master plans, regulating plans and form-based codes. He also creates many of the three-dimensional illustrations using a blend of hand-drawn and computer techniques.

James holds a Bachelor of Architecture degree from Hampton University and a Master of Architecture degree from the Town & Suburb Design Program at the University of Miami. He is certified by the American Institute of Certified Planners and is a member of CNU and APA. James is involved with the Form-Based Codes Institute (FBCI), and has led numerous sessions at FBCI workshops. James' graphics and visualizations illustrating sustainable urban design and form-based code principles have been published in over a dozen books.

Publications of Writings and Drawings

- *Retrofitting Suburbia*, Ellen Dunham-Jones and June Williamson, 2009
- *Form-Based Codes*, Daniel G. Parolek, AIA, 2008
- *Sustainable Urbanism*, Douglas Farr, 2008
- *Redesigning Cities: Principles, Practice, Implementation*, Jonathan Barnett, 2008
- *The Charrette Handbook*, National Charrette Institute, 2006
- *Getting to Smart Growth II*, Smart Growth Network, 2003
- *Urban Spaces No.3*, John Dixon, 2003
- *Mixed-Use Development Handbook*, ULI, 2003
- *New Urbanism: Comprehensive Report & Best Practices Guide*, Robert Steuteville, 2003
- *Greyfields into Goldfields, Dead Malls Become Living Neighborhoods*, CNU, 2002
- *PlaceMaking: Developing Town Centers, Main Streets & Urban Villages*, C. Bohl, 2002
- *Community by Design*, Kenneth B. Hall and Gerald A. Porterfield, 2001
- *New American Urbanism*, John A. Dutton, 2000

Affiliations

Certified by the American Institute of Certified Planners (AICP)
Member, American Planning Association, 2005 to present
Member, Congress for the New Urbanism, 2002 to present
Member, American Society of Architectural Illustrators, 2008

Andrew Georgiadis, LEED-AP

Town Planner

Education

Master of Architecture
in Suburb and Town Design
University of Miami
Coral Gables, Florida

Bachelor of Architecture
University of Miami
Coral Gables, Florida

Professional Experience

Town Planner, 2001 to present
Dover, Kohl & Partners
Coral Gables, Florida

Urban Designer, 1999 to 2000
Treasure Coast Regional
Planning Council
Stuart, Florida

Selected Lectures

Sustainable Suburbs
Conference, 2010,
Toronto, Canada

US High Speed Rail
Conference, 2010,
Orlando, Florida

New Partners for Smart
Growth Conference, 2010,
Seattle, Washington

ASLA Conference, 2007,
Savannah, Georgia

Gold Coast Chapter of
the American Planning
Association, 2001

Andrew has been with Dover, Kohl & Partners since 2001. He is an leading advocate for High Speed Rail and transit-oriented development. He produces many of the firm's watercolor and photorealistic renderings used to depict urban form. He is a LEED-accredited professional, and a member of the Congress for the New Urbanism (CNU). Andrew speaks five languages, including English, Spanish, Portuguese, Italian, and Greek.

Andrew uses his design and planning expertise to improve his local community as well as other international communities. He has been involved in restoring natural ecosystems and planting street trees, thereby increasing Miami's urban canopy. He has served on the Climate Change Task Force, Built Environment Committee, which assisted Miami-Dade County government in mitigating and adapting to climate change through sustainable planning techniques. Andrew has been active in planning low carbon transit systems in Miami to increase livability and reduce greenhouse gas emissions.

Selected Projects

BRADENTON FORM-BASED CODE,
Bradenton, Florida, 2011

The Form-Based Code provides a regulatory framework to achieve density, walkability, and transit-readiness in Bradenton's core and central neighborhoods. Sustainability permeates the document, and mandates or provides incentives for eco-friendly building and planning at many different scales, from the corridor and neighborhood to construction details. Andrew served as project director for this effort.

PARK STRUCTURE AND LANDSCAPE HANDBOOK,
Miami-Dade County, Florida, 2010

The Park Structure and Landscape Handbook provides guidance on diverse aspects of park design, including how parks interface with their urban contexts, the siting and architecture of park structures, the shaping of outdoor space with landscape features, and the restoration of native Florida habitats within parks. Through the application of both the built and natural transects, the handbook seeks to reinvigorate park design in Miami-Dade County.

EAST FORT MYERS REVITALIZATION AND
REDEVELOPMENT PLAN, Fort Myers, Florida, 2008

The Plan included sustainability initiatives specific to an ethnically diverse Gulf Coast study area, along with the redesign of a highway-like corridor into a more walkable multi-modal format and an infill development strategy.



DPZ | ANDRES DUANY | MIAMI, FL

Andrés Duany is a founding principal at Duany Plater-Zyberk & Company, widely recognized as a leader of the New Urbanism, an international movement that seeks to end suburban sprawl and urban disinvestment. Duany has delivered hundreds of lectures and seminars, addressing architects, planning groups, university students and the general public. Working with the Mississippi Governor's Commission on Recovery, Rebuilding and Renewal, Duany and the Congress for the New Urbanism led the Mississippi Renewal Forum, generating plans for all eleven municipalities along the Mississippi Coast. Duany has always forwarded the goals of a more comprehensive approach to all scales of planning, and within his firm has continuously funded ongoing research and development of scenario metrics and modeling bringing practice and design inline with 100 years of planning outcomes. Duany has 35 years of planning experience, 31 of those years with DPZ.

Professional Experience:	1980-Present Founder and Principal, Duany Plater-Zyberk & Co. 1993-Present Board of Directors, Congress for the New Urbanism 1976-1980 Founder and Partner, Arquitectonica
Selected Projects:	MS Renewal Forum (Regional Recovery/Redevelopment Plan and Code) Louisiana Speaks (Regional Recovery/Redevelopment Plan and Code) Scottish Sustainable Communities Initiative Series, UK The SmartCode (Form-Based Code adopted by multiple municipalities and private sector developments) Unified New Orleans Plan - Neighborhood Planning Districts 1&6, LA ARC Lifelong Communities Study, Atlanta, GA NW Hillsborough County Regional Growth Plan, FL Hertfordshire Guide To Growth Study, UK National Research Conference-Hurricane Hazard Mitigation, S.Florida Downtown Kendall Master Plan and Form Based Code, FL City of Stuart Master Plan, FL C9 Basin Study, South Florida Water Management District, FL Seaside Master Plan and Form Based Code, FL
Academic:	1974 Master of Architecture, Yale School of Architecture 1972 Ecole de Beaux Arts, Paris, Ancien Eleve 1971 B.A. Architecture and Urban Planning, Princeton University
Professional Affiliations, Registrations, Licenses and Awards:	Co- Founder, Congress for the New Urbanism Jury, 11th Builder's Choice National Design and Planning Awards Fellow, American Institute of Architects, No. 30019431 Licensed Architect, Florida, No. 7932



DPZ | ELIZABETH PLATER-ZYBERK | MIAMI, FL

Known to be one of the most important thinkers of smart growth, sustainable development and community planning in the world, Elizabeth Plater Zyberk brings a unique and highly sought expertise that lends itself to planning at every scale: from the village, to the campus, to the town and to the city. Plater-Zyberk remains actively involved in master planning and code development, especially in the South Florida Region. Most recently, she spearheaded the overhaul of the zoning code for the entire City of Miami, Miami 21 - the largest known example of a form based code - which was approved in 2010. Plater-Zyberk has 35 years of Planning experience, 31 of those years with DPZ.

Professional Experience:

1995-Present	Dean, University of Miami (UM) School of Architecture
1988-1990	Director, M. Arch. Program, UM School of Architecture
1992-1995	Director, Center for Urban and Community Design, UM
1980-Present	Founder and Principal, Duany Plater-Zyberk & Company
1979-Present	Professor, UM School of Architecture, with tenure
1976-1980	Founder and Partner, Arquitectonica

Selected Projects:

The SmartCode (Form-Based Code adopted by multiple municipalities and private sector developments)
Miami 21, Vision Plan and Form Based Code, Miami, FL
Coconut Grove Planning Studies I, II and Streetscape, Miami FL
Design District Master Plan and Guidelines, Miami, FL
Downtown West Palm Beach Master Plan and Form Based Code, FL
Florida East Coast Corridor Urban Code, Miami, FL
Downtown Kendall Master Plan and Form Based Code, FL
NW Hillsborough County Regional Growth Plan, FL
Miami-Dade Agriculture and Rural Area Study, Regional Plan & Code
MS Renewal Forum (Regional Recovery/Redevelopment Plan and Code)
Louisiana Speaks (Regional Recovery/Redevelopment Plan and Code)
National Research Conference-Hurricane Hazard Mitigation, S.Florida
Seaside Master Plan and Form Based Code, FL

Academic:

1972 B.A. in Architecture and Urban Planning, Princeton University

Professional Affiliations, Registrations and Licenses:

2008-Present	Miami-Dade County Climate Change Action Task Force
2004	Leadership in Energy and Environmental Design (LEED)
2002-Present	Member, Miami-Dade County Enhanced Affordable Housing Policy Workgroup
1982-1984	Editorial Board, Journal of Architectural Education
1993-Present	Co-Founder and Board of Directors, Congress for the New Urbanism
	Fellow, American Institute of Architects, No. 30019247
	Licensed Architect, Florida, No. AR0007875



DPZ | GALINA TACHIEVA | MIAMI, FL

Galina Tachieva is an expert on urban redevelopment, sprawl retrofit, sustainable planning and form-based codes. As a partner at DPZ, Tachieva directs and manages the design and implementation of projects in the United States and around the world. She is the author of the recently released *Sprawl Repair Manual*, which focuses on the incremental retrofit of poorly planned or outdated places into vibrant communities through a series of focused interventions. Tachieva is also the primary author of the Sprawl Repair Module, a special application to the SmartCode, which enables the transformation of sprawl types into community patterns. She has 18 years of Planning Experience, all of those years with DPZ.

Professional Experience:

1993-Present Partner, Director of Town Planning -
Duany Plater-Zyberk & Company, Miami, FL

Selected Projects:

MS Renewal Forum (Regional Recovery/Redevelopment Plan and Code)
Miami 21, Vision Plan and Form Based Code, Miami, FL
Louisiana Speaks (Regional Recovery/Redevelopment Plan and Code)
Scottish Sustainable Communities Initiative Charrette Series, UK
The SmartCode (Form-Based Code adopted by multiple municipalities and private sector developments)
Unified New Orleans Plan - Neighborhood Planning Districts 1&6, LA
ARC Lifelong Communities, Atlanta, GA
NW Hillsborough County Regional Growth Plan, FL
Coconut Grove Planning Studies I, II and Streetscape, Miami FL
Design District Master Plan and Guidelines, Miami, FL
Hertfordshire Guide To Growth Study Series, UK
Downtown West Palm Beach Master Plan and Form Based Code, FL
City of Stuart Master Plan, FL
National Research Conference-Hurricane Hazard Mitigation, S.Florida
Downtown Kendall Master Plan and Form Based Code, FL
Mableton Form-Based Code, Cobb County, GA
Uptown Dardenne Prairie, Inner City Retrofit and Form-Based Code, MO

Academic:

1993 Master of Architecture in Suburb and Town Design,
University of Miami
1989 MScience-Architecture, University of Architecture and
Civil Eng. Sofia, Bulgaria
1987-1989 Specialized studies in reconstruction of urban areas and
industrial buildings, University of Architecture and Civil
Engineering, Sofia, Bulgaria

Professional Affiliations, Registrations and Licenses:

2004 USGBC LEED Accredited Professional
2002-Present Member, Institute for Classical Architecture (ICA)
1998-Present Member, Congress for the New Urbanism



DPZ | F. XAVIER IGLESIAS | MIAMI, FL

For over 20 years and over 100 charrettes, Xavier Iglesias has managed a broad range of urban and architectural projects at DPZ involving all phases of design, from initial schematics through construction. Aside from the Principals, he is one of the few at the firm to work across the architectural and town planning spectrum. His architectural experience spans from single and multi-family residential to educational and civic structures. Iglesias has 24 years of Planning Experience, all of those years with DPZ.

