

# Expression of Interest



FOR THE ENTERGY SITE AT 1509 GOVERNMENT STREET

Baton Rouge, Louisiana

April 28, 2016



Electric Depot, LLC



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April 28, 2015

East Baton Rouge Redevelopment Authority

Tara Titone

Director of Finance & Economic Development

801 North Blvd, Suite 200

Baton Rouge, Louisiana 70802

Subject: RFEL for ENERGY SITE at 1509 GOVERNMENT STREET

Dear Ms. Titone:

The Weinstein Nelson Development Team is pleased to present a transformational project that will create a new destination and provide amenities, services, and much-needed housing at the intersection of Mid City and Downtown. Our team has experience with complicated redevelopment projects, we are vested in the community, and we are familiar with the Government Street site. We intend to leverage the solid foundation of planning work performed and early investments made in this neighborhood to deliver an exciting project that will spark new interest in the area, create value for our neighbors, and contribute to the long-term viability of the RDA.

We have been interested in the property for many years now, and we are very optimistic about the catalytic effect the right project(s) will have on the neighborhood. We have assembled a team that has a true interest in the project that goes far beyond just having a profitable real estate transaction. We are a cross section of community groups and entrepreneurs that have a vested interest in the area. We are fully entrenched in the neighborhood and have been for some time. Our development team includes strong community leaders, young entrepreneurs, and experiences developers that have a shared vision for the project. All members of this group bring different skills, prospective, and resources to the group which are complementary in a way that provides our team with needed insight and the ability to get community buy in. This combination will also allow us to deliver a successful project quickly.

A quick summary of our strengths are as follows:

- Our team represents a continuation of the work that RDA has done to date and is consistent with the mission of the organization.
- We are members of the neighborhood and observe the site and the surrounding area on a daily basis.

- Our investors possess the financial strength necessary to deliver this project quickly and in a manner that is appropriate for a site of this importance.
- We are uniquely positioned to begin construction by the end of 2016 pending final agreement with RDA.
- We are uniquely positioned to complete construction by the end of 2017 (before the current January 1, 2018 sunset for State Historic Tax Credits at which point they drop to 20% if they are not eliminated completely).
- Our team got A. Hayes Town recognized by the National Park Service as a master architect and that has tremendous experience getting projects on the national register for ourselves and for others.
- We are well versed in thoughtful, pragmatic sustainable design.
- We plan to build on this project as phase one of a multiphase plan to redevelop the area thoughtfully, but quickly.
- We have experience with complicated capital structures that allow the maximum investment.

The information that follows is structured in response to the specific items identified in the RFEI. We understand that our proposal will be public and the information contained within could be used by others if we are not successful. Therefore, our proposal is a general outline of one of the options that we have explored for the site which includes a potential tenant mix that is based on real tenants that have committed to the project, but will not be named at this time.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Dyke Nelson', with a long horizontal line extending to the right.

J. Dyke Nelson, AIA, LEED AP BD+C



# Proposal



## CONTACT PERSON FOR CORRESPONDENCE AND NOTIFICATION:

### Dyke Nelson

Weinstein Nelson Developers, Partner  
235 South 14th Street, Baton Rouge, LA 70802

Office – 225.224.3363  
Cell – 225.571.5596  
dyke@wnmanagers.com

## 1. DESCRIPTION OF DEVELOPMENT PLAN

Our team is open to different options for developing all or some of the property at the Entergy site. The following is an example of one way we could develop the property. We believe that it is prudent to go through a full design exercise and leverage all of the resources that our team has available to come up with the best solution. Per our preliminary review of the site elements relative to the existing context, we feel that it is very important to move forward with the renovation of the three historic buildings as soon as possible along with the necessary infrastructure for future phases.

## PHASE 1

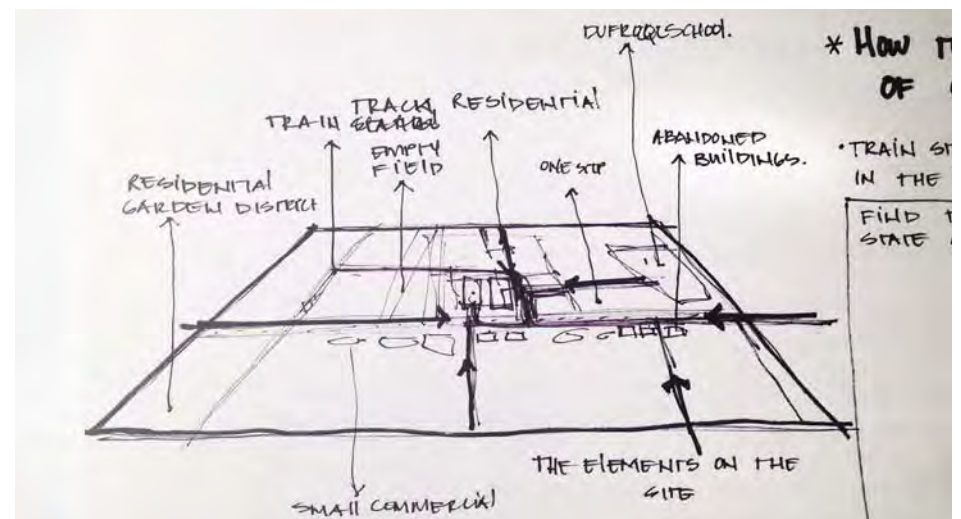
### Building A – Mixed Use with Retail, Restaurant, and Office including:

#### First Floor

- New signature jazz themed destination restaurant and entertainment venue that is consistent with the history of the neighborhood
- Retail suites to accommodate compatible retail tenants that can take advantage of the tremendous traffic count that passes the site daily
- Outdoor dining and flexible event space to accommodate larger events such as Hot Art Cool Nights, Food Truck Round Up, Community Arts Fairs, etc.

#### Second and Third Floor

- Mezzanine for restaurant and entertainment venue
- Creative office space based on modern design principals including a roof terrace that will accommodate RDA's office needs as well as other tech focused companies





## First Floor

- Retail suites to accommodate compatible retail tenants that can take advantage of the tremendous traffic count that passes the site daily
- 8 mixed income elderly housing units
- Fitness area including pool utilizing existing brick utility structure (this facility will be expandable to accommodate future phases of multi and single family residential)

- 16 mixed income elderly housing units



## First Floor

- Retail suites to accommodate an exciting new concept store that combines healthy foods with exercise opportunities to take advantage of the new bike paths and potential connections to the greenway

» The new mixed use project on the south edge of the property will tremendous catalyst at the intersection of Downtown and Mid-City (arguably the two most exciting areas for new development in Baton Rouge), will cater to a younger, forward thinking demographic, and will add tremendously to the vitality and strength of the area by activating this neighborhood with new, dynamic residents and providing a valuable audience that will utilize local services and continue to demand an improving quality of amenities and redevelopment in the surrounding area while accommodating the needs of the current residents.

» The construction of this phase will coincide with the renovations to Government Street which will allow us to participate in a way that increases the amount of work that can be done on and adjacent to our site. Given the limited site area, the incorporation of proper pedestrian access is critical as is access of public transportation. We will set aside funds to assure that bus stops, properly identified pedestrian crosswalks, abundant bicycle parking, electric car charging stations, median landscaping, etc., are a part of this project.



## PHASE 2

### Building D – Mixed Income Multi-Family including:

#### General

- High quality design brick structure with architecture that is consistent with the existing buildings on site as well as the surrounding area
- Exterior resultant spaces that accommodate numerous different types of public and private events
- Abundant green space and landscaping

#### First Floor

- Community space for residents including flex space for job training, financial education, health screenings, etc.
- 12 mixed income residential units

#### Second – Fourth Floor

- Community space for residents including flex space for job training, financial education, health screenings, etc.
- 48 mixed income residential units

### Buildings E – Retail Building:

#### General

- Retail suites to accommodate compatible retail tenants that can take advantage of the tremendous traffic count that passes the site daily and the large number of residents on site once phase 1 is fully established.
- Abundant green space and landscaping

### Building F – Mixed Income Duplexes:

#### General

- High quality design houses with architecture that is consistent with the existing houses in the surrounding area
- Alleys for parking and service
- Abundant green space and landscaping

#### First Floor

- 8 Duplex units that will transition from the larger structures to the single family homes.

### Buildings G – Mixed Income Single Family Housing:

#### General

- High quality design houses with architecture that is consistent with the existing houses in the surrounding area
- Alleys for parking and service
- Abundant green space and landscaping

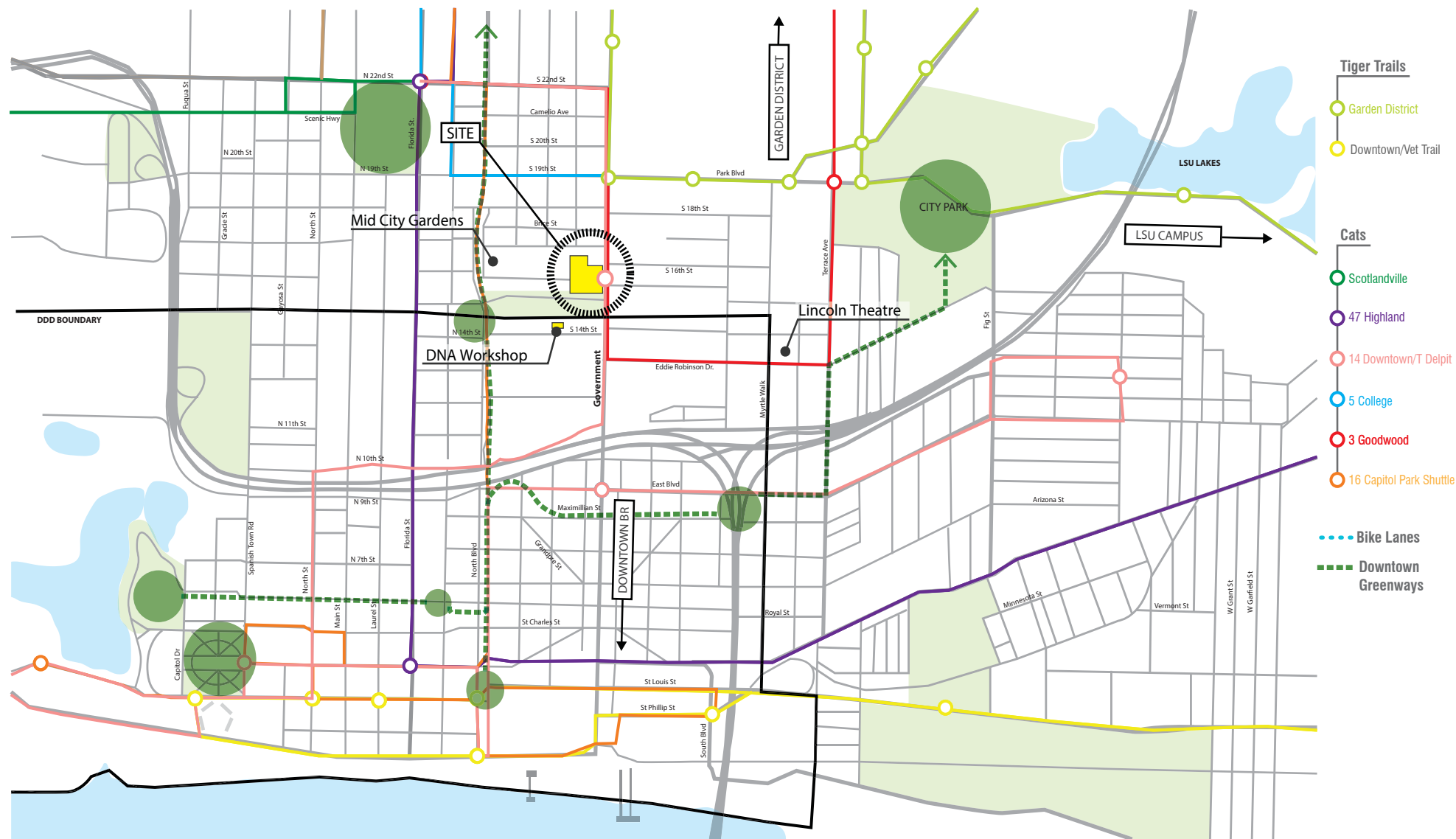
#### First Floor

- 12 Single Family homes on the northeast corner of the property to properly break down the scale of the property towards the existing single family homes that exist in the neighborhood.

» The new residential north edge of the property with the additional retail in the center of the site will be a logical compliment to the mixed uses on the south side of the site. Building on the excitement associated with Phase 1, the addition of more retail and residential units will finish out the site and will be the springboard to Phase 3 and beyond which includes adding similar uses to the other surrounding sites controlled by our team and by encouraging others to redevelop their property.



