



REQUEST FOR PROPOSAL
TA 19-03 CONSULTANT FOR THE
MASTER PLAN DEVELOPMENT OF
“FOUR CORNERS”
TOWN OF ERIE, COLORADO

PROPOSAL RESPONSE

June 24 2019 (UPDATED AUGUST 5, 2019)





On the Cover: Kentlands, Maryland
This Page: Seaside's Town Center, Santa Rosa Beach, Florida



June 24, 2019 (Updated August 5, 2019)

Town of Erie
Town Clerk's Office
645 Holbrook Street
PO Box 750
Erie, CO 80516
Tel 303 926 2711

DPZ CoDESIGN
1023 SW 25th Avenue
Miami, Florida 33135
T 305 644 1023
www.dpz.com

Attention: Mr. Ben Pratt, Economic Development Director/Project Manager

**REQUEST FOR PROPOSAL
TA 19-03 CONSULTANT FOR THE MASTER PLAN DEVELOPMENT OF "FOUR CORNERS"
TOWN OF ERIE, CO
PROPOSAL RESPONSE**

Contact:
Senen M. A. Antonio
Partner
senen@dpz.com

Dear Mr. Pratt,

DPZ CoDESIGN, LLC (DPZ) is pleased to submit to the Town of Erie (the Town) our proposal for providing master planning and urban design services for the above captioned development. We look forward to assisting the Town with its planning, design, and development efforts, towards instating "Four Corners", and the Town at large, as a unique, lively, well-connected community; a great place to live, work, learn in, visit, and recreate; an important focus of community pride; a model of sustainable growth; and an economic success.

DPZ shall serve as the lead planner and designer for this effort. Per the Town's Addendum to the RFP (Addendum #1 issued June 17 2019), the Town expressed a preference for a team "comprised of urban design, transportation planning, and economic development expertise"; to this aim, our team also includes Crabtree Group, Inc. (CGI) for transportation and civil engineering, and ECONorthwest (ECONW) for economic development expertise/market analysis.

The Town's vision for Four Corners is highly congruent with our team's planning and design philosophy. These include – apart from principles of traditional placemaking – approaches to creating viable and marketable plans for effective implementation. To these aims, the DPZ team offers: renowned professional expertise and prowess in the best and latest practices in planning, urban design, coding, and architectural design for mixed use urban centers (including innovative strategies for Sprawl Repair, Light Imprint design, and Lean Urbanism); expertise in cost-efficient and sustainable design and development; effective techniques for stakeholder engagement; and implementation know-how and experience – to successfully assist the Town in this initiative.

We are excited about the prospect of collaborating with the Town, and are committed to providing you with the highest quality of work. Moreover, in preparing the proposed work plan and timeline we have ensured that we have the capacity and capability to undertake and complete the scope in a timely, cost-efficient manner, as demonstrated by the success of our many prior downtown and town center master planning and development efforts. We look forward to discussing this proposal with you in greater detail as the consultant selection process moves forward. Please feel free to contact us at 305 644 1023 x 1012 or at senen@dpz.com for any questions or requests for additional information.

Sincerely,

Senen M. A. Antonio
Partner

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A. QUALIFICATIONS





With close to four decades as urbanists, **DPZ CoDESIGN** leads the global movement to design beautiful, resilient, and mixed-use communities that are environmentally responsible, economically sustainable, and socially

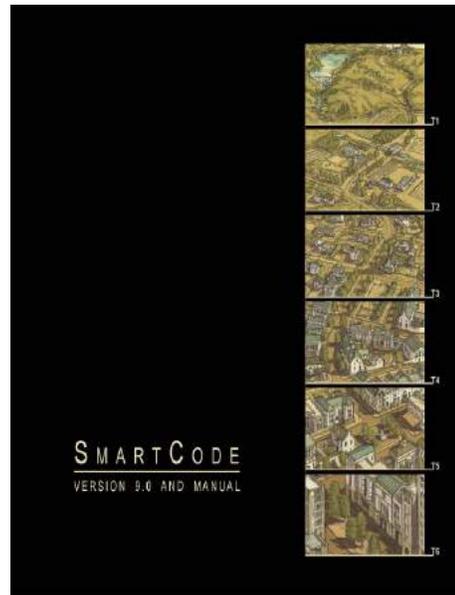
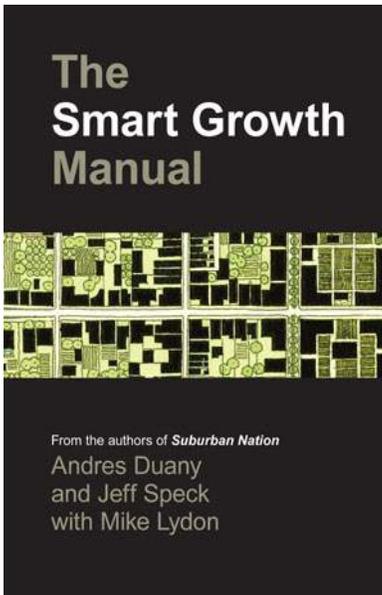
integrated. One of the founders of the Congress for the New Urbanism (CNU), DPZ believes great places add to the sum of human happiness; we create cities, towns, and neighborhoods which encourage walking, diversity, and complexity. Our projects generate the physical framework for a fulfilling human existence. Safe, pedestrian-friendly streets encourage people to walk in and interact with their built and natural surroundings. A well-designed public realm, including “third places”, where people gather beyond home and work, facilitates the creation of social networks and affiliations. DPZ’s built projects show that, given the choice, people enjoy living in sustainable communities.