Professional Experience:

1987-Present Senior Project Manager and Director of Public Relations, Duany Plater-Zyberk & Company, Miami, FL

Selected Projects:

MS Renewal Forum (Regional Recovery/Redevelopment Plan and Code)
Louisiana Speaks (Regional Recovery/Redevelopment Plan and Code)
Unified New Orleans Plan - Neighborhood Planning Districts 1&6, LA
The SmartCode (Form-Based Code adopted by multiple municipalities and private sector developments)
Hertfordshire Guide To Growth Study Regional Charrettes, UK
National Research Conference-Hurricane Hazard Mitigation, S.Florida
Downtown Doral Master Plan and Code, Doral, FL
City of Stuart Master Plan, FL
Huckelberry Creek, Panama City, FL
Fairchild Tropical Botanic Garden Visitor Center, Coral Gables, FL
Bon Secours Health System Hospital Campus Master Plans, VA

Academic:

1986 Bachelor/ Master of Architecture, Magna cum Laude, Tulane University, New Orleans, Louisiana.
Member, Tau Sigma Delta Honor Society.

Professional Affiliations, Registrations, and Licenses:

1993-Present The Congress for the New Urbanism (CNU),
Member - Charter and Accredited



DPZ | MATTHEW LAMBERT | MIAMI, FL

Matthew Lambert is a Partner and Director at Duany Plater-Zyberk & Company. His experience covers a broad range of planning projects: municipal master plans, urban redevelopment, town and village center master plans, suburban retrofits, new community plans, campus plans and coding. Lambert's has involved managing the updates to the SmartCode (a form-based code created by DPZ), and is currently developing a carbon-based Interactive Integrated Regional Planning (I2RP) modeling tool for sustainable regional development. Related to this work is his research in comparative systems for carbon analysis between Traditional Neighborhood Developments and Conventional Suburban Developments. Lambert has 11 years of Planning experience, all of those years with DPZ.

Professional Experience:	2011 - Present	Partner - Duany Plater-Zyberk & Company
	2008 - Present	IT Director - Duany Plater-Zyberk & Company
	2006 - Present	Project Manager - Duany Plater-Zyberk and Co.
	2000 - 2006	Designer - Duany Plater-Zyberk & Company
Selected Projects:	MS Renewal Forum (Regional Recovery/Redevelopment Plan & Code)	
	Louisiana Speaks (Regional Recovery/Redevelopment Plan and Code)	
	Unified New Orleans Plan - Neighborhood Planning Districts 1&6, LA	
	Scottish Sustainable Communities Initiative Series, UK	
	The SmartCode (Form-Based Code adopted by multiple municipalities and private sector developments)	
	ARC Lifelong Communities Study, Atlanta, GA	
	Hertfordshire Guide To Growth Study Regional Charrettes, UK	
	Coconut Grove Planning Study II, Miami FL	
	Mableton Form Based Code, Cobb County, GA	
	Uptown Dardenne Prairie, Inner City Retrofit and Form-Based Code, MO	
	Katrina Cottages, Disaster Relief Community Plan, MS and LA	
	FEMA Louisiana Alternative Housing Pilot Project	
Academic:	2005	Bachelor of Architecture in Architecture & Computer Science, <i>magna cum laude</i> , University of Miami, Miami, FL
Professional Affiliations, Registrations, and Licenses:	2011 - Present	Transect Codes Council, Board Member
	2009 - Present	Smart Code Technical Advisor - Center for Applied Transect Studies
	2001 - Present	Member, the Congress for the New Urbanism



DPZ | RACHEL MERSON-ZITOFSKY

Rachel Merson-Zitofsky is a town planner and designer whose responsibilities at Duany Plater-Zyberk & Company include site planning, urban design, code development and calibration, analysis of existing ordinances, neighborhood surveys and graphic design, as well as coordinating production of various master planning and coding projects. Merson-Zitofsky has been actively involved in assisting in the creation, review and evolution of the SmartCode, a form-based code authored by DPZ and has participated in facilitating SmartCode calibration workshops at several conferences hosted and/or organized by the Congress for the New Urbanism and its members. She has 8 years of Planning experience, 7 of those with DPZ.

Professional Experience:

2004 - Present	Urban Designer/Architectural Designer Duany Plater-Zyberk & Company
May - August 2003	Intern Wade Architects, Saint James , NY

Selected Projects:

MS Renewal Forum (Regional Recovery/Redevelopment Plan & Code)
Miami 21, Vision Plan and Form Based Code, Miami, FL
Louisiana Speaks (Regional Recovery/Redevelopment Plan and Code)
Unified New Orleans Plan - Neighborhood Planning Districts 1&6, LA
Scottish Sustainable Communities Initiative Regional Charrettes, UK
The SmartCode (Form-Based Code adopted by multiple municipalities and private sector developments)
ARC Lifelong Communities Study, Atlanta, GA
Uptown Dardenne Prairie, Inner City Retrofit and Form-Based Code, MO
Mableton Form Based Code, Cobb County, GA
Taos Public Works Manual, NM

Publications:

2009-2010	Sprawl Repair Manual
2007-onwards	The SmartCode and Modules

Academic:

2004	Bachelor of Architecture <i>cum laude</i> Minor in Business Administration, University of Miami, FL
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Professional Affiliations, Registrations, and Licenses:

2004 - Present	Member, Congress for the New Urbanism
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**Expertise**

Urban & regional planning; sustainable development; growth visioning.

Experience

30 years with Criterion

Education

B.S., Urban Planning

Certification

AICP, LEED AP-ND, CNU-A

Eliot Allen

Principal

Eliot Allen is an urban and regional planner who founded Criterion in 1979 to focus on the nexus of community planning and sustainability. He has since become a nationally-recognized leader in using information technology to help designers and citizens create places that are measurably more livable and environmentally responsible. Eliot is a former chair of the Portland Sustainability Commission, and currently a member of the USGBC Location & Planning TAG and LEED Faculty; and a core committee member of ASLA's Sustainable Sites Initiative. Eliot is a co-recipient of EPA's Climate Protection Award for the Chula Vista CO2 Reduction Plan, and the CNU Charter Award for the Smart Code.

Project Experience

- *Urban Design for Sustainability.* Much of Eliot's work is devoted to sustainability indicator modeling during urban planning and design processes. He has led the application of INDEX as a diagnostic tool that identifies area strengths and weaknesses, and as a design tool for sketching and evaluating alternative plans. Examples include Atlantic Station in Atlanta, Metro Square in Sacramento, the River District in Portland, and Tucson's Civano.
- *LEED for Neighborhood Development Technical Support.* Since 2005, Eliot has been the principal-in-charge of Criterion's technical support of the LEED-ND program for USGBC, including preparation of rating system standards, reference guide, submission forms, credit interpretations, certification reviews, and education curriculum. He helped create the ND Connections Tool for measuring connectivity, and he teaches Criterion's workshop on local government leveraging of ND.
- *U.S. EPA Smart Growth and Brownfield Program Support.* Since 1998, Eliot has overseen Criterion's technical support of EPA's smart growth program, including analysis of urban plans and designs nationally, and most recently the California Department of Transportation develop "smart mobility" principles and performance measures. For EPA's national brownfields program, he has led environmental performance modeling of brownfield reuse versus greenfield development in Seattle, Minneapolis, Dallas-Ft. Worth, San Francisco, and Baltimore.

**Expertise**

Regional scenario modeling; GIS applications design and training.

Experience

*7 Years with Criterion
10 years with other firms*

Education

B.S., Physics

Thom York

Senior Project Manager

Thom York is the designer of the firm's INDEX planning support software, and leads Criterion's work on regional and large area planning. Since joining the firm in 2003, he has helped metropolitan planning organizations and local agencies across the country model the sustainability of alternative growth visions and land-use and transportation plans. Thom is a specialist in the assessment of location efficiency and the simulation of multi-modal transportation networks. His LEED-ND Connections Tool is considered to be one of the most rigorous evaluation devices for walking, biking, and connectivity in North America, and he teaches the firm's USGBC training course *Using the LEED-ND Connections Tool*. He is a co-recipient of the American Planning Association's Best Use of Technology Award for the Mississippi Gulf Coast Renewal Forum.

Project Experience

- Customization and application of INDEX in support of growth visioning for the New Orleans Regional Planning Commission, including staff training and consolidation.
- For the Baltimore Metropolitan Council, preparation of 25 regional land-use and transportation scenarios for public review and preference selection in a series of community workshops devoted to regional growth visioning.
- Installation of INDEX and staff training for regional high-capacity transit planning for the Portland, Oregon Metro regional government, including technical support of digital charretting of 30 station area plans with local planners.
- For the Florida Department of Community Affairs, application of INDEX in six regions statewide to benchmark existing land-use and transportation conditions, and encourage comprehensive plan amendments that foster sustainable growth.
- Development and installation of custom INDEX systems for creating growth scenarios in support of regional transportation planning for the Puget Sound Regional Council of Seattle; the Southwestern Pennsylvania Commission of Pittsburgh; the Birmingham, Alabama Regional Planning Commission; and the Atlanta Regional Commission.

**Expertise**

Community and neighborhood scenario modeling; GIS database development and training.

Experience

*3 Years with Criterion
7 years with other firms*

Education

*B.S., Geography
M.A., Urban &
Regional Planning*

Josh Ahmann

Project Manager

Josh is an urban planner and project manager for database development, INDEX modeling, and applications programming. He uses a diverse set of GIS skills, including programming in several languages, spatial modeling, aerial interpretation, geo-database development, applied spatial statistics, and public participation GIS. He is an expert ArcGIS user, and his technical knowledge extends to server architecture, information system development, and SQL and Access databases. He was awarded the Oregon Chapter of the American Planning Association Achievement award in 2006.

Project Experience

- National database development for the RegGIS tool used by U.S. Green Building Council Chapters to select LEED regional priority credits.
- Sustainable regional growth management strategy for the seven-county Ft. Bragg NC region, including database development and INDEX modeling, for the BRAC Task Force.
- Suburban infill scenario modeling to reduce greenhouse gas emissions for Montgomery County, MD, the National Capital Park and Planning Commission, and U.S. EPA.
- For the Oregon Department of Transportation (ODOT), handheld application development for monitoring environmental mitigation sites. The application allows users to describe mitigation sites using a series of feature types associated with tabular and written fields.
- Inventory of LEED-ND eligible subareas meeting smart growth criteria in Clackamas County, Oregon for the U.S. Green Building Council.
- INDEX modeling of alternative station area plans for the Sacramento Regional Transit District's Swanston transit center.
- INDEX modeling of sustainable growth plans and neighborhood designs for pilot cities, counties, and metropolitan planning organizations under Florida Department of Community Affairs sustainability initiative.