SITE CONNECTIVITY



MASTER PLAN



- LEGEND
- P** Parking Paying Station
  - i** Information Stand
  - B** Bike Station
  - D** Duplex Units
  - S** Single-Family Housing

FUTURE OF THE SITE

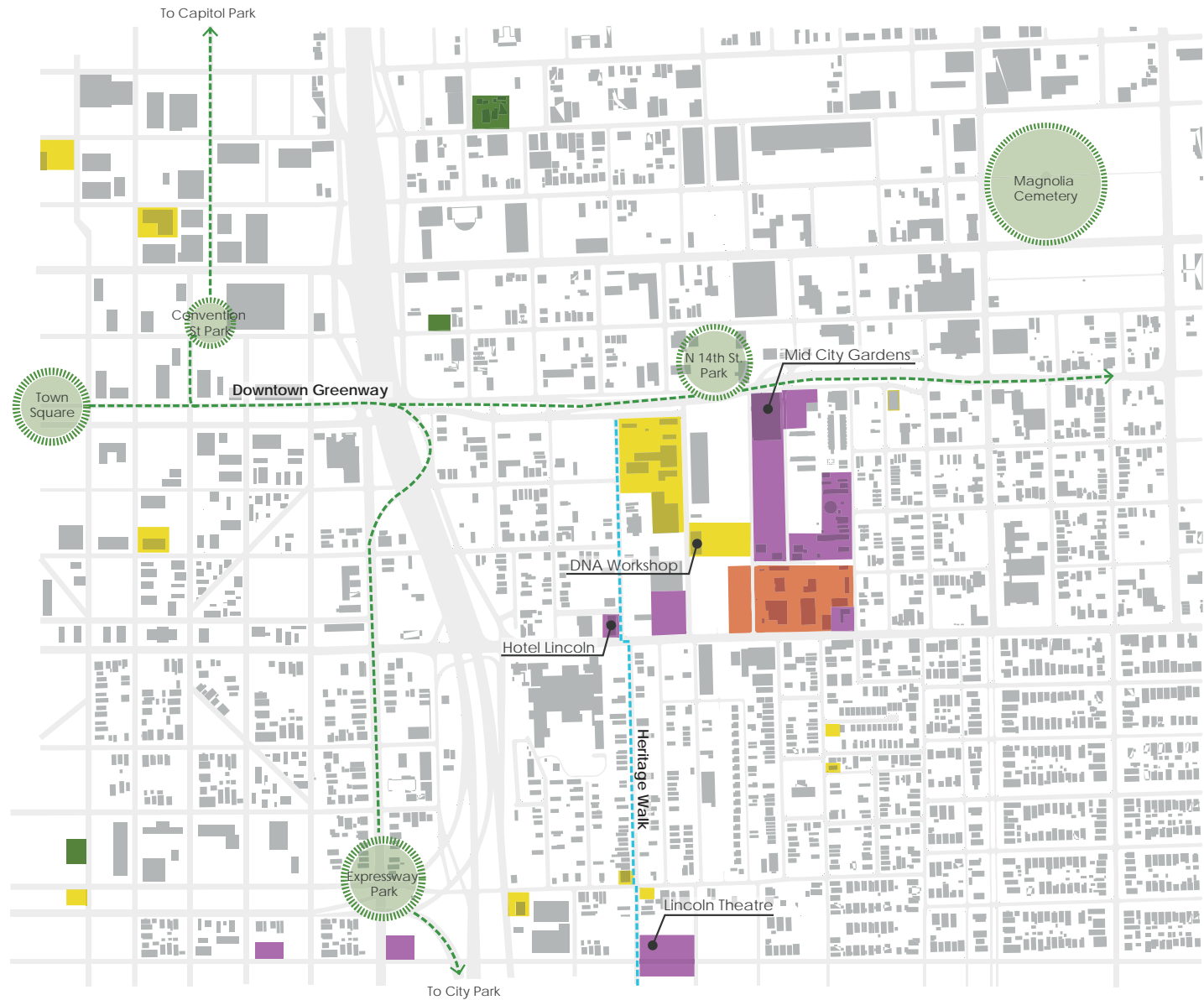


LEGEND

- OFFICE
- COMMERCIAL
- RESIDENTIAL



PROPERTIES CONTROLLED BY DEVELOPMENT TEAM



**LEGEND**      ■ Designer      ■ Owned by Team      ■ Targeted Future Phase      ■ Entergy Site



Mid City Gardens



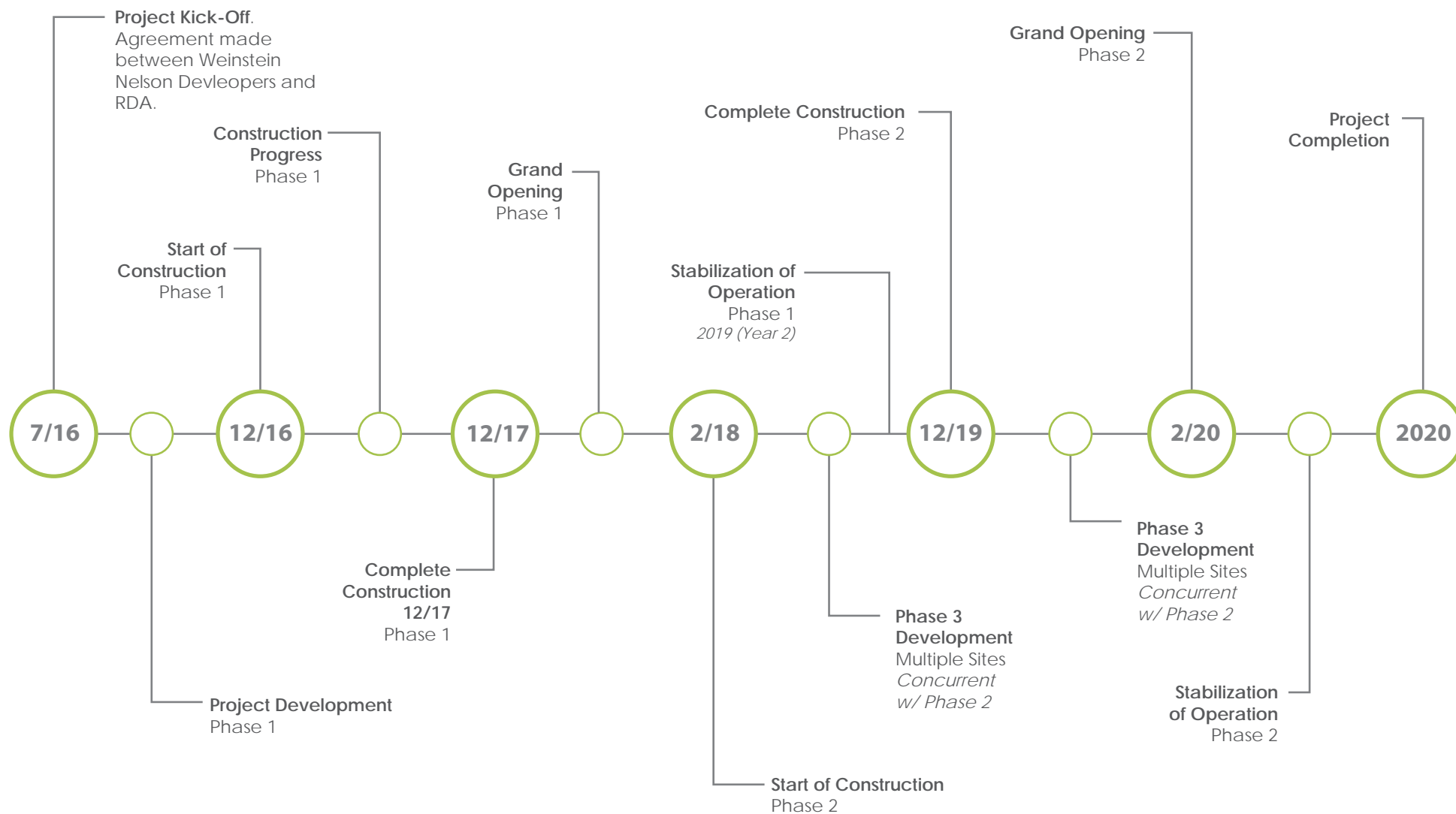
DNA Office



Hotel Lincoln



Lincoln Theatre



#### TIMETABLE FOR DEVELOPMENT

With our proven track record of success with similar large-scale, mixed-use projects, our team is positioned to execute this project very quickly.

## 2 & 3. DEVELOPMENT TEAM MEMBERS, REFERENCES AND EXPERIENCE:

Electric Depot LLC is prepared to assemble a comprehensive team of industry leaders in hotel operations, design, and financing that will play an important role in the overall delivery of the project for the RDA. As Master Developer, Weinstein Nelson Developers will have overall control of all aspects of the development, but will look to our team members to provide focused expertise in their area of specialty. At this early RFO stage in the new process, the following section regarding qualifications and performance history provides detailed material on the primary firms handling development, design and construction.

### WEINSTEIN NELSON DEVELOPERS (MASTER DEVELOPER)

#### KEY TEAM MEMBERS

##### David Weinstein – President/CEO

David Weinstein has been closely involved in real estate investment, development construction, renovation, ownership and management for more than 15 years. His personal portfolio has ranged from mobile home communities to apartment complexes and commercial buildings. David is also a Senior Vice President and Senior Portfolio Manager in the Merrill Lynch Personal Investment Advisory (PIA) Program.

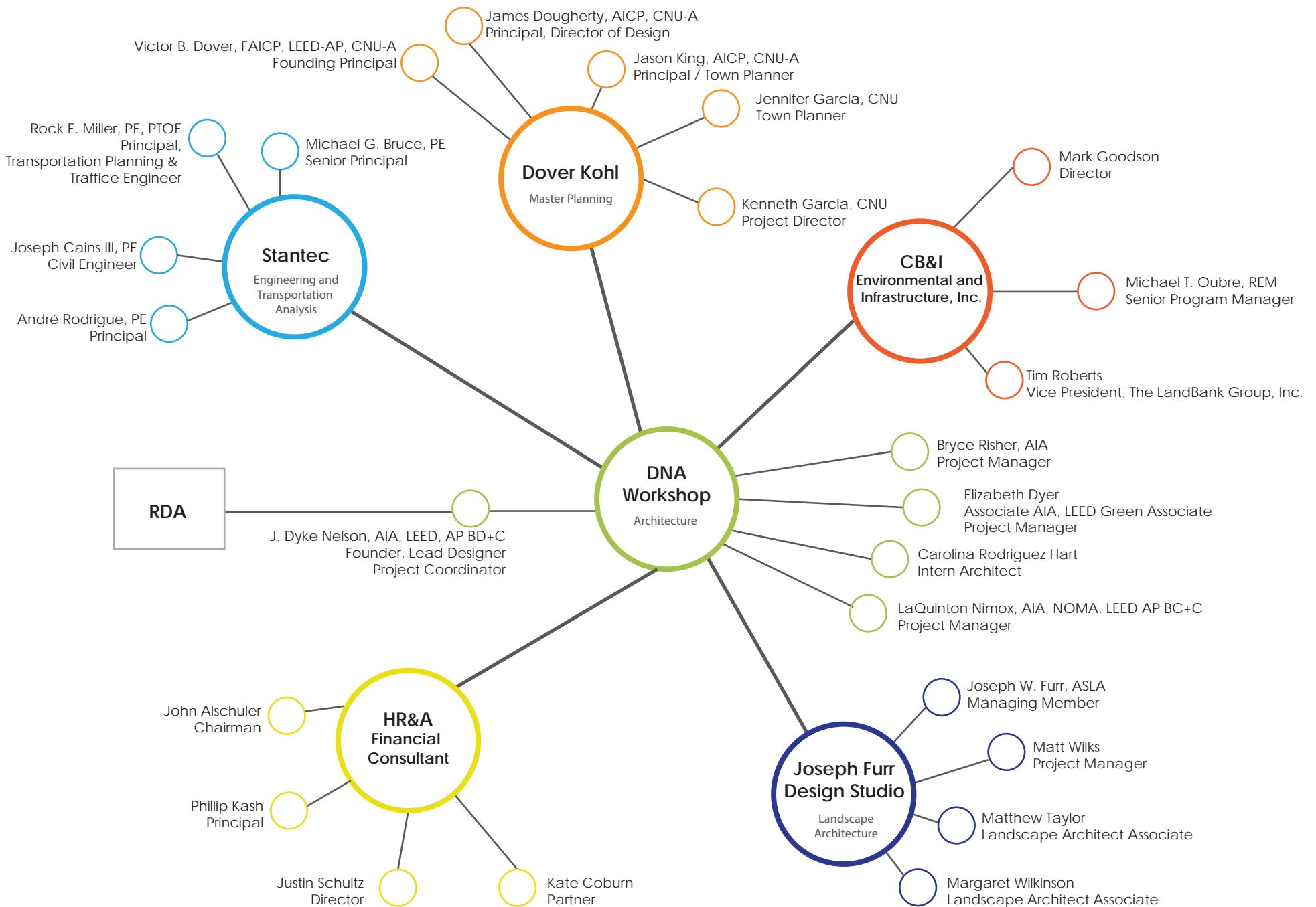
A lifelong Louisiana resident, David is a 1993 graduate of Louisiana State University and an active member of several corporate and community boards. He lives in Baton Rouge with his wife and their two children..