Based in Miami, Florida, and with satellite offices in Gaithersburg, Maryland and Portland, Oregon, DPZ operates on the premise that urbanism is a collaborative practice. Often partnering with specialists and local consultants, the company retains the flexibility of a small office while, providing the capacity and expertise of a multi-disciplinary firm. Through a coordinated process, the firm magnifies the best qualities of existing contexts, transforms shortcomings into assets, and focuses on sustainable and comprehensively designed environments. The extensive record of implemented projects throughout the world with appreciated values is a testament to the quality and practicality of the firm’s work. In crafting over 500 master plans and regulating codes - for a range of small infill sites to larger neighborhoods, cities, and regions - DPZ has continued to innovate industry standards such as the Transect, Sprawl Repair, Lean Urbanism, and the SmartCode.

DPZ is distinguished from other firms by its:

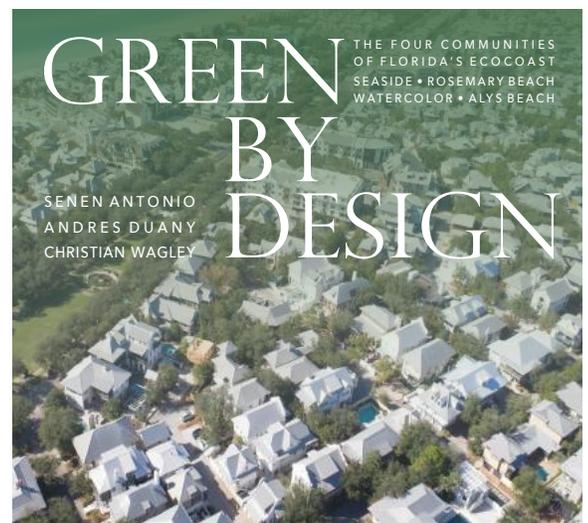
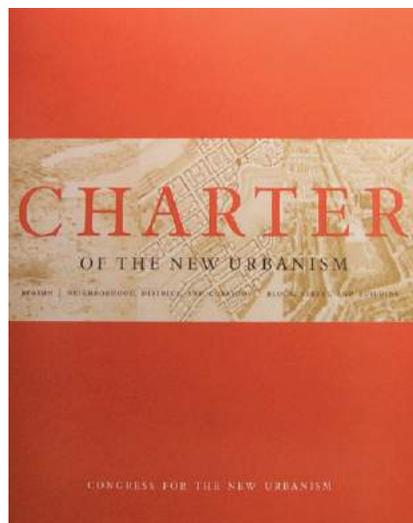
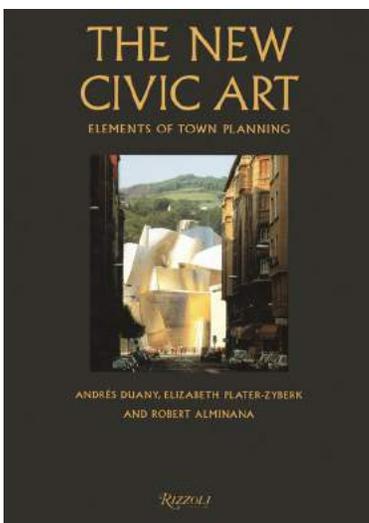
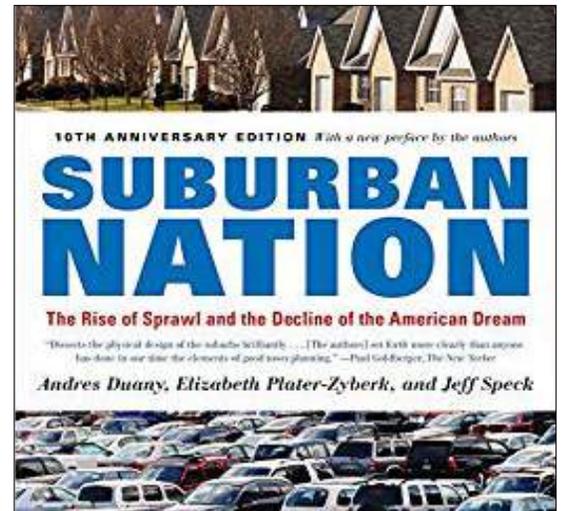
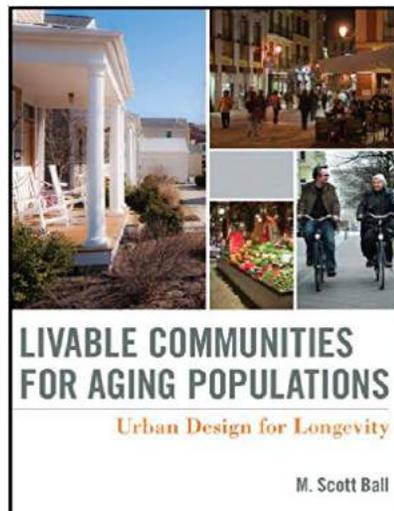
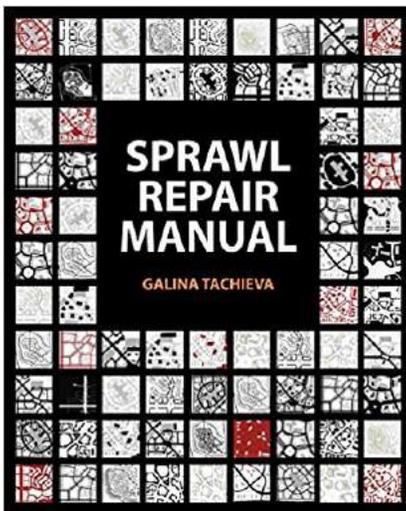
- recognized and long-standing brand;
- volume of built and implemented work and the lessons learned;
- outstanding economic success and resilience, and long-term value creation;
- ongoing pursuit of award-winning innovative solutions and publications;
- public process, including the DPZ Charrette and rapid prototyping;
- business efficiency, as a small firm that collaborates with others; and
- Partners’ renown in the field.