**Expertise**

Community and neighborhood scenario modeling; GIS database development and training.

Experience

*12 Years with Criterion
5 years with other firms*

Education

B.A., Geography

Certification

AICP, CNU-A

Eric Main

Consulting Project Manager

Eric Main is an urban planner and the firm's senior consulting GIS analyst. He has applied INDEX in dozens of planning processes nationally, including comprehensive plan updates, transit station area plans, and climate protection plans. Eric also conducts user training and digital charrettes in support of INDEX applications. Additionally, he is a senior certification reviewer of LEED-ND projects, performing best practices compliance reviews for smart location, new urbanism, and green construction elements of neighborhood development projects nationally. He holds a masters degree in geography from Portland State University, and is a technical advisory committee member for Portland's Eco-District initiative.

Project Experience

- Estimation of greenhouse gas emissions from alternative general plans for Redwood City, California and compliance with state climate protection legislation.
- INDEX modeling of greenfield versus brownfield environmental performance in Dallas, San Francisco, Seattle, Minneapolis, and Baltimore for U.S. EPA's national brownfield program.
- For the City of Austin, Texas, INDEX modeling support for the comprehensive plan update, including benchmarking of existing conditions, and spatial analysis of consensus and conflicts among current growth policies.
- For the U.S. Green Building Council, LEED-ND certification review of 100 neighborhood development projects throughout the U.S. and Canada, including verification of scoring for smart locations, pattern and design, and green infrastructure.
- Assessment of post-construction building and transportation energy use and GHG emissions at ten smart growth projects in San Francisco and Portland for the Natural Resources Defense Council.
- For the City of Sacramento, pedestrian master planning based on block-level prioritizing of capital improvement needs in relation to walking demands created by surrounding land-use and urban design characteristics, which won SACOG's Project of the Year Award in 2007.

ROBERT W. BURCHELL, PhD

PROFESSOR II AND CHAIR, DEPARTMENT OF URBAN PLANNING AND POLICY DEVELOPMENT
CO-DIRECTOR, CENTER FOR URBAN POLICY RESEARCH, RUTGERS UNIVERSITY,

ROBERT W. BURCHELL, Distinguished Professor at the Center for Urban Policy Research, Rutgers University, is the author of 30 books and more than 50 articles. Professor Burchell, co-director of the Center and Chair of the Urban Planning Department, is an expert on fiscal impact analysis, land-use development and regulation, and growth policy. Dr. Burchell has been producing model growth and growth analyses guides for communities, counties, and states for 40 years. Dr. Burchell co-authored the *Development Impact Assessment Handbook* for ULI-The Urban Land Institute. His major publications include *The Fiscal Impact Handbook*, *The New Practitioner's Guide to Fiscal Impact Analysis*, *The Adaptive Reuse Handbook*, and the *Environmental Impact Handbook*.

Robert W. Burchell, Ph.D. has served as principal investigator on more than \$10 million in research spanning a thirty-year career at Rutgers. One of these efforts included the *Impact Assessment of the New Jersey State Development and Redevelopment Plan*, an encompassing study of the growth management program adopted by the New Jersey State Planning Commission in June 1992. This impact assessment was done in 1992 and repeated in 2001, in both cases a requirement for passage of the State Plan. Similar "costs of sprawl" studies have been done for the state of Maryland, the Lexington (KY) Metropolitan Area, the Delaware Estuary, the Southeast Michigan Council of Governments, and the South Carolina Advisory Commission on Intergovernmental Relations. Dr. Burchell's seminal work in the area of development patterns and infrastructure costs was a research project completed in 2002 for the National Academy of Sciences and the Transportation Cooperative Research Program resulting in *The Costs of Sprawl Revisited* and *The Costs of Sprawl-2000*. Other recent projects include studies of regional mobility and mortgage-lending practices for the U.S. Department of Housing and Urban Development, several studies on housing policy for Fannie Mae, and multiple analyses of transportation policy for the U.S. Department of Transportation. Dr. Burchell has also completed nationwide program evaluations for the Economic Development Administration on its public works, defense adjustment, and revolving loan fund projects. These successful evaluations led to the reauthorization of EDA in 1998 for the first time in 20 years.

Robert W. Burchell, Ph.D., has served as a consultant to The Port Authority of New York and New Jersey, the U.S. Department of Housing and Urban Development, the U.S. Health and Human Resources Administration, the U.S. Office of Management and Budget, the Nuclear Regulatory Commission, and The Smith Richardson Foundation. He has been a Fellow of the Lincoln Institute of Land Policy in Cambridge, Massachusetts, and a trustee of the housing research group at the Federal National Mortgage Association (Fannie Mae) in Washington, D.C. Dr. Burchell, who holds a doctorate in urban planning from Rutgers University, is a licensed professional planner in New Jersey and is in demand as an expert witness nationally.

ANTON C. NELESSEN, MS

UNDERGRADUATE PROGRAM DIRECTOR AND ASSOCIATE PROFESSOR
RUTGERS UNIVERSITY

Anton C. Nelessen has taught Urban Design and professional practice previously at Harvard and currently at Rutgers for the past 40 years. He has emerged as one of the nation's most respected urban designers. He has more than 40 years of professional experience as a professor, author and practitioner in the fields visioning, planning and urban design. He is one of the signers of the Charter for the Congress for the New Urbanism. He has won multiple professional awards and has emerged as a national pioneer in community planning and urban design through public participation using his trademarked Visual Preference Survey and Vision Translation Workshop. He has been a consultant to a diverse group of clients nationally and internationally. He has consulted for developers, architecture and landscape architecture firms, environmental groups, national and local transit agencies, municipalities and counties. Nelessen has consulted for state and national governments including significant body of research and visioning and urban design in Holland. He was hired by the U.S. State Department for work in Iceland and Cyprus and has testified before Congress. For one year he was the prime visionary and consultant to the U.S. Department of Transportation National Town Meetings for Transit.

Nelessen has been awarded recognition by the American Institute of Architecture in Florida, three Achievement in Planning Awards by the New Jersey Federation of Planning Officials, one Smart Growth Award from New Jersey Future, Distinguished Leadership in Planning Award by the NJ Chapter of the American Planning Association, the President's Award for Distinguished Leadership in Planning for the New Jersey Chapter of the American Planning Association, three NJAPA Chapter awards for Outstanding Achievement as well as Educator of the Year by the NJ Chapter of the Urban Land Institute. The Robbinsville Town Center of which he was the original town planner and for which he wrote the first form based code in New Jersey won the Congress for the New Urbanism coveted Charter Award. Eight other cities for which he was the prime consultant won distinguished planning awards.

He has been a consultant to major cities nationally including major Redevelopment Plan for Midtown Atlanta, Milwaukee, Austin's Riverside Drive, Santa Fe, Saint Paul, Minnesota, Overland Park, Kansas, Portland, Oregon, Oshkosh, Wisconsin; new town centers and neighborhoods in Orlando and Washington Township; waterfront developments in Rotterdam and Almere, Holland; new town plans for Belgium and South Africa; and consulted on the national plan for the Netherlands.

His trademarked Visual Preference Survey along with the Vision Translation Workshops has been administered to hundreds of thousands of people and has been used to generate Redevelopment Plan and Codes, Comprehensive Plans, Master Plans, Transit Oriented Plans and specific Urban Design Plans. The Visual Preference Survey [VPS] is now considered a major tool to facilitate public participation in designing alternative futures at public meetings, at workshops/charettes and on the internet.

His bestselling book, titled *Visions for a New American Dream*, was published by the American Planning Association. His current book, *What People Want*, is completing final draft. His work has been featured in *Newsweek*, *Consumer Reports*, numerous research, visioning, planning and urban design reports, form-based redevelopment plans, radio interviews, newspaper articles, and on public television networks.

WILLIAM REILLY DOLPHIN, MA
RESEARCH COMPUTING CONSULTANT
CENTER FOR URBAN POLICY RESEARCH, RUTGERS UNIVERSITY

Academic Experience

Rutgers University: Computer Programmer, Sociology Department and Center for Urban Policy Research, October 1968 to 1989.

Rutgers University: Computer Specialist and Research Computing Consultant, Center for Urban Policy Research, 1989 to present.

Professional Experience

Consultant to the U.S. Department of Housing and Urban Development, the U.S. Department of Transportation, the Twentieth Century Fund, the New Jersey Department of Transportation, and other public and private organizations.

Publications

The New Practitioner's Guide to Fiscal Impact Analysis with Robert W. Burchell and David Listokin, Center for Urban Policy Research, New Brunswick, 1985.

Mount Laurel II: Challenge and Delivery of Low Cost Housing with Robert W. Burchell, Center for Urban Policy Research, New Brunswick, 1984.

Development Impact Assessment and Model with Robert W. Burchell and David Listokin (Washington, D.C.: Urban Land Institute, 1994). Programmed model.

TCRP Report 74, Costs of Sprawl-2000 with Robert W. Burchell

The Impact Assessment of the New Jersey State Plan, 2000 with Robert W. Burchell.

Recent Work: Project Description, 2008 and Ongoing

- Developed spreadsheet model for the Impact Assessment of the New Jersey State Plan to project growth for 20 years for all municipalities in New Jersey under two scenarios and various impacts of this growth on the municipalities (2009).
- Developed build out spreadsheet model for Hackensack Meadowlands Commission which organized the possible development in fourteen municipalities and the impacts of this development on individual municipality finances and on the Meadowlands Commission's tax sharing model (2009).
- Developed spreadsheet and SPSS models of twenty-five-year projections of all counties in the United States and the impacts of this growth under current conditions and under a controlled growth scenario (2008).
- Developed computer program for *Mount Laurel* fair share/growth share projections. This program encompassed extensive analysis of the New Jersey Public Use File to determine present housing need as well as prospective housing need. The program has been refined to yield detailed *Mount Laurel* housing estimates for all New Jersey minor civil divisions (2008).

DENA BELZER, PRESIDENT

WORK EXPERIENCE

1998 to Present **Strategic Economics**, Berkeley, California
Founding President

Ms. Belzer is the founder and president of Strategic Economics, an urban economics consulting firm providing innovative, real estate market, and implementation strategies for all urban infill settings with specialized skills in transit-oriented development (TOD). She has over 25 years experience working on economic issues ranging in scale from regional growth management to individual development projects. Ms. Belzer specializes in projects with complex settings and many actors, often requiring an innovative approach to the required research and analysis. Ms. Belzer has written extensively on the topic of TOD, and has been a featured speaker on the topic at conferences sponsored by the Urban Land Institute, Congress for the New Urbanism, RailVolution, and the U.S. Environmental Protection Agency's conference New Partners for Smart Growth. She served as a TOD Infrastructure Financing expert for the San Diego ULI District Council Advisory Panel, and as a selection committee member for the Los Angeles District Council Technical Assistance Program. Ms Belzer's firm, Strategic Economics, is part of the three way collaboration with Reconnecting America and the Center for Neighborhood Technology that comprises the Center for Transit Oriented Development (CTOD). Ms. Belzer sits on the CTOD's leadership team and directs many of the Center's research projects.

