

*Response to Request for Proposals*

# **County-wide Housing Assessment**

Shenandoah County, Virginia



PREPARED FOR

**County of Shenandoah**

PREPARED BY



**Basile Baumann Prost Cole & Associates, Inc.**  
177 Defense Highway, Suite 10  
Annapolis, MD 21401

In Association With:



**Vanasse Hangen Brustlin Inc.**

March 18, 2009



Basile Baumann Prost Cole & Associates, Inc.

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Public/Private Development Advisors

Nichols Center  
177 Defense Highway, Suite 10  
Annapolis, MD 21401  
Phone: 410.266.7800  
Fax: 410.266.7866

March 18, 2009

Mr. Vincent Poling, County Administrator  
600 N. Main Street, Suite 102  
Woodstock, Virginia 22664

**Re: Request for Qualifications – County-wide Housing Assessment**

**Dear Mr. Poling & Members of the Selection Team:**

It is with great pleasure that Basile Baumann Prost Cole & Associates, Inc. submits this response to the above-referenced Request for Proposals. We are most excited about the opportunity to present our qualifications for the preparation of a *County-wide Housing Assessment* for Shenandoah County. BBPC understands that the County intends to pursue Community Development Block Grant funding to address local affordable housing needs within Shenandoah County.

#### **PROJECT TEAM**

**Basile Baumann Prost Cole & Associates, Inc. (BBPC)** is a nationally-recognized economic development, real estate and development advisory services firm that specializes in housing market assessments nationwide. BBPC possesses unmatched experience and expertise assisting both the public and private sector with housing / residential (including affordable / workforce housing), financial feasibility/funding programs, economic development, market and economic analysis, strategic planning, feasibility evaluations, redevelopment and revitalization assessments, adaptive reuse plans, and economic/fiscal impact analysis. In all, we have caused construction of over \$8 billion of development in 47 states and 5 countries while assisting over 1,250 public and private sectors clients to meet their development objectives.

#### **OUR STRENGTHS**

The following briefly lists the leading factors that illustrate the strengths of our firm.

- **Deep National / Local Experience** – The project team has provided similar services for various public and private sector clients nationwide with a deep base of experience in the Commonwealth of Virginia and nationwide. Recent relative project experience includes: Winchester, VA; Anne Arundel County, MD; Shreveport, LA; Annapolis, MD; Fairfax County; Fredericksburg, VA; Washington, DC; Tempe, AZ; Long Branch, NJ; and Frostburg, MD.
- **Qualification of Key Staff and Principal's Commitment** – The BBPC Team, led by BBPC Principal Ralph Basile, has substantial prior experience and success in assisting both private clients and local governments in

## Basile Baumann Prost Cole & Associates, Inc.

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providing housing assessments and identifying market opportunities. The proposal has the personal commitment of senior staff from BBPC.

- **Recognition & Awards** – The Project Team includes leaders in strategic planning and revitalization as well as economic development planning and outreach. Our projects have won national awards from organizations such as APA, APTA, HUD and NAHB for excellence in the planning process, innovative funding and public/private partnership approach.
- **Time** – As a firm with unmatched experience, we possess the skills to begin work upon authorization and complete the scope of work within an acceptable amount of time. We have the ability to complete the work well in advance of the December 31 deadline indicated in the RFP.
- **Cost** – We are confident we can provide you with the most cost-effective and successful advisory services. As one public sector client noted, "I think they [BBPC] are the most reasonable in price for all the consultants I have used in my twenty years of public service in economic and community development."

We enthusiastically certify that our project team will commit sufficient resources in personnel, equipment and time to produce a thorough, timely, and practical assessment.

We look forward to the opportunity to present our qualifications and experience to you in person, and to working with Shenandoah County on the *County-wide Housing Assessment*.

If you have any questions, or require additional material, please contact me at your convenience at 410-266-7800 or by email at [rbasile@bbpa.com](mailto:rbasile@bbpa.com).

Respectfully Submitted,



Ralph Basile, Principal

## Table of Contents

Organization, Size, & Structure

Staff Profile

Relevant Projects

References

Understanding of Needs

Certifications

Appendix: 1. Description of Relevant Projects  
2. Resumes  
3. Promotional Materials

## Organization, Size, & Structure

Basile Baumann Prost Cole & Associates, Inc. (BBPC) is an economics and real estate development advisory firm which counsels an array of public, institutional, and federal clients, as well as both novice and sophisticated private investors, interested in economic development and residential housing and market assessments.

BBPC specializes in providing professional consulting services in the areas of housing / residential assessments, economic development, market and economic analysis, enhanced use leases (EUL's), strategic planning, feasibility evaluations, redevelopment and revitalization assessments, adaptive reuse plans, economic/fiscal impact analysis, financial feasibility/funding programs and streetscape planning and design. Our clients are predominantly public sector, comprising towns, cities, counties, states, regional bodies, the federal government, and the military.

BBPC is considered one of the leading development consulting firms nationwide, assisting federal entities and state and local governments, as well as private sector entities, with economic analysis and real estate development expertise. We have caused construction of over \$8 billion of development in 47 states and 5 countries while assisting over 1,250 public and private sector clients meet their development objectives. BBPC experiences and lessons learned allow the firm to guide clients through the complexities of contemporary real estate projects. BBPC applies deal making and innovative marketing and financing techniques to our economic development analyses.

BBPC is unique in that it maintains an in-house database of over 750 national and regional developers known to be interested in public/private development. Over the past ten years, the firm has developed a reputation for tenaciously overcoming development constraints, maximizing economic opportunities and formulating practical solutions for our clients and their communities.

All work conducted by BBPC employees will be performed at BBPC headquarters in Annapolis, Maryland at the following address:

Basile Baumann Prost Cole & Associates, Inc.  
177 Defense Highway  
Annapolis, Maryland 21401  
Phone: 410-266-7800  
Fax: 410-266-7866  
Website: [www.bbpa.com](http://www.bbpa.com)  
Type of Ownership: Corporation  
Size: 35  
Year Founded: 1990

## Residential Development Services

BBPC has been involved in a wide variety of market-rate and subsidized residential projects developed in a diversity of settings, including urban, suburban and rural areas. Market and financial feasibility investigations have been conducted, and development approaches and marketing strategies have been formulated once these initial investigations are completed, BBPC is often retained to solicit and evaluate developer development proposal evaluations, negotiate development agreements, and package these projects on behalf of a broad range of public, private and quasi-public entities.

Residential Development Services includes:

- Market and Economic Analysis
- Management & Marketing Plans
- Financial Feasibility
- Public/Private Partnerships
- Site Opportunities and Constraints
- Economic and Fiscal Impact Evaluations
- Revitalization Assessments
- Implementation Strategies
- Development Solicitation / Evaluation
- Development Packaging

# County-wide Housing Assessment

Shenandoah County, Virginia



Project Types include:

- Workforce / affordable housing
- Planned unit developments
- Adaptive reuse projects

## Workforce / Affordable Housing

BBPC has guided some of the first efforts by local governments to cause workforce/affordable housing to be constructed. These projects have addressed concerns that rising housing costs are pricing-out integral low and moderate income households from residing near employment centers. Equally important, these projects have promoted "smart growth" initiatives designed to counter urban sprawl and encourage environmental protection.

## Planned Unit Developments

On behalf of both public and private entities, the firm has prepared development plans and packaged residential projects, which include recreational elements, in urbanizing corridors and in communities located near metropolitan areas. These planned projects have included single-family detached and attached dwellings, apartments and commercial development opportunities.

## Adaptive Reuse Projects

Acting as agents for cities and/or property owners, the firm has solicited third-party interest in adaptive reuse of older structures, including historic properties. Reuse plans usually incorporate marketing unique loft or other spacious units to young urban professionals and others interested in living near employment and cultural opportunities.

## Residential Development Strategies

BBPC has assisted local officials in structuring planning and development incentives to attract residential development into desired areas. These plans have included redevelopment efforts mandated by law as well as

more modest measures resulting in competitively advantaged housing sites in areas where revitalization is sought.

## **Economic Development Planning Services**

BBPC often provides its public sector clients a host of economic development planning services. These services range from complete and comprehensive plans formulated after completing a series of economic analyses, to provision of specific strategies and action approaches designed to address specific problems.

BBPC also has been retained to serve as staff and administrators of governmental economic development entities to implement our recommendations.

When preparing complete, comprehensive economic development plans, typical topics covered in these plans include:

### Foundation for Economic Development

- Today's Local Conditions
- Physical Attributes and Infrastructure
- Strengths, Weaknesses, Opportunities and Constraints (SWOC)
- Economic Base Structure
- Tomorrow's Expected Conditions

### Target Clusters and Locations

- Candidate Identification
- Economic Development areas
- Future Targets and Locations

### Getting Organized

- Organization and Approach
- Advocacy for Economic Development
- Retention of Businesses
- Expansion Strategies

### Framework Supporting Economic Development

- Expand Regional Assets
- Workforce Training & Education

# County-wide Housing Assessment

Shenandoah County, Virginia



- Workforce Housing and Transportation
- Incentives (monetary and non-monetary)
- Marketing
- Initiatives
- Preparing for Implementation
- Recommendations and Strategies
- Special Issues

- Facilitation of planning workshops and charrettes
- Market Studies
- Wetland Impact Permits

#### Portsmouth Redevelopment and Housing Authority

- Roadway and utility infrastructure design

#### Chesapeake Redevelopment and Housing Authority

- Environmental Assessments
- Market Studies
- Highest and Best Use Studies
- Stormwater and utility Infrastructure design
- Capital Investment Master Planning

#### Richmond Redevelopment and Housing Authority

- Gilpin Court
- Dove Court

## Vanasse Hangen Brustlin Inc.

VHB / Vanasse Hangen Brustlin, Inc. is a leading provider of integrated land development, environmental, and transportation services. Incorporated in 1979, with a staff of more than 900 professionals working in 18 offices along the East Coast, VHB offers a diverse and skilled knowledge base to plan buildable projects that consider the environment. We have a successful record of helping municipalities plan development in order to promote private investment, incorporate public infrastructure, and encourage tourism, while preserving community character and protecting the environment.

VHB offers the focus and personal attention of a small consulting firm backed by the resources of a large, multi-disciplinary company. By providing the best technical skills in planning, engineering, transportation, and environmental services, VHB has delivered innovative and pragmatic design solutions for some of today's most complex infrastructure and land improvement projects. Our in-house engineers, planners, and scientists work to provide detailed analyses to ensure proposed planning and development scenarios are based on contextual realities. By integrating our services and establishing dedicated, strategic project teams, we quickly achieve a deep understanding of each unique client, project, and community and turn that understanding into context-driven, implementable solutions for our clients.

VHB has extensive experience with housing:

### Housing Authority Experience

#### Norfolk Redevelop and Housing Authority

- Roadway, utility and stormwater infrastructure design
- Master planning

# County-wide Housing Assessment

Shenandoah County, Virginia

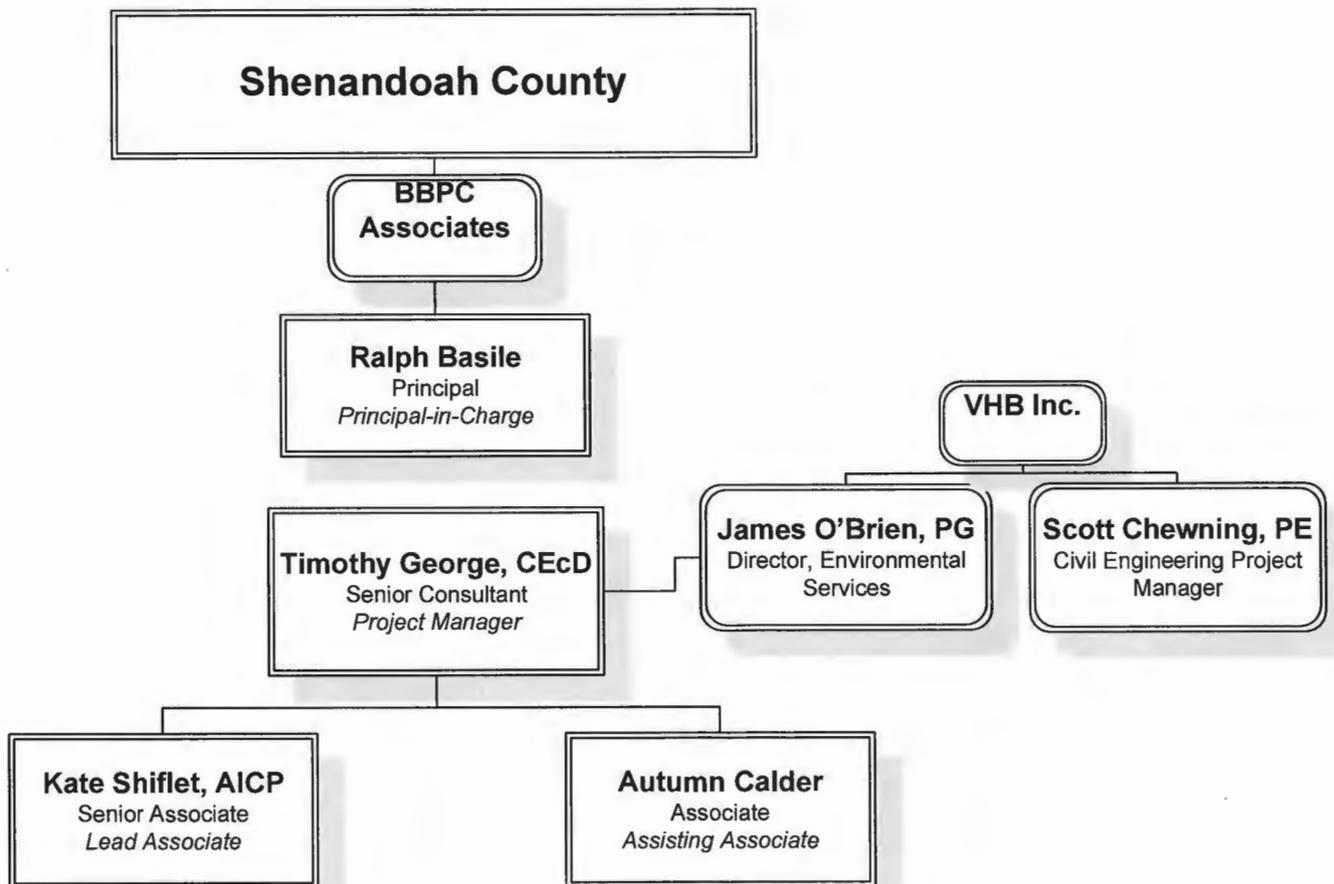


## Staff Profile

The BBPC Team consists of uniquely qualified group of individuals offering significant prior experience in providing economic development services and housing and market assessments nationwide.