##### Dyke Nelson – Construction and Design

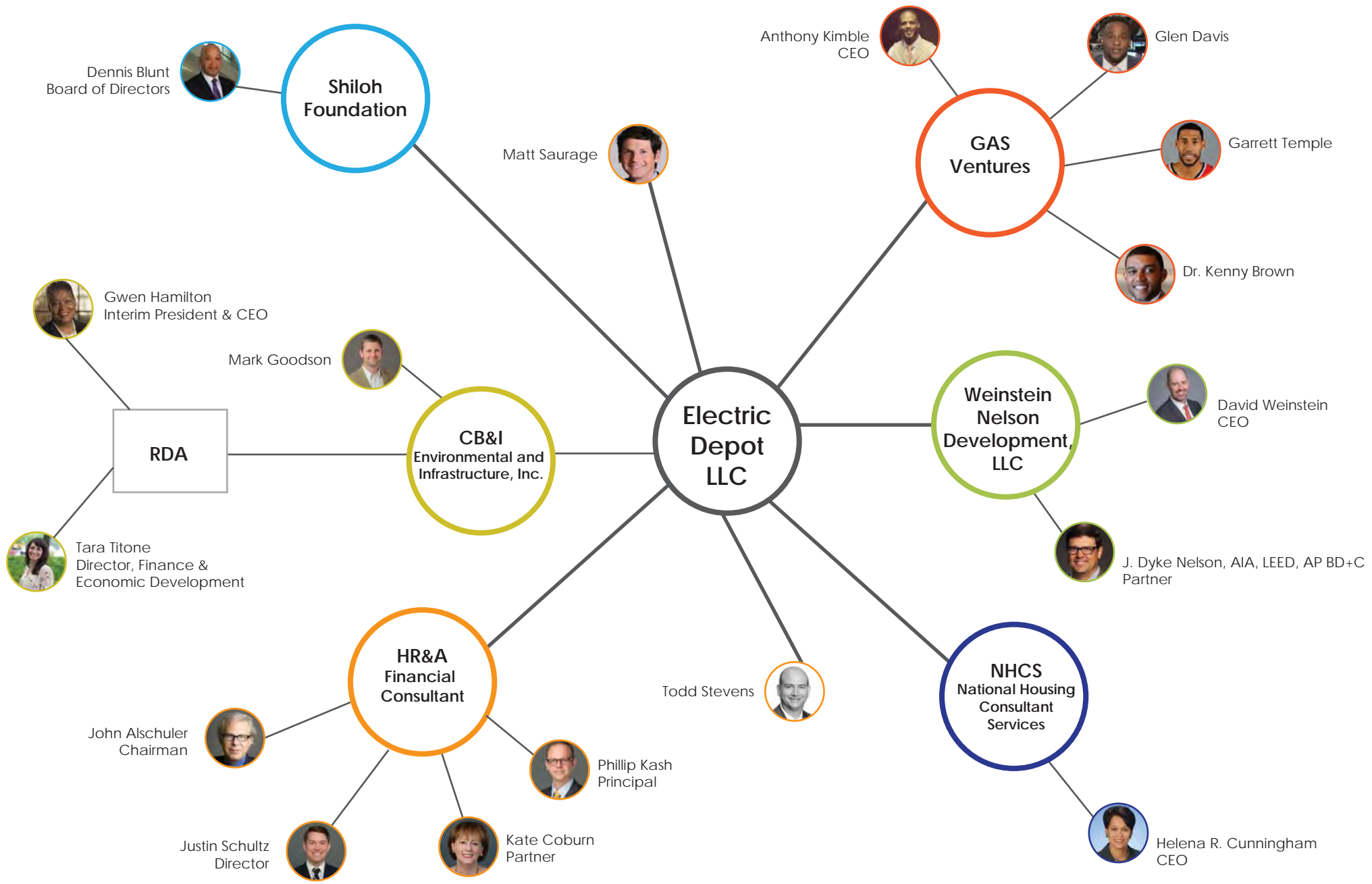
Dyke Nelson AIA, LEED AP BD+C is an noted architect whose work is focused on sustainable, high-quality design/construction and historic renovation. His career began in San Francisco with Gensler, the world's largest architecture firm, where he spent six years working on large projects for PeopleSoft, Cisco, Electronics for Imaging and other companies. A graduate of Auburn University, Dyke returned to the South in 2002, serving as a partner and lead designer at a Baton Rouge architecture firm for eight years before starting his current studio. Dyke is a licensed architect in California, Louisiana, Mississippi, Oklahoma and Arkansas. His work has been featured in numerous publications and on the Planet Green Channel. He and his family live in Baton Rouge.





### Design Team

All of the firm's on our team have a reasonable workload and sufficient capacity to accommodate this project. We all have large staffs and the individuals assigned to the project will vary on actual time commitment depending on the specific task.



### Development Team and Investors

Our diverse Development Team is both financially strong and well positioned to quickly impact this site and the surrounding area.

## 4. FINANCIAL CAPACITY:

Our Team has tremendous experience navigating numerous incentive programs to maximize investment return and to allow projects to be accomplished that otherwise would not be. We have gathered a diverse investor group that is strong financially and is deeply rooted in this community. Our experience working with complicated capital stacks for ourselves and for others is extensive. In the past we have been able to use all of the following programs as a part of our financing structures:

- Federal Historic Tax Credits
- State Historic Tax Credits
- Abandon Mill Credits
- New Markets Tax Credits
- CDBG Funds
- Brownfield Revolving Loan Funds
- Façade Grants
- Enterprise Zone Restoration Tax Abatement
- Enterprise Zone Investment Tax Rebate
- HUD 221d4 Financing
- HUD 4% Low Income Housing Tax Credits
- HUD 9% Low Income Housing Tax Credits
- 179D tax deduction for energy efficiency improvements
- Renewable energy credits

We feel confident that we can bring to bear similar financing and equity options for this project. One option for the financial structure we would propose is as follows for Phase 1:

We assume another \$10,000,000 investment for Phase 2 for a total project investment of \$20,000,000. We would encourage you to reach out to any or all of the following to confirm our ability to deliver on a project of this magnitude:

Robert Bond – Business First Bank robert.bond@b1bank.com

Ben Marmande – Iberiabank bmarmand@iberiabank.com

Mike Nizzo – Investar Bank michael.Nizzo@investarbank.com

Greg Scott – Whitney Bank Greg.Scott@whitneybank.com

Jim Purgeson – Citizens Bank jpurgeson@cbtla.com

Tom Adamek – Stonehenge Capital tjadamek@stonehengecapital.com

Robert Lay – Tempus Capital robert.lay@tempuscp.com

Our team is open to multiple options for partnering with the RDA. We would be willing to purchase the building at fair market value, establish a land lease at fair market value (assuming the duration of the land lease is sufficient to comply with tax credit compliance), have RDA participate on the development team and could share in a portion of risk and the benefits of a successful project, or any combination therein.

We do not have preferred option at this time and are open to negotiating a structure that meets the RDA's needs as well as those of the investors.



### Financial Consultant - HR&A

HR&A Advisors, Inc. (HR&A) will be serving as the teams financial consultant. HR&A is an industry-leading real estate, economic development and public policy consulting firm. Equipped with a unique understanding of the intersection of the public and private sectors, HR&A has served a diversity of clients since 1976. HR&A has extensive experience advising on some of the most complicated real estate and economic development projects in communities across the country. They approach each assignment by focusing on how to achieve our client's goals in the context of the public sector's priorities and the private sector's motivations. Our approach has allowed hundreds of public and private clients to transform public infrastructure, real estate and economic development concepts first into actionable plans, then into job-producing, community-strengthening assets.





We thank you for the opportunity to provide you with our expression of interest. We are deeply invested in this neighborhood because of its rich cultural history, its diversity, connections to the surrounding area, the vernacular architecture, and its tremendous potential. We would welcome the opportunity to have a more detailed discussion about our plans. Our community based development team is passionate about the success of this project and its importance to the area. Our team is currently working on numerous transformative projects in the area. If we are chosen to be a part of the project, we will build on our current work in the community and the work of the RDA. Our approach to development is different than most: our intention is to build long term value rather than focus on immediate cash returns. We are able to do this because of the make-up of our team. We are not just hoping that this project will be a catalyst for future development, we are making investments now to make sure that it happens. We desire a mixed use, mixed income development that is a residence and destination for all groups of people and is consistent with the RDA's mission statement. Our team is made up of friends and neighbors with a common goal and expansive resources to meet that goal.

Our goal is to create a vibrant development that builds on the existing infrastructure (people included), is successful financially, contributes to the long-term viability of the RDA, and spurs new investment while accommodating the existing community.

## Sample Projects







## 440 Third Street

Baton Rouge, Louisiana

**Project Size:** 120,000 sf total (60,000 sf residential; 44,000 sf commercial office; 16,000 sf grocery store)

**Market Value:** \$21,000,000

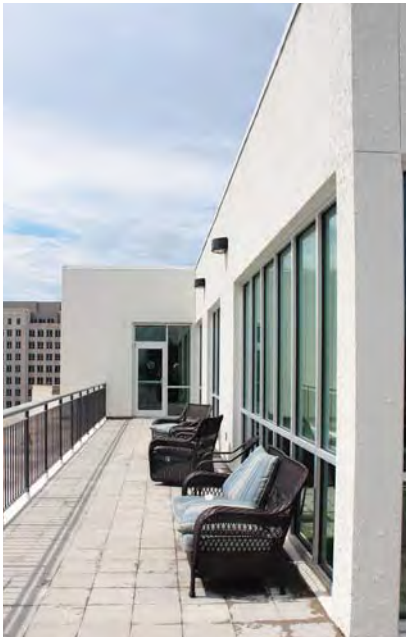
**Total Investment:** \$25,000,000

**Project Incentives:** State Historic Tax Credits, Federal Historic Tax Credits, New Market Tax Credits, CDBG Disaster Recovery Funds

### Overview

The former Fidelity National Bank building, constructed in 1957, is a landmark property in the heart of the Baton Rouge Downtown Historic District. Weinstein Nelson purchased the building in June 2013 as a speculative project targeted to meet the immediate area's need for modern, energy-efficient residential units, contemporary Class A office space and much-needed access to retail grocery. Our mixed-use development plan was also created to preserve the building's high ceilings, tremendous views and impressive lobby.

Within 18 months, construction was complete and the building was 90% occupied. In addition to extending the useful life of this property by another 50+ years, we are proud to say that the project is home to the first grocery store in downtown Baton Rouge, the regional headquarters of U.S. Agencies and 90 residents occupying 65 units.







# Ledger Building

Lafayette, Indiana

**Project Size:** 55,000 sf total (40,000 sf residential; 15,000 sf retail/commercial office)

**Market Value:** \$7,000,000 (at completion)

**Total Investment:** \$7,000,000

**Potential Project Incentives:** State Historic Tax Credits, Federal Historic Tax Credits, Restoration Tax Abatement

## Overview

Situated in downtown Lafayette near the Purdue University campus, the historic Ledger Building provides Weinstein Nelson with an opportunity to meet the needs of multiple tenant types. Affordable apartments will accommodate some of the many Purdue graduate students and faculty seeking residence near school. And with downtown Lafayette beginning to experience significant growth, the mixed-use aspect of the project will serve the growing population that wants to work and spend leisure time in the city's urban core.

Weinstein Nelson is making full use of the incentives available to developers in support of Lafayette's downtown renaissance. We expect the project to be completed by the end of 2016.







# Inman Mills

Inman, South Carolina

**Project Size:** 270,000 sf total (260,000 sf residential; 10,000 sf retail)

**Market Value:** \$25,000,000 (at completion)

**Total Investment:** \$25,000,000

**Project Incentives:** State Historic Tax Credits, Federal Historic Tax Credits, State Mill Credits, HUD 221(d)(4) 40-year Non-Recourse Financing

## Overview

This historic textile mill facility, located near Greenville, South Carolina, was built in 1902 and shuttered 99 years later in a state of disrepair. In 2014, Weinstein Nelson was approached to help provide solutions to help bring the property back to a commercially viable state. Reaching out to partners from previous projects, we were able to develop pro forma and master plan documents for a 24-month Phase One, which will result in 159 loft apartments and 170,000 square feet of renovated area. Based on the success of Phase One, we will pursue Phase Two: an additional 80-100 apartments and 10,000 square feet of retail space. At present, the project completion is estimated at year-end 2017.







# Landmark Building

Jackson, MS

**Project Size:** 350,000 sf total (198,000 sf residential; 50,000 sf retail; 102,000 commercial office)

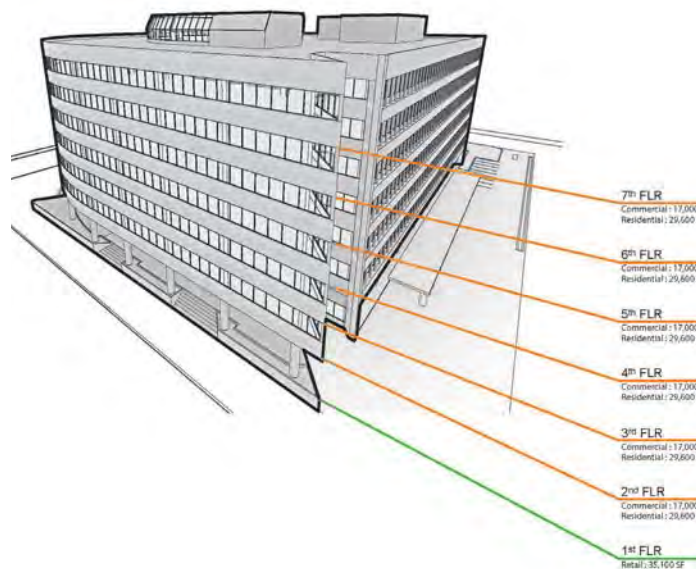
**Market Value:** \$42,000,000 (at completion)

**Total Investment:** \$32,000,000

**Potential Project Incentives:** Restoration Tax Abatement, Entertainment Tax Credits, New Market Tax Credits

## Overview

Weinstein Nelson Developers is renovating the 350,000 square foot Landmark building in historic downtown Jackson, MS to be an exciting mixed use project intended to be a catalyst project for the area. In response to the huge demand for residential in the downtown market, WN will create 200 one and two bedroom apartments with a roof terrace and pool. The ground floor of the building will be retail, and the remaining 100,000 sf is intended to be commercial office space. The ground floor retail tenants will include a grocery store, fitness club, and several restaurants potentially.