1987 to 1998 **Bay Area Economics**, Berkeley, California
Co-Founder, Principal

Managed over 60 projects covering ranging from small fiscal and market studies to large scale strategic development plans including the economics portions of several military base reuse plans, a market study informing reuse decisions about the former Stapleton Airport in Denver, and multiple neighborhood revitalization and economic development strategies.

1983 to 1987 **Sedway Cooke Associates**, San Francisco, California
Associate Planner

Conducted research, analysis and writing as contributions to various general plans, specific plans, environmental impact reports, and other land use policy related documents.

EDUCATION

Pitzer College, Claremont, CA. Bachelor of Arts (Psychology), 1976.

University of California, Berkeley, Berkeley, CA. Master of City Planning, 1983.

ORGANIZATION MEMBERSHIPS

Urban Land Institute (ULI), the American Planning Association, the Council for Urban Economic Development, the Congress for New Urbanism, and Urban Ecology.

ANTHONY DOWNS



Anthony Downs is a Senior Fellow at the Brookings Institution in Washington D.C., where he has been since 1977. Brookings is a private, non-profit research organization specializing in public policy studies. The Public Policy Institute of California is a similar organization specializing in such studies about California. Before 1977, Downs was for 18 years a member and then Chairman of Real Estate Research Corporation, a nationwide consulting firm advising private and public decision-makers on real estate investment, housing policies, and urban affairs.

He has served as a consultant to many of the nation's largest corporations, to major developers, to dozens of government agencies at local, state, and national levels (including the Department of Housing and Urban Development and the White House), and to many private foundations. President Johnson appointed him to the National Commission on Urban Problems in 1967, and HUD Secretary Jack Kemp appointed him to the Advisory Commission on Regulatory Barriers to Affordable Housing in 1989. He is a director or trustee of General Growth Properties and the NAACP Legal and Educational Defense Fund. He was also a past director of the MassMutual Life Insurance Company, Bedford Property Investors, the Urban Land Institute, Essex Property Trust, the National Housing Partnership Foundation, Penton Media Inc., and the Counselors of Real Estate.

Dr. Downs received a Ph.D. in economics from Stanford University, and is the author or co-author of 24 books and over 500 articles. His most famous books are *An Economic Theory of Democracy* (1957), translated into several foreign languages, and *Inside Bureaucracy* (1967). Both are still in print. His latest books are *Still Stuck in Traffic* (2004) and *Growth Management and Affordable Housing: Do They Conflict?* (Editor, 2004) from Brookings, *Costs of Sprawl 2000* (Co-Author, 2002) from the Transit Cooperative Research Board, and *New Visions for Metropolitan America* (1994) from Brookings and the Lincoln Institute. His most recent publications are "The Niagara of Capital" (Urban Land Institute, 2007) and "Credit Crisis: The Sky Is Not Falling" (*Brookings*, October 2007).

Dr. Downs is a frequent speaker on real estate economics, housing, transportation, smart growth, urban policies, and other topics. He has made over 1,000 speeches to hundreds of organizations of all types, and is well-known for using humor to enliven his subjects.

Christopher B. Leinberger

2237 Q Street, NW
Washington, DC 20008
cleinberger@brookings.edu
www.cleinberger.com

General Information

Education:

Harvard Business School (1974-76)—Masters in Business Administration,
Boston, Massachusetts

Coro Foundation (1972-73)—Fellowship in Public Affairs, Los Angeles, California

Swarthmore College (1968-1972)—Bachelors of Arts (Urban Sociology and
Political Science), Swarthmore, Pennsylvania

University of Michigan (summer of 1971)—National Science Foundation
Fellowship for study at the Institute of Social Research, Ann Arbor, Michigan

Professional Experience:

The Brookings Institution (2005-present)—Visiting Fellow in the Metropolitan
Policy Program focusing on research and practice of downtown and suburban
downtown revitalization and developing a national ranking system for
downtowns, Washington, DC

University of Michigan (2005-present)—Professor of Practice and Director of the
Graduate Real Estate Development Program, housed in the A. Alfred Taubman
College of Architecture + Urban Planning and includes the business and law
schools.

Historic District Improvement Company (1998-present)—Partner, Member of
board and shareholder of this “catalytic development firm” for downtown
Albuquerque and former CEO of the firm, Albuquerque, New Mexico

Arcadia Land Company (1997-present)—Founding partner of this new urbanism
development company with approximately 14,000 housing lots under control in
seven projects in three states, Wayne, Pennsylvania, Seaside, Florida and Santa
Fe, New Mexico

Robert Charles Lesser & Co (1979-2000)—Managing Partner and Co-owner of
this international real estate consulting firm, one of the largest in the country,
which works on over 500 real estate assignments every year.

Tom Capp

Tom Capp is the Chief Operating Officer at Gorman & Company.

Mr. Capp has directed Gorman & Company's real estate development since 1995. Under his direction the company has focused on urban revitalization development. Tom also currently shepherds Gorman & Company's Architectural and Design efforts.

Prior to joining Gorman & Company, Tom held a number of positions in government. He is a former Mayor of the City of Fitchburg, Wisconsin where he also served as Chair of that city's Planning Commission as well as Chair of its Economic Development Commission.

Immediately prior to joining Gorman & Company, Mr. Capp directed land use planning and development for Dane County, Wisconsin, the region that contains Madison, the Capital of Wisconsin.

Tom continues to be active in national and state policy discussions. He has served on many industry boards and commissions. He currently serves on the Board of Directors of the National Housing and Rehabilitation Association. In 2007 he was appointed by the Bush White House as a Panel Expert for the Preserve America Summit, an initiative created by executive order to modernize our nation's approaches to historic preservation.

Mr. Capp has a degree in Economics and Political Science from the University of Illinois at Champaign.

As a Developer, Mr. Capp has personally originated, developed and project managed 34 successful multifamily and mixed use developments. These developments have included: significant historic properties; new construction, mixed-use, mixed income properties; and signature preservation of existing affordable housing developments. Two examples of current developments that Mr. Capp is project managing: 1) a workforce housing development in Tavernier Key, Florida in partnership with Monroe County, FL that is finishing construction and expected to open next month (August); a mixed-use, supportive housing campus for the disabled in Rockford, IL in partnership with the Rockford Housing Authority that will break ground this summer.

Terry A. Clark, AICP, PMP, Senior Consultant

Discipline/Specialty

- Regional Multi-Disciplinary Water Resources Planning
- Water Supply Planning
- Meeting Management and Facilitation
- Governmental Liaison
- Project Management

Education

- M.S, Geography, Florida State University, 1980
- B.A., Geography, University of Western Michigan, 1978

Continuing Education And Certifications

- Certified Project Management Professional (PMP), Project Management Institute, 2003
- Certified Planner, American Institute of Certified Planners (AICP), American Planning Association., 1984
- Myers-Briggs Type Indicator (MBTI) Qualified Administrator
- PADI certified SCUBA diver

Professional Affiliations

- American Planning Association
- Project Management Institute
- 1000 Friends of Florida
- American Water Resources Association
- American Water Works Association
- International Association of Facilitators
- Palm Beach County Planning Congress

SUMMARY OF QUALIFICATIONS

Terry A. Clark has over 30 years of professional project management experience in Florida managing multi-disciplinary environmental and water resources planning projects including active stakeholder input and public engagement processes. He managed development of the South Florida Water Management District's Upper East Coast Water Supply Plan, the first water supply plan found in compliance with the State of Florida regional water supply planning legislation. Mr. Clark has demonstrated talent for facilitating solutions from diverse groups in development of community and regional plans embraced by decision makers and stakeholders.

DETAILED DISCIPLINE/SPECIALTY

Water Resources Planning in Southeast Florida

Mr. Clark has been a project manager responsible for development of numerous regional and water resources planning projects. These projects have ranged from county-level water supply plans to regional water supply plan involving over 6 million residents, federal, state, regional and local governmental agencies and highly diverse populations. These projects include:

- **South Florida Water Management District, 2012 Lower East Coast Water Supply Plan Update, Public Engagement Process Plan (2011)** – Mr. Clark prepared the draft Public Engagement Process Plan that will be used in preparation of the 2012 Lower East Coast Water Supply Plan Update which covers the counties of Palm Beach, Broward, Miami-Dade and Monroe.
- **Upper East Coast Regional Water Supply Plan, approved by the South Florida Water Management District Governing Board in 1998** – Mr. Clark was responsible for preparation of this first regional water supply plan found in compliance with Florida regional water supply planning legislation covering St. Lucie and Martin counties.
- **South Florida Water Management District, Surface Water Improvement Management Plan Update for the Indian River Lagoon (1993)** – Mr. Clark was responsible for preparation of this multi-disciplinary, inter-agency water quality improvement plan including Martin and St. Lucie counties.

Douglas J. Durbin, Ph.D., Technical Director and Senior Principal, Manager - Southeast Region,
Vice President, Senior Principal

Discipline/Specialty

- Environmental Assessment and Management
- Environmental Permitting
- Litigation Support
- Water Quality Assessments
- Aquatic System Evaluations
- Flows and Levels Establishment
- Wetland Assessments

Education

- Ph.D., Zoology, Clemson University, 1992
- M.S., Biology, University of Louisville, 1987
- B.A., Biology, University of Louisville, 1985

Continuing Education and Certifications

- FDEP, Habitat Assessment and Periphyton Sampling Certification, 2005
- FDEP, Stream Condition Index Certification, 2004

Professional Affiliations

- American Water Resources Association- Florida Section Board Member
- American Society of Limnology and Oceanography
- North American Lake Management Society

SUMMARY OF QUALIFICATIONS

Dr. Durbin has a very broad educational background in the sciences with particular focus in the disciplines of aquatic ecology, water quality, and ecosystems analysis. His Masters work centered on the effects of urbanization and land-use changes on fish communities, and his Ph.D. work involved the development of a microcosm system to simulate aquatic ecosystem dynamics. Dr. Durbin has conducted numerous studies on stream, lake, estuarine, and upland and wetland systems in Florida. These projects entail habitat suitability analyses, restoration of upland and wetland habitats, minimum flows and levels in streams and lakes, marina assessments and permitting, and the effects of stormwater and industrial and domestic waste water discharges on aquatic communities. Dr. Durbin is the only individual to serve on both the Numeric Nutrient Criteria Technical Advisory Committee (TAC) and the Statewide Stormwater Treatment Rule Development TAC to the FDEP. Other areas of expertise include geographic information systems and wetland treatment for water quality improvement.

RELEVANT EXPERIENCE

Surface Water Monitoring Services for the Florida Department of Environmental Protection (FDEP) Strategic Monitoring Program, Florida. 2006-2007

This effort provided assistance to the FDEP for its Strategic Monitoring Program as part of Florida's Total Maximum Daily Load (TMDL) rule development. In 2006, approximately 150 water body segments (WBIDs) of springs, streams, rivers, canals, lakes, and estuaries listed as Impaired Waters by the FDEP were sampled throughout the state as part of this logistically demanding project, and more than 130 WBIDS were sampled during 2007. Data from this study will be used to determine if a particular WBID should be removed from the Impaired Waters List or if it must have a TMDL established. Dr. Durbin acted as Project Officer and Quality Assurance Officer.