We fully certify that the BBPC Team offers the capacity and ability to deliver all the services identified in the Request for Qualifications, and that we have committed the resources of our senior staff to this effort. Our proposed team includes the overall project direction and management of Principal Ralph Basile, founder and co-owner of BBPC. Senior Consultant Timothy George will act as the Project Manager while BBPC Senior Associate Kate Shiflet and Associate Autumn Calder will perform the day-to-day technical analysis.

The following team member profiles summarize key qualifications brought by each individual that will participate in the creation of the *County-wide Housing Assessment*.



# County-wide Housing Assessment

Shenandoah County, Virginia



## **BBPC Associates**

### **Ralph Basile, Principal**

**Project Role: Principal-in-Charge**

**Years of Experience: 30**

Mr. Basile is a founding Principal and co-owner of Basile Baumann Prost Cole & Associates, Inc. (BBPC Associates) of Annapolis, Maryland, a real estate development advisory firm which assists public and private clients located both here and abroad with their real estate-related needs. Coupled with his extensive development and business experience, Mr. Basile has a broad educational background including degrees in law, city planning and urban economics.

Mr. Basile has broad experience in such diverse fields as market analysis, development programming, economic planning, financial feasibility, development packaging, project funding, project implementation and management. Mr. Basile has been responsible for a variety of development consulting assignments especially during the pre-development and project packaging stages of these endeavors. He has managed hundreds of market research efforts and financial feasibility assessments.

He has also negotiated dozens of development agreements, procured project financing for large- and small-scale projects, managed local development organizations, strategically planned various economic development projects, directed preliminary design services and completed real estate workouts nationwide. His management and technical expertise has been employed through the conceptualization and development of both small-scale and major commercial, recreational, industrial and residential real estate projects carried out solely by private investors and through cooperative business arrangements structured between public and private entities.

### **Timothy George, CECD, Senior Consultant**

**Role: Project Manager**

**Years of Experience: 15**

Mr. George is a Senior Consultant with Basile Baumann Prost Cole & Associates, Inc. (BBPC Associates) and specializes in economic development, market analysis, financial and fiscal analysis and real estate analysis for both the public and private sectors. Mr. George's experience includes: resource assessment, market forecasting, financial feasibility, financing strategy, organizational recommendations and economic impact assessment, creating customized analytical models for financial analysis, cash flow analysis, project pro-forma and economic impact analysis. Primary client contact for directed projects responsible for presenting findings, final reports, meeting with public and private key stakeholders and running stakeholder/community meetings.

### **Kate Shiflet, AICP, Senior Associate**

**Project Role: Lead Project Associate**

**Years of Experience: 5**

Ms. Shiflet is an Senior Associate with BBPC and specializes in economic development, land use planning and real estate analysis for both the public and private sectors. Ms. Shiflet's experience includes: developing implementation strategies for urban and suburban redevelopment and revitalization; conducting market, demographic, and financing/funding analyses; economic/fiscal impact analysis; and developing land use strategies for mixed use development.

### **Autumn Calder, Associate**

**Project Role: Assisting Project Associate**

**Years of Experience: 4**

Ms. Calder is an Associate with BBPC and a Licensed Real Estate Sales Associate in the State of Florida. She specializes in economic development, land use planning and real estate analysis for both the public and private sectors. Ms. Calder's experience includes: coordinating lease agreements with commercial tenants, developing implementation strategies for downtown redevelopment

## County-wide Housing Assessment

Shenandoah County, Virginia



and revitalization; conducting market and demographic analyses; and updating community redevelopment agency plans.

### VHB, Inc.

#### **Scott Chewning, Civil Engineering Project Manager**

Years of Experience: 8

Mr. Chewning has managed and performed detailed design for commercial and residential projects, transportation and utility projects, and design charrettes for the Redevelopment and Housing Authorities in the Hampton Roads area. He has more than 8 years experience in infrastructure improvements projects, with specialization in roadway, drainage and stormwater management design.

#### **James O'Brien, Director of Environmental Services:**

**Hazardous Materials**

Years of Experience: 21

Mr. O'Brien is the Director of Oil and Hazardous Materials Services for VHB's Virginia Region. With over 20 years of professional experience as an environmental consultant and general contractor, he has developed a broad knowledge of the coordination and implementation of activities that evaluate and mitigate environmental issues for all phases of environmental projects. He also has diverse experience in water resources and hydro-geologic projects.

# County-wide Housing Assessment

Shenandoah County, Virginia



## Relevant Projects

The following are several projects BBPC has completed that are both similar in size and scope to the proposed *County-wide Housing Assessment*. Many similar projects have been conducted in both Virginia and nationwide.

Capitol Hill Towers	Washington, D.C.
Oceanfront Broadway Redevelopment Program	Long Branch, New Jersey
Economic Development Strategy	Fredericksburg, Virginia
Lake Anne Village Center Revitalization	Reston, Virginia
Development Advisory Services	Tempe, Arizona
Henson Creek / South Potomac Master Plan	Prince George's County, Maryland
York County Economic Development Plan	York County, Pennsylvania
Highland Area Neighborhood Revitalization Plan	Shreveport, Louisiana
Pritchard Farm Master Plan Residential Development	Frostburg, Maryland
Middletown Regional Hospital	Middletown, Ohio
Development / Economic Impact Analysis	Winchester, Virginia

# County-wide Housing Assessment

Shenandoah County, Virginia



## References

### **Tempe Transit Oriented Development Planning – Tempe, Arizona**

Larry Schmalz  
Principal Planner  
Department of Development, Revitalization and Redevelopment Division  
City of Tempe  
480-350-8924  
larry\_schmalz@tempe.gov

### **Oceanfront – Broadway Redevelopment Program - Long Branch, New Jersey**

Howard H. Woolley, Jr.  
Business Administrator  
City of Long Branch  
344 Broadway  
Long Branch, NJ 07740  
732-222-7000

### **Jumpstart Fredericksburg 2010 Economic Development Plan and Hotel Developer Solicitation / Evaluation - City of Fredericksburg, VA**

Phillip Rodenberg  
City Manager  
City of Fredericksburg, Virginia  
715 Princess Anne St., Room 203  
P.O. Box 7447  
Fredericksburg, VA 22404-7447  
540-372-1010  
prodenberg@fredericksburgva.gov

### **Capitol Towers TIF and Management Evaluation - Washington, DC**

David Meyer  
Office of Research and Analysis  
District of Columbia, Office of the Chief Financial Officer  
441 Street, NW  
Suite 400 South  
Washington, DC 20001  
202-727-2476

### **Henson Creek – South Potomac Master Plan, Economic Development Strategies and Implementation Plan - Prince George's County, MD**

Craig Roveistad, AICP  
Master Planner, Community Planning Division  
Prince George's County Planning Department

## County-wide Housing Assessment

Shenandoah County, Virginia



The Maryland-National Capital Park and Planning Commission  
14741 Governor Oden Bowie Drive  
Upper Marlboro, MD 20772  
301-952-3153

### **Market Analysis & Economic Development Strategies / Revitalization Concepts – Fairfax County, Virginia**

Harry Swanson, Deputy Director Revitalization and Real Estate  
Department of Housing and Community Development  
3700 Pender Drive Suite 300  
Fairfax, VA 22030-7444  
Phone: 703.246.5183

# County-wide Housing Assessment

Shenandoah County, Virginia



## Understanding of Needs

### Market Assessment

We understand that the County of Shenandoah needs a market study to assess the need and demand for affordable housing units. We understand that a 2004 Situation Analysis report determined that rural economic development, including affordable housing, was identified as a priority issue by the community. VCE-Shenandoah County has initiated educational programming related to this need including a variety of workshops on financial management, housing, and consumer education topics; a money management home study course; and telephone consultation on consumer issues. The Action Alliance for Virginia's Children and Youth reports that the average income necessary for family self-sufficiency in Shenandoah County is a before-tax income of \$31,402 per year. There are 1,839 families (18 percent of all families) in the county who have an income of less than \$25,000 per year. We realize that the population of Shenandoah County is becoming more diverse, with the County growing nearly 11% from 1990-2000, and increasing its Hispanic population over 300%. We will analyze these trends to determine the current inventory of affordable housing and the need demanded.

BBPC has been involved in a wide variety of market-rate and subsidized residential projects developed in a variety of settings, including urban, suburban and rural areas. We will assess and evaluate the existing stock of affordable housing in the County through the utilization of pertinent data sources. Demand will be measured by the number of residents able to qualify for affordable housing within Shenandoah County. BBPC will then recommend the location, type, and quantity of affordable housing units needed for development in the County.

### Engineering Report

VHB will provide support in preparing a preliminary site assessment for one or more of the proposed sites. The preliminary site assessment will include:

- Summary of site constraints based on zoning and known easements
- Summary of existing utilities and site grading
- A courtesy assessment of traffic and existing environmental items such as wetlands

This work will be performed within the budget provided.

### Financing Plan

With the increasing mismatch between household income growth and housing affordability, the dream of homeownership has challenged many working families. While the overall homeownership rate recently reached a record high of 69%, the ownership rate among low-to-moderate income families equaled 56%. In fact, fewer working families own homes now than did 25 years ago, a situation that is likely to worsen as interest rates rise from historic lows. The workforce housing shortage affects communities' overall economic and social health:

- Local employers are unable to attract and retain talented candidates
- Shortage of teachers hurts area school systems

# County-wide Housing Assessment

Shenandoah County, Virginia



- Long work commutes lead to traffic congestion, lower worker productivity, and high turnover rates in essential jobs (police, emergency medical, teachers, firemen)
- Families are separated as children cannot afford to live near parents

Successful workforce housing programs are a result of public/private partnerships that provide innovative and situation-specific solutions. BBPC has helped communities implement many of the best practices being used today, including:

- Tax Increment Financing (TIF)
- Expedited permit review and fee waivers
- Statute creation to include density bonus in exchange for workforce housing
- Community outreach to inform local residents on impact of workforce housing shortage
- Accessing federal, state, and private funding sources (e.g. HOPE VI grants, low income housing tax credits, CDBG grants)
- Manipulation of land cost through long-term leases or land donation
- Embedding workforce housing into market rate and/or mixed-use developments

The workforce housing shortage is a difficult problem that will continue to impact communities nationwide. While there are no simple or easy solutions, BBPC has the expertise and demonstrated experience to advise local governments on all of the proactive tools available.

## Housing Management & Marketing Plan

BBPC will develop a housing management and marketing plan to include provisions for housing counseling services for interested families, by following the plan below:

- a. Interview the affected homeowners to gain an understanding of their ownership plans and their needs
- b. For those that wish to stay in the neighborhood, assist them in partnering with a financial counselor to provide advice and counseling to at risk homeowners
- c. Identify similar programs and recommend the "rules" for allocating federal funds to assist at risk homeowners.
- d. For those who are trying to sell, develop a program to provide grants/low cost loans to assist in getting the subject properties up to code and in sellable condition
- e. For bank owned, or soon to be foreclosed, design a "partnering program" where the jurisdiction can work with the lender to try and head off the devaluation of the units by the mortgagee before they move out and to maintain them until they are reoccupied through temporary ownership or sale
- f. Partner with residential brokers to assist in "marketing" the houses and neighborhoods
- g. Evaluate the physical infrastructure of the neighborhood, including aesthetic features that are detracting from the overall appeal of the area.
- h. Recommend high leverage improvements to the subject neighborhoods

## Pre-Contract Activities

Community Improvement Grants (CIG) enable local governments to implement solutions to local community development problems. These solutions may include activities such as the improvement of housing, the acquisition of real property, the installation of infrastructure, and the construction of other improvements.

## County-wide Housing Assessment

Shenandoah County, Virginia



Annually, approximately \$10 million is made available on a competitive basis through CIGs. Virginia's Community Development Block Grant (VCDBG) CIG program is designed to assist localities with the greatest community development needs in implementing projects which will most directly address these needs.

BBPC understands that Shenandoah County seeks a Community Improvement Grant from the Virginia Department of Housing and Community Development. We understand that Planning Grant activities should be oriented toward the development of products which directly relate to a future Community Improvement Grant project. These products should detail community development problems and present realistic solutions for treatment of these problems. We are prepared to complete all pre-contract activities associated with the CIG grant.

# County-wide Housing Assessment

Shenandoah County, Virginia



## Certifications

Several of BBPC and VHB senior staff hold certifications in their respective fields. Timothy George holds the CEcD, a certification in economic development. Kate Shiflett holds an AICP, recognition as a certified planner. Scott Chewing holds a PE, certifying him as a professional engineer. James O'Brien holds a PG, certifying him as a professional geologist.

## Capitol Hill Towers Mixed-Use Development

Washington, DC



**Client:** District of Columbia, Office of the Chief Financial Officer

### Project Overview:

- Tax Increment Financing

Prepared a project feasibility and tax analysis evaluation for the District of Columbia, Office of the Chief of Financial Officer, for a mixed-use development that includes a 200-room Courtyard by Marriott hotel; a 13-story, 344-unit apartment tower; and 9,000 square feet of retail. The project will also include a 232-space parking garage.

Analyzed the proposed mixed-use development to determine if the project qualified for tax-increment financing (TIF) from the District government. Prepared a 10-year income and expense proforma to evaluate the financial feasibility of the mixed-use development; conducted a fiscal and economic impact study that quantified the benefits of the proposed development in terms of total taxes generated for the District; reviewed the development sponsor's financial plan for feasibility; and assessed the financial strengths and weaknesses, as well as, the management capacity of the development sponsor.

Capitol Hill Towers is the District's first tax-increment-financed and approved project outside of downtown: a \$113-million mixed-use development in Southeast, Washington, DC that received \$11.3 million in TIF funds. The project is also the first public housing project in the District to receive TIF funding. The public-private financing also includes \$36 million of owner equity, \$48 million in housing finance authority bonds and \$15 million in enterprise zone bonds.

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## Jumpstart! Fredericksburg 2010—Economic Development Strategy

Fredericksburg, Virginia

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Client: City of Fredericksburg , VA and the City's Economic Development Authority

### Project Overview:

- Hotel Development
- Residential Development
- Economic Development Planning
- Organizational Management
- Workforce/Affordable Housing

**JumpStart!**  
Fredericksburg

This project focused on providing market analysis and economic development implementation strategies to guide the City of Fredericksburg's Jumpstart Fredericksburg initiative. At a crossroads halfway between Washington, D.C. and Richmond, Virginia and located on I-95 (the major north-south artery along the East Coast), Fredericksburg is positioned for growth. Analysis involved the study of existing and forecasted market conditions and a survey of physical conditions as well as substantial community involvement. The project has identified opportunities for the development of new retail, residential, and office space development in eleven distinct commercial areas.