# Resumes





## J. Dyke Nelson, AIA, LEED, AP BD+C

### Founder, Lead Designer

Mr. Dyke Nelson is the owner of Dyke Nelson Architecture LLC and has been in continuous architectural practice since 1996. Mr. Nelson holds a Bachelor of Architecture from Auburn University. Prior to starting his own practice, he was a partner and lead designer at Chenevert Architects for eight years. While at Chenevert, Mr. Nelson designed many different types of projects ranging from single family homes to a 90,000 square foot Cancer Center.

Before moving to Louisiana, he was a job captain for Gensler- Architecture, Design and Planning Worldwide in San Francisco, California. There he was responsible for coordinating large corporate office projects and commercial interior projects such as the corporate headquarters for Peoplesoft. While in San Francisco, Mr. Nelson also worked with RLS, an Audio Visual and Technology consulting firm, providing architectural design on highly technical spaces including several broadcast facilities.

Since moving to Louisiana, Mr. Nelson has worked on numerous projects ranging from historic renovations to large mixed use buildings, where he has begun to develop a focus on sustainability. He is a LEED accredited professional and has completed five projects that are LEED certified and three projects that are projected to be, including his house which will be featured on the show "Renovation Nation" on Discovery's Planet Green channel. Mr. Nelson is a member of the United States Green Building Council and is actively involved in the AIA. In addition to these professional commitments, he believes strongly in civic involvement and is on Baton Rouge Area Red Cross Board, Friends of Hilltop Arboretum Board, and the Greater Baton Rouge Arts Council Board.

### Representative Projects include:

#### OFFICE

US Agencies HQ, *Baton Rouge, LA*  
Business First Bank HQ, *Baton Rouge, LA*  
Lee Michaels Fine Jewelry HQ, *Baton Rouge, LA*  
Baton Rouge Metro Airport Security Expansion, *Baton Rouge, LA*  
People Soft, *Pleasanton, CA*  
Electronics for Imaging, *Foster City, CA*  
555 Market, *San Francisco, CA (renovation)*  
12 Entrepreneur, Inc. *San Francisco, CA*

#### ACADEMIC

Crocker School, *New Orleans, LA*  
CSU Hayward Distance Learning Center, *Hayward, CA*  
Robert Louis Stevenson High School, *Pebble Beach, CA*  
LA Tech Biomedical Engineering Building *Ruston, LA*  
St. Charles Parish East Regional Library, *Destrehan, LA*  
Louisiana State University, Frey Computing Services, *Baton Rouge, LA*  
University of Louisiana at Monroe, Bayou Walk, *Monroe, LA*

#### MULTI-FAMILY / RESIDENTIAL

Coweta Apartments, *Coweta, OK (low income housing) (renovation)*  
Albert Pike Hotel Renovation, *Little Rock, AR (low income housing) (renovation)*  
Clear Horizons Apartments, *Shreveport, LA (low income housing) (renovation)*  
Elm Street Apartments, *Baton Rouge, LA (low income housing) (renovation)*  
Beechgrove Homes, *Westwego, LA (low income housing)*  
Claiborne Homes, *Westwego, LA (low income housing)*  
Bungalows at Smiley Heights, *Baton Rouge, LA (low income housing)*  
Covington Cottages, *Covington, LA*  
South Hampton, *Baton Rouge, LA*  
Anselmo Lane Condominiums, *Baton Rouge, LA*  
Signature Homes, The Plantation, *Baton Rouge, LA*  
Laurel Street Apartments, *Baton Rouge, LA*  
Signature Homes, Carriage Place Condominiums, *Baton Rouge, LA*  
Signature Homes, Parks of Dutchtown, *Prairieville, LA*  
Signature Homes, Warren's Cove, *Birmingham, AL*  
Indian Springs, Broken Arrow, *OK (low income housing) (renovation)*  
Ashland Woods, *Ashland, VA (low income housing) (renovation)*  
Audubon Village, *Norfolk, VA (low income housing) (renovation)*  
Victory Village, *Portsmouth, VA (low income housing) (renovation)*  
King Street Commons, *Hampton, VA (low income housing) (renovation)*  
Westover Village, *Loveland, OH (low income housing) (renovation)*  
Forrest Court, *Kenton, OH (low income housing) (renovation)*  
Cypress Parc Apartments, *New Orleans, LA (low income housing)*  
New Zion, *Shreveport, LA (low income housing) (renovation)*  
Bond House, *Bastrop, LA (low income housing) (renovation)*  
Wellington Estates, *Shreveport, LA (low income housing) (renovation)*  
HY Bell Apartments, *Winnfield, LA (low income housing) (renovation)*

#### MIXED USE / HISTORIC

Wallis Winery, *Napa, CA (historic renovation)*  
Inman Mill Apartments, *Inman, SC (historic renovation)*  
Albert Pike Hotel, *Little Rock, AR (historic renovation)*  
235 South 14<sup>th</sup> Street, *Baton Rouge, LA (historic renovation)*  
Tessier Building Renovation, *Baton Rouge, LA (historic renovation)*  
421 Third Street, *Baton Rouge, LA (historic renovation)*  
232 Third Street, *Baton Rouge, LA (historic renovation)*  
Kress, Welch, Levy and Knox Building, *Baton Rouge, LA (historic renovation)*  
326 Third Street, *Baton Rouge, LA (historic renovation)*

#### SPECIALTY

Caneland Distillery, *Baton Rouge, LA*  
Louisiana Fish Fry Office/ Production Facility, *Baton Rouge, LA*  
Pass Christian Yacht Club, *Pass Christian, MS*  
Schilling Distributorship, *Lafayette, LA*  
YMCA Westside, *Brusly, LA*



**DNA**workshop

DYKE NELSON ARCHITECTURE

## Bryce Risher, AIA

### Architect, Project Manager

Bryce grew up in southern Louisiana gaining an extensive hands on background in the construction industry. This gave him a deep appreciation for the process of design and construction. Bryce received a Masters of Architecture degree from Louisiana State University in 2011. While in school, Bryce was the recipient of several design awards and the AIA Henry Adams Award in recognition of his scholastic achievement, character, leadership, and promise of high professional ability. Bryce currently serves as a guest critic at Louisiana State University's School of Architecture.

Since joining DNA in 2012, Bryce has received his architectural license and managed many projects ranging from large scale industrial to single family residential. He brings his proficiency of Building Information Modeling Software (BIM) to every project he is involved with and is very excited about all the possibilities that BIM has to offer. Bryce's uses the firm's workshop as a tool to investigate different means and methods of construction and fabrication. This allows him to have a better understanding of the intricate details that make each project unique.

At DNA, he continues to work on all phases of the design, fabrication, and construction process and looks forward to each new project for its own unique set of opportunities. His interests include how we interact with the built environment and the way in which we design can change our daily life.

#### Representative Projects include:

##### OFFICE

Bridgeview, West Baton Rouge, LA  
500 Laurel, Baton Rouge, LA  
440 on Third, Baton Rouge, LA (**renovation**)  
LMFJ Corporate HQ, Baton Rouge, LA

##### HEALTHCARE

The Pediatric Clinic Airline, Baton Rouge, LA  
Butterfly Pediatrics, Baton Rouge, LA

##### MULTI-FAMILY / RESIDENTIAL

Albert Pike Renovation, Little Rock, AR (**low income housing**) (**renovation**)  
Lafayette House, Baton Rouge, LA  
LEED Certification in Process  
New Zion Apartments, Shreveport, LA (**low income housing**) (**renovation**)  
Iberville Workforce Housing, Gonzales, LA (**low income housing**)  
Sacred Heart Mission Senior Housing, Canton, MS (**low income housing**)  
Northpark, Gulfport, MS (**low income housing**)  
Private Residence, Metairie, LA  
Private Residence, Madisonville, LA  
Private Residence, Baton Rouge, LA  
Inman Mill, Inman, SC (**renovation**)  
440 on Third, Baton Rouge, LA (**renovation**)

##### MIXED USE / HISTORIC

326 Third Street, Baton Rouge, LA (**historic renovation**)  
440 Third Street Baton Rouge, LA (**historic renovation**)  
LEED Certification in Process  
Albert Pike Hotel, Little Rock, AR (**historic renovation**)  
235 South 14th St, Baton Rouge, LA (**historic renovation**)  
LEED Certification Pending  
Inman Mill, Inman, SC (**historic renovation**)

##### RETAIL

Lee Michaels Fine Jewelry Patek Phillipe addition, Baton Rouge, LA  
Lee Michaels Fine Jewelry, Lafayette, LA  
Rolex Store, San Antonio, TX  
Pandora, Metairie, LA  
Lee Michaels Fine Jewelry, San Antonio, TX

##### SPECIALTY

Cane Land Distillery, Baton Rouge, LA  
Youth Oasis Children's Home, Baton Rouge, LA  
Rock n Sake, Lafayette, LA  
Rock n Sake, New Orleans, LA  
2978 Government St, Baton Rouge, LA



**DNAworkshop**

DYKE NELSON ARCHITECTURE

## Carolina Rodriguez, AIA

### Intern Architect

Carolina received her Bachelor of Architecture (B.Arch) from Louisiana State University's School of Architecture also receiving a minor in Fine Arts. During her years in college she developed a strong interest in the application of sustainable techniques in architectural practices. Her interest in sustainability led her to become a research assistant in LSU's Coastal Sustainability Studio. Additionally, she had the opportunity to work on several research grant projects, including the Louisiana Board of Regents Research Grant and the CMEDS-GoMRI Research Grant, where she was able to expand her knowledge on Louisiana's current sustainability issues while investigating possible solutions through architecture. Furthermore, she was the recipient of multiple awards including the O.J. Baker Award, and was also a winner in the Mid City Studio Design Competition Award for excellent design execution and presentation.

Shortly after graduating, Carolina started working at DNA Workshop where she has contributed to the visualizations and construction documents of multiple projects, applying her skills in 3D design programming. While at DNA Workshop she's had the opportunity to work on a variety of projects and their different phases, and has also been able to experiment with product fabrication. She plans on pursuing architectural licensure and has grown interested in historic renovation.

#### Representative Projects include:

##### OFFICE

Bridgeview, West Baton Rouge, LA  
500 Laurel, Baton Rouge, LA  
LMFJ Corporate HQ, Baton Rouge, LA

##### MULTI-FAMILY / RESIDENTIAL

Private Residence, Baton Rouge, LA

##### MIXED USE / HISTORIC

Inman Mills, Inman, SC (*historic renovation*)

##### SPECIALTY

Cane Land Distillery, Baton Rouge, LA (at Oklahoma & River Road)  
Wallis Winery, Napa, CA  
2978 Government St, Baton Rouge, LA  
Rock n Sake Sushi Bar and Restaurant, Lafayette, LA  
Lee Michaels Fine Jewelry, San Antonio, TX





## LaQuinton Nimox, AIA, NOMA, LEED AP BD+C

### Project Architect

Mr. LaQuinton Nimox joined DNA Workshop after completing his Bachelor of Architecture degree from Louisiana State University in Baton Rouge, LA. His design experience includes a wide variety of building typologies including multi-family residential, commercial, healthcare, and mixed-use developments.

LaQuinton attended the Washington/Alexandria Architecture Consortium (WAAC), the urban extension of Virginia Tech's College of Architecture and Urban Studies in 2010. During his one year program at the WAAC, Nimox explored the potential to integrate landscape and build structure through design using building information software such as Revit and Vasari. Nimox and his team of landscape architecture students also won second place for their submission to the Virginia Tech's Chesapeake Bay Foundation Environmental Center Competition.

As a licensed Architect and LEED Accredited Professional, LaQuinton brings both tremendous talent and an intellectual approach to sustainable design to each creative opportunity.

With an interest in community engagement and sustainability, Nimox actively volunteers with the local chapters of Habitat for Humanity, USGBC, and the AIA. He is currently an active board member of the AIA Baton Rouge Chapter, USGBC Louisiana Chapter, and Habitat for Humanity Young Professionals. Occasionally, Nimox serves as a guest critic and student mentor at LSU School of Architecture.