Peace River Manasota Regional Water Supply Authority et al. vs. IMC-Phosphates Company and Florida Department of Environmental Protection. Hillsborough County, FL, 2003-2004

Site investigations, hearing preparation, depositions, exhibit preparation, and expert witness testimony were prepared for a Chapter 120 (Florida Statutes) Administrative Hearing over the proposed issuance of an Environmental Resource Permit and Conceptual Reclamation Plan approval for phosphate mining of a 4,197-acre parcel in northwestern Hardee County. Dr. Durbin accepted as an expert in biology, general ecology, limnology, aquatic ecology, stream ecology, water quality, ichthyology, and environmental permitting.

❖ Numerous other examples of projects are available, most relevant have been included.

Douglas J. MacNair, Ph.D., Practice Leader - Natural Resource Economics,
Vice President, Principal

Discipline/Specialty

- Natural Resource Economics
- Natural Resource Damage Assessment
- Multi-Criteria Decision Analysis
- Environmental Business Solutions and Risk Management

Education

- Ph.D., Economics, North Carolina State University, 1996
- M.A., Applied Economics, State University of New York at Binghamton, 1980
- B.A., History, State University College at Fredonia, 1978

Professional Affiliations

- Member of Association of Environmental and Resource Economists
- Adjunct Professor, Agricultural and Resource Economics, N.C. State University

SUMMARY OF QUALIFICATIONS

With over 25 years of experience, Doug MacNair has helped private clients and public agencies value environmental and natural resource services in their decision making using quantitative decision support tools. Types of projects include watershed protection, land-use planning, water resources, environmental liability management, capital budgeting, and worker health and safety. He has also led cost-benefit analysis studies on water quality and quantity, renewable energy, and air quality. Dr. MacNair has designed recreational surveys, managed large-scale data collections, designed and estimated econometric models, and participated in negotiations with trustees. He currently represents Cardno ENTRIX on the World Resource Institute's Business and Ecosystem Leadership Group and is adjunct professor at North Carolina State University. His research has been published in Land Economics, Forest Economics, and Marine Resource Economics. Prior to specializing in environmental economics, Dr. MacNair was Associate Director, Economic Research for the NASDAQ over-the-counter stock market.

RELEVANT EXPERIENCE

Direct and Indirect Compliance Costs of the Proposed Federal Numeric Nutrient Criteria (NNC), Florida Water Quality Coalition

Authored an economic analysis of the compliance costs of the NNC proposed by the EPA for Florida's lakes and flowing waters. The study integrated and expanded upon other studies about the impacts on specific industries and produced a statewide total impact. The study shows that the compliance costs for Florida residents and industry are higher than estimated by the EPA and also highly uncertain. It also concludes that there would be an environmental justice cost associated with the NNC, since on average, counties with higher poverty levels will have a higher economic burden.

Assessment of US EPA Cost-Benefit Analysis of Florida NNC, Mosaic Industries

Developed comments for clients about the reliability and adequacy of the EPA cost-benefit analysis. Reviewed the EPA compliance cost estimates and critiqued the EPA assessment of benefits of water quality improvements. Assessed the compliance with federal guidelines for conducting cost-benefit analysis and developed recommendations for improving the assessment cost and benefits.

❖ Numerous other examples of projects are available, most relevant have been included.

Cassandra Thomas, Ph.D., Project Scientist

Discipline/Specialty

- Ecology/Wetlands
- Ecosystem Restoration
- Project Management

Education

- Ph.D., Environmental Sciences, University of Virginia, 2004
- M.S., Biology, East Carolina University, 1998
- B.S., Environmental Science/Economics, Mary Washington College, 1992

Training Certifications

- 24-hour Hazardous Waste Operations and Emergency Response, 2010
- BP Post Emergency Spilled Oil Cleanup, 2010

Professional Affiliations

- Coastal and Estuarine Research Federation
- Society of Wetland Scientist

SUMMARY OF QUALIFICATIONS

Dr. Thomas has extensive experience ecology and ecosystem restoration, especially in central and southeast Florida. She also has experience managing large complex projects involving multiple stakeholders. She has a background in both environmental science and economics from a natural resource management perspective. She has worked closely with environmental managers to develop tools to avoid, mitigate, and restore ecosystems.

RELEVANT EXPERIENCE

Lead Scientist/Project Manager – Fire Project, West Palm Beach, FL

Study restoration options for the nutrient-impacted northern Everglades. Was responsible for developing unique sub-studies within the larger project, training staff on sampling protocols, and coordinating staff from multiple firms and universities to monitor and implement restoration experiments involving over 20 sub-studies, including application of prescribed fire. Developed a 400+ page report for land managers of the South Florida Water Management District assessing restoration options.

Project Manager – Stormwater Treatment Area (STA) Monitoring, West Palm Beach FL

Project assesses Everglades STA function and phosphorus removal efficiency by sampling water, soil, and vegetation for phosphorus concentration and determining removal from surface water. Also provide support for a mesocosm study to determine phosphorus removal efficiency of different plant species.

Deputy Project Manager – L-40 Conveyance Study, West Palm Beach, FL

Worked with multiple stakeholders in Palm Beach and Broward County from Federal, State, and local levels to develop conveyance options for water through the L-40 Canal adjacent to the Loxahatchee Wildlife Refuge to minimize impact.

Project Manager – Feather Sound Restoration Tampa, FL

Restoration project in Tampa Bay including data organization and model development for pollution loading pre and post restoration.

❖ Numerous other examples of projects are available, most relevant have been included.

CURRENT POSITION

- Planning Manager
- Assistant Director of Site Development

DISCIPLINE/SPECIALTY

- Land Use Planning
- Public Involvement
- Brownfield Redevelopment
- Infrastructure Planning
- Redevelopment Planning
- Environmental Justice
- Master Planning
- Regional Land Planning
- Multimodal Planning
- Economic Development
- Grant Writing
- Feasibility Planning
- LEED Certification

EDUCATION

- Geography/Specialty in Urban and Regional Planning/West Virginia University, 1999
- Internship / Study of Australian History & Culture / Australia Catholic University, 1999

REGISTRATIONS

- American Institute of Certified Planners (AICP), 19787
- Professional Planner (PP), State of New Jersey, 33L100592700

SUMMARY OF QUALIFICATIONS

Mr. Mariano offers over 12 years of experience managing complex planning, zoning and land development. His public-sector land use and transportation planning experience ranges from the federal level with HUD to the local level with the Monmouth County Planning Board in New Jersey and the City of Clearwater in Florida. In his current capacity, Mr. Mariano is typically brought into land development projects during their initial phase to assess the long-term planning and strategic vision, secure land entitlements, develop initial master plans, identify opportunities for sustainable design and meet with permitting staff and community stakeholders.

RELEVANT EXPERIENCE

Project Manager/Lead Planner – Encore, Tampa, FL - The Encore project is an urban infill, LEED ND designed, TOD community that will revitalize a 30-acre section of the City that was previously occupied by an antiquated affordable housing complex. At full build-out, the Encore will provide over 500 affordable housing units in 4 LEED certified buildings, over 1,000 more market rate units, a grocery store, middle school, 180,000 square feet of office, 80,000 square feet of commercial/retail, 200 hotel units and an African-American museum.

Project Manager/Lead Planner – Transfer of Development Rights Program and Master Plan, Berkeley Township, NJ – TDR program implemented to preserve undeveloped portions of a community partially located within the Pineland National Preserve. The Program included as a principal receiving zone a new 160-acre Town Center that included master planning efforts for the town center, as well as the creation of a new TC –Zoning District that incorporated form-based zoning regulations to guide development.

Project Planner – City Mulberry, FL Municipal Center Master Plan – As part of a brownfield consultant service contract with the CFRPC, Cardno TBE provided master plan design services for a 30-acre Brownfield redevelopment site.

Project Manager/Lead Planner – Various Master Planning and Redevelopment Feasibility Studies

- City of Orlando, Creative Village Master Plan
- Tarpon Springs, Tarpon Sports Complex Master Plan
- City of Sarasota, Marion Anderson Landfill Master Plan
- Lockheed Martin, Mixed Use Community Master Plan
- Banc of America, Eaglewood Golf Course Master Plan
- Daytona Beach, Ivy Lane Parking Lot Feasibility Study
- Pinellas County, Clearwater/St Pete Airport Feasibility Study
- City Cairo, GA, Roddenbury Mill Master Plan

CURRENT POSITION

- Regional Director of Landscape Architecture

DISCIPLINE/SPECIALTY

- Landscape Architecture
- Master Planning
- Public Involvement
- Regional Land Planning
- Recreation and Open Space Planning
- Economic Development

EDUCATION

- B.L.A., Landscape Architecture, University of Idaho, 1995
- Diploma in Urban and Regional Planning, Northern Alberta Institute of Technology, Canada, 1989

REGISTRATIONS

- Landscape Architect – NC (2004), SC (2004) FL (2010)

PROFESSIONAL

AFFILIATIONS

- American Society of Landscape Architects
- Council of Landscape Architectural Registration Board
- Charlotte Chamber of Commerce

SUMMARY OF QUALIFICATIONS

Mr. Hill is a landscape architecture and master planning project manager with 18 years of experience. He has specific experience in the planning, marketability, sustainability and master planning facets of land development. Mr. Hill is typically brought into a project at its inception to discuss long-term planning, strategic phasing and potential land uses for a project. His vision for a project and understanding of the natural lay of the land allow his designs to comply with environmental restrictions, providing minimal disturbance to create aesthetically appealing and environmentally conscious developments. Mr. Hill has expertise in the planning of large residential master plans ranging in size from 500 to 2,000 acres.

RELEVANT EXPERIENCE

Project Manager – Sun City Carolina Lakes Master Planned Community, Lancaster County, SC - A 1,500 acre large-scale master planned residential community arranged around dense tree stands and natural wetland features. The project includes a large, multi-purpose clubhouse, a recreational facility, and an elaborate landscape theming plan. Mr. Hill was responsible for project management, conceptual land plan, strategic phasing, construction documentation, visioning and theming, jurisdictional coordination, public involvement, construction administration.

Project Manager – Palisades Master Planned Community, Charlotte, NC - A 900 acres on the banks of Lake Wylie. The community includes several distinctive neighborhoods nestled along water inlets and retaining much of the site's natural features. Mr. Hill was responsible for project management, conceptual land plan, strategic phasing, theming, public involvement, construction documents, and construction administration.

Landscape Architect/ Planner – Springbrook Master Plan, Newberg, Oregon - The 500-acre Springbrook Master Planned Community includes over 1,300 dwelling units, a destination resort, a village center, and an employment district. Mr. Hill was responsible for public involvement, visioning, conceptual design, and master plan document for this project.

Project Manage/Landscape Architect – Al Hamriya, Dubai, UAE - A converted fishing village that can now boast a multi-tiered commercial and shopping district, underground parking, waterfront development, a resort hotel and a modified fishing village to provide improved operations for local fishermen. Mr. Hill assisted the team with programmatic concepts, project visioning and client delivery.

Landscape Architect – City of Mulberry Municipal Center Master Plan - In conjunction with the CFRPC, Cardno TBE provided master plan design services for a 30-acre redevelopment on a Brownfield.