Graphic illustrations of desired development for the action areas have been prepared, as well as an implementation plan to realize the economic development opportunities in each of the action areas. These strategies address design guidelines, considerations for comprehensive plan and zoning ordinance revisions, stakeholder roles, parking management, potential funding sources, financing options, and marketing plans. Select demonstration projects, to illustrate potential development costs and fiscal and economic impact were also prepared. The City is beginning to implement the recommendations, including a developer solicitation facilitated by BBPC Associates and recent completion of the adaptive reuse of a historic school as luxury loft-style condominiums.

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## Development Advisory Services/Transit Oriented Development

Tempe, Arizona

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Client: City of Tempe, Arizona

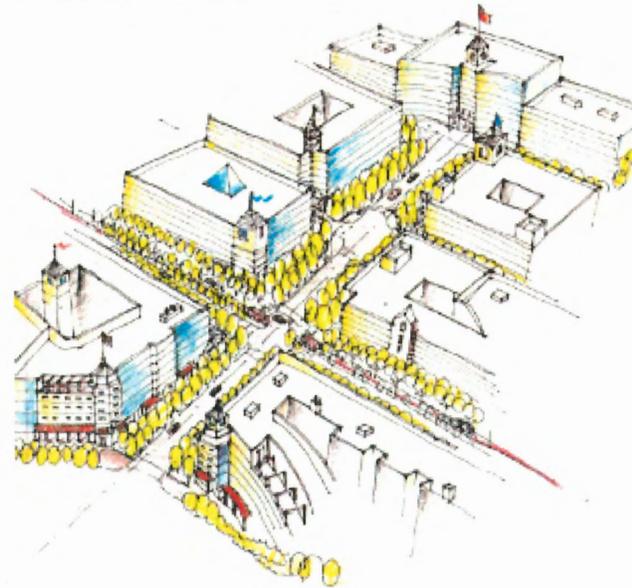
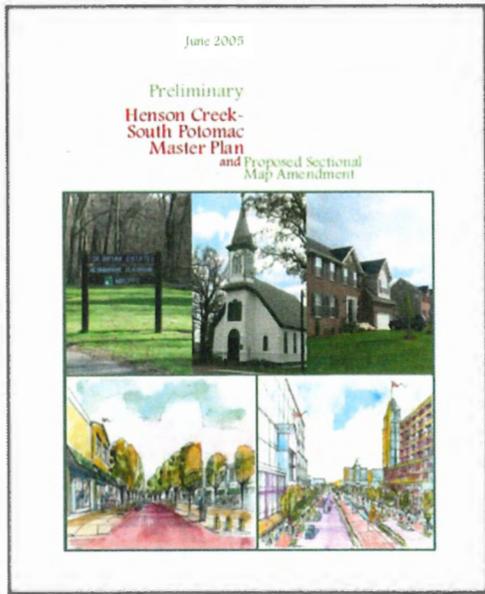
### Project Overview:

- Retail Development
- Hotel Development
- Residential Development
- Workforce/Affordable Housing

Providing on call services to the City of Tempe. Work has included a hotel/conference center market saturation assessment, used by City officials to decide whether to pursue public funding for assembly spaces, review and comment on public/private development at the McClintock Park and Ride site, review of a transit overlay ordinance for transit oriented residential development along the Valley Metro light rail line, and evaluation of affordable and workforce housing density bonus ordinances. The project includes extensive research and analysis of federal regulations regarding joint development of transit parcels, as well as drafting of developer agreements. The project also includes documenting joint development benefits, reviewing of model transit overlay ordinances, and analysis of affordable/workforce housing provisions.

## Henson Creek-South Potomac Master Plan/Economic Development Strategies

Prince George's County, Maryland



Drawings Sources: Lee & Associates

**Client: Maryland-National Capital Park & Planning Commission**

### Project Overview:

- Hotel Development
- Industrial / Tech Park Development
- Economic Development Planning
- Workforce/Affordable Housing

Provided economic and market input and recommendations for economic development strategies for the implementation of the *Henson Creek-South Potomac Master Plan* to guide future growth and development at activity centers within the 32.5-square-mile Henson Creek-South Potomac study area. The *Henson Creek-South Potomac Master Plan's* purpose is to implement the goals, policies and objectives of the 2002 *Prince George's County General Plan*.

Conducted a *Retail Market and Business Development Survey* to identified stakeholders to gain their insight on economic development issues relevant to the study area and prepared *Economic Development Profiles* which identified the strengths, constraints and opportunities of identified retail/commercial nodes. Prepared an *Economic Development Strategy* to achieve new and improved business and real estate development and enhanced market position of the planning areas.

As part of this study, participated in a public *Master Plan Charrette* and evaluated the economic potential for mixed use, pedestrian- and transit-oriented development in identified commercial nodes for preparation of the master plan. M-NCPPC incorporated our findings into the *Henson Creek-South Potomac Master Plan* for implementation.

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## Oceanfront-Broadway Redevelopment Program

Long Branch, New Jersey

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**Client:** City of Long Branch, NJ

**Project Overview:**

- Residential Development
- Waterfront Area Development
- Development Packaging
- Workforce/Affordable Housing
- Tax Increment Financing (TIF)

Guiding the developer solicitation, proposal evaluation and agreement negotiation phase of this urban redevelopment process involving 142 acres of oceanfront properties held in private ownership which has been partitioned into five development sectors for planning purposes. Assisting the City to secure funding from the State of New Jersey for land assemblage and building demolition purposes. Evaluating five residential and commercial development proposals.

The Oceanfront - Broadway Redevelopment Program is recognized as the “premier waterfront redevelopment project in the state” and the first program which streamlined the development approval process (from two years to six months).

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## Highland Area Neighborhood Revitalization Plan

Shreveport, Louisiana

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**Client:** Highland Area Partnership; Metropolitan Planning Commission of Caddo Parish

**Project Overview:**

- Retail Development
- Hotel Development
- Residential Development
- Redevelopment/Urban Planning
- Workforce/Affordable Housing

Working closely with the public and racially mixed community, formulated a major neighborhood revitalization plan and development program for a near-downtown neighborhood dominated by major medical facilities.

The plan, which included the creation of a formal development corporation and a series of committees to help implementation, was adopted by both the neighborhood and the Metropolitan Planning Commission.

A 501C(3) nonprofit local development corporation (The Highland Neighborhood Area Partnership) was created; a property maintenance and fix-up program was undertaken; a special HUD demonstration home ownership project grant was received and implemented; gateway and signage improvement projects were constructed; and a significant neighborhood watch program and community policing project was implemented.

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## Lake Anne Village Center Revitalization

Reston, Virginia

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**Client:** Office of Revitalization, Fairfax County Department of Housing and Community Development

### Project Overview:

- Hotel Development
- Residential Development
- Redevelopment / Urban Planning
- Adaptive Reuse

Prepared an economic analysis and developed revitalization concepts and implementation strategies for the Lake Anne Commercial Revitalization Area, the historic National Planning Landmark in Reston, Virginia. After 40 years, the European-style mixed-use commercial core of the New Town's "first" village was characterized by visibility and access limitations, aging infrastructure, deferred maintenance, complex ownership and management structures, underutilized land parcels, and a high degree of retail seasonality. As part of this study, compiled a brief planning and development history at Lake Anne and a compendium of key issues of concern to the area's revitalization including an overview of existing conditions of infrastructure and other public and private improvements, an analysis of retail and residential market conditions, and an assessment of existing public policies and plans.

## York County Economic Development Plan York County, Pennsylvania



Client: York County Planning Commission

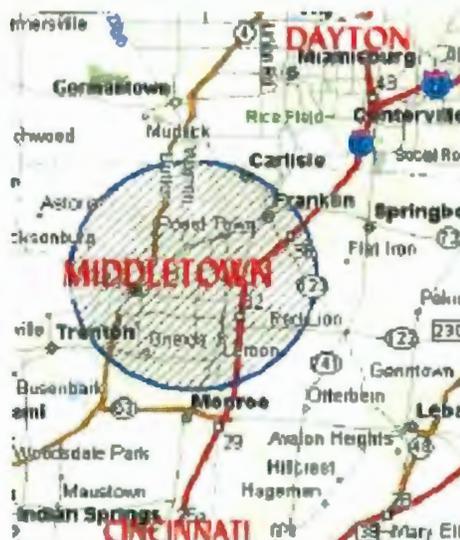
### Project Overview:

- Economic Development Strategy
- Land Suitability Analysis
- Target Industry Assessment
- Economic Impact Evaluation
- Public Outreach

With its location on the Pennsylvania-Maryland border and its mix of urban and rural areas, York County has a unique character, as well as a unique set of economic opportunities and challenges. York has experienced dramatic population growth which will only accelerate when 12 missions from eight states are relocated under BRAC (Base Realignment and Closure) to Aberdeen Proving Ground in Maryland.

To optimize this growth, BBPC is forming a consolidated, comprehensive economic development plan that marries economic and strategic redevelopment with smart growth and land use planning. The project involves significant public participation through a series of public forums, municipal officials meetings, and public hearings.

## Middletown Regional Hospital Middletown, Ohio



**Client:** Middletown Regional Hospital

### Project Overview:

- Institutional Development
- Office Development
- Development Packaging



Examined medical-related facilities and the development of an ambulatory care center. Conducted market need studies, financial analyses and development packaging for a variety of medical-related facilities concentrating on ambulatory care facilities, assisted living and congregate care/senior housing. Potential financing and funding approaches were examined. The regional hospital, in conjunction with a local trust, developed the ambulatory care and associated facilities in accordance with our recommendations.

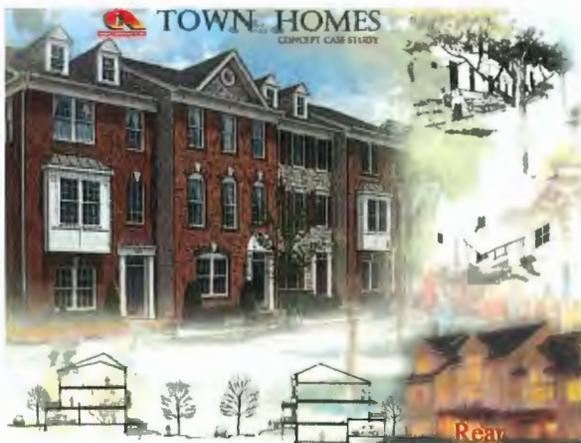
Today, Middletown Regional Hospital is a modern, 310-bed hospital serving Butler, Warren, Preble and southern Montgomery Counties in Southwest Ohio. Conveniently located between Cincinnati and Dayton, Middletown Regional Hospital was named one of the nation's "Top 100 Hospitals" by HCIA and earned Accreditation with Commendation - a designation recognizing exemplary performance from JCAHO.

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## Prichard Farm Master Plan Residential Development

Frostburg, Maryland

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**Client:** The Bell Group, Inc.

Drawings Sources: Chaney Architects, Inc.

**Project Overview:**

- Residential Development
- Development Impact Assessments

Conducted an economic and fiscal impact evaluation of a planned 420-unit master planned residential development on a 140-acre site in Frostburg, Maryland that would include single-family homes, townhouses, condominiums and low-income apartments. Quantified the economic and fiscal impact of the development during the construction period and during annual operations at build out for each phase of the project and for the project as a whole.

Quantified the city, county and state tax base impacts and economic benefits of the project in terms of household income, consumer expenditures, material purchases, real property taxes, sales taxes, individual income tax and other taxes. Determined the marginal costs basis for the project to the county and city in terms of items such as: education, police, fire, human services, general government, roads, etc.

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## Development/Economic Impact Analysis

Winchester, Virginia

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**Client:** Greenehome & O'Mara, Inc.

**Project Overview:**

- Economic Development Planning
- Industrial Development
- Predevelopment Feasibility Services
- Cost/Benefit Analysis

Prepared a development/economic impact analysis of a proposed GSA warehousing facility in western Virginia near I-81. Impacts at three alternative sites were detailed and documented. Direct and indirect costs and benefits were tabulated.

# Broad Creek Northside Homeownership Development

Norfolk, Virginia



In an effort to help the Norfolk Redevelopment and Housing Authority (NRHA) determine the vision and master plan for the final phase of the Broad Creek project, VHB conducted a design charrette with NRHA, the City of Norfolk, and the community. Based on the exercise, a preferred master plan was developed that included modifications to the proposed roadway network, the establishment of a proposed housing program, restructuring the existing stormwater management pond, and creating a community icon adjacent to Princess Anne Road.

The four month process included three separate phases of work. The first phase, or "Pre-Charrette exercise," was organized to gain input from key stakeholders which included the community, the City of Norfolk, and NRHA. The second phase, or three day "Design Charrette exercise," included two daily workshops that engaged the multi-disciplinary project team as well as key stakeholders which culminated in a presentation each evening to the community. The final phase, or "Post-Charrette exercise," spanned over several months during which the project team met with select groups of project stakeholders to review the outcome of the charrette and the plans to implement the preferred master plan.

## Client

Norfolk Redevelopment  
and Housing Authority

## Status

Completed 2007

## Highlights

VHB conducted a three day design charrette with NRHA, the City of Norfolk, and the community to create vision and master plan for the final phase of the Broad Creek development

The process engaged a multi-disciplinary project team and a diverse group of project stakeholders



# Broad Creek Renaissance Housing Development

Norfolk, Virginia



VHB/ Vanasse Hangen Brustlin, Inc. was selected by the Norfolk Redevelopment and Housing Authority (NRHA) to assist in the development of planning and construction documents for the \$150 million Broad Creek Renaissance Hope VI housing development.

The project consists of redevelopment of 87 acres low-income multifamily housing to a mixed 600-unit residential development in the urban Norfolk area. VHB engineering services include design of the master plan elements, including drainage systems and ponds, utility systems, grading and site plans and landscape architecture to improve aesthetics. Development of linear park systems, a town center for community gatherings and areas for resident recreation are included within the project. Coordination with multiple city departments, NRHA, The Community Builders (master developer) and local community groups will be required on the project.

VHB's work will assist in the refinement of the master plan to provide single and multifamily housing, and open park spaces in conjunction with pedestrian connections to a new community center and existing area schools.