A.1. Firm Qualifications



DPZ Publications and Initiatives

DPZ and its Partners have contributed to numerous articles, journals, and publications. Books published by DPZ include award winners such as *Suburban Nation* and *Sprawl Repair Manual*. The *SmartCode* is a model Transect-based planning and zoning document which literally reforms the sprawling patterns of separated-use zoning. *Green By Design*, which examines sustainable design principles of DPZ's EcoTowns, is to be released in 2019.



A.1. Firm Qualifications

DPZ - Designers of Value

The DPZ brand and co-design process consistently delivers a high-value end product to clients and their markets. Throughout the country and abroad, New Urban communities typically generate higher economic value than adjacent suburban developments. Innovative urban infill and retrofits of underutilized assets such as brownfields/greyfields provide even greater value.



1. Smart growth (New Urban) development costs one-third less for upfront infrastructure. Smart growth development saves an average of 38% on upfront costs for new construction of roads, sewers, water lines, and other infrastructure. Many studies have concluded that this number is as high as 50%.



2. Smart growth (New Urban) development saves an average of 10% on ongoing delivery of services. Smart growth development saves municipalities an average of 10% on police, ambulance and fire service costs.



3. Smart growth (New Urban) development generates 10 times more tax revenue per acre than conventional suburban development. On an average per-acre basis, smart growth development produces 10 times more tax revenue than conventional suburban development.

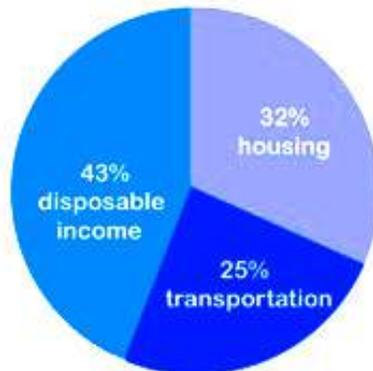
Source: Smart Growth America

Auto-Dependent Sprawl

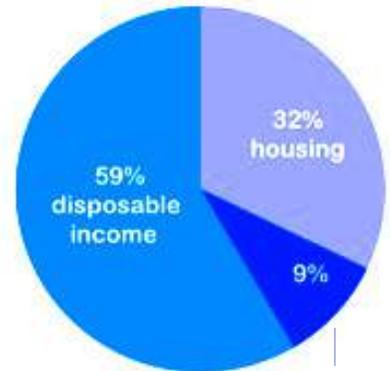
vs.