CURRENT POSITION

- Business Unit Manager
Development &
Environmental Services

DISCIPLINE/SPECIALTY

- Master Planning
- Public Involvement
- Brownfield
Redevelopment
- Economic Development
- Environmental Justice
- Potable Water Analysis
- Wastewater Analysis
- Reclaimed Water Analysis
- Environmental Analysis
- Environmental
Remediation
- Ecological Assessment

EDUCATION

- BS/Civil
Engineering/University of
Florida
- MBA/University of Tampa

REGISTRATIONS

- PE: FL No. 50600
- LREB: FL BK3027817

**PROFESSIONAL
AFFILIATIONS**

- Florida Engineering
Society, Pinellas Chapter
- Florida Institute of Civil
Engineers

SUMMARY OF QUALIFICATIONS

Mr. Howarth has 22 years of diverse Civil Engineering and Planning experience including management, planning, design, quality control, and construction services. Mr. Howarth oversees land development, planning, landscape architecture and environmental services. Mr. Howarth manages numerous multi-disciplinary projects and general engineering service contracts for Cardno TBE and serves as the integrating manager for those services. He has provided services to Cities, Counties, State Government, Federal Government, Airports/Ports, Water Management Districts, Educational Facilities, and Private Developers. Projects have included regional redevelopment projects, public facilities, parks/trails, roadways, utilities, stormwater improvements, environmental assessment/cleanup, brownfields, and related services.

RELEVANT EXPERIENCE

Project Manager/Principal in Charge -Anchorage Park. Village of North Palm Beach, FL Brownfields Site Assessment, Remedial, Planning and Site development Services resulting in the transformation of the Former Seacoast Utilities Wastewater Plant into a new waterfront community park. Provided extensive Brownfield Cleanup Revolving Loan Fund Services for this project including: Phase I ESA, Phase II ESA, Quality Assurance Project Plan, Health and Safety Plan, Community Relations Plan, Analysis of Brownfields Cleanup Alternatives, Storage Tank Removals and Wastewater Sludge Removal.

Urban and Land Planning Projects, Principal-in-Charge for urban and land planning. Clients have included private sector developers, municipalities, and economic development agencies including:

- | | |
|--|--|
| • Residential Traffic Calming, Hillsborough | • Evaluation and Appraisal Report, New Port Richey |
| • Toytown Landfill Redevelopment, Pinellas | • Economic Development Market Study, Ocala |
| • Evaluation and Appraisal Report, Seminole | • Demographic Study, Indian River Chamber |
| • Evaluation and Appraisal Report, Gulfport | • Student Projections, Hillsborough County Schools |
| • Comprehensive Plan Update, Gulfport | • Development Market Study, Waverly Groves |
| • Public Works Campus Master Plan, Pinellas | • Land Market Analysis, Castleberry |
| • Lutz Commercial Corridor Study, Hillsborough | • Population Study, St. Lucie Count |

WILLIAM M. SPIKOWSKI, AICP

Spikowski Planning Associates

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Fort Myers, Florida 33901

(239) 334-8866

web: www.spikowski.com

e-mail: bill@spikowski.com

PROFESSIONAL PLANNING EXPERIENCE:

Owner, Spikowski Planning Associates (1992 - present)

Spikowski Planning Associates is a consulting firm specializing in comprehensive planning, community plans, redevelopment plans, and preparation of land development regulations, primarily for public agencies and community organizations.

Director, Lee County Growth Management Department (1991 - 92)

Responsible for administration of the Divisions of Planning, Water Resources, Community Improvement, and the Community Redevelopment Agency, with a combined staff of 80 and an annual budget of \$8 million. Also assisted the Port Authority in the planning for expansion of the Southwest Florida International Airport.

Deputy Director, Lee County Community Development Department (1990 - 91)

Responsible for administration of the Divisions of Planning, Water Resources, and Concurrency Management, reporting directly to the County Administrator. These divisions had a combined staff of 70 and an annual budget of \$5.5 million.

Principal Planner, Lee County Planning Division (1986 - 90)

Responsible for Lee County's comprehensive planning program. Received a special merit award from the Board of County Commissioners for personally coordinating the entire 1988/89 major update of the "Lee Plan" (Lee County Comprehensive Plan). Coordinated four in-house sector studies and acted as principal liaison with two community-based planning groups which prepared their own sector studies. Also served as Acting Planning Director during 1988.

Principal and Senior Planner, Lee County Zoning Division (1983 - 86)

Responsible for review and evaluation of all applications for rezonings, Planned Unit Developments, and Developments of Regional Impact. Supervised staff of six planners and technicians. Advised various citizen boards and the Board of County Commissioners on the appropriate action on each application.

H. E. “RICK” GRANT

RADM, JAGC, USN (Ret)

EXEC. V.P. & C.O.O. MCC



H. E. “Rick” Grant joined MCC as its Executive Vice President and Chief Operating Officer in October of 1997. He has spent time in every division learning the intricacies of the codification industry and runs the printing operation, as a collateral duty. His name goes on every package shipped from MCC because he wants to hear immediately about any problems you may be experiencing. Rick joined MCC after a 31-year career in the Navy where he served as both a naval aviator and as an attorney. When Rick retired from the Navy as a Rear Admiral, he was the Judge Advocate General of the Navy, the Navy’s senior attorney and the leader of the world-wide Judge Advocate General’s Corps.

BUSINESS AND CIVIC CAREER

- Owner Pensacola Sports Center, 1968-1986
- Senior Advisor, Global Options, Washington, D.C.
- Board of Trustees, National Museum of Naval Aviation, Pensacola, Florida
- Board of Trustees, Tallahassee Museum of History and National Science
- Board of Directors, Applied Fiber Holdings, L.L.C.
- President, Tallahassee Military Officers of America Association Scholarship Foundation
- Partner, Foster/Grant Land Company
- Executive Vice President and Chief Operating Officer, Municipal Code Corporation

MILITARY CAREER

- U. S. Naval Academy graduate, June 1966
- Attended FSU College of Law under Navy’s Excess Leave Program, graduating 1974
- Junior attorney assignments as: prosecutor, staff judge advocate, executive officer of legal services office
- JAG Corps’ program manager for budget, facilities, training, and long-range planning
- Staff Judge Advocate of Naval Air Forces, US Atlantic Fleet providing legal services to numerous shore activities and seven of the Navy’s twelve aircraft carriers
- Commanding Officer, Naval Legal Service Office Norfolk
- Commander of Naval Investigative Service Atlantic
- Commander of Naval Legal Service Command with 980 attorneys and 40 offices world-wide
- Executive Director, EIMET, State Department program for democratization of foreign governments
- Judge Advocate General of the Navy providing daily legal advice to the Secretary of the Navy and the Chief of Naval Operations and responsible for setting legal policy for the Department of the Navy

RICHARD A. HALL, P.E.

Mr. Richard A. Hall, President of Hall Planning and Engineering (HPE), is a practicing, registered transportation engineer dealing with planning, design and regulatory issues in the transportation field. Firm services and expertise include land use and transportation issues for community design charrettes, public involvement projects, traffic engineering studies, conceptual design studies, growth management analysis, development-related transportation studies, MPO issues, parking and circulation studies, preliminary design studies, and other tasks.

After earning his Bachelor's and Master's degrees in Civil Engineering at Virginia Tech, he worked for the Florida Department of Transportation for eight years. He first served as FDOT's representative to the Miami Urban Area Transportation Study technical committees. Mr. Hall later worked as the Regional Planning Engineer for the urban studies in the Tampa Bay Region and finally was responsible for training and research in urban transportation modeling. His research work initiated the FDOT urban travel modeling process in wide use today. Since becoming a consultant in 1980, Mr. Hall has worked on a variety of projects including Urban Transportation Plans, Developments of Regional Impact, hurricane evacuation planning, level of service analysis, scenic highway planning and Transportation / Land Use interrelationships. Mr. Hall assisted in the planning of Seaside by performing the Development of Regional Impact traffic element and other parking and traffic analysis. Since then he has participated in over 75 TND charrettes with Dover Kohl & Partners, DPZ and other leading firms performing New Urbanism designs. He is a Knight Community Building Fellow in the initial class of this University of Miami based program. This fellowship produced research in street design for walkable communities with new street classifications serving pedestrian oriented neighborhoods.

Mr. Hall is a member of the Congress for the New Urbanism (CNU) and was part of a team that authored a joint ITE-CNU Street Design Manual. He has served as a visiting professor at Florida State University's Department of Urban and Regional Planning where he taught land use and transportation courses and has also served as President of the Florida Section, Institute of Transportation Engineers.

Professional Experience:	1971 – 1973	Study Engineer – FDOT
	1973 – 1976	Tampa Bay Regional Engineer – FDOT
	1976 – 1979	Research and Training Engineer – FDOT
	1980 – 1983	Project Engineer – Post Buckley Schuh & Jernigan
	1983 – 1987	Project Manager – Barr Dunlop & Associates
	1987 – 1996	Vice President – Transportation Consulting Group
	1996 – Present	President – Hall Planning & Engineering, Inc.

Selected Projects:	Master Plan for Downtown Fort Myers, Fort Myers, FL
	Master Plan for Downtown Sarasota, Sarasota, FL
	Savannah Parking and Transportation Analysis, Savannah, GA
	Downtown Kendall Conceptual Street Design, Dade County, FL
	King Street Parking Analysis, Charleston, SC
	Downtown Montgomery Master Plan, Montgomery, AL

DAVID “DEWAYNE” CARVER, AICP

Mr. Carver has experience in form-based coding, transportation planning, land use planning, transit, and transportation demand management. As a Senior Project Manager with HPE, Mr. Carver provides expertise and technical assistance with thoroughfare design and evaluation, traffic circulation and operations planning, emergency vehicle access, and bicycle and pedestrian planning. He has served as an instructor in the SmartCode workshop series, specializing in the transportation elements of form based coding. Mr. Carver is a League Cycling Instructor (LCI) with the League of American Bicyclists and specializes in bicycle and pedestrian planning in the traditional neighborhood design context. Other responsibilities at HPE include traffic analysis using Synchro™ software, AutoCAD operation, SketchUp operation, and graphic design in Adobe Illustrator and Photoshop.

While at TalTran, the City of Tallahassee’s transit system, Mr. Carver served as the Senior Planner and later as the Transit Planning Administrator. He managed Federal Transit Administration projects, prepared and managed the agency budget, and provided the primary connection between TalTran’s fixed route service and the various citizen and community groups that ride or are interested in public transit. His responsibilities included public speaking appearances and representing the City at transit-related community meetings and workshops. He was also the primary contact between TalTran and other planning agencies on various transportation and land use planning issues.

From 1993 to 2002, Mr. Carver served as the Executive Director for Commuter Services of North Florida (CSNF), a regional commuter assistance program operated by the Marketing Institute at the Florida State University College of Business. During the same time period, Mr. Carver served as the Assistant Director of the Marketing Institute, a department of the FSU College of Business. The Marketing Institute specializes in applying market and business concepts to transportation programs. Mr. Carver served as a Principal Investigator or Researcher on projects such as finding better ways to deliver transit passenger information, marketing transit oriented design projects, and improving transit involvement in development review.

Professional Experience:	1993 – 2004	Assistant Director, The Marketing Institute
	1993 – 2002	Executive Director, Commuter Services of North Florida
	2002 – 2004	Senior PlanNER, TalTran
	2004 – Present	Senior Project Manager, Hall Planning & Engineering, Inc.