## Client

*Norfolk Redevelopment  
and Housing Authority*

## Status

*Ongoing*

## Highlights

*Coordinated with city  
departments and NHRA*

*Refinement of masterplan  
to include single and  
multifamily housing, open  
park spaces*

# Grandy Village Community Center

Norfolk, Virginia



The Norfolk Redevelopment and Housing Authority (NRHA) selected VHB/Vanasse Hangen Brustlin, Inc. to develop the master plan for the \$41.2 million Grandy Village renewal project. The 44-acre Grandy Village neighborhood, which borders the eastern branch of the Elizabeth River, is one of several NRHA sustainable, mixed-

income communities in the City of Norfolk. NRHA identified the Grandy Village Community Center as the first project in the plan to be implemented. In addition to space for special events and a variety of recreational and education programs, the facility will include an outdoor classroom, a wetlands nature trail, canoe/kayak launch and an observation dock on the River. As part of a team to design the Center, VHB is responsible for developing the conceptual layout as well as site development plans to include site layout, survey, paving, drainage, erosion and sediment control, stormwater management structure design in the form of bio-retention ponds, hydrology mapping, and water and sanitary sewer, utilities coordination.

VHB is incorporating sustainable site design to acquire LEED® certification for the building. Sustainable site items include alternative transportation (parking capacity), site development (maximize open space) and stormwater design (quantity and quality control). Low impact design methods used on the project include a clam shell walking path (in lieu of concrete), pervious pavement in parking stalls, bio-retention ponds and meticulous grading to avoid impacts to surrounding vegetation.

This project is also a model environmental partnership between NRHA, Hampton Roads Transit (HRT) and the City of Norfolk. HRT, in constructing Virginia's first light rail project (The Tide), will impact 1.57 acres of wetlands on the Elizabeth River. To offset that impact, HRT will restore 1.7 acres of wetlands at Grandy Village. In designing and constructing the observation dock and kayak launch on the River, as a part of the Community Center project, VHB was responsible for permitting services and coordination of geotechnical services, underwater survey and site tree survey.

## Client

*Norfolk Redevelopment  
and Housing Authority*

## Status

*Ongoing*

## Highlights

*Assisted with Joint Permit  
Application (JPA) and  
LEED® certification*

*Designed water and  
sewer connections*



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October 3, 2007

Vanasse Hangen Brustlin, Inc.  
5544 Greenwich Rd., Ste 302  
Virginia Beach, VA 23462-6563

To Whom It May Concern:

On behalf of the Norfolk Redevelopment Housing Authority, I am pleased to offer this letter of commendation regarding the leadership and technical expertise provided by Vanasse Hangen Brustlin, Inc. (VHB) on the Broad Creek Northside Homeownership Development project in Norfolk, Virginia.

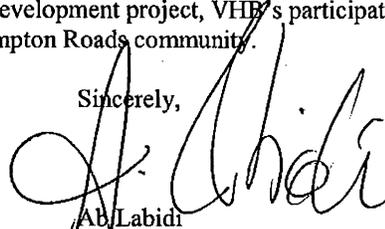
Broad Creek is a bold project that involves the transformation of two public-housing communities and 12 surrounding neighborhoods into the first true mixed-income development in the Hampton Roads area (a geographical dispersion that comprises 1.7 million residents). The vision for Broad Creek is one of an urban village built in the tradition of Norfolk's most cherished architectural designs. With careful attention to site planning precedents as well as to detail and composition, Broad Creek offers all the social and cultural advantages of a thriving metropolitan community.

VHB's enthusiasm for the project was clear from the beginning, as was their grasp of and commitment to the vision for Broad Creek. The VHB team, led by Scott Chewning, provided a variety of engineering improvements associated with the master planning services for the Northside phase of the project. One of the most critical elements of the master planning was engaging the community and local officials through a public participation effort. VHB expertly led a planning charrette over three consecutive days to help inform and involve the community by soliciting their input in the planning and design process. VHB embraced and expressed the principle that an informed citizenry is necessary to developing solutions and alternatives that will ensure the vitality of the neighborhood. For three days residents, interested citizens, civic leaders, community organizations, and other stakeholders participated in effective visual brainstorming and issue identification dialogues and reached consensus on the master plan. It is NRHA's position that community driven solutions are highly successful when channeled in an organized fashion. VHB's management and guidance during the charrette workshop sessions was highly professional and extremely well received by the community. The preferred master plan has materialized and progressed in the same way.

In addition, VHB's integrated services approach and thorough understanding of local, state, regional, and federal regulatory requirements and engineering practices provided the management team with confidence that NRHA's best interests were foremost on the consultant's mind.

Through all phases of the Northside Homeownership Development project, VHB's participation has been an asset to NRHA, the Broad Creek community and the larger Hampton Roads community.

Sincerely,



A. Labidi  
Broad Creek Project Manager



## Ralph Basile

### Principal

#### Education

- Juris Doctor (Law)  
George Mason University
- Master's in Urban and  
Regional Planning  
Virginia Tech
- Bachelor of Arts in  
Economics and Political  
Science  
Virginia Tech

#### Professional Registrations/ Affiliations

- ULI-Urban Land Institute
- National League of Cities
- National Council for Urban  
Economic Develop.
- National Trust for Historic  
Preservation
- Nat. Assoc. of Housing &  
Redevelop Officials
- Society of American  
Military Engineers
- National Association of  
Installation Developers
- Int. City Management  
Associations
- The Privatization Council
- Int. Assoc. of Corporate  
Real Estate Executives
- Conservation Foundation
- American Bar Association
- American Planning  
Association

Mr. Basile is a founding Principal and co-owner of Basile Baumann Prost Cole & Associates, Inc. (BBPC Associates) of Annapolis, Maryland, a real estate development advisory firm which assists public and private clients located both here and abroad with their real estate-related needs. He has over 28 years of experience in real estate development and consulting. Coupled with his extensive development and business experience, Mr. Basile has a broad educational background including degrees in law, city planning and urban economics.

Mr. Basile has broad experience in such diverse fields as market analysis, development programming, economic planning, financial feasibility, development packaging, project funding, project implementation and management. Mr. Basile has been responsible for a variety of development consulting assignments especially during the pre-development and project packaging stages of these endeavors. He has managed hundreds of market research efforts and financial feasibility assessments.

He has also negotiated dozens of development agreements, procured project financing for large- and small-scale projects, managed local development organizations, strategically planned various economic development projects, directed preliminary design services and completed real estate workouts nationwide. His management and technical expertise has been employed through the conceptualization and development of both small-scale and major commercial, recreational, industrial and residential real estate projects carried out solely by private investors and through cooperative business arrangements structured between public and private entities.

#### Relevant Selected Projects

- **Oceanfront-Broadway Redevelopment, Long Branch, NJ:** Reviewed multiple development proposals to provide affordable housing units as part of several mixed-use projects containing residential, retail, hotel, office and theaters along the waterfront and in the downtown area.
- **Residential Market Study, Annapolis, MD:** Prepared a residential market study for a private developer interested in constructing an urban infill project on the edge of downtown Annapolis. The analyses findings supported development of an upscale mixed-use project consisting of 62 residential units and two retail stores. The developer moved to firm up commitments to proceed based on these analyses findings.
- **Transit-Oriented Development Advisory Services, Tempe, AZ:** Providing review and comment on developer-government contracts and a transit overly ordinance for transit oriented residential development along the Valley Metro light rail line. The project includes

extensive research and analysis of federal regulations issued by the Federal Transit Administration regarding joint development of transit parcels, as well as drafting of portions of the contracts. The project also includes review of model transit overlay ordinances, including analysis of affordable / workforce housing provisions.

- **Military Housing Privatization, Davis-Monthan AFB, AZ:** Assisted AFCEE in private sector financial analyses, market and financial feasibility studies, prepared/participated in briefings, developed and refined solicitation documents, solicited multiple potential developers, evaluated developer responses and negotiated developer agreements through transaction closure.
- **Holloman AFB- Military Housing Privatization, Holloman, NM:** Assisted AFCEE in private-sector financial analyses and due diligence, conducted comprehensive economic, market, life-cycle and financial feasibility studies to identify the best strategy for conveyance of existing units and land, and the construction of 961 new units; prepared/participated in concept/award briefings, facilitated industry forums and base tours, developed and refined Request for Proposal (RFP) solicitation documents, solicited multiple potential developers, evaluated developer responses and negotiated developer agreements through transaction and financial closure.
- **Hanscom AFB Family Housing Privatization, Lexington, MA:** Assisted AFCEE in private sector financial analyses and due diligence, conducted comprehensive economic, market, life-cycle and financial feasibility studies to identify the best strategy for conveyance of existing units and land and the construction of new units; prepared/participated in concept/award briefings, facilitated industry forums and base tours, developed and refined Request for Proposal (RFP) solicitation documents, solicited multiple potential developers, evaluated developer responses and negotiated developer agreements through transaction closure.
- **Military Housing Privatization, Moody AFB, GA:** Assisted AFCEE in private sector financial analyses and due diligence, conducted comprehensive economic, market, life-cycle and financial feasibility studies to identify the best strategy for conveyance of existing units and land and the construction of new units; prepared/participated in concept/award briefings, facilitated industry forums and base tours, developed and refined Request for Proposal (RFP) solicitation documents, solicited multiple potential developers, evaluated developer responses and negotiated developer agreements through transaction closure.
- **Tinker Air Force Base, Oklahoma City, OK:** Studied the area housing market, local economic trends, local utilities and base housing conditions to develop a conceptual project with the intent to privatize the military housing at Tinker Air Force base.
- **Development/Economic Impact Analysis, Winchester, VA:** Prepared a development/economic impact analysis of a proposed GSA warehousing facility in western Virginia near I-81. Impacts at three alternative sites were detailed and documented. Direct and indirect costs and benefits were tabulated.

## Timothy George, CEcD

### Senior Consultant

#### Education

- Master of Urban and Regional Planning, Virginia Commonwealth University, Richmond, VA
- Bachelor of Arts in Business and Economics, Randolph-Macon College, Ashland, VA
- Certified Economic Developer, CEcD, IEDC, Washington, DC

#### Professional Registrations/ Affiliations

- International Economic Development Council
- Association of University Research Parks
- American Planning Association
- Associations of University Technology Managers
- National Business Incubator Association

Mr. George is a Senior Consultant with Basile Baumann Prost Cole & Associates, Inc. (BBPC Associates) and specializes in economic development, market analysis, financial and fiscal analysis and real estate analysis for both the public and private sectors. Mr. George's experience includes: resource assessment, market forecasting, financial feasibility, financing strategy, organizational recommendations and economic impact assessment, creating customized analytical models for financial analysis, cash flow analysis, project pro-forma and economic impact analysis. Primary client contact for directed projects responsible for presenting findings, final reports, meeting with public and private key stakeholders and running stakeholder/community meetings.

Prior to BBPC Associates, Mr. George was the Managing Partner of George, Henry, George Partners, a national economic and development consulting firm specializing in technology-based economic development projects. As a Partner, Mr. George was responsible for directing projects, conducting all aspects of the project work, working directly with the Client group and presenting both interim and final project findings. Mr. George has directed over a dozen successful on-time/on-budget assignments.

#### Relevant Selected Projects

- **Wards Corner Neighborhood Residential and Retail Analysis, Norfolk, VA:** Mr. George directed this assignment which while focusing on a 1950's strip mall as the center point of the neighborhood, included a full complement of retail and residential redevelopment. The residential analysis was critical to this project in terms of both supporting the existing retail, and through anticipated growth, supporting the future retail expectations. Also important, was the redevelopment of several smaller neighborhood areas that had become blighted and were adversely affecting the overall viability of the area. Different housing options at different price points, including affordable housing, were analyzed and included in the recommendations.
- **Scranton/Lackawanna County Economic Development Strategic Plan and Enterprise Zone Application, PA:** Mr. George was Project Director for this comprehensive economic development strategy for the County completed in late summer, 2004. As a part of the work, twelve highest priority projects for the County were recommended and each was assessed for impact on the economy, probability of successful implementation and the potential implementation of the Phase III consultant effort.
- **South Jersey Economic Development Strategy:** The New Jersey Economic Development Authority asked Mr. George to analyze the economy and select and analyze the multi-county economy. High growth potential sectors and clusters were identified, assessed for the adequacy of the real estate market to meet the needs of existing and potential future technology companies. Mr. George forecasted high technology sector growth potential and recommended the characteristics of a technology development center/research and

technology park which would have the maximum catalytic effect on the overall growth in the region.

- **Poppleton Neighborhood Retail Analysis, Baltimore, MD:** Mr. George prepared a neighborhood retail analysis of the Poppleton neighborhood in the city of Baltimore. The project focused on the viability of the existing retail establishments, their strengths and weaknesses, identification of target markets, competitive shopping center analysis and the creation of goals and objectives. Key to this study was determining a strategy for increasing the draw from the tourism of the Inner Harbor. Data gathered from the U.S. Census, County Business Pattern SIC code data, intercept surveys and direct interviews was analyzed and recommendations drawn for the final report.
- **Neighborhood Retail/Commercial/Mixed-use Analysis, Suffolk, VA:** This project consisted of a undertaking a feasibility analysis of a mixed-use development consisting of retail, professional office, commercial and residential uses on a specific client site in the city of Suffolk. The primary output was the creation of a development strategy for the mixed-use park, which consisted of an analysis of the current and adjacent land uses and zoning, competitive position of the subject site, its strengths and weaknesses, identification of target markets, competitive shopping center analysis and competitive residential development analysis.
- **Downtown Neighborhood Commercial Analysis, Baltimore, MD:** This project consisted of a Neighborhood Commercial Analysis of seven neighborhoods in the city of Baltimore. Mr. George directed the preparation of four of these neighborhoods. The project focused on the viability of the individual neighborhoods, their strengths and weaknesses and the creation of goals and objectives. Data gathered from the U.S. Census, intercept surveys and direct interviews was analyzed and recommendations drawn for the final report.
- **Downtown Office Market Analysis, Baltimore, MD:** The downtown office market in Baltimore was analyzed with particular attention to the re-use of the aging inventory of Class B space. Mr. George carried out a comparative analysis of seven comparable cities investigating the latest programs and policies in place with respect to the aging office market. Survey analysis of Baltimore companies and employees was also a key part of this work.
- **Scranton Riverfront Development Plan, Scranton, PA:** In a subsequent assignment to the overall strategic plan project, the first of twelve recommended strategies was pursued. The revitalization of the riverfront was judged to have a strong potential impact on the economy and environment, and thus an interdisciplinary consultant team was put together to create a strategy to fully leverage the riverfront resource. In this work, detailed market forecasts of potential riverfront visitors, floor area absorption potential and economic impacts were conducted.