Location-Efficient Neighborhoods (New Urbanism)

Average Housing Costs (30 yrs):
Home: \$200K
Utilities: \$75K
Transportation: \$30K



Auto-Dependent Sprawl



Location-Efficient Neighborhoods

Source: David Goldstein, Natural Resources Defense Council

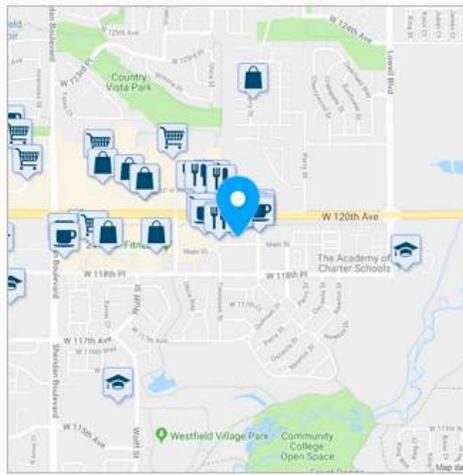
Bradburn Village, CO: Comparative Walk Scores

Bradburn Village, Westminster, CO (Master Plan by DPZ)

Walk Score
80
Very Walkable
Most errands can be accomplished on foot.

Transit Score
28
Some Transit
A few nearby public transportation options.

Bike Score
82
Very Bikeable

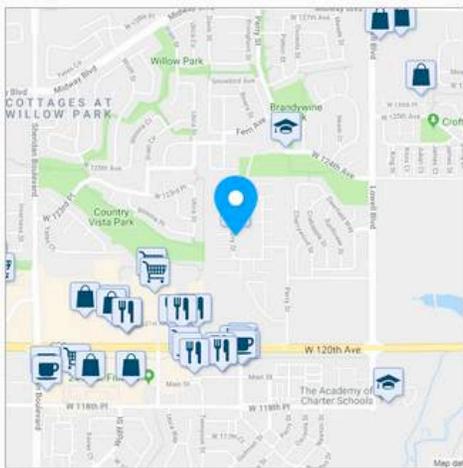


Cimarron Village Neighborhood (0.6 mi north of Bradburn Village)

Walk Score
34
Car-Dependent
Most errands require a car.

Transit Score
28
Some Transit
A few nearby public transportation options.

Bike Score
72
Very Bikeable

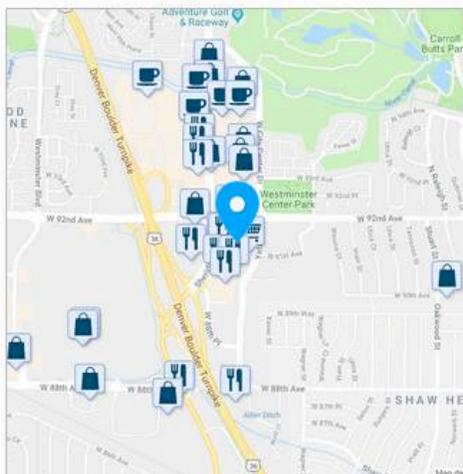


Downtown Westminster, CO (not planned by DPZ)

Walk Score
48
Car-Dependent
Most errands require a car.

Transit Score
50
Good Transit
Many nearby public transportation options.

Bike Score
55
Bikeable



“More than just a pleasant amenity, **the walkability of cities translates directly into increases in home values.** Homes located in more walkable neighborhoods — those with a mix of common daily shopping and social destinations within a short distance — command a price premium over otherwise similar homes in less walkable areas. Houses with the above-average levels of walkability command a premium of about \$4,000 to \$34,000 over houses with just average levels of walkability in the typical metropolitan areas studied... And because places with higher walk scores tend to have more mixed uses and better transit services, some of the value measured here may be attributable to those assets. The choice, convenience and variety of walkable neighborhoods are reflected in housing markets and are the product of consumer demand for these attributes. The nation’s urban leaders should pay close attention to walkability as **a key measure of urban vitality and as impetus for public policy that will increase overall property values** – a key source of individual wealth and of revenues for cash-strapped governments in a tough economy.”