### Representative Projects include:

#### OFFICE

Baton Rouge Water Company, Baton Rouge, LA (*renovation*)  
Massage Envy, Baton Rouge, LA

#### MULTI-FAMILY / RESIDENTIAL

Elm Street Apartments, Baton Rouge, LA (*low income housing*) (*renovation*)  
Cypress Parc Apartments, New Orleans, LA (*low income housing*) (*renovation*)  
New Zion Apartments, Shreveport, LA (*low income housing*) (*renovation*)  
Bond House Apartments, Bastrop, LA (*low income housing*) (*renovation*)  
H.Y. Bell Apartments, Winnfield, LA (*low income housing*) (*renovation*)  
Wellington Square Apartments, Shreveport, LA (*low income housing*) (*renovation*)  
Lafayette House, Baton Rouge, LA

#### MIXED USE / HISTORIC

440 Third Street, Baton Rouge, LA (*historic renovation*)  
Hotel Blanche, Lake City, FL (*historic renovation*)  
DeVille Apartments, Baton Rouge, LA (*historic renovation*)  
235 South 14<sup>th</sup> Street, Baton Rouge, LA (*historic renovation*)  
Country Roads Headquarters, Baton Rouge, LA (*historic renovation*)

#### SPECIALTY

Weinstein Poolhouse, Baton Rouge, LA  
Community Coffee Warehouse Extension, Port Allen, LA (*renovation*)  
Community Coffee Specialty Sales, Port Allen, LA (*renovation*)



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DYKE NELSON ARCHITECTURE



## Elizabeth Dyer, LEED Green Associate

### Project Manager

Elizabeth attended Louisiana State University, where she received the 2013 AIA Henry Adams Medal and Certificate in the Master of Architecture Program, along with the Faculty Design Award two years consecutively. During her graduate studies, she served as a research assistant for the trans-disciplinary Coastal Sustainability Studio, contributing to the development of the Louisiana Resiliency Assistance Program as well as visualization for a variety of projects and events.

Prior to returning to Baton Rouge to pursue her MArch degree, Elizabeth spent time in the Washington DC area as a production artist at an on-line custom retail company and as a freelance graphic designer. Since joining DNA, Elizabeth has contributed to DNA Workshop with her expertise in both architecture and graphic design. Elizabeth has worked on the schematic and construction phases of several projects ranging from single family residences to healthcare facilities.

She is currently an active member of the AIA, and recently took on a leadership role in the sustainable community, becoming a Mentor to a local elementary school in USGBC's Green Schools Challenge.

### Representative Projects include:

#### **OFFICE**

Bridgeview, West Baton Rouge, LA  
Patriot Commerce Park, Baton Rouge, LA  
Bernhard Normand Office, Baton Rouge, LA  
Cat Haven, Baton Rouge, LA  
The Pediatric Clinic, Baton Rouge, LA

#### **MULTI-FAMILY / RESIDENTIAL**

Lafayette House, Baton Rouge, LA LEED Certification in Process  
Cypress Parc Apartments, New Orleans, LA  
Convention Street Apartments, Baton Rouge, LA  
Adler Residence, Metairie, LA  
Hataway House, Baton Rouge, LA  
Audubon Village, Henrico, VA

#### **MIXED USE / HISTORIC**

326 Third Street, Baton Rouge, LA (*historic renovation*)

#### **SPECIALTY**

Caneland Distillery, Baton Rouge, LA (at Oklahoma & River Road)  
Lee Michaels Fine Jewelry, Lafayette, LA  
Lee Michaels Fine Jewelry, San Antonio, TX  
Fresh Kitchen, Baton Rouge, LA  
Wallis Winery, Napa, CA  
Driftwood Bar and Grill, Baton Rouge, LA



## Victor Dover, FAICP, LEED-AP, CNU-A

Founding Principal

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

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

Victor Dover is former Chair of the Congress for the New Urbanism (CNU) and was the Founding Chair of the CNU Florida Chapter, the first of its kind. He is a CNU-Accredited Professional. He was a key player in the creation of the Form-Based Codes Institute and the National Charrette Institute, both leading think tanks for sustainable urbanism and community-based planning. Victor is a Fellow of the American Institute of Certified Planners. He served on the

core committee setting sustainable urbanism certification standards for the Leadership in Energy and Environmental Design for Neighborhood Development rating system (LEED-ND). Victor has successfully completed all portions of the Architectural Registration Exam.

### Education

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

Bachelor of Architecture  
Virginia Polytechnic Institute and State University  
Blacksburg, Virginia

### Professional Experience

Principal, 1987 to present  
Dover, Kohl & Partners  
Coral Gables, Florida

Exhibition Designer, 1985  
National Gallery of Art  
Washington, DC



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## Kenneth Garcia, CNU

Project Director

Kenneth has been with Dover, Kohl & Partners since 2007 and has participated in over 30 design charrettes. He produces many of the firm's illustrations and renderings, using a combination of computer graphics and traditional watercolor techniques. Kenneth received both his Master of Architecture and his Bachelor of Architecture from Andrews University, a leading center for the study of New Urbanism. He is a member of the Congress for the New Urbanism (CNU), and is a certified Charrette Planner through the National Charrette Institute. Kenneth grew up in Costa Rica and Mexico, and is fluent in Spanish.

While studying at Andrews University, Kenneth played a key role in the development of the New Urbanist curriculum in the School of Architecture. He was a founding member of Andrews University's chapter of the Students for the New Urbanism, and was a member of the design team that won a CNU Charter Award for their work on the Saucier Town Plan for Saucier, Mississippi. He continues to serve his Alma Mater, acting as a visiting lecturer and critic for several Charter Award winning projects at the School of Architecture.

### Education

Master of Architecture  
Andrews University  
Berrien Springs, Michigan

Bachelor of Architecture  
Andrews University  
Berrien Springs, Michigan

### Professional Experience

Town Planner, 2007 to present  
Dover, Kohl & Partners  
Coral Gables, Florida

### Representative Projects

#### Capitol Corridor Plan Lansing, Michigan, 2014

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

#### Walter Campus Master Plan Baton Rouge, Louisiana, 2013

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

#### El Paso Comprehensive Plan El Paso, Texas, 2012

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

#### Montgomery Neighborhood Master Plans Montgomery, Alabama, 2010 - 2011

Following the Downtown Master Plan adopted in 2007, Dover Kohl returned to Montgomery for several neighborhood master plans aimed at the revitalization and redevelopment of underutilized areas of the city. These plans were all created through extensive public participation. West Fairview Avenue focused on the transformation of an aging suburban corridor. The Plan for Oak Park and Centennial Hill looked at revitalization strategies for a historic neighborhood. The Maxwell Boulevard Neighborhood Plan targeted the redevelopment of key sites adjacent to Maxwell Air Force Base and Overlook Park. Kenneth served as a town planner and illustrator.

#### Curridabat Master Plan & Form-Based Code Curridabat, Costa Rica, 2011

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



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## Jason King, AICP, CNU-A

Principal / Town Planner

Jason has extensive experience with smart growth, comprehensive planning, new communities and form-based codes. His previous experience as a municipal planner assists in the creation of successful, effective plans and codes. Jason leads projects across the country through to implementation, and has participated in over 50 design and comprehensive plan charrettes worldwide.

### Education

Master of Community Planning (MCP)  
Bachelor of Arts in English (BA)  
University of Rhode Island  
South Kingston, Rhode Island

### Professional Experience

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

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

Assistant Planner, 2002-2004  
Washington County  
Hopkinton and Richmond, Rhode Island

### Representative Projects

#### Seven50, The Prosperity Plan for Southeast Florida, 2012-2014

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

#### El Paso Comprehensive Plan El Paso, Texas, 2010-2012

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

#### Bradenton Form-Based Code Bradenton, Florida, 2011

The form-based code provides a regulatory framework to achieve density, walkability, and transit readiness in Bradenton's core and central neighborhoods. Sustainability permeates the document, and mandates or provides incentives for eco-friendly building and planning at many different scales, from the corridor and neighborhood to construction details. Jason headed the Transect planning for the SmartCode based-code which received a Driehaus Form-Based Codes Award in 2012.

#### Hammond Comprehensive Master Plan Hammond, Louisiana, 2009

As Project Director Jason headed the planning team as it worked with residents to identify the principles of quality design and efficiency present in the City's most valued places and discuss how those elements could be applied to newly developing areas of the City. Local goals correlated closely with state-wide goals: citizens seek to create enduring places that succeed economically while also contributing to a high quality of life. The plan was adopted by the City in 2011 and implementation is underway.



#### Prospects for Southeast Lee County (DR/GR Plan) Lee County, Florida, 2008

As Project Director for the Lee County Density Reduction/ Groundwater Resource Initiative, which involved a 150 square mile region of southeast Lee County, Jason led a planning effort that involved detailed ecological mapping, surface and groundwater modeling, traffic impact evaluation, multiple land use studies, a transferable development rights program, form-based coding for new communities and implementing amendments to the County's Comprehensive Plan and Land Development Regulations. The Plan received an award from 1,000 Friends of Florida, a Florida APA Project Award (2009), a CNU Charter Award of Excellence (2010), and a Driehaus Form-Based Codes Award (2011).

#### Master Planning & Coding Montgomery, Alabama, 2007

Jason served as Town Planner and later as Project Director for the Downtown Plan, where he has focused efforts on plan implementation. He has worked closely with the Planning Department throughout the implementation process, assisting in the review of new development and leading design implementation workshops for the City. Since the Downtown Plan Jason has led five additional master plan and coding charrettes in the City. In 2008 the Downtown Plan received an Outstanding Planning Award from the Alabama Chapter of the American Planning Association.

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## James Dougherty, AICP, CNU-a

Principal, Director of Design

James Dougherty is the Director of Design at Dover, Kohl & Partners. James has dedicated his career to helping communities envision and implement a more walkable, sustainable future. James began working with Dover-Kohl in 1996 and has since participated in over 130 design and form-based coding charrettes in the United States and abroad. James works closely with the firm's Principals, Project Directors and Urban Designers to establish the design direction of each of the office's projects. He participates in all aspects of the office's work, including public involvement, development of master plans, regulating plans and form-based codes. James also specializes in the creation of many of the company's three-dimensional illustrations, using a blend of hand-drawn and computer techniques.

James holds a Bachelor of Architecture degree from Hampton University and a Master of Architecture degree from the Town & Suburb Design Program at the University of Miami, where he serves as an Adjunct Professor. He is certified by the Congress for the New Urbanism. James is an instructor with the Form-Based Codes Institute (FBCI), and has led numerous sessions at FBCI workshops. James has successfully completed all portions of the Architectural Registration Exam. James' graphics and visualizations illustrating sustainable urban design and form-based code principles have been published in over fifteen books. He co-curated the 2012 exhibit "The Art of the New Urbanism" featuring over 200 visualization artworks by leading practitioners of the New Urbanist movement. James was honored to receive the 2012 Congress for the New Urbanism Florida's "Charles A. Barrett Memorial Award for Continuing Excellence in Architecture And Urban Design".

### Education

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

Bachelor of Architecture  
Hampton University  
Hampton, Virginia

### Professional Experience

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

Intern Architect, 1995  
MMM Design Group  
Norfolk, Virginia

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



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## Joseph W. Furr, ASLA

Managing Member

Joseph W. Furr is the managing member of Joseph Furr Design Studio, LLC, a Landscape Architectural and Land Planning firm located in downtown Baton Rouge. Joseph obtained a Bachelor of Landscape Architecture from LSU in 1986 and has remained in Baton Rouge throughout his career. He has also served as a teaching assistant in advanced graphics and served as a guest lecturer and project juror many times at Louisiana State University. He was the Principal in Charge (PIC) of five projects that have received awards by the state's professional association, ASLA. From 1986 to 1987 he worked for the Caplinger Group, Ltd., a landscape architecture and planning firm in New Orleans, Louisiana, where he worked on numerous golf course community master plans and large-scale waterfront projects as a project team member.

From 1987 to 1996 he was a principal at Reich Associates Landscape Architects and Land Planners (RA) in Baton Rouge. While at RA, he was Principal in Charge of the firm's three ASLA award-winning projects, St. Aloysius Catholic Church, The East Baton Rouge Urban Forest Management Plan, and The 1995-2010 LA State Parks Master Plan. Other notable projects managed as PIC while at Reich Associates include the City Park/University Lakes Management Plan, and master plans for Episcopal High School, University United Methodist Church and Camp Istrouma.

In 1996 Joey started JFDS in order to focus on detail design for large public use projects that affect more people than small-scale residential design. Since the inception, JFDS has worked on several Louisiana riverfront master plans across South Louisiana and has developed many major parks projects in Louisiana and Mississippi. In 2002, he designed the grounds at the Shaw Corporate Headquarters which received an ASLA award.

As the lead planner with a team of architects and engineers, Joey received ASLA awards for the Tunica Hills State Preservation Area and the New Orleans Upriver Greenway Corridor Plans. Joey led the JFDS design team for the recently completed Lighthouse Memorial Plaza in downtown Gulfport, MS, and North Boulevard Town Square Currently in downtown Baton Rouge, both of which are new centers for cultural activities in their respective CBD's, and both of which Received Louisiana State ASLA Honor awards. He is the PIC for the Master Plan of River Park, a new 35-acre mixed-used development being developed along the Mississippi Riverfront.

Joey has lead the firm from its inception and has built a strong planning and design form that produces quality work across Louisiana and the Mississippi Gulf Coast. He is directly involved with all of the firms projects and is the main public facilitator, and firm manager.