## Kate Shiflet, AICP

### Senior Associate

#### Education

- Master of Community Planning  
University of Maryland  
College Park, MD  
*Specialization in Economic Development & Historic Preservation*
- Bachelor of Arts in Historic Preservation,  
Summa Cum Laude and Phi Beta Kappa  
Mary Washington College  
Fredericksburg, VA

#### Professional Registrations/ Affiliations

- American Planning Association
- American Institute of Certified Planners
- Urban Land Institute
- National Trust for Historic Preservation
- National Main Street Network

Ms. Shiflet is a Senior Associate with Basile Baumann Prost Cole & Associates, Inc. (BBPC Associates) and specializes in economic development, land use planning and real estate analysis for both the public and private sectors. Ms. Shiflet's specialized experience includes: conducting market, demographic, and financing/ funding analyses for retail, residential, office, industrial/flex, hospitality, entertainment and mixed-use development; creating implementation strategies for urban and suburban redevelopment and downtown revitalization; performing spatial analysis using geographic information systems (GIS) technology; and developing land use strategies for mixed use and transit-oriented development.

Prior to BBPC Associates, Ms. Shiflet worked for Downtown Frederick Partnership, the main street program and local economic development organization for Downtown Frederick, Maryland. Ms. Shiflet supported the Partnership's mission of enhancing, preserving and promoting Downtown Frederick's vitality through managing promotional events, creating marketing materials, offering outreach to specialty retailers, and producing demographic and economic analyses to attract investment.

#### Relevant Selected Projects

- **Fairfax County Revitalization Program Research and Stakeholder Interviews, Fairfax County, Virginia** – Evaluated the Commercial Revitalization Program in Fairfax County. The project included review of the existing program's objectives, strategies, and roles and responsibilities; compilation of revitalization approaches used throughout the nation; compendium of best practices in commercial revitalization; and extensive interviews with Fairfax County stakeholders involved in the revitalization process.
- **Market Analysis and Economic Development Implementation Strategies, Jumpstart Fredericksburg, Fredericksburg, VA** – Assisted in the identification of economic development opportunities along commercial corridors as part of the City's Jumpstart Fredericksburg 2010 initiative. The project consisted of study of existing and forecasted market conditions, survey of physical conditions, and creation of action-oriented implementation strategies for economic development.
- **Takoma/Langley Crossroads Sector Plan, Langley Park, MD** – Conducting economic development planning for the Takoma/Langley Crossroads area, a unique global crossroads that offers a vibrant multi-cultural mix of restaurants and retail shops. Assessing market potential, demographic/economic conditions, and potential (re)development sites in order to recommend strategic actions to enhance the area's special character.
- **Burtonsville Community Legacy Plan, Burtonsville, MD** – Developing strategic revitalization opportunities and a clear path for public and private sector entities to invest in



Burtonsville through the State of Maryland Community Legacy Program. Based on the community's vision, the Plan will assist Burtonsville in achieving their potential for vibrant renewal as attractive places to shop, live and work.

- **Economic and Market Analysis, Port Towns, MD** – Currently conducting an in-depth demographic and market analysis for a sector in Prince George's County. The market analysis, which includes an exhaustive study of its residential, retail, commercial, and industrial markets, will be used to establish the necessary policies to preserve the towns' economic sustainability.
- **York County Economic Development Plan, York County, PA** – With its location on the Pennsylvania-Maryland border and its mix of urban and rural areas, York County has a unique character, as well as a unique set of economic opportunities and challenges. York has experienced dramatic population growth which will only accelerate when 12 missions from eight states are relocated under BRAC (Base Realignment and Closure) to Aberdeen Proving Ground in Maryland. To optimize this growth, BBPC is forming a consolidated, comprehensive economic development plan that marries economic and strategic redevelopment with smart growth and land use planning. The project involves significant public participation through a series of public forums, municipal officials meetings, and public hearings.
- **Bel Air Market Study, Bel Air, MD** – The governmental and commercial heart of Harford County, the Town of Bel Air and its immediate environs is a hub for retail and office uses. With an emerging downtown Main Street, a recently-renovated regional mall, and a cluster of retail and office uses along major transportation corridors, Bel Air is poised to experience ongoing economic development and downtown revitalization. Economic development efforts to support thriving retail, office, and hotel uses will only be enhanced by the addition of thousands of new jobs at nearby Aberdeen Proving Ground along with resulting spin-off jobs and residents as a result of Base Realignment & Closure (BRAC). BBPC was tasked with providing insight into potential opportunities related to BRAC and general growth trends in Bel Air, and to delineate strategies for future revitalization and economic development efforts.



## Autumn Calder

### Associate

#### Expertise

- Economic Development
- Land Use Planning
- Real Estate Analysis
- Florida's Growth Management Laws
- Mixed-use and Revitalization projects

#### Education

- Masters of Urban & Regional Planning  
Florida State University  
*Specialization in Growth Management & Certificate in Real Estate Investment*
- Bachelor of Science in Geography  
Florida State University

#### Professional Registrations/Awards

- American Planning Association
- Urban Land Institute
- Licensed Florida Real Estate Sales Associate
- 2008 AICP Outstanding Student Award

Ms. Calder is an Associate with Basile Baumann Prost Cole & Associates, Inc. (BBPC) who specializes in land use planning and real estate analysis for both the public and private sectors in urban redevelopment, revitalization, and mixed-use projects. Her work includes market and financial analysis, community development and redevelopment strategies. Prior to BBPC, Ms. Calder worked for Blueprint 2000 in Tallahassee, FL where she leveraged public dollars through top ranking grant applications in the specialization areas of sensitive lands, stormwater management, cultural resources and transportation enhancement. She also worked as an independent consultant to local governments helping them to make sure their comprehensive plans complied with state statutory requirements.

#### Relevant Selected Projects

- **Laurel Hill Master Development Plan Market Review, Lorton, VA** – Provided a study of the current and planned retail and office properties in the area surrounding the development site. Provided the basis for a feasible plan of the adaptive reuse of the site. Created a list of retailers with site selection criteria consistent with the site characteristics of the Laurel Hill area
- **Greater Frenchtown/Southside Community Redevelopment Plan Update, Tallahassee, FL** – Identified corridors within the 1,450 acre area for redevelopment, developing strategies to implement the redevelopment, projecting tax increment financing returns and assessing the impacts of the redevelopment on infrastructure and the pedestrian network. Consistent with statutory requirement, the Plan Update required extensive coordination between city, county and regional plans.
- **Bayshore Gateway Triangle Community Redevelopment Plan Update and Cultural District Development Initiative, Collier County, FL** - Conducting a market analysis for the redevelopment area in order to identify the best mix of businesses and residences to match the demographics and economics within the area. Implementing an economic development initiative to redevelop a significant portion of the CRA through the creation of a Cultural District. The goal of the initiative is to attract the creative class, develop and promote arts and cultural enterprises and develop artistic events that promote the revitalization of the district.
- **Burtonsville Community Legacy Plan, Burtonsville, MD** – Developed strategic revitalization opportunities and a clear path for public and private sector entities to invest in Burtonsville through the State of Maryland Community Legacy Program. Based on the community's vision, the Plan assists Burtonsville in achieving their potential for vibrant renewal as attractive places to shop, live and work.



- **Economic Consulting Services, City of Hampton, VA** – Conducted a study of the City of Hampton and Hampton University’s strengths and proposed funding actions in the University to maximize the positive economic impact to the City while helping the University to meet its goals. Scope of work included extensive stakeholder and expert input through interviews, research and analysis of comparable programs, cities, and funding mechanisms, and a detailed economic and fiscal analysis.
- **Comprehensive Plan Update, Greensboro, FL** – Developed a Public School Facilities Element, a Transportation Concurrency Management System and a Proportionate Fair Share Program for the Town of Greensboro. Drawing upon the unique planning conditions of rural communities, these elements not only met the requirements of Florida’s growth management legislation they helped to achieve the vision established by the community.
- **Ellsworth Air Force Base/I-90 Corridor Master Plan, Rapid City Area, SD** – Developing a master plan for a 64-square-mile area surrounding Ellsworth Air Force Base. Coordinating planning and development regulations between the Base and four other adjacent jurisdictions. Plan will provide direction for future land use, zoning, development policies and transportation/infrastructure improvements.
- **Regional Intermodal Transportation Center, New London, CT** – Conducting a market analysis to determine the feasibility of a transit oriented development in downtown New London and analyzing the development potential for the site and downtown study area. Included within this project is a review of the market area, data, plans and information, business real estate stakeholder interviews, demographic and economic overview, development opportunities analysis, the technical market analysis, economic and fiscal impact analysis and strategies for creating a vibrant downtown area.



Basile Baumann Prost Cole & Associates, Inc.

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**Broad Creek Phases II through IV, Norfolk, VA**

Project Manager responsible for providing road, drainage, and utility infrastructure planning and design services for the Norfolk Redevelopment and Housing Authority's Broad Creek 600 housing unit Hope VI project. The project includes the layout and design of approximately 11,300 feet of roadway, 5,030 feet of alleyway, water and sewer mains, and the replacement of 700' of a 12" sanitary replacement sewer along Virginia Beach Blvd.

**Grandy Village Senior Mid-Rise Facility, Norfolk, VA**

Project Manager responsible for oversight of survey, civil engineering design, master planning assistance, and environmental services in support of the proposed 100± unit Senior Mid-rise building, Multi-family apartment building, and supporting infrastructure. The project will be handled in three phases. The first phase of the project will include the necessary planning, schematic design, and cost estimating to determine the final location for the proposed Senior Mid-Rise building. The second phase of the project will include survey services, environmental services, and the development of construction documents for the proposed Senior Mid-Rise building. The third phase of the project will include survey services, environmental services, and the development of construction documents for the proposed Multi-Family apartment building. Additional tasks under this scope of work include master planning assistance, tree survey, pump station analysis, wetland delineation and Chesapeake Bay Act compliance assistance.

**Grandy Village Community Center, Norfolk, VA**

Project Manager for the site/ civil design associated with the LEED certified Community Center building along the Elizabeth River in Grandy Village. The project included an observation pier, kayak launch, and low impact design measures such as bio-retention ponds, pervious pavement in parking stalls, and a clam shell pedestrian path.

**Grandy Village Planning Workshop, Norfolk, VA**

Project involved facilitating a planning workshop to develop a long term vision for the Grandy Village community and identify all the units that would be included in a tax Credit application that would be submitted by the Norfolk Redevelopment and Housing Authority.

**Moton Circle and Douglas Park, Norfolk, VA**

Project involved participating in a design charrette with the Norfolk Redevelopment and Housing Authority' (NRHA), the City of Norfolk and the community. The goal of the charrette was to develop a master plan that would integrate this section of Norfolk with the newly developed Broad Creek. This master plan would be used by NRHA in a Hope VI application to redevelop the Moten Circle community.

**TCB/Broad Creek Phases III and IV, Norfolk, VA**

Project Manager responsible for the design of the necessary parking, drainage, utility infrastructure, lighting, and site grading to support 10 multi-family sites within the Broad Creek section of Norfolk. Responsible for the site plan, site grading, hydraulic design, utility design, and coordination with the City and the developer.

**Broad Creek Northside Homeownership Development, Norfolk, VA**

Project involved facilitating a design charrette with the Norfolk Redevelopment and Housing Authority' (NRHA), the City of Norfolk and the community to develop a vision and master plan for the final phase of the Broad Creek project. The master plan included the reevaluation of the proposed roadway network, establishing a housing

Mr. Chewing has managed and performed detailed design for commercial and residential projects, transportation and utility projects, and design charrettes for the Redevelopment and Housing Authorities in the Hampton Roads area. He has more than 8 years experience in infrastructure improvements projects, with specialization in roadway, drainage and stormwater management design.

**Chesapeake Redevelopment Housing Authority (CRHA)**

**Three (3) Phase I Environmental Site Assessment (ESA) Reports** for parcels in Chesapeake, Virginia – Phase I ESAs were performed in general accordance with American Society of Testing & Materials (ASTM) Standard E 1527-05 Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment and the Code of Federal Regulations (CFR) 40 Part 312 “Standards and Practices for All Appropriate Inquiries (AAI); Final Rule” (effective November 1, 2006). The parcels ranged in size from approximately 4 to 12 acres. Two of the sites required additional investigations relating to historical recognized environmental concerns (RECs) pertaining to a former gas station on one, while the other site had fly ash fill on it.

**Two (2) Phase II Environmental Site Assessments (ESA)** for parcels in Chesapeake, Virginia – Performed Phase II ESA activities to evaluate the absence or presence of potential impacts relating to a former gas station on one site, while evaluating the presence of fly ash on another. Subsurface investigations were performed on both sites using a GeoProbe drill rig to install soil borings and collect discrete soil samples for chemical analysis of the constituents of concern. Additionally, groundwater monitoring wells were installed to evaluate surficial groundwater with respect to petroleum hydrocarbon constituents at the site that previously had a gas station on it.

**Preparation of EPA Clean-up Grant** for removal of fly ash from for redevelopment – Developing alternatives for reuse of fly ash present on site by way of identifying potential end users to incorporate fly ash into either cement making process or sludge solidification. Preparing grant request with history of site, site assessment information, cost analysis of remediation for submittal to U.S. EPA by early fall of 2009.

**Confidential Client, VA and NC**

Project Manager that led field team in the evaluation of multi-media assessments of operations and existing conditions with respect to environmental constraints for future redevelopment and/ or expansion of current facilities. Developed detailed inventory and analysis of conditions with recommended alternatives to mitigation of constraints.

**County of Fluvanna, VA**

Implemented UST management plan for the entire county that included all USTs and ASTs owned by the County and the School Board. As Project Manager, performed site investigations to evaluate regulatory compliance for each tank. Based on deficient conditions, recommended corrective actions to bring tanks into compliance with state and federal regulations. Included removing and replacing tanks as required and subsequent assessment and remediation of impacts identified. Work was performed under the Virginia Department of Environmental Quality (DEQ) Virginia Petroleum Storage Tank Fund (VPSTF). Prepared and implemented Spill, Prevention, Control, & Countermeasure (SPCC) plans for all ASTs within the county, along with county personnel training for spill response.

**Benfield Industries Superfund Site, Hazelwood, NC**

Project Manager responsible for supervising all drilling, sampling and groundwater monitoring well installation activities associated with the Remedial Investigation Feasibility Study (RIFS) work order under the U.S. EPA Region IV Alternative Remedial Contract Strategy (ARCS) program. Served as site safety coordinator, responsible for preparation and implementation of health & safety plan for on and off site work.