Selected Projects:	Valdosta/Lowndes County Bicycle & Pedestrian Master Plan, Valdosta, GA
	San Marcos SmartCode Calibration, San Marcos, TX
	El Paso SmartCode Calibration, El Paso, TX
	Fruitville Master Plan, Sarasota County, FL
	Downtown Bradenton Form Based Code, Bradenton, FL
	Chaland TND, Maruitius

TRACY L. HEGLER, AICP

Ms. Hegler serves as a Senior Transportation Planner with HPE developing designs and reports for multi-modal transportation programs. Her work centers on TND principles, with development structure identified first, then transportation solutions devised to fit the specific, desired context. Ms. Hegler provides expertise and technical assistance with thoroughfare design and evaluation, traffic circulation and operations planning, emergency vehicle access, comprehensive planning, parking studies and bicycle and pedestrian planning.

Prior to joining HPE, she worked with the Florida Space Authority beginning in July of 2003 as the Manager of Spaceport Transportation Planning. Promoted to Director of Planning and Spaceport Transportation in September of 2005, she was responsible for developing a Five Year Work Program for the state of Florida's space-related transportation needs and assisted in coordinating with NASA/Kennedy Space Center (KSC) and the USAF/Cape Canaveral Air Force Station (CCAFS) on the long-range comprehensive master planning for the Cape Canaveral Spaceport. In this role she was responsible for developing the state of Florida's space transportation system through coordinated planning efforts with the U.S. and Florida Departments of Transportation, KSC, CCAFS and commercial space enterprise. She also oversaw the Authority's space-related long-range planning activities and was assisted by the Manager of Spaceport Operations, who is responsible for the Authority's launch programs. One of her main duties was the planning and development of a commercial spaceport in Florida; initially targeted at horizontal launches, operating like a specialized airport.

Prior to this Space Authority planning work, Ms. Hegler served as an Authority intern during the summer of 2002. In this position she helped to coordinate the implementation of the first-ever long-term 50-Year Master Plan for a Spaceport between the Authority, NASA, and the US Air Force 45th Space Wing; and assisted with the short-term five-year Transportation Master Plan. She also interned from 2001 to 2002 at HPE. Her role involved interpreting traffic counts' affect on roadways, projecting traffic volumes from new development projects and promoting the advantages of mixed use, TND style development patterns to reduce vehicle miles of travel.

Ms. Hegler is a member of Congress for the New Urbanism and the American Planning Association at both the national and state of Florida levels. After graduating with honors from the University of South Carolina with a Bachelor of Arts in Sociology specializing in urban issues and demographics, she was accepted to Florida State University's Master of Science in Urban and Regional Planning program. Graduating with high honors she specialized in transportation planning. Ms. Hegler is a recipient of the 2003 American Planning Association Florida Chapter Outstanding Student Planner Award.

Professional Experience: 2002 – 2006 Florida Space Authority
 2006 – Present Senior Project Manager, Hall Planning &
 Engineering

Selected Projects: El Paso Comprehensive Plan, El Paso, TX
 Stone Avenue Corridor Plan, Greenville, SC
 Rio Grande Boulevard Master Plan, Albuquerque, NM

JAMES A. MOORE, PHD, AIA, AICP, LEED AP
SENIOR VICE PRESIDENT

EDUCATION

MS, Real Estate
Development
M.I.T., 1996

Master of Architecture
University of
Pennsylvania, 1987

Doctor of Philosophy,
Architecture
University of
Pennsylvania, 1987

MS, Architecture
University of
Pennsylvania, 1986

MS, Building Systems,
M.I.T., 1982

BS, Architecture,
M.I.T., 1980

**PROFESSIONAL
REGISTRATIONS**

NCARB #44721 &
Registered Architect
(FL, AL, MS)

American Institute of
Certified Planners

LEED Accredited
Professional

HDR TENURE
10 Years

**INDUSTRY
TENURE**
22 Years

Experience Overview

James A. Moore has over 20 years of experience in architecture, urban design and community planning. He joined HDR in 2000, as the National Community Design Principal, dividing his time among national projects and helping develop initiatives in real estate consulting, transit-oriented development, and sustainability. He is also a member of HDR's Sustainable Solutions Leadership Team, looking to integrate sustainability practices throughout the company's work.

Dr. Moore has played a leading role on many notable HDR projects and has a diverse range of expertise including community sustainability, the integration of land use and transportation, redevelopment planning, urban design, and leading multi-stakeholder participatory events including charrettes and visioning exercises. Most of his projects integrate concerns for physical, social and economic revitalization and involve intense client and community outreach and participation.

Moore is active nationally with the Urban Land Institute, the American Institute of Architects, the Congress for the New Urbanism, and the American Planning Association. He was a member of the AIA's Regional/Urban Design Assistance Team Task Force for ten years. He is currently on the ULI's Inner City Council and the executive committee of the Tampa Bay District Council. He is on the board of the Florida chapter of the Congress for the New Urbanism.

Representative Experience

- South Omaha Redevelopment Master Plan - Omaha, NE
- Downtown Master Plan – Omaha, NE
- Centennial Form Based Code – Centennial, CO
- Sector Vision Plan & Initial Conceptual Design – Sugar Land, TX
- 30th Street Sector Redevelopment Plan – Boise, ID
- Playland Park Redevelopment Plan – Council Bluffs, IA
- Albuquerque Transit-Oriented Development Study – Albuquerque, NM
- Clearwater Community Vision Plan – Clearwater, FL
- Mississippi Renewal Forum – Gulfport, MS
- Raleigh Downtown Cultural District Master Plan – Raleigh, NC
- Land Development Code Revisions & Update – St. Petersburg, FL



JASON MCGLASHAN, PE, PTOE
NATIONAL DIRECTOR OF TRANSPORTATION PLANNING

EDUCATION

Bachelor of Science,
Civil Engineering,
1993

**PROFESSIONAL
REGISTRATIONS**

Professional Traffic
Operations Engineer,
US National
Registration, No. 752
Issued: 11/19/2001,
Expires: 11/19/2012

Professional Engineer,
Florida, No. 54058
Issued: 01/01/1999,
Expires: 02/28/201

**PROFESSIONAL
MEMBERSHIPS**

ARTBA
American Society of
Civil Engineers
(ASCE), Member
Institute of
Transportation
Engineers (ITE),
Member

HDR TENURE

18 Years

**INDUSTRY
TENURE**

18 Years

Experience Overview

As a consultant since 1993, Jason McGlashan has practiced transportation planning and traffic engineering in a wide variety of public and private assignments building upon a strong technical foundation to bring innovation, creativity and exceptional client service to each project. Mr. McGlashan has served as project manager and/or project engineer on Multi-Modal Regional Transportation Plans, Campus Master Plans, Airport Master Plans, City and County Comprehensive Policy Plans, Corridor and Access Management Studies, Design Traffic Reports, Congestion Management and Travel Demand Management Plans as well as a variety of traffic impact studies for both minor and regionally significant developments.

Mr. McGlashan brings to the team his expertise in regional and sub-area travel demand forecasting where his technical training includes Advanced FSUTMS, Model Calibration, Transit Modeling, Land Use Modeling (ULAM), DRI Modeling and Freight Modeling. He has used his modeling expertise on multiple projects, including the development of ridership forecasting models (based on both four-step forecasting and direct demand forecasting approaches) for streetcar projects systems around the country, including the Miami Streetcar, the Winston-Salem Streetcar, the Sacramento Streetcar, the Omaha Streetcar, and the Albuquerque Streetcar.

Representative Experience

- Miami Streetcar Feasibility Study
- Metroplan Orlando, 2025 Long Range Transportation Plan
- Northwest Florida Transportation Corridor Authority Master Plan
- West Florida Regional Planning Council General Planning Consultant Services, FL
- Orlando Naval Training Center Redevelopment Plan.
- Downtown Orlando Transportation Master Plan.
- Panama City MPO 2030 Long Range Transportation Plan
- Pensacola MPO 2025 Long Range Transportation Plan
- Central Florida Regional Transit Systems Concept Plan
- City of Apopka Transportation Consultant
- City of Winter Garden Transportation Consultant

DEBRA HEMPEL, AICP
COMMUNICATIONS & OUTREACH MANAGER

EDUCATION

Bachelor of Arts,
Geography,
University of South
Florida, 1980

**PROFESSIONAL
REGISTRATIONS**

American Institute of
Certified Planners

NCI Charrette Planner

**PROFESSIONAL
MEMBERSHIPS**

American Planning
Association

Congress for the New
Urbanism

Urban Land Institute

HDR TENURE

5 Years

**INDUSTRY
TENURE**

25 Years

Experience Overview

Debra Hempel joined HDR's Community Planning & Urban Design program in 2006. She provides management, planning, communications, and public engagement services on complex urban design, planning, sustainability and transportation projects across the country. Prior to joining HDR, she worked with Duany Plater-Zyberk & Associates (DPZ), one of the pre-eminent town planning firms in America. With DPZ, Ms. Hempel served as project coordinator on more than 90 community-planning projects throughout the US and internationally. She is a certified Charrette Planner through the National Charrette Institute (NCI) and has served as co-instructor for NCI's charrette training to both public and private sector clients. Her diverse professional experience includes six years as a cartographer, eight years as marketing manager and permit coordinator for a mid-sized environmental, planning, and engineering firm, and 11 years as community planner and public involvement specialist.

Representative Experience

- Downtown Sarasota Master Plan – Sarasota, FL
- Downtown Fort Myers Master Plan – Fort Myers, FL
- Northwest Hillsborough County Master Plan – Hillsborough County, FL
- Apollo Beach Community Plan - Tampa, FL
- Lower Keys Livable CommuniKeys Plan – Monroe County, FL
- FEC Corridor Plan – Miami, FL
- Galveston Planning & Development Regulations – Galveston, TX
- Mississippi Renewal Forum – Biloxi, MS
- Louisiana Recovery Authority/Louisiana Speaks – Lake Charles, LA
- Louisiana Recovery Authority/Louisiana Speaks – New Iberia, LA
- Kings Park Redevelopment Plan – Kings Park, NY
- Northwest Transfer Station – Orange County, FL
- Canadian National/EJ&E Railway Environmental Impact Study – Chicago, IL
- Capital Region Regional Transit Study – Gadsden, Leon, Jefferson, and Wakulla Counties, FL
- Treasure Island Downtown Redevelopment Plan – Treasure Island
- TBARTA, USF to Wesley Chapel Corridor Study – Hillsborough and Pasco Counties, FL



Darin F. Dinsmore
APA, ASLA

darin@crowdbrite.com

Professional Goal

To build a better planet one project, one place at a time.