### Representative Projects

Bayou Country Sports Park Master Plan, Terrebonne Parish, LA, 2013  
Coquille Parks and Recreation Master Plan, St. Tammany Parish, LA, 2008  
Perkins Road Community Park Master Plan, East Baton Rouge Parish, LA, 2008  
City of Ocean Springs, Mississippi, Parks and Recreation Master Plan, 2005  
Cassidy Park Master Plan, Opelousas, LA, 2010  
Tunica Hill State Preservation Area Master Plan  
LA State Parks Master Plan 1995-2010, Reich Associates  
West Feliciana Sports Park Master Plan, Lead Planner with SJB Group  
City of Opelousas Parks and Recreation Master Plan, Lead Planner with SJB Group  
Ascension Parish Riverfront Master Plan, Lead Planner with SJB Group, USACE  
Atchafalaya Basin Design Guidelines, Support Planner with SJB Group, USACE  
North Lake Charles Riverfront Parkway and Redevelopment Plan



## Michael G. Bruce, PE

Senior Principal

As a senior principal, Mr. Bruce has managed or participated in the design of numerous traffic, bridge, highway and general civil engineering projects. He has over 30 years of experience in the design and management of transportation related projects, including comprehensive expertise in innovative intersections, the preparation of construction plans specifications and estimates for roadway and bridge projects, master plan projects, and feasibility studies for transportation networks. The complexity of his roadway experience ranges from minor urban street rehabilitation, to rural highways, urban interstate construction, including geometrics for many major interstate interchanges.

### Education

BS, Civil Engineering, Louisiana State University, Baton Rouge, Louisiana, 1978

### Registrations

Professional Engineer #20397, State of Louisiana

### Representative Projects

#### **Vision for Louisiana – Louisiana Speaks! Regional Plan (Principal-In-Charge)**

Stantec participated as a member of a national team assembled to develop a sustainable, long-term vision for the region in the wake of the destruction caused by Hurricanes Katrina and Rita. Over an 18-month period, Stantec worked with some of the top planners in Louisiana and the U.S., as well as the coordinated with the 27,000 Louisiana residents that participated. The result was the Louisiana Speaks! Regional Plan which articulated visions and strategies for recovery and growth in South Louisiana. The plan focused on preserving and enhancing Louisiana's distinctive cultures and quality of life through smart growth planning and improved public systems. Stantec provided all traffic engineering services for this process.

#### **West Feliciana Parish Comprehensive Plan (Principal-In-Charge)**

Stantec teamed up with Fregonese Associates and several other entities in developing a master plan for the parish including such elements as comprehensive land use, planning and zoning initiatives, transportation planning and economic development. The Stantec traffic team took the lead in developing all traffic and transportation initiatives for the project, including elements for roadway improvements. Additionally examined the different land uses and context sensitive application for the key roads in the parish to preserve the rural character of the area.

#### **Pointe Coupee Parish Comprehensive Plan, Louisiana (Principal-In-Charge)**

Point Coupee Parish requested a parish master plan that reflected the citizens' shared vision, provided strategies to guide the parish toward the community's vision, and showed a clear roadmap to implement the plan's strategies. Stantec worked with Fregonese Associates and several other entities on this project. Stantec provided all transportation and traffic plan elements.

#### **BRAC Major Transportation Plan, Baton Rouge, Louisiana (Principal-In-Charge)**

The Baton Rouge Area Chamber commissioned Stantec to lead a study investigating the impacts of selected major transportation projects in the Baton Rouge area. The objective was to quantify the reduction of congestion the projects could provide and estimate the cost of 15 major transportation projects. These two metrics were then used to develop a prioritized list of projects for the City of Baton Rouge to implement.



## Rock E. Miller, PE, PTOE

Principal, Transportation Planning & Traffic Engineer

Rock is a registered Traffic and Civil Engineer in the State of California and has more than 35 years of transportation planning, design, and operations experience. He is familiar with the latest capabilities and requirements available and expected from cities and municipal governments. For more than 25 years, Rock has been a consultant at the senior or principal level in the field of traffic engineering, traffic safety, and circulation design. He also has 10 years of public agency experience serving as City Traffic Engineer for Costa Mesa and staff traffic engineer with the County of Orange.

Rock has completed a wide variety of unique transportation projects, including traffic signals, signing and striping, street lighting, work site traffic control, traffic impact analysis, and the design of street and highway improvements. He has also prepared many transportation policy plans and completed controversial and complex transportation studies, including neighborhood traffic calming projects, complete streets, pedestrian and bicycle studies, projects anticipating litigation by another public agency, and projects with intense public opposition.

### Education

M.S. Civil Engineering, University of California, Davis, Davis, California, 1976

B.S. Civil Engineering, University of California, Davis, Davis, California, 1973

### Registrations

Professional Engineer #1139 (Traffic), State of California

Professional Engineer #29493 (Civil), State of California

Certified Professional Traffic Operations Engineer #205, Institute of Transportation Engineers

### Memberships

Member, Association of Pedestrian and Bicycle Professionals

### Representative Projects

#### Bicycle Improvement Program, Riverside, California (Project Manager)

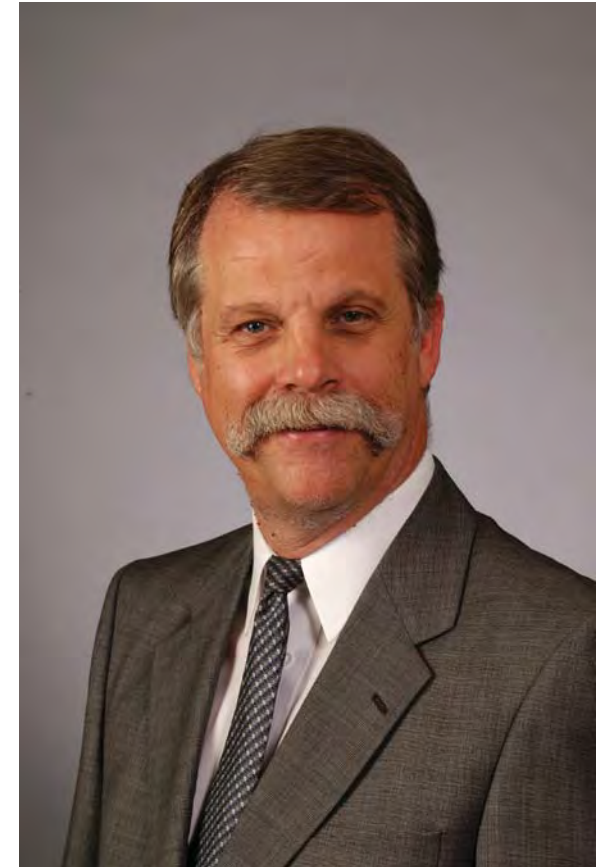
We reviewed existing infrastructure and potential changes to improve bikeway infrastructure in Riverside. We helped to identify potential projects that were easily implementable and inexpensive, while providing greatly improved bicycle facilities. We specifically analyzed various options for University Avenue and Blaine Street near University of California, Riverside, and analyzed Brockton Avenue from 10th Street to Bandini Street for a potential road diet. We also analyzed various other potential facilities, including Class III facilities and connections to the Santa Ana River trail.

#### Bikeway Master Plan, Ventura, California (Project Manager)

Rock assisted the City of Ventura in finalization of its recent Bikeway Master Plan Update. He conducted a review of a draft document on behalf of Stantec and made suggestions and additions in areas of non-infrastructure/encouragement improvements, participation in the League of American Bicyclists program to honor bicycle-friendly communities, and potential use of innovative treatments such as bicycle boulevards, protected bike lanes (cycle tracks) and other treatments which are showing promise in other California communities. The City approved the Bicycle Master Plan in 2011 and intends to initiate development of proposed projects in the next few years.

#### On-Call Traffic Engineering Improvements for Bicycling, Newport Beach, California (Technical Advisor)

We are providing full A-E and environmental services to the City of Burbank which completes an important bikeway link through design of a Class I bikeway and multi-use trail along the Burbank Channel. This bikeway will extend from the City's Metrolink station south toward the Los Angeles River Trail located just beyond the City limits. We have provided presentations at council meetings, met with the community in open gatherings and one-on-one with the City, and also helped develop a community survey to gather input from all interested members. Our concept designs looked closely at each of their concerns and provided detailed cost estimates of the proposed project alternatives. One of the interesting project challenges is the



conversion of an abandoned rail road spur line bridge to be used for the bikeway with added protective railing. We are also providing at-grade crossings at four locations and linkages to dead-end streets at four locations.

#### Burbank Channel Bikeway Project, Burbank, California (Principal-in-Charge)

Model Design Manual for Living Streets, Los Angeles, California (Non-motorized Transportation Expert)

Kihei High School Pedestrian and Bicycle Improvements Study, Maui, Hawaii (Project Manager)

Short Range Bicycle Friendly Improvement Program, Long Beach, California (Project Manager)

Marine Avenue Complete Streets Improvements, Baldwin Park, California (Principal-in-Charge)





## Anthony Kimble

Partner - Investments and Consulting  
GAS Ventures

In his role as Partner at Gas Ventures, Anthony has facilitated the purchase of 16 single family and multi family properties throughout the 2015 year. Additionally, he was able to lead project teams through full renovation of 8 separate properties. Anthony successfully raised over 500k of investment capital in 2015 for projects in both Baton Rouge and New Orleans. Anthony

### Education

#### Stanford University

Palo Alto, CA 2004-2009

Bachelor's of Arts in Science, Technology and Society with a focus in Work, Organizations, and Development

Coursework including: Writing and Rhetoric, Writing and Ethics, Economics, New Product Development, Company Innovation through Creativity, Technology and Work, and Computer Science

#### Stanford University

Varsity Football Team, Palo Alto, CA  
September 2004- January 2009

Received Full Athletic Scholarship; 25 Game Starter

2008: Earned the Blue Collar Award, which is awarded to a player for tremendous work ethic, productivity and "blue collar" attitude. Finished off Stanford career in the top ten in rushing yards, rushing touchdowns, and total touchdowns scored.

2007: Led the team in rushing yards while only playing seven games. Earned first team Pac-10 All-Academic team honors.

2006: Led the team in rushing yards and earned first team Pac-10 All-Academic team honors. The recipient of the Frank Rehm Award as the most outstanding back in the Big Game against California.

2005: Earned six starts as a red-shirt freshman. Finished second on the team in rushing yards. Honorable mention Pac-10 All-Academic selection

Five year Stanford Athletic Honor Roll Member (Student-Athlete with 3.0 or higher)

Devoted over 30 hours per week to practice and meetings in order to be among the top players in the Pac-10 conference

### Experience

#### Ordone Company, New Orleans, LA

October 2015-  
Business Development Lead

- o Lead on all acquisitions and funding for in-house real estate developments
- o Co-Project manager for all in-house development
- o Assist construction management team on all client projects

#### Gas Ventures, LLC, Baton Rouge, LA

January 2015-  
Partner- Investments and Consulting

- o Facilitated the purchase of 16 single family and multi family properties in 2015
- o Lead project team through full renovation of 8 properties
- o Raised over 500k of investment capital in 2015 for projects in both Baton Rouge and New Orleans

#### Solid Ground Innovations, LLC, Baton Rouge, LA

December 2013-February 2015  
Director Of Digital Marketing

- o Served as lead digital strategist and head of digital marketing at Solid Ground Innovations, LLC.
- o Oversaw the development of anything digital at SGI, which included websites, landing pages, social media campaigns, search engine marketing campaigns, digital advertising etc.
- o Currently overseeing the digital advertising campaign for Aetna Better Health for the state of Louisiana for SGI as an independent contractor

#### AOOT b+m/BTL Consulting/Glen Davis Foundation, Baton Rouge, LA

April 2011-Present

Marketing, Branding and Business Management Consultant

- o Serves as owner/lead strategist of creative design and branding firm, AOOT branding + management (aootmgmt.com) which was formerly called Beyond the League Consulting (a sports marketing firm).
- o Serves as the business manager and marketing agent for Glen Davis of the Orlando Magic and NBA free agent, Tyrus Thomas
- o Facilitated investment deals in commercial development project for First Republic Bank and tech investment for Monsieur, a robotic bartender
- o Negotiated over \$250k of endorsement deals for clients from 2011-2013
- o Helped to implement the Glen Davis Foundation and the annual Booking It With Baby Literacy drive as the official launch of the foundation
- o Developed and raised funds for execution of the Glen Davis Basketball Academy clinic series in the summer of 2012 and in the Hometown Heroes Camp in the summer of 2013
- o Facilitated and executed purchase of commercial property in Baton Rouge in May 2013. Link to article: <http://shar.es/lcfvV>
- o Vetted multiple tech deals for clients over the last three years
- o Currently assist in the fundraising efforts for both the Glen "Big Baby" Davis Foundation and the Baton Rouge Basketball and Volleyball Association,



**Helena R. Cunningham**  
Founder and CEO  
National Housing Consultant Services (NHCS)

## Education

Juris Doctorate, Southern University Law Center  
Baton Rouge, LA, 1996, Cum Laude

Bachelor of Science, Accounting, Southern  
University  
Baton Rouge, LA, 1989

## Professional Experience

### November 2009 to Present

Founder and CEO of National Housing Consultant Services (NHCS)

Own and operate a full service housing and community development firm. National Housing Consultant Services work closely with non-profit and for-profit development organizations to promote ownership, acquisition, development, and preservation of affordable housing and sustainable quality communities. Since inception, NHCS has secured nearly \$80,000,000 for acquisition, development and re-development of nearly 600 affordable and market housing units.