Mr. O'Brien is the Director of Oil and Hazardous Materials Services for VHB's Virginia Region. With over 20 years of professional experience as an environmental consultant and general contractor, he has developed a broad knowledge of the coordination and implementation of activities that evaluate and mitigate environmental issues for all phases of environmental projects. He also has diverse experience in water resources and hydro-geologic projects.

**Lightfoot Community Market, Lightfoot, VA**

Project Manager responsible for the design and implementation of Site Characterization and Corrective Action measures for the release of 8,000 gallons of gasoline to the soil and groundwater at the site. Performed manual free product recovery and then designed and constructed a remediation system to collect free product from the underlying groundwater system for collection in a holding tank for proper disposal. Conducted operation and maintenance of the recovery system for five years and then abandoned the monitoring wells in the system.

Mr. O'Brien is directly involved in the preparation and implementation of Federal and State regulatory requirements for contamination assessments, remedial action plans, and corrective action plans. He has experience in the assessment and remediation of petroleum hydrocarbon and hazardous waste contamination. The assessment and remediation process has involved Mr. O'Brien in a variety of sites ranging from corner service stations to Superfund sites. He has developed work plans, health and safety plans, risk assessments, and remedial plans to evaluate and mitigate impacts to soil and groundwater. He also has extensive experience in the environmental construction activities of underground storage tank (UST) removal and installation, above ground storage tank (AST) installation and remedial system construction, operation, and maintenance. Mr. O'Brien's construction experience also reaches out to the reclamation and closure of orphaned mine sites, along with the erosion and sediment control practices required during site development and restoration activities.

**Education**

B.S., Geology, Auburn University, 1988

**Professional Registrations/  
Certifications**

- Professional Geologist Florida 1995
- Professional Geologist Kentucky 1993
- Professional Geologist North Carolina 1998
- Professional Geologist Pennsylvania 1995
- Professional Geologist Tennessee 1993
- Professional Geologist Virginia 1996
- OSHA 40 Hour Hazardous Waste Operations and Emergency Response (HAZWOPER) Training (29 CFR 1910.120) with Annual 8 Hour Refreshers
- OSHA 8 Hour Supervisor Training (29 CFR 1910.120)

# Basile Baumann Prost Cole & Associates, Inc.



*Basile Baumann Prost Cole & Associates, Inc. (BBPC Associates) is an economics and real estate development advisory firm which counsels an array of public and institutional clients, as well as both novice and sophisticated private investment, interested in bringing projects to fruition. We deliver accurate, in-depth analyses and sound recommendations to those formulating policies and assessing risks and rewards.*

*After pioneering many of the public/private development techniques used to rebuild America's cities and towns, we have tailored these rich experiences, and lessons learned, to face the complexities of the contemporary real estate and economic climate. By applying familiar dealmaking and innovative financing techniques, our horizons have broadened from specializing in downtown, mixed-use, institutional and transportation-related endeavors to package commercial, residential and recreational developments located at the edges of cities. Our focus on implementation and our success in producing results remains unparalleled.*

*BBPC Associates has developed a reputation for tenaciously overcoming development constraints, maximizing economic opportunities and formulating practical solutions for our clients and their communities. With our broad-based background of challenging experiences and our solid record of success. BBPC Associates offers much more than traditional consulting firms. As our clients will attest, we help them meet their development objectives by using our "hands-on" services to achieve pragmatic results.*



## Public/Private Development Advisors

# Projects



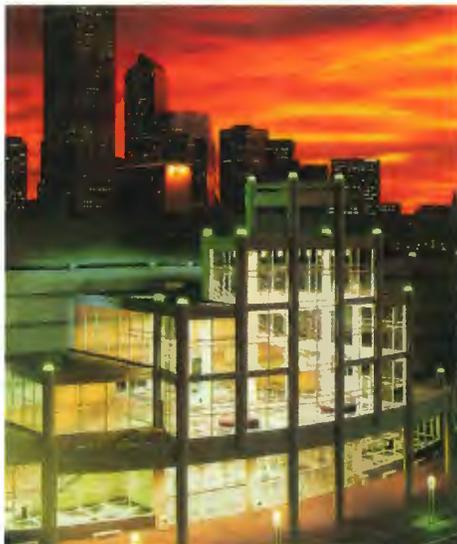
## Recreational/Entertainment

Golf courses, equestrian centers, marinas, ski resorts, clubs, gaming, parks, theme and media centers, entertainment and related facilities are being developed with our guidance. Projects have been undertaken in Atlanta, Atlantic City, Oak Ridge, Kenosha, Lakewood, Cobb County, Bloomington and other localities. We also have been entrusted with determining recreational development feasibility at every US Army Corps of Engineers water reservoir site nationwide.



## Retail

We determine the feasibility of shopping centers and malls, specialty centers, festival marketplaces, eating and drinking establishments and street-level offerings found in both new and adaptive reuse projects. We packaged the Mall of America in suburban Minneapolis-St. Paul, which is the largest retail-entertainment center in the US, as well as retail centers located in Cincinnati, Fort Collins, Cleveland, Raleigh, Miami and dozens of other US cities.



## Transportation

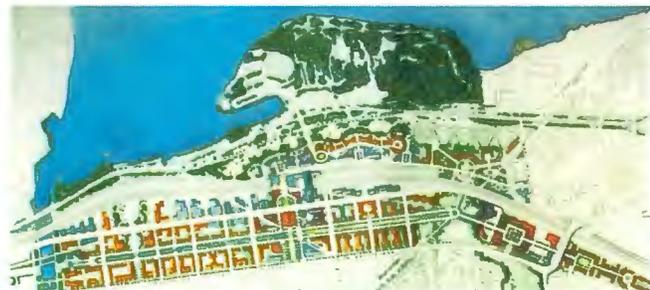
We help implement joint development, air rights developments, commuter rail facilities, transit/highway facilities, parking garages, and multi-modal transit centers. Facilities have been initiated in Boston, New York City, Buffalo, Ottawa, Philadelphia, Baltimore, Washington DC, St. Louis, Los Angeles, Taipei, San Diego, Portland and elsewhere.

## Mixed-Use Development

We package mixed-use projects incorporating a variety of commercial and residential uses in downtowns, suburban activity centers, edge cities and new towns. Some projects are located in Baltimore, Columbia, Washington DC, Minneapolis-St. Paul, Alexandria, Ft. Collins and Boston.

## Specialized Assignments

We address area wide concerns focusing on: downtown, neighborhood and commercial area revitalization; economic adjustment caused by severe job losses; growth management; innovative funding strategies; consensus building; transportation and land use interfaces in multi-modal corridors; and the impacts of developing transportation, audience-support and other public projects on local economics. These concerns have been addressed in such communities as Baltimore, Washington DC, Cleveland, Denver, Los Angeles, Atlanta and elsewhere throughout the United States.



# Services

Our spectrum of services is wide-ranging. We undertake selected economic studies such as market, financial, economic impact, highest and best use, residual land value and other analyses. We also perform more comprehensive services by representing clients throughout predevelopment, including managing overall project planning, securing project approvals, procuring project financing, preparing partnership solicitations and facilitating relationships among development participants, conducting development negotiations and drafting development agreements.

Backed by state-of-the-art computer-assisted analytical techniques, we provide our clients with rapid, cost-effective assessments and evaluations. Supported by additional, specialized departments to address land use, transportation, legal and financial issues, our staff is equipped to handle complex planning and development assignments. Also, our frequent affiliations with other development specialists, including architects and engineers, allows us to fully employ multidisciplinary approaches to examine every facet of the predevelopment process.

## **Market & Financial Feasibility Assessments**

- *analyze market and development potentials*
- *undertake economic research*
- *prepare pro formas and financial analyses*
- *calculate supportable financing*
- *structure funding approaches*
- *evaluate fiscal impact and cost-benefit*
- *target users and investors*

## **Developer Solicitations & Evaluations**

- *identify candidate developers*
- *create solicitation documents*
- *evaluate proposal responses*
- *conduct due diligence exercises*

## **Implementation & Packaging Assistance**

- *identify funding sources*
- *define goals and objectives*
- *establish negotiating strategies*
- *analyze trade-offs among positions*
- *direct real estate asset management programs*
- *manage multidisciplinary joint development efforts*

## **Deal Structuring & Negotiations**

- *propose innovative financing techniques*
- *negotiate transaction provisions*
- *cause execution of final development agreements*
- *conduct distressed property workouts*

## **Strategic Planning & Economic Development Analyses**

- *prepare redevelopment/revitalization strategies*
- *structure growth management programs*
- *craft job retention and business recruitment strategies*
- *plan tax base expansion and assess fiscal impacts*

## **Resolution of Public Revenue Shortfalls**

- *survey public real estate portfolios*
- *solicit capable development partners*
- *mitigate financial risks*
- *redeploy existing assets*
- *maximize revenue generation*

## **Military & Federal Property Disposition**

- *devise economic recovery and adjustment strategies*
- *structure property disposition strategies*
- *analyze alternatives to the 1949 Property Act*
- *advise on public benefit conveyance*
- *prepare financial economic analyses*
- *formulate privatization strategies*

## **Transportation/Joint Development Planning**

- *evaluate joint development/economic impacts*
- *examine transit & land use interrelationships*
- *formulate funding and financing strategies*
- *undertake Alternatives Analyses/DEIS/FEIS*
- *complete needs and impact studies*

## **Manage Development Organizations & Projects**

- *train staff on development analyses techniques*
- *guide community and neighborhood groups*
- *develop work programs and seek funding*
- *coordinate large-scale real estate development efforts*

## **Special Expertise & Services**

- *provide litigation support and expert testimony*
- *represent tenants during lease negotiations*
- *lead consensus-building efforts*
- *serve as "surrogate developer"*

# Clients / Affiliations

BBPC Associates is proud to have helped produce successful economic plans and real estate projects in many large and small communities throughout the nation. Because we make things happen, we often enjoy long-term relationships with clients enthusiastic about our results. Many award-winning projects and plans have resulted as we have assisted a wide array of public and private sector entities, including:

## Federal Government & Other Countries

*General Services Administration  
National Park Service  
Tennessee Valley Authority  
US Army  
US Navy  
US Air Force  
US Department of Housing and Urban Development  
US Department of Transportation  
US Postal Services  
US Marine Corps  
Carlton, Ottawa, Canada  
Taipei, Republic of China*

## Cities & Counties

<i>Arlington County, VA</i>	<i>Florence, KY</i>	<i>Oak Ridge, TN</i>
<i>Ashville, NC</i>	<i>Ft. Collins, CO</i>	<i>Orlando, FL</i>
<i>Atlantic City, NJ</i>	<i>Fulton County, GA</i>	<i>Phoenix, AZ</i>
<i>Beaver County, PA</i>	<i>Hampton, VA</i>	<i>Philadelphia, PA</i>
<i>Boulder, CO</i>	<i>Hartford, CT</i>	<i>Raleigh, NC</i>
<i>Chattanooga, TN</i>	<i>Houston, TX</i>	<i>Richmond, VA</i>
<i>Charlotte, NC</i>	<i>Jacksonville, FL</i>	<i>San Diego/Tijuana</i>
<i>Cleveland, OH</i>	<i>Kenosha, WI</i>	<i>Shreveport, LA</i>
<i>Columbia, SC</i>	<i>Lakewood, CO</i>	<i>South Bend, IN</i>
<i>Delaware County, PA</i>	<i>Louisville, KY</i>	<i>Surry County, VA</i>
<i>Denver, CO</i>	<i>Miami, FL</i>	<i>Virginia Beach</i>
<i>El Paso/Juarez, TX</i>	<i>New Bern, NC</i>	<i>Washington, DC</i>
<i>Fairfax County, VA</i>	<i>New Haven, CT</i>	

## Private Developers

*Century Development Corporation  
Crown American Corporation  
CSX Resources, Inc.  
Enterprise Development Company  
Equitable Real Estate  
Ford Motor Land Development Company  
Forest City  
Homart Development Corporation  
Marinas International  
Marriott Corporation  
Melvin Simon Associates  
RF&P Corporation  
The Rouse Company  
Spalding & Slye  
Tramell Crow Company  
Triple Five Corporation*

## Authorities & Local Development Corporations

*Albuquerque Center, Inc.  
Bloomington Port Authority  
Casino Reinvestment Development Authority of NJ  
Downtown Denver, Inc.  
Jacksonville Downtown Development Authority  
Massachusetts Bay Transportation Authority  
Metropolitan Transit Authority of NY  
Port Authority of NY and NJ  
Richmond Renaissance Corporation  
St. Vincent Quadrangle Development Corporation  
Washington Metropolitan Area Transit Authority*

## State & Regional Government

*Bi-State Development Agency (St. Louis)  
California Transportation Commission  
Iowa Department of Transportation  
New York Department of Transportation  
NJ Transit Corporation  
State of Florida  
Maryland Department of Transportation  
State of Michigan  
Virginia Department of Transportation  
Utah Transit Agency*

## Colleges & Universities

*Clemson University  
Johns Hopkins University  
MIT - Lincoln Laboratory  
Stephens College  
University of Georgia  
University of Virginia  
Virginia Commonwealth University  
Virginia Tech*

## Medical Institutions

*Biloxi Regional Medical Center  
Dorchester General Hospital  
Kenner/Liljeberg Medical Center  
Metro Health of Cleveland  
Mt. Carmel Health Systems  
St. Vincent Hospital*

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**Basile Baumann Prost Cole & Associates, Inc.**



## **SPECIAL FOCUS: WORKFORCE / AFFORDABLE HOUSING**



With the increasing mismatch between household income growth and housing affordability, the dream of homeownership has challenged many working families. While the overall homeownership rate recently reached a record high of 69%, the ownership rate among low-to-moderate income families equaled 56%. In fact, fewer working families own homes now than did 25 years ago, a situation that is likely to worsen as interest rates rise from historic lows.

The workforce housing shortage affects communities' overall economic and social health:

- Local employers are unable to attract and retain talented candidates
- Shortage of teachers hurts area school systems
- Long work commutes lead to traffic congestion, lower worker productivity, and high turnover rates in essential jobs (police, emergency medical, teachers, firemen)
- Families are separated as children cannot afford to live near parents

Successful workforce housing programs are a result of public/private partnerships that provide innovative and situation-specific solutions. BBPC has helped communities implement many of the best practices being used today, including:

- Tax Increment Financing (TIF)
- Expedited permit review and fee waivers
- Statute creation to include density bonus in exchange for workforce housing
- Community outreach to inform local residents on impact of workforce housing shortage
- Accessing federal, state, and private funding sources (e.g. HOPE VI grants, low income housing tax credits, CDBG grants)
- Manipulation of land cost through long-term leases or land donation
- Embedding workforce housing into market rate and/or mixed-use developments

The workforce housing shortage is a difficult problem that will continue to impact communities nationwide. While there no simple or easy solutions, BBPC has the expertise and demonstrated experience to advise policy makers on all of the proactive tools available to them.