Public Engagement and Sustainable Community Building Skills

- Developing Partnerships
- Community Facilitation
- Leadership Training
- Process Design
- Establishing and working with committees
- Creating innovative programs
- Community Based Sustainability Planning and Design
- Integrated Sustainability Planning
- Form and Performance Based Zoning
- Transect Based Planning
- Urban Placemaking

Professional Experience

Founder and CEO of Crowdbrite
2010 - Present

Principal of Sustainable Community Strategies/Regional Planning Partners -
2004 - Present

Director of Town Planning Services
Sierra Business Council
2000 - 2003

Urban Designer / Project Manager Green
Scheels Pidgeon Planning Consultants,
Waterloo Ontario, 1995 -2000

Waterfront Regeneration Trust
Lake Ontario Greenway Associate
Toronto, 1994

Academic

University of Oregon Sustainable Leadership
Certificate

Master of Landscape Architecture, 1994
University of Guelph, ON, CAN

Landscape Planning & Design Certificate
Wageningen University, Netherlands

Bachelor of Environmental Studies, 1992
Honors Urban and Regional Planning
University of Waterloo, ON, CAN

Urban Design Certificate, 1992
Oxford Polytechnic Institute

Selected Presentations & Training Seminars

- California Energy Commission, Energy Academy (Feb 2010): *EcoDistricts for a Sustainable California*
- UC Davis Extension course: *Sustainability by Design*
- U of Oregon Extension Course: *Sustainability by Design: Retrofitting our Cities, Communities and Neighborhoods*
- Center for Collaborative Policy, professional development training
- Municipal Managers Association of Northern California

Professional Memberships

American Planning Association
Urban Land Institute
International Society for Sustainability Professionals
Canadian Institute of Planners

TAMMY S. THOMAS-ANTHONY
President
(2004 – Present)

As President of **Emerge Consulting**, Mrs. Thomas-Anthony is tasked with the job of business development, marketing and strategic planning. Her duties also include facilitation, public outreach, involvement and education. Mrs. Anthony has provided support for various projects such as the City of Ft. Lauderdale's WaterWorks 2011, Glades Utility Authority, PBC Australian Avenue Study, PBC School District Disparity Study, several Florida Department of Transportation projects, and external and internal construction products for Palm Beach County, City of West Palm Beach and the City of Riviera Beach. She is responsible for all personnel and financial management decisions of Emerge. Emerge has developed detailed public outreach plans which educate, inform and involve strategies that identify communication tools to deliver information about the client and particular project.

Emerge Consulting, Inc. (November 1996-July 2004)

As Chief Operating Officer, Mrs. Thomas-Anthony's responsibilities included the day-to-day operations of the organization with relation to human resources, personnel issues and payroll processing. She was also responsible for vendor and license applications, tracking and maintaining the financial stability of the company.

PROFESSIONAL EXPERIENCE

NationsBank (February 1998-April 1999)

Transition Training Coach - Mrs. Thomas-Anthony was responsible for the delivery of general and specific training curriculum for the NationsBank merger/acquisition of Barnett Bank. She assessed needs, provided counseling, and arranged training schedules for over 60 associates in 7 branches which consisted of both Barnett Bank and NationsBank offices. She also coordinated the delivery of products along with specialized training through appropriate measures to associates

Barnett Bank of Palm Beach County (May 1986-February 1998)

Banking Center Manager - Mrs. Thomas Anthony's responsibilities included the coordination, development and management of the day-to-day operations of the banking center. She ensured banking center goals and objectives were met and customers were serviced in a professional and timely manner. She was responsible for management of consumer credit and small business products while maintaining open communication with non-bank partners. She made sure product knowledge, material and sales training was fully utilized by banking center associates

EDUCATION

Nova University, Masters Degree Business Administration
Bethune-Cookman University, Bachelor of Arts

CLARENCE E. ANTHONY
Chief of Business Development & Marketing
(2009 – Present)

Clarence the former President of Emerge Consulting is known as a creative and thoughtful leader in his community. As the current Chief of Business Development and Marketing of **Emerge Consulting** and **President of Anthony Government Solutions** he brings a wealth of experience and personal energy. His project experience has consisted of clients ranging from the private and public sectors.

He has worked with municipalities, counties, and special districts in financing capital project and other needs; reviewing municipal budgets to assess future funding needs; preparing official statements and bond purchase agreements for government review and approval; analyzing debt service schedules for bond issuers; and making presentations before government bodies.

He has designed public outreach plans to engage community interest, define core messages, strategies and tactics toward target audiences, in order to provide the guidelines necessary for implementation.

PROFESSIONAL EXPERIENCE:

PBS&J, Inc. Chief Marketing Officer & EVP (October 2006 – June 2009)

(Previously National Business Development & Government Relations Director August 2004 – September 2006)

Provide strategic leadership for Business Development, Government Relations and Marketing
Develop positioning strategies in order to obtain consulting work from targeted clients.

Major accomplishments:

Increased the firm's backlog over 10%; formalized a dashboard reporting system for backlog and business prospects.

Designed and monitored the firm's Political Action Committee.

Managed the company's branding and advertising program.

Facilitated the development of the Strategic Plan for Technical Marketing Services and Business Development.

Managed over 200 employees and a budget of \$18 million.

Designed and monitored the implementation of the firm's 'key account' client management services program.

Emerge Consulting, Inc. (November 1996-July 2004)

As President and Founder, Mr. Anthony's responsibilities included performing all duties related to the marketing and management of a small minority owned corporation. Emerge grew from a one person firm to over ten people during his tenure as President. Services included inter-governmental relations and coordination, program management support service, community outreach, environmental justice, grants management and designing minority business plans for private and public sector organizations.

EDUCATION

Florida Atlantic University, Masters Degree Public Administration

Florida Atlantic University, Bachelor of Arts – Social Science

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Joseph A. Kohl, Principal

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Elizabeth Plater-Zyberk, Principal

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Galina Tachieva, Partner, Director of Town Planning (Miami, FL)

Senen M. A. Antonio, Partner, Director of Business Development, Planner/Designer (Miami, FL)

Matthew Lambert, Partner, Director of IT, Planner Designer, Coder (Miami, FL)

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Roberta Young, Vice-President

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David Listokin, Co-Director, CUPR

Robert W. Lake, Co-Director, CUPR

Nancy H. Mantell, Director of Rutgers Economic Advisory Service, CUPR

Michael L. Lahr, Associate Director of Rutgers Economic Advisory Service, CUPR

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Richard L. McCormick,
President

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Haim Saban

Victoria P. Sant

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Lynn Thoman

Larry D. Thompson

Michael L. Tipsord

Andrew H. Tisch

Antoine W. van Agtmael

John W. Wilhelm

Tracy R. Wolstencroft

Daniel Yergin

Daniel B. Zwirn

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Nadine Fogarty, Principal

Shanti Breznau, Principal

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Executive Vice President

Doug Campbell, Director/ Senior Principal,
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Executive Vice President

John Jansen, Principal

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Eva Bailey, Vice President/ Principal

Dick Callahan, Strategic Director, Senior
Principal, Sr. Vice President

Doug Durbin, Technical Director Senior

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Steve Godley – Technical Director – Natural
Resources Management/ Senior Principal, Sr. VP

Gregg Jones – Technical Director, Principal,
VP

Dana West – Director, Senior Principal, Sr. VP

Andy Barth – Senior Consultant/ Principal

Tim Abbe - Technical Director, Principal, Vice
President

Jeremy Pratt - Technical Director, Principal,
Vice President

Kevin Freeman - Strategic Director, Senior
Principal, Sr. Vice President

Kim Demuth - Technical Director, Principal,
Vice President

Gordon Robilliard - Director Emeritus / Senior
Principal, Vice President

Karen Udall - Senior Administrative Assistant,
Technical Director

Ted Tomasi - Technical Director, Senior
Principal, Vice President

John Giesy - Technical Director

Bob McKusick - Director Emeritus / Senior
Principal, Vice President

Paul Leonard - Technical Director, Principal,
Vice President

Wayne Kicklighter - Technical Director,
Principal, Vice President

Daniel Tormey - Technical Director, Senior
Principal, Vice President

Neal Brody - Strategic Director, Senior
Principal, Vice President

Ralph Markarian - Technical Director, Senior

Principal, Vice President

Paul Mehrle - Strategic Director, Senior
Principal, Sr. Vice President

Miguel Aleman - Technical Director, Principal

Edgar Uribe - Director, Senior Principal, Sr.
Vice President

Jim Teitt - Director, Senior Principal, Sr. Vice
President

Chip Blankenhorn - Director, Principal, Vice
President

Rob Thomson - Technical Director, Senior
Principal, Vice President

Steve Bartell - Vice President and Technical
Director

Ed Bianchi - Technical Director, Vice President

Doug MacNair - Technical Director and
Principal

John Phillips - Technical Director, Vice
President

Jean Baldrige - Strategic Director, Senior
Principal, Vice President

John Giambastiani - Director, Senior Principal,
Sr. Vice President

Mike Rudd - Technical Director, Senior
Principal, Vice President

Brenda Peters, Technical Director Senior
Principal, Vice President

Bill Warren-Hicks - Technical Director and
Vice President

Craig Kling, Principal

Michael Nagy, Principal

Trevor Loveday, Principal

Suzanne Ban, Principal

CARDNO TBE

Pat. Beyer, PE, President, Division Manager
Craig Snyder, Sr. Vice President, COO, Asst
Division Mgr

Johnathan Blaha, Vice President, Finance

Steve Howarth, PE, Vice President, Dev & Env
Services Business Unit

Lance Lairscey, Sr. Vice President,
Construction Services Business Unit

Mark Pitchford PSM, Vice President Southern
Region Utility Business Unit,

Robert Clemens, Vice President, Northern
Region Utility Business Unit

Nick Zembillas, Sr. Vice President,
International & Global Ops Support Utility
Business Unit

John Temple, PE, Vice President, FDOT CRM
Liaison

Gwen. MacArtan SPHR, Asst Vice President,
Human Resources

Anne Schiola CPSM, Director, Marketing

Robert Brown, PE, Sr. Vice President Special
Projects

Peter Nikolov, PE, Vice President,
Transportation and Water Resources and Asset
Management

M. Ballogg, Director, Brownfields &
Economic Development Manager

R. L. Hagberg, Director, Environmental
Management

R. Register, SE, Director, Environmental
Business Development

B. L. Zarlenga, PE, Director, Site Development

Hill, RLA, Director, Landscape Architecture
Southeast Region

L. Fluty, PE, Director, Water Resources

SPIKOWSKY PLANNING ASSOCIATES

Bill Spikowski, Principal

GORMAN AND COMPANY, INC.

Gary J. Gorman, President

Tom Capp, Chief Operating Officer

Kathie Bahman, Director of Sales & Marketing

Bruce Ramos, General Field Superintendent

Joyce Wuetrich, Controller

TRANSPORTATION PLANNING

HDR, INC.

Richard R. Bell, P.E. Chairman and Chief Executive Officer

George A. Little, P.E. Vice Chairman, Inc. and President, HDR Engineering, Inc.

Elwin Larson, National Business Group Director

HDR has 11 Executive Vice Presidents, 150 Senior Vice Presidents, 400 Vice Presidents, and 84 Associate Vice Presidents throughout the company.

HALL, PLANNING & ENGINEERING INC.

Richard A. Hall, President

Kathryn A. Hall, Corporate Secretary

PUBLIC OUTREACH

MUNICIPAL CODE CORPORATION

Lawton Langford, Corporate
Officer

Dale Barstow, Corporate
Officer

Donny Barstow, Corporate
Officer

Rick Grant, Corporate Officer

Eric Grant, Corporate Officer

Phillip Claiborne, Corporate
Officer

Michelle Eagen, Corporate
Officer

George Langford, Board
Member

Lawton Langford, Board

Member

J. Ben Watkins, III, Board
Member

Steve Evans, Board Member

Martha Barnett, Board
Member

Ash Williams, Board Member

CROWDBRITE

Darin Dinsmore, CEO, Principal,

EMERGE CONSULTING, INC.

Tammy S. Thomas-Anthony, President

PAUL VROOMAN

University of Miami