### April 2006 to November 2009

Executive Vice President and Managing Director, NHP Foundation  
Gulf Coast Office

As Executive Vice President and Managing Director: created, opened and managed the Gulf Coast Office - the development facet of the NHP Foundation; responsible for the rehabilitation, acquisition and new construction of ~ 1,500 units of multifamily affordable and market rate housing in Louisiana at an estimated cost of \$110 million; secured various development and operating sources including but not limited to: Low Income Housing Tax Credits (LIHTC), Community Development Block Grant (CDBG), Philanthropic grants and loans, Section 8 Projected Based Assistance, and the Qatar Rental Assistance Program; developed and engaged financing and development teams including but not limited to: lenders, equity providers, contractors, architects, lawyers, accountants, and construction managers; performed executive oversight of administration of the Gulf Coast Office – including but not limited to: formulated the strategic plan, developed operations and development budgets and managed staffing plans.

### April 2001 to March 2006

President & Appointing Authority, Louisiana Housing Finance Agency  
Secretary of Board of Commissioners, Louisiana Housing Finance Agency

As President and Appointing Authority: performing executive oversight of administration of the Louisiana Housing Finance Agency ("Agency"); developing and managing the Agency's budget and

staffing plans; coordinating infrastructure and systems to oversee and manage all financial responsibilities, program activities and a staff of over 100 employees; coordinating partnerships with state and local governmental entities, non-profit and for-profit organizations; implementing and creating innovative housing assistance strategies; promoting the Agency's mission and purpose through legislative initiatives at the state and federal levels; implementing the resolutions and directives of the Agency's Board of Commissioners; representing the Agency on appropriate task forces, boards, commissions, forums, and associations. As Secretary: maintaining the records of all proceedings of the Agency; serving as custodian of all books, documents and papers filed with the Agency.

## Accomplishments during tenure as President & Appointing Authority:

The Agency's net worth increased over \$20,000,000.

The Agency competed for and was awarded by HUD the Project Based Section 8 Contract Administration program; revenues from which exceeds \$2,000,000.00 annually.

The Agency was awarded nearly \$32,000,000.00 in TANF funds over a three-year period; infusion of funds allowed the Agency to assist 69,972 households with housing and/or utility assistance.

The Agency became the state administrative agency for both the Low Income Home Energy Assistance Program (LIHEAP) and the Weatherization Assistance Programs (WAP) by state legislative act, which transferred the programs from the Department of Social Services (DSS).

The Agency became the state administrative agency for the Louisiana Housing Trust Fund, developing and spearheading the Trust Fund's enabling legislation.

Homeownership opportunities for teachers were created by the Agency, as the Agency formed a \$10,000,000.00 first time homebuyer program for teachers, in addition to setting aside \$1,000,000.00 in each of its issues of mortgage revenue bonds exclusively for teachers.

The Agency was the first housing finance agency in the country to leverage resources from its Mortgage Revenue Bond Program, its Risk Sharing Program, and its HOME Program to provide interest cost savings of over \$12,000,000.00 to multi-family developments throughout the state. This innovation sustained over 1700 units in 18 multifamily developments, exclusively benefiting elderly and handicapped residents.

The Agency financed and built its \$6 million office building.

The Agency created the state's first Tenant Base Rental Assistance Program.

### September 2000 to April 2001

Vice President & Appointing Authority, Louisiana Housing Finance Agency  
Secretary of Board of Commissioners, Louisiana Housing Finance Agency

As Vice President, was appointed by the Agency Board of Commissioners to serve as Appointing Authority of the Agency and Secretary of the Board in the extended absence of the President.

### November 1999 to September 2000

Vice President, Louisiana Housing Finance Agency

As Vice President, I assisted the President with the administration of all LHFA's programs. Major areas of responsibility included: implementing plans to progress single-and multi-family programs; interfacing with investment bankers on program financing; coordinating activities of bond counsel, investment bankers and the State Bond Commission; preparing documents for mortgage programs; preparing and analyzing financial reports and budgets; drafting and publishing Agency documents, including but not limited to RFPs and program policy; gathering information for legislators; acting as liaison with trade associations and developers; acting as liaison with the Governor's Office and other state agencies.

## ACADEMIC ACCOMPLISHMENTS

Harvard University Graduate School of Design, Executive Education Program – 2003

Academic Scholarship, Southern University Law Center – 1993 to 1996

Law Review, Southern University Law Center – 1994

Certified Public Accountant – 1992

## ORGANIZATIONS/MEMBERSHIPS (Past and Current)

American Bar Association  
Louisiana State Bar Association  
Baton Rouge Bar Association  
National Association for Bond Lawyers  
Louisiana State Board of Certified Public Accountants  
Federal Home Loan Bank Of Dallas Advisory Board  
Mid-South Delta Local Initiatives Support Corporation Advisory Board (LISC)  
Baton Rouge Initiatives Support Corporation Advisory Board (LISC)  
National Advisory Committee of Weatherization, Rehab and Asset Preservation Partnership (WRAP)  
Blue Ribbon Transit Committee  
Louisiana Association of Affordable Housing Providers (Board Member)  
Catholic Charities of the Diocese of Baton Rouge (Board Member)  
The East Baton Rouge Mortgage Authority Board (Board Member)  
The Links Incorporated  
Delta Sigma Theta Sorority, Inc.

## Mark Goodson

Director

CB&I Environmental & Infrastructure, Inc.

Mark Goodson serves as the Director of the Resiliency Solutions service line, where he utilizes over six years of experience providing strategic and operational leadership to deliver solutions to governmental and commercial clients that improve their ability to survive, adapt and thrive in the face of change. Mr. Goodson also has over 10 years of experience developing and implementing strategic plans and programs focusing on disaster recovery, urban redevelopment, and finance. He maintains a strong working knowledge of redevelopment funding sources. Mr. Goodson has also developed an expertise leveraging funding to finance projects. He has directly supervised the participation in over \$200 million of urban redevelopment investments, including closing over \$75 million in New Markets Tax Credits transactions. Mr. Goodson's skills and experience also include executive and operations management, budgeting, real estate acquisitions and development, community planning and outreach, and governmental relations.

### Education

Master of Public Administration, Public Administration, Louisiana State University, Baton Rouge, Louisiana, 2006

Bachelor of Landscape Architecture, Landscape Architecture, Louisiana State University, Baton Rouge, Louisiana, 2004

### Relevant Project Experience

#### Director, CB&I Environmental & Infrastructure, Inc., Resiliency Solutions

February 2014 – Present

Project Manager, New York City Build it Back Guidebook, New York City Department of Environmental Protection, New York, New York, New York, February 2014

Mr. Goodson was project manager for New York City Build it Back Program (BiB) Guidebook project. He led the team that drafted reviewed, edited, formatted, and provided graphics to original draft of technical reference document for CDBG-DR-funded Hurricane Sandy Housing Recovery Program.

#### Project Manager, Louisiana Emergency Assistance Rehabilitation Program (EARP) Operational Plan, Baton Rouge, Louisiana

May 2014 – October 2014

Mr. Goodson was project manager for the Louisiana Emergency Rehabilitation Program (EARP) Operational Plan project. He led the team that worked collaboratively with state agencies to draft, review, edit, and format final operational plan for new, innovative program that utilizes the FEMA Shelter and Temporary Essential Power (STEP) program.

#### Subject Matter Expert, National Disaster Resilience Competition Academies, HUD/The Rockefeller Foundation, Multiple Locations, U.S. December 2014 – October 2015

Mr. Goodson served as subject matter expert for multiple academies hosted by HUD and The Rockefeller Foundation, where he provided technical assistance to state and local jurisdictions in support of Phase I and Phase II National Disaster Resilience Competition (NDRC) proposals.

#### Project Manager, State of Louisiana National Disaster Resilience Competition (NDRC) Phase II Application, New Orleans, Louisiana, July – October 2015

Mr. Goodson was project manager for CB&I's activities in support of Louisiana's NDRC Phase II application. In this role, he led the team that provided strategic and programmatic consulting, as well as technical assistance regarding sustainable and resilient energy. The CB&I team also drafted reviewed, edited, and provided graphics to support the State's Phase II application, which requested over \$421 million in CDBG funds from HUD to help fund resilience investments.

#### Resiliency Lead, Hurricane Sandy Recovery Program Management Services, New York City Housing Authority (NYCHA), New York, New York, July 2014 – Present

Mr. Goodson currently serves as the resiliency lead within Hurricane Sandy Recovery Program Management organization, which is managed by CB&I. In this position, Mr. Goodson provides direct technical assistance and coordinates resources from across CB&I to integrate resiliency into NYCHA's over \$3B recovery program, and deliver outcomes that will make the Authority more sustainable long-term, including hazard mitigation, resilient energy, strategic planning, sustainable design and construction, and storm water management.

#### Executive Vice President & Chief Operating Officer, East Baton Rouge Redevelopment Authority

Baton Rouge, Louisiana

February 2009 – February 2014

#### Project Director, Ardendale, East Baton Rouge Redevelopment Authority, Baton Rouge, Louisiana, March 2013 – February 2014

As project director for Ardendale, Mr. Goodson provided oversight to project manager, attorneys, and consultants for the assemblage and acquisition of approximately 200 acres of raw land in Mid City Baton Rouge from 11 different owners. Supervised wetlands mitigation process, site master planning, and packaged financing for acquisition, which included \$1.5 million in CDBG-DR funds. The project will include a new workforce development campus for the Baton Rouge Community College, a new charter high school, over 800 residential units, over 35,000 square feet of commercial space, and ample green space.

#### Project Director, 1509 Government Street Acquisition, East Baton Rouge Redevelopment Authority, Baton Rouge, Louisiana, February 2011 – February 2014

As project director for the 1509 Government Street Acquisition, Mr. Goodson supervised the project manager, attorneys, and consultants during due diligence, and negotiated directly with Entergy for the donation of a 6-acre Brownfield site near downtown Baton Rouge. The subsurface contamination was remediated prior to closing, with additional funding secured for the remediation and stabilization of remaining structures on the site.



## Tim Roberts

Brownfield Funding

CB&I Environmental & Infrastructure, Inc.

### Education

Fort Hays State University, engineering course work (1979-83)

- Building Owners and Managers Institute (BOMI) Real Property Administrator (RPA) Designation
- National Institute of Certified Engineering Technicians: NICET Level II
- American Concrete Institute

### Relevant Project Experience

Mr. Roberts is currently Vice President for The LandBank Group, Inc. and has 30 years of experience in the construction/geotechnical, Brownfields, environmental, real estate/property management industries. He has extensive experience with engineering quality assurance/quality control (QA/QC) inspections and design for industrial, commercial, and residential projects. His technical experience includes field and laboratory inspections for all phases of commercial and industrial construction projects, preliminary and secondary assessments of regulated substance sites along with remedial system design, implementation, operation/maintenance, and closure. Mr. Roberts has performed numerous Phase I and Phase II site assessments along with due diligence inquiries for real estate transactions. He has over 17 years of property screening, environmental risk underwriting, remedial planning/implementation, and post-acquisition property and asset management for LandBank. He is experienced with Brownfield, RCRA, CERCLA,

state, and local environmental and construction regulations.

Mr. Roberts has completed the Building Owners and Managers Institute (BOMI) Real Property Administrator (RPA) program. He is a former member of the National Institute of Certified Engineering Technicians (NICET Level II) and has completed the Occupational Safety and Health Administration (OSHA) health and safety training including the supervisor's course. He has also completed asbestos, concrete, and fireproofing sampling/certification courses.

**Project Manager/Environmental Director/  
Vice-President/Contract Employee; LandBank  
Properties, LLC; Denver, CO; July 1997 to Present.**

Duties at LandBank have included initial property screening, acquisition go/no go analysis, due diligence, risk assessment/underwriting, remedial planning/implementation, acquisition, and post-acquisition property and asset management for environmentally impacted properties throughout the United States.

**Project Manager; SECOR International, Inc.;  
Lakewood, CO; April 1992 to July 1997.**

Primary responsibility included project management (proposal preparation, cost analysis/budgeting, sub-contracting, and remedial design/implementation) for a major convenience store chain's underground storage tank (UST) compliance program at over 300 stores. Completed as required compliance inspections and assessments along with UST and product delivery line removal and replacement and remediation design and construction oversight. Completed Phase I and II environmental

assessments and reports. Performed borehole and groundwater monitoring well logging including well development and sampling. Worked on conceptual remediation design and implementation.

**Project Scientist; Roy F. Weston, Inc.;  
Lakewood, CO; May 1990 to March 1992.**

Provided field management for UST inspections, removals and assessments. Provided quality assurance oversight for the EPA for major CERCLA water treatment plant project in Leadville, Colorado. Completed OSHA 40-hour training and supervisor courses. AHERA certified asbestos inspector.

## Michael T. Oubre, REM

CB&I Environmental & Infrastructure, Inc.

### Professional Qualifications

Mr. Oubre is a Senior Program Manager with 27+ years of diversified experience in the environmental industry that includes but is not limited to working in the engineering, remediation, industrial services, and waste sectors of the industry. He has managed projects/programs for both commercial and governmental clients throughout the United States. His wealth of experience and diversification provides customers with a unique perspective to provide efficient and cost effective solutions to their problems.