Selected examples of BBPC experience with workforce/affordable housing include:

- Atlantic City, NJ** – Guided phased redevelopment of the Northeast Inlet area of Atlantic City into a \$500M public/private sector development project consisting of about 3,000 new market-rate and affordable dwelling units; the funding program includes private investment, federal grants, City land contributions, community redevelopment authority loans, investment and public infrastructure assistance.


- Cleveland, OH** – Crafted plans that made use of a lease with an option-to-buy program which utilized local funds from a foundation and a consortium of banks to provide below-market interest rates to workforce-eligible applicants.
- Cocoa, FL** – Assisted the City in defining housing needs of low- to moderate-income residents, assessing available financing/funding resources and recommending policies/strategies to assist the City in implementing a financially feasible, market-supportable and doable housing plan.
- Dayton, OH** – Undertook a housing needs assessment for the City to identify particular service needs for low- to moderate-income residents, physically and mentally challenged, senior citizens and the homeless residents and to determine whether these needs are being met by the existing and planned housing stock.
- Denver, CO** – Examined affordable and workforce housing opportunities around transit station locations for the City/County of Denver as part of *Transit Oriented Development Economic and Market Analysis*; included discussions with the Denver Housing Authority to incorporate a Public Housing Strategy for the City including identifying opportunities for transit-oriented affordable/workforce housing as part of the FasTracks regional transit system.


- Fairfax, VA** – Assisted in preparation of market-sensitive and implementable economic development strategies for two older commercial areas in the County where affordable/workforce housing opportunities can be captured in new mixed-use centers.


- Fredericksburg, VA** – As part of the action plan designed to achieve the *City's Jumpstart! Fredericksburg 2010* economic development vision, developed a series of recommendations to incorporate and plan for inclusion of workforce/affordable housing in the City's economic growth. Recommendations were based on evaluation of regional best practices and included proffer/regulatory based programs such as: inclusionary zoning and affordable dwelling unit ordinances; incentive-based programs like density bonuses, reduced parking requirements, and expedited permitting; home purchase assistance programs; and partnerships with state-sponsored affordable housing funding programs.



- **Long Branch, NJ** – Reviewed multiple development proposals to provide affordable housing units as part of several mixed-use projects containing residential, retail, hotel, office and theaters along the waterfront and in the downtown area.
- **Middletown, OH** – Conducted market need studies, financial analysis and implementation strategies for assisted living and congregate care/senior housing; potential financing and funding approaches were examined, and an implementation strategy was prepared; the City, regional hospital and a major local trust adopted the plan and housing was built.
- **Prince George’s County, MD** – Provided economic and market input and provided recommendations for economic development strategies, including the provision of affordable and workforce housing, for the implementation of the *Henson Creek-South Potomac Master Plan* implemented by the Prince George’s County Planning Department of the Maryland-National Capital Park & Planning Commission (M-NCPPC) to guide future growth and development at activity centers within the Henson Creek-South Potomac study area.
- **Shreveport, LA** – Prepared survey questionnaires and tabulated results in order to assess the housing and commercial needs of area residents; an assessment of available financing/funding programs and approaches resulted in a 108-point strategy to provide workforce housing opportunities.
- **Tempe, AZ** – As part of on-call development advisory services to the City of Tempe, evaluated and prepared affordable and workforce housing density bonus ordinances; completed extensive research and analysis of federal regulations regarding joint development of transit parcels; documented joint development benefits, reviewed model transit overlay ordinances, and analyzed affordable/workforce housing provisions.
- **Washington, DC** – Completed a housing plan for Washington, DC that focused on housing needs, low- to moderate-income housing opportunities, financial feasibility of prototypical development projects, and recommended public policy actions to implement an equitable housing plan in the downtown area; our recommendations assisted the District Government to design zoning overlay districts and policy “tools” (such as transferable development rights, developer contributions to housing trust funds, TIF districts, Hope VI funds, tax-exempt bond issuance, federal and state tax credits, and in-kind donations of land services) to leverage desired private investment and encourage development of affordable housing.
- **Washington, DC** – For the East of the River Anacostia area of Washington, DC, prepared an analysis of resident survey questionnaire results, an assessment of local housing needs, and a housing market opportunities and constraints analysis.



- **Washington, DC** – Formulated innovative financing/funding programs involving an approach which utilized vacant buildings or properties to prepare a plan in which property prices were “written down” and, in conjunction with a nonprofit housing entity, a combination of “sweat equity” and deferred zero-interest second mortgages were utilized to produce affordable housing.
- **Washington, DC** – Examined use of the HUD 302K Home Mortgage Rehabilitation Program, the HUD Section 123 Single Family Demonstration Program, various FNMA programs (including Home Equity Conversion Mortgages, Senior Housing Opportunities Funds and Community Lending Initiatives Programs) as tools to create workforce housing; also investigated use of “loan pools” by local financial institutions for residential and non-residential rehabilitation loans, and various national foundations which fund community revitalization efforts (Ford, MetLife, Bank of America, Structural Employment/Economic Development Corporation, Surdna Foundation, C.S. Mott Foundation).



Last Updated: July 2007



## RESIDENTIAL DEVELOPMENT SERVICES



BBPC has been involved in a wide variety of market-rate and subsidized residential projects developed in a diversity of settings, including urban, suburban and rural areas. Market and financial feasibility investigations have been conducted, and development approaches and marketing strategies have been formulated once these initial investigations are completed, BBPC is often retained to solicit and evaluate developer development proposal evaluations, negotiate development agreements, and package these projects on behalf of a broad range of public, private and quasi-public entities. See BBPC's "Development Packaging Services" for more details. Services and project types include:

### Residential Development Services

- Market & Economic Analysis
- Financial Feasibility
- Public/Private Partnerships
- Site Opportunities and Constraints
- Economic and Fiscal Impact Evaluations
- Revitalization Assessments
- Implementation Strategies
- Development Solicitation/Evaluation
- Development Packaging

### Project Types

- Urban and suburban complexes
- Planned unit developments
- New downtown projects
- Adaptive reuse projects
- Retirement communities
- Luxury subdivisions
- Waterfront/resort communities
- Privatized military housing projects
- Workforce/affordable housing





**URBAN / SUBURBAN COMPLEXES**



BBPC has assisted private property owners, including foundations and corporations, in assessing their land holdings along key transportation corridors and urban and suburban communities. We have assisted these parties not only through feasibility investigations but also through rezoning deliberations and developer negotiations. Projects include a mix of mid- to high-density residential structures with associated amenities and parking.



**PLANNED UNIT DEVELOPMENTS**



On behalf of both public and private entities, the firm has prepared development plans and packaged residential projects, which include recreational elements, in urbanizing corridors and in communities located near metropolitan areas. These planned projects have included single-family detached and attached dwellings, apartments and commercial development opportunities.

**NEW DOWNTOWN PROJECTS**

Either as freestanding projects or as segments of mixed-use developments, the firm has worked with public and private entities to cause development of a variety of mid- to high-density



downtown development projects. Each of these projects were offered at market rate and were developed as part of redevelopment or revitalization efforts in these communities.

**ADAPTIVE REUSE PROJECTS**



Acting as agents for cities and/or property owners, the firm has solicited third-party interest in adaptive reuse of older structures, including historic properties. Reuse plans usually incorporate marketing unique loft or other spacious units to young urban professionals and others interested in living near employment and cultural opportunities. See BBPC's "Adaptive Reuse Development Services" for more details.

**RETIREMENT COMMUNITIES**

Fueled by an aging, more affluent population, many property owners, developers and public entities are pursuing retirement projects. BBPC has prepared predevelopment analyses and market studies for these types of residential communities. These typically have varying levels of health care provided to residents and contain, in some cases, meeting and recreational facilities.



## LUXURY SUBDIVISIONS

The demand for high-income single-family subdivisions within or near urbanized areas has manifested itself in projects often benefiting family trusts, foundations and others active in disposal of property.



## WATERFRONT/RESORT COMMUNITIES

Waterfront and resort residential communities have proliferated nationwide. Attracted by water amenities, pier facilities, promenades and other water-related features, these communities have been located in both downtown settings, as well as in more surroundings. See BBPC's "Waterfront Development Services" for more details.



## PRIVATIZED MILITARY HOUSING PROJECTS

BBPC has been a pioneer in packaging privatized housing at existing military bases nationwide. The firm serves as the national advisor to the Navy and Coast Guard and has caused over a dozen new residential construction projects to be completed. The firm also is one of only five Privatization Support Contractors (PSC's) assisting the Air Force in its similar base housing privatization endeavors nationwide. BBPC As-



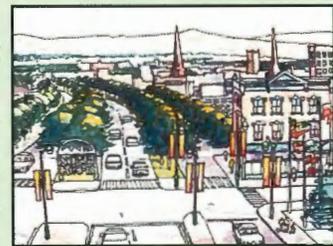
sociates also has assisted in some Marine Corps housing privatization projects. Together, these housing privatization efforts supporting both families and unaccompanied service persons throughout the Department of Defense have involved over 49,000 units at over four dozen bases located in 33 states. See BBPC's "Government Asset Management and Privatization Services" for more details.

## WORKFORCE/AFFORDABLE HOUSING

BBPC has guided some of the first efforts by local governments to cause workforce/affordable housing to be constructed. These projects have addressed concerns that rising housing costs are pricing-out integral low and moderate income households from residing near employment centers. Equally important, these projects have promoted "smart growth" initiatives designed to counter urban sprawl and encourage environmental protection. See BBPC's "Special Focus" Workforce/Affordable Housing" for more details.

## RESIDENTIAL DEVELOPMENT STRATEGIES

BBPC has assisted local officials in structuring planning and development incentives to attract residential develop-



ment into desired areas. These plans have included redevelopment efforts mandated by law as well as more modest measures resulting in competitively advantaged housing sites in areas where revitalization is sought. See BBPC's "Redevelopment/Urban Planning Services" for more details.



## RESIDENTIAL DEVELOPMENT SERVICES

### **Suburban Complexes**

Beverly/Edgewater, NJ  
Cape May, NJ  
Cecil County, MD  
Chesapeake, MD  
College Park, MD  
Denver, CO  
Fairfax, VA  
Fredericksburg, VA  
Hattiesburg, MS  
Kensington, MD  
King of Prussia, PA  
Liverpool, NY  
Madison, MS  
Marietta, GA  
Mineral County, WV  
Newport, RI  
Novi, MI  
Orlando, FL  
Owings Mills, MD  
Pittsburgh, PA  
Raleigh-Durham, NC  
Reston, VA  
Southern Maryland  
Stowe, VT  
Upper Marion, PA  
West Springfield, MA  
Wheaton, MD

### **Planned Unit Developments**

Annapolis, MD  
Anne Arundel Co., MD  
Attleboro, MA  
Bayonne, NJ  
Beverly/Edgewater, NJ  
Bridgeport, CT  
Charlotte, NC

Chesapeake, VA  
Denver, CO  
Des Moines, IA  
Durham, NC  
Hartford, CT  
Macon, GA  
Madison, MS  
Manchester, NH  
Norfolk, VA  
Novi, MI  
Orlando, FL  
Owings Mills, MD  
Pittsburgh, PA  
Portsmouth, VA  
Raleigh-Durham, NC  
Rocky Mount, NC  
Sacramento, CA  
Sao Paulo, Brazil  
Sandusky, OH  
Shreveport, LA  
Silver Spring, MD  
Springfield, MA  
St. Paul, MN  
St. Petersburg, FL  
Tempe, AZ

### **New Downtown Projects**

Annapolis, MD  
Attleboro, MA  
Bridgeport, CT  
Buford, GA  
Carlisle, PA  
Charleston, SC  
Charlotte, NC  
Denver, CO  
Des Moines, IA  
Durham, NC

Fort Walton Beach, FL  
Fredericksburg, VA  
Hartford, CT  
Hollywood, FL  
Houston, TX  
Indianapolis, IN  
Jacksonville, FL  
Long Branch, NJ  
Macon, GA  
Manchester, NH  
Newport, RI  
New York MTA  
Norfolk, VA  
Oviedo, FL  
Panama City, FL  
Portsmouth, VA  
Powder Springs, GA  
Raleigh-Durham, NC  
Reading, PA  
Richmond, VA  
Rochester, NY  
Rocky Mount, NC  
Sacramento, CA  
Sandusky, OH  
Shreveport, LA  
Silver Spring, MD  
Springfield, MA  
St. Cloud, FL  
St. Paul, MN  
St. Petersburg, FL  
Tempe, AZ  
Topeka, KS

### **Adaptive Reuse**

Asheville, NC  
Bridgeport, CT  
Buford, GA  
Cape May, NJ

College Park, MD  
Denver, CO  
Durham, NC  
Fort Stanton, NM  
Fredericksburg, VA  
Hartford, CT  
Knoxville, TN  
Liverpool, TN  
Manchester, NH  
Raleigh-Durham, NC  
Rochester, NY  
Springfield, MA  
St. Petersburg, FL  
Upper Marion, PA  
Wheaton, MD

### **Retirement Communities**

Asheville, NC  
Fort Stanton, NM  
Frisco, CO  
Madison, MS  
Ruidoso, NM  
Stowe, VT  
Tempe, AZ

### **Luxury Subdivisions**

Annapolis, MD  
Bridgeport, CT  
Cape May, NJ  
Charleston, SC  
Denver, CO  
Fairfax, VA  
Fort Walton Beach, FL  
Great Falls, VA  
Hollywood, FL  
Hattiesburg, MS  
Madison, MS



Newport, RI  
Orlando, FL  
Panama City, FL  
Portsmouth, VA  
Reston, VA  
Sao Paulo, Brazil

**Privatized Military  
Housing Projects**

Alamogordo, NM  
Beaufort, SC  
Belle Chasse, LA  
Cherry Point, NC  
Cocoa, FL  
Corpus Christi, TX  
Everett, WA  
Guam  
Jacksonville, FL  
Jacksonville, NC  
Kaneohe, HI  
Kingsville, TX  
Lexington, MA  
Little Creek, VA  
New London, CT  
New Orleans, LA  
Norfolk, VA  
Oahu, HI  
Oklahoma City, OK  
Parris Island, SC  
Pendleton, CA  
Quantico, VA  
San Diego, CA  
Stewart, NY  
Tucson, AZ  
Valdosta, GA

**Workforce / Affordable  
Housing Projects**

Atlantic City, NJ  
Cleveland, OH  
Cocoa, FL  
College Park, MD  
Denver, CO  
Fairfax, VA  
Fredericksburg, VA  
Long Branch, NJ  
Middletown, OH  
Pittsburgh, PA  
Prince George's County, MD  
Reston, VA  
Shreveport, LA  
Washington, DC

**Waterfront / Resort  
Communities**

Alexandria, VA  
Annapolis, MD  
Baltimore, MD  
Bayonne, NJ  
Beaufort, SC  
Beverly/Edgewater, NJ  
Bridgeport, CT  
Cape May, NJ  
Charleston, SC  
Cincinnati, OH  
Clemson, SC  
Cocoa, FL  
Everett, WA  
Fort Walton Beach, FL  
Hoboken, NJ  
Hollywood, FL  
Kenosha, WI  
Liverpool, NY  
Lompoc, CA

Long Branch, NJ  
Manchester, NH  
Newport, RI  
Norfolk, VA  
Panama City, FL  
Penscola, FL  
Portsmouth, VA  
Reading, PA  
Reston, VA  
Rochester, NY  
Sandusky, OH  
Slidell, LA  
St. Petersburg, FL  
State of Kansas  
Washington, DC



## COMMONWEALTH OF VIRGINIA

### Northern Virginia

- Alexandria**
- Arlington County**
- Clarendon Metro Station
- Dunn Loring Metro Station
- Fairfax
- Fairfax County**
- Falls Church**
- Fort Belvoir
- Fredericksburg
- Gainesville
- Great Falls
- Herndon**
- Leesburg
- Lorton**
- Loudon County**
- McLean
- Prince William County**
- Quantico
- Reston
- Spotsylvania County
- Stafford County
- Vienna Metro Station
- West Falls Church Metro Station
- Winchester

### Richmond Area

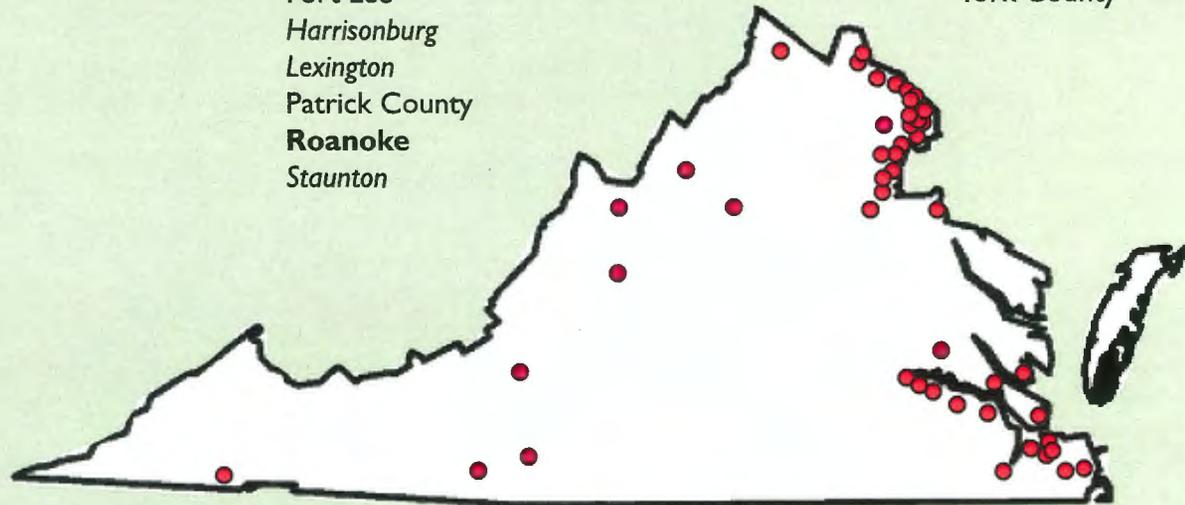
- Petersburg
- Prince George County
- Richmond**

### Central / Southwest

- Bassett
- Bristol**
- Charlottesville**
- Chesterfield
- Colonial Beach
- Fort Lee
- Harrisonburg
- Lexington
- Patrick County
- Roanoke**
- Staunton

### Tidewater

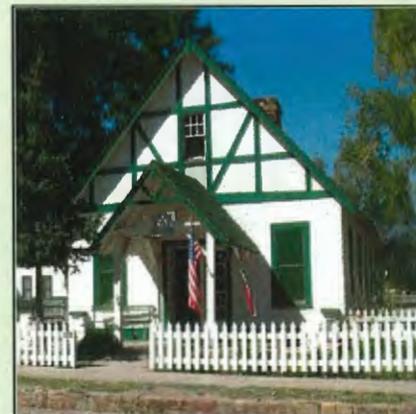
- Chesapeake
- Hampton**
- Nerwport News
- Norfolk**
- Poquoson
- Portsmouth
- Suffolk
- Surry County
- Virginia Beach**
- Williamsburg
- York County



*italics* = more than 2 types of BBPC Development Services  
**boldface + italics** = more than 4 types of BBPC Development Services  
**boldface** = more than 6 types of BBPC Development Services



## **SPECIAL FOCUS: REVITALIZATION ACTIVITIES IN SMALL AND RURAL COMMUNITIES**



Economic restructuring and revitalization strategies are often prepared by BBPC for leaders in small communities nationwide. These exercises of ten are coordinated with other consultants specializing in design guidelines and community visioning, but many times are prepared without these other types of studies.

BBPC has long worked with the Main Street Program of the National Trust for Historic Preservation, as well as dozens of communities participating in similar state government-sponsored programs turned into these same revitalization activities. Our target market assessments and subsequent business retention and recruitment analyses from the foundation for our recommendations in these communities.

Not only have we performed the types of technical assessments noted above, BBPC has also spoken at dozens of conferences, seminars, workshops and training sessions for managers active in these revitalization programs, both through the National Main Street Center and over a dozen related state programs for smaller communities. We also have prepared manuals and training packages used by professionals on a daily basis that are involved in these programs.

Selected examples include:

- **National Main Street Program:**
  - Project manager training: Washington, DC (national conference); Pennsylvania; South Carolina; Florida; Oregon; Massachusetts; Missouri; California
  - Presentation conferences: Washington, DC (national conference); Louisville; Tampa; Houston
  - Manuals: states of Texas and Pennsylvania

- Bowie, MD - Huntington Commercial Revitalization
- Buford, GA - Livable Centers Initiative Study
- Cape May, NJ - Public Realm Improvement Plan
- Carlisle, PA - Highest and Best Use Study-Bowman Lot
- Colonial Beach, VA - Waterfront Planning
- Fayetteville, NC - 700 Haymouth
- Fayetteville, NC - Prince Charles Hotel Reuse
- Fort Stanton, NM - Evaluation of Economic Uses
- Frostburg, MD - Prichard Farm Master Plan Residential Development
- Geauga Lake, OH - Geauga Lake Amusement Park Market & Feasibility Study
- Hattiesburg, MS - Master Plan Study
- Kenner, LA - Liljeberg Medical Center
- Kenosha, WI - Waterfront Revitalization
- King of Prussia, PA – Strategic Plan
- Kingsport, TN – Downtown Strategies
- Lawrence, KS – Retail Redevelopment Strategy
- Liverpool, NY – Liverpool Retail Market & Business Dev. Study
- Madison, MS – Madison Redevelopment Authority
- Madison, MS – Madison Station Redevelopment
- Mineral County, WVA – Frankfort District Economic Development Plan
- Newport, RI – Transportation Visitor Center
- Oconee County, GA – Comprehensive Economic Dev. Plan
- Oviedo, FL – Strategic Economic Development Plan
- Oviedo, FL – Community Redevelopment Plan and TIF Analysis
- Pikesville, MD – Commercial Revitalization
- Port Arthur, TX – Pleasure Island Casino and Hotel
- Powder Springs, GA – Marketing Assessments and Action Plans
- Pueblo, CO – Downtown Development Policies/Action Projects
- Rocky Mount, NC – Downtown Circulation Plan
- Shreveport, LA – Highland Area Neighborhood Revitalization
- St. Cloud, FL – CRA Plan and Staffing
- Surry county, VA – Industrial Site Identification/Selection Study
- Tarboro, NC – Elderly Housing and Life Care
- Vicksburg, MS – Hotel/Convention Center





Vanasse Hangen Brustlin, Inc.

## Corporate Profile

**VHB provides integrated transportation, land development, and environmental services and has over 900 employees throughout New England, New York, New Jersey, Maryland, Virginia, North Carolina, and Florida.**

Since 1979, VHB has partnered with private- and public-sector clients to provide the best technical skills in each of our practice areas through a seamless, integrated team approach to collaboration. To address our clients' dynamic needs, VHB has continued to grow and hone a diverse workforce that delivers personal service, value, responsiveness, and excellence. Our ability to help our clients initiate and complete intricate, challenging, and important projects has given rise to an impressive portfolio of success, demonstrated by a high percentage of VHB's clients becoming repeat customers.

Premier industry publication *Engineering News-Record* ranks VHB 84<sup>th</sup> of the Top 500 engineering firms nationwide, and *CE News* consistently names VHB among the, "Top 25 Best Civil Engineering Firms to Work For." The combined project experience and demonstrated abilities of VHB's staff provide clients with a high level of professional service, technical expertise, and results that exceed expectations.

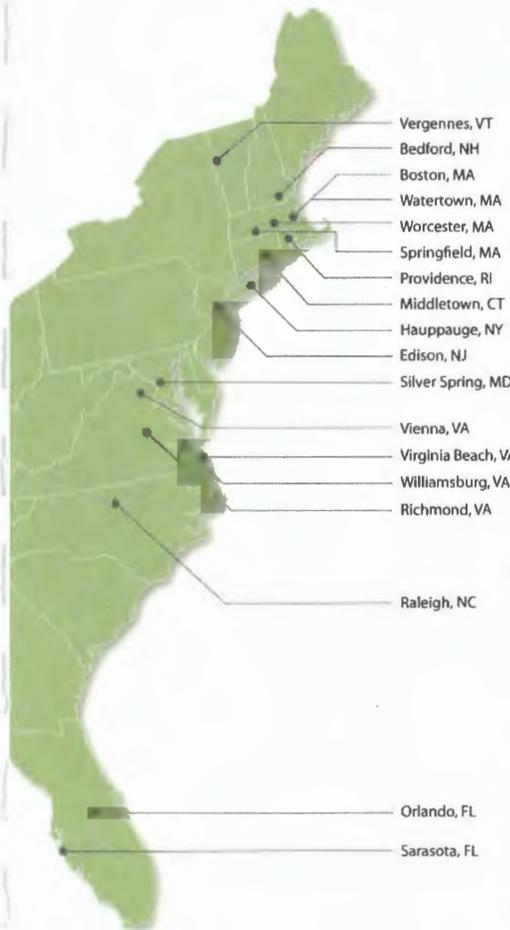
VHB delivers innovative and pragmatic design solutions in the following areas: civil design, environmental permitting, environmental restoration, landscape architecture, land surveying, planning/ urban design, structural engineering, sustainability planning, transportation planning, transportation engineering, and operations.

### Transportation

VHB's transportation practice focuses on planning, design and construction of highways, bridges, rail and transit systems and airports, as well as traffic and safety studies, parking analysis and facility design, bike and pedestrian trail planning and design. VHB provides complete engineering services, from program management and project planning through design, permitting, and construction. When a project combines rail, highway, bridge, and other infrastructure systems, VHB anticipates and plans for the needs and interfaces of the various transportation modes. VHB's public sector transportation clients include municipalities, regional councils, state departments of transportation, the Federal Highway Administration (FHWA), National Parks Service (NPS), and Federal Aviation Association (FAA). Examples of private-sector projects include rideshare programs, campus transportation logistics, and port authority planning.

### Land Development

VHB provides comprehensive land development and urban redevelopment services to public and private clients. VHB's unique approach brings together skills in land planning, survey, environmental sciences, site/civil engineering, pavement management services, and landscape architecture. Careful



research, assessment, and analysis of a region's existing natural and infrastructure conditions form the basis for innovative development plans that create opportunities for economic growth, improved lifestyle, and environmental stewardship. Representative clients include: residential and mixed-use development firms; retailers such as CVS, Stop & Shop, Target, and Kohl's; and universities such as Wesleyan, MIT, University of Massachusetts, Duke University, University of Florida, Wellesley College, University of Virginia, Harvard University, Northeastern University, and Boston College. Many medical institutions, municipal facilities, parks, and corporate headquarters (Reebok, Staples, Carmax, Capital One, Amerigroup, WGBH) are included among our projects.

## Environmental

As environmental regulations continue to evolve, VHB helps clients evaluate environmental constraints and opportunities, and then determine the best strategies to ensure a project's success. VHB offers strategic approaches to permitting, environmental assessments, water resources management, hazardous materials management, sustainability planning, environmental risk management, air quality and noise assessments, noise barriers, wetland assessments and mitigation, social and economic evaluations, historical/archaeological resource investigations, and brownfield site evaluations, including redevelopment plans. Our clients consist of state transportation and environmental departments, airports, telecommunications providers, utilities — and hundreds of municipal and private-sector clients.

VHB has diversified technical, management, economic, and social issue experience that we apply with vigor and responsiveness to meet your goals. We have a proven record of providing resources and services in a timely and cost-effective manner, and are committed to expeditious completion of project tasks through collaboration with our clients and VHB colleagues nationwide. Our deep well of experience includes the following standalone and complementary service areas:

- ▶ Air/noise quality
- ▶ Airport planning/engineering
- ▶ Bikeway/pedestrian/greenway design
- ▶ Bridge & structural engineering
- ▶ Building audits
- ▶ Compliance audits
- ▶ Coastal/inland waterway services
- ▶ Construction & demolition oversight
- ▶ Development of plans & specs
- ▶ Energy utilities & telecommunications planning
- ▶ Environmental & land use permitting
- ▶ GIS
- ▶ Habitat & wildlife assessments & restoration
- ▶ Land survey
- ▶ Landscape architecture
- ▶ Oil & hazardous materials site assessment
- ▶ Oil & hazardous materials remedial design
- ▶ Pavement engineering
- ▶ Rail engineering
- ▶ Roadway design
- ▶ Site/civil services
- ▶ Stormwater/wastewater management systems
- ▶ Sustainability planning/LEED® certification
- ▶ Traffic/Intelligent transportation systems
- ▶ Urban planning