### Education

Professional Environmental Program, Louisiana State University, Professional Certificate of Environmental Management, Hazardous Materials Specialty, 1996  
Undergraduate Studies, Louisiana State University & University of Indiana

### Registrations/Certifications/Credentials

Registered Environmental Manager (REM) with the National Registry of Environmental Professionals (Registration No. 12203)  
Registered Environmental and Safety Compliance Officer (CESCO) with the National Registry of Environmental Professionals (Registration No. 350130213)  
Louisiana Department of Environmental Quality Certified Asbestos Contractor/Supervisor (Certification No. 5S102951)  
Louisiana Department of Environmental Quality Certified Asbestos Inspector (Certification No. 5I102951)  
University of Alabama Safe State Asbestos Supervisor (ASU1014581114)  
University of Alabama Safe State Asbestos Inspector (AIN0914581114)  
Mississippi Department of Environmental Quality Certified

Asbestos Supervisor (ABS-00005202)  
Mississippi Department of Environmental Quality Certified Asbestos Inspector (ABI-00004643)  
Certified Occupational Safety Specialist (Certification No. 927003)  
Certified Occupational Safety Manager (Certification No. 28468291)  
Transportation Worker Identification Credential (TWIC)  
Security Passport (Baton Rouge ID No. 221755)  
OSHA 10-Hour Certification in Construction and General Industry Safety  
PowerSafe  
Radiological Safety & Nuclear Density Gauge Operation  
Radiation Safety Officer  
NORM Surveyor  
VeriSource Task CCT-718 (Monitoring for Internal Corrosion with Liquid Samples) Qualified  
NFPA Certified Firefighter I  
First-Aid & CPR trained and certified by the American Red Cross & American Heart Association

### Experience and Background

2013 – Present, Sr. Program Manager, CB&I Environmental & Infrastructure, Inc., Baton Rouge, LA

Oversees scheduling, pricing, and technical performance of organizational programs. Aids with proposal development, contract negotiations and contract compliance. Ensures master plans and schedules are followed, developing solutions to program challenges, and directs others for successful completion of projects on time and on budgets. Performs and assists with business development initiatives.

2002 – 2013

Program Manager, Shaw Environmental & Infrastructure, Inc., (A CB&I Co.) Baton Rouge, LA.  
Responsible for developing and implementing the most cost effective, safe, and regulatory sound solutions to environmental projects for customers.

2001 – 1993

Field Manager, IT Corporation, Baton Rouge, LA.  
Responsible for field management on large and small scale investigations, remedial projects, and response activities. Provided support to existing and prospective customers in evaluating economics of alternatives, ranging from on-site treatment to various off-site disposal options. Successfully executed projects to ensure the requested scope was conducted in a safe and regulatory compliant manner, which exceeded client's expectations.

*The following is a summary of key projects:*

#### **Program Manager, Supplemental Staff Support, Motiva Enterprises LLC, Norco, LA, 2013 - 2014.**

The purpose of this project was to provide full time, on-site supplemental staff support in the areas of project controls and scheduling.

#### **Program Manager, Inline Inspection Support, TransCanada/ANR Pipeline, 2009 - Present.**

These projects involve the management of all waste handling activities including the decontamination of equipment and materials, identification, collection, delineation, transportation, and disposal of all NORM and hydrocarbon wastes generated during inline inspection activities throughout the continental United States and into Mexico. Also included are industrial hygiene and management assistance with site activities.

#### **Site Manager, Asbestos Containing Materials and Lead Based Paint Inspections and Abatements, AT&T, LA, MS, AL, 2011 - Present.**

The purpose of these projects is to identify and laboratory test any potential asbestos containing materials and lead based paint, quantify each, and report the results for abatement planning and scheduling. Subsequent abatement over-site and clearance testing is provided as necessary.

#### **Program Manager, Dewatering of Acetylene Soot Sludge Dewatering, BASF Corporation, Geismar, LA, 2003 - Present.**

This project removes the solids from BASF's acetylene soot wastewater stream prior to treatment and discharge. Sediment is removed from the liquid waste stream by means of a high-pressure filter press and pumping system and operations are performed 365 days a year.

#### **Program Manager, On-Site Environmental Services, Honeywell Specialty Materials, Geismar, LA, 2008 - 2013.**

This project involved the daily on-site management of all Honeywell waste streams, outfalls, etc. This included identification, collection, testing, profiling, manifesting, transportation and disposal of wastes both hazardous and nonhazardous throughout the Geismar Facility.

#### **Program Manager, Deepwater Horizon Response, BP, South, LA, MS, AL, and South West FL, 2010.**

Assembled, dispatched, operated, and maintained numerous analytical laboratories aboard a fleet of research vessels in the Gulf of Mexico. Provided a supply chain for research activities that encircled the globe. Managed multi disciplined personnel that included everything from radio operators to chemists & biologists.

## John Alschuler

Chairman

For over 25 years, HR&A Chairman John Alschuler has guided the firm's real estate advisory practice. John's work focuses on development finance, the revitalization of urban communities, regional economic development, waterfront redevelopment and asset planning for institutions. John's core skills include structuring public-private partnerships, development finance, building parklands, and creating innovative development strategies. He has worked in places as diverse as Washington, D.C, Columbus and Cincinnati, Ohio, Charleston, South Carolina, and Kuwait City, and his work has produced bold plans that have reshaped important neighborhoods, downtown districts, and waterfronts. He served as the City Manager of Santa Monica, California, where he was responsible for the planning and development of the Third Street Promenade.

### EDUCATION

University of Massachusetts  
Doctorate of Education  
Urban Education and Public Administration  
1973

Wesleyan University  
Bachelor of Arts  
1970

### RELEVANT PROJECT EXPERIENCE

#### Downtown Baton Rouge Master Plan

On behalf of the Center for Planning Excellence (CPEX) with the planning firm Chan Krieger Sieniewicz led and update of the Downtown Baton Rouge Master Plan and development of a detailed implementation strategy. Led a close analysis of downtown retail, housing and entertainment markets and evaluated

economic development incentives. Developed detailed recommendations and an implementation plan to: encourage development of a cultural or entertainment anchor, better leverage the presence of the convention center and hotels, and build a critical mass of workers and residents downtown.

#### The Anacostia Waterfront Initiative and Capitol Riverfront District Plan

For the District of Columbia's Office of City Planning, in partnership with City and federal agencies, led the Anacostia Waterfront Initiative to develop a short and long-term revitalization plan for the neighborhoods and waterfront along a ten-mile-stretch of the Anacostia River. Managed the overall effort, including analyses of opportunities and challenges for development, economic analyses to demonstrate the viability of the Framework Plan, consensus building for the vision among numerous public agencies, and coordination of substantial public outreach efforts. Produced a development framework plan for a new 350-acre neighborhood anchored by the relocation of the Nationals Ballpark and a new development at the Navy Yard: the Capitol Riverfront.

### ADDITIONAL PROJECTS

Redevelopment Planning for Philadelphia's Central Waterfront

Research Triangle Park Economic and Planning Advisor

Industry City Development Advisory

Real Estate Advisory for the Menil Collection  
Moynihan Station Redevelopment

### AFFILIATIONS

Center for an Urban Future  
Board of Directors  
2014 – Present

Global Agenda Council on Urbanization of the World  
Economic Forum. Member  
2012 – Present

Friends of the High Line



Emeritus Board Chair  
2014 – Present

Friends of the High Line  
Board Chair  
2009 – 2014

SL Green Realty Corp.  
Board of Directors  
Chair of the Compensation Committee  
1997 – Present

Macerich  
Board of Directors  
2015 – Present

Xenia Hotels & Resorts,  
Board of Directors  
Member, Nominating and Corporate Governance  
Committee, Compensation Committee  
2015 – Present

Columbia University  
Graduate School of Architecture, Planning, and  
Preservation  
Adjunct Associate Professor  
1988 – Present





## Kate Coburn

Partner

Kate Coburn has been a key player in the real estate industry for nearly three decades, specializing in strategic planning, leasing and marketing of transit-oriented development, mixed-use urban complexes, downtown revitalization strategies, and retail programming. Her work focuses on incorporating retail/commercial uses into these projects as activating components. Her ability to understand the needs of the developer and tenant—from the initial market study, through implementation strategies—has created significant bottom-line results for both parties. Prior to joining HR&A, Kate served as the Founding Partner in the New York office of Economics Research Associates (ERA).

### EDUCATION

University of Wisconsin  
Bachelor of Science  
1970

### RELEVANT PROJECT EXPERIENCE

#### Jersey City Powerhouse Reuse Analysis, NJ

While with ERA, completed market and financial feasibility analyses for the redevelopment of a historic powerhouse located along the New Jersey Transit Light Rail line. Uses studied included a boutique hotel, office space, destination retail, entertainment venues and luxury residential.

#### Redevelopment Strategy for the Foundry Building in Cambridge, Massachusetts

On behalf of the Cambridge Redevelopment Authority (CRA), developed re-use scenarios for the City-owned Foundry Building in Cambridge, MA. Conducted market due diligence and focused outreach to brokers and real estate experts to understand typical deal terms in the local market. Worked in coordination with CRA to define five programmatic alternatives and produced a financial model demonstrating the

financial returns of undertaking the redevelopment alternatives for a private sector partner. Identified possible public-private development structures and tools to mitigate any financial gaps.

#### Market Potential to Convert Pier A in Lower Manhattan, NY

While with ERA, on behalf of New York City Economic Development Corporation and Battery Park City Authority, analyzed the potential to convert a historic three-story structure on Pier A, located on the Hudson River in the heart of the Lower Manhattan tourist district, into a retail-oriented visitor destination. Reviewed developer responses to the RFP issued for the site, evaluating assumptions for museum, hotel and restaurant uses.

#### Re-Use Analysis for New Rochelle Armory, NY

For the City of New Rochelle, provided an analysis of adaptive reuse of the City's Armory building. Conducted case study research and facilitated stakeholder engagement to produce three reuse scenarios. The final report outlined the steps required to move toward implementation.

#### Market Study for Mohawk Harbor in Schenectady, NY

For Galesi Group, a private real estate developer, conducted a market study to identify supportable uses for Mohawk Harbor, a planned 60-acre mixed-use, riverfront development located on the site of the former American Locomotive manufacturing plant in Schenectady, New York. Studied area demographics and regional residential, retail, office, and flex markets and prepared a detailed demand analysis. Conducted employer outreach to understand what was missing from the market and identify desired uses that would attract consumers to the site.

### ADDITIONAL PROJECTS

#### Activation Strategy for the D Street Corridor in Boston

#### RFP Development for the San Antonio Center City Development Office Downtown Grocery Store, TX

#### Mixed-Use Development Feasibility Analysis for North Carolina Government Complex



#### Redevelopment Analysis for McGinley Square in Jersey City, NJ

#### Redevelopment Analysis for Journal Square Transportation Center, NY

### AFFILIATIONS

Urban Land Institute  
Member

Real Estate Board of New York Stores  
Committee  
Member

International Council of Shopping Centers  
Member

New York City Police Museum  
Former Trustee



## Justin Schultz

Director

As a Director in HR&A's New York Office, Justin provides expertise in project management, transportation planning, and public-private collaboration. For seven years prior to joining HR&A, Justin served as Senior Project Manager of Planning and Development at the Metropolitan Transportation Authority (MTA)'s Capital Construction division. Justin supported design, construction management, project delivery, and operations of the MTA's \$1.4 B Fulton Center project in Lower Manhattan. A key member of the team responsible for development and implementation of one of the MTA's most complex public-private partnerships, Justin was involved in and ultimately responsible for nearly all aspects of the transition from project construction to operations. His responsibilities also included managing the MTA's relationship with Fulton Center's master lessee, the Westfield Corporation. Justin supported the MTA's development of a conceptual design to enhance digital advertising and retail at the future Second Avenue Subway. Justin managed the consultant team responsible for designing the upgrades and facilitated internal review and approval.

### EDUCATION

New York University  
Robert F. Wagner Graduate School of Public Service  
Master in Urban Planning  
2006 – 2008

University of Texas at Austin  
Bachelor of Arts, Government & History  
2001 – 2004

### RELEVANT PROJECT EXPERIENCE

#### Development Support in Central New Jersey

For a private developer, developing a plan for a former nursery in Central New Jersey. Evaluating market potential of prospective mixed-use programs through robust analysis of market-rate residential, retail, office, and hotel uses. Performing an assessment of economic and fiscal impacts created by site development and operations, which will be supported by proposed mitigation strategies. Will assist with development and implementation of a municipal and public outreach strategy to inform the development concept.

#### 100 Resilient Cities – Pioneered by The Rockefeller Foundation Strategy for Tulsa, OK

Supporting the City of Tulsa, OK, with strategy development as part of 100 Resilient Cities – Pioneered by The Rockefeller Foundation, an innovative global effort to help communities prepare to withstand catastrophic events and chronic stress by providing funding, services, and technical support to develop citywide resiliency strategies under the direction of a Chief Resilience Officer (CRO). Working with Tulsa's CRO to engage officials and cross-sector stakeholders for input on resilience planning priorities, strengths, and opportunities. Will research existing initiatives; refine focus areas; formulate and prioritize resilience initiatives; and prepare the City for successful creation of its comprehensive resilience strategy.



### ADDITIONAL PROJECTS

Resilience Project Implementation Advisory  
for New Orleans, LA

Public Library Real Estate Advisory

### AFFILIATIONS

LEED AP, US Green Building Council



End of Proposal