- *How Walkability Raises Home Values in U.S. Cities*, Joe Cortright, Impresa, Inc., for CEOs for Cities

Source: walkscore.com



A DPZ Charrette

DPZ - Leaders in Meaningful Community Engagement: The DPZ Charrette

DPZ is proficient in all forms of design and engagement – the chosen method determined by what is appropriate to each project. Most often the Charrette, invented by DPZ in 1980, is the preferred method of planning. As a testament to how well the Charrette works, the process is now reflected directly into our brand, “DPZ CoDESIGN”, making reference to “Collaborative Community Design”.

DPZ’s Charrettes – typically 6 to 8 days in duration – are exhilarating and efficient, and one of the reasons people enjoy working with DPZ. With our Charrette methodology, the planning/design process moves efficiently and effectively from plan options to the recommended Master Plan and other associated documents in the span of the Charrette. The DPZ team produces plan alternatives from day one, quickly moving forward to the preferred plan, regularly vetted by the Town’s project team, and completed by DPZ by the end of the Charrette. In this period, the feasibility of alternative planning proposals are constantly tested and revised/refined (i.e. in relation to other workstreams and technical criteria such as economics, infrastructure, transportation, landscape considerations, etc.) via feedback loops with, and in the presence of, the Town’s project team and other decision-makers. This is why DPZ’s Charrettes are slightly longer, but highly more effective, than the processes of other firms, even those that purport to utilize a form of charrette or workshop.

Charrettes provide fora for ideas, offer immediate feedback to the planners/designers and give mutual authorship to the plan by all those who participate. The Charrettes that DPZ orchestrates ultimately accomplish the following goals:

- all those influential to the project develop a vested interest in the design and the shared experience of the Charrette builds broad support for its vision;
- the group of design disciplines work in concert to produce a set of finished documents that address all aspects of design;
- inputs of all the players are collectively organized at one meeting and thereby eliminates the need for prolonged, sequential discussions that can delay conventional planning projects and lose the momentum of constituents; and
- a better final product is created through the assimilation of many ideas in a dynamic, collaborative and cost effective process.

(Note: The Town of Erie determines the Charrette participants. DPZ seeks to have, at a minimum, other Town leadership and decision-makers (e.g. high-level representatives from pertinent Town departments/agencies), participate and provide inputs to the planning proposals and associated documents as they are being developed. With inputs of such players collectively organized in sequential, succinct, coordinated work sessions, we eliminate the need for prolonged, uncoordinated discussions that can delay this project and than can lose the momentum of decision-makers; a better final product is created through the assimilation of many ideas in a dynamic, collaborative, and cost effective process.)

(Facing Page) For projects requiring public participation, the Charrette is effective in managing a large audience, encouraging input and producing valuable political and market feedback. The dynamic and inclusive process, with frequent presentations, is a fast method of identifying and overcoming obstacles. The shared experience helps vest interest in the design and build support for the vision. A number of DPZ’s municipal Charrettes have concluded with a final presentation during a city council voting to approve the plan!

A.1. Firm Qualifications



The Charrette commences at a local studio space where the DPZ team, the Town's project team, and other participants assemble for the period of the workshop. DPZ will set up a working office, complete with drafting equipment and supplies, computers, and other equipment. Planning/design goals and proposals for the Four Corners Master Plan will be prepared and refined, addressing recommended/preferred uses, mix and development intensity; building footprints, height, form, and design character; and streetscape and public space design and enhancements.



The services for the Charrette portion of the scope includes the following:

- **A pre-Charrette site tour** in the Town of Erie by DPZ's Partner-in-Charge (i.e. Managing Partner Galina Tachieva) and the DPZ Project Manager.
- **An opening lecture/presentation** to the Town's project team and other invited participants on the first afternoon/evening of the Charrette. All of the basic principles of good planning and urban design are reviewed at the opening presentation, establishing some common reference points.
- **Leadership of the DPZ design team.** DPZ anticipates bringing a team of between 7 to 9 individuals to prepare all of the graphic documents and provide technical information as required. DPZ is typically responsible for paying the sub-consultants that we bring for their time spent at the Charrette; the Town will be responsible for the fees of its third-party sub-consultants – if any.
- **Assistance with organization and coordination of all Charrette meetings and presentations.** We will work with the Town to arrange, organize, and structure the necessary meetings with all appropriate Town departments/agencies, leadership, and stakeholder groups. With the DPZ Partner-in-Charge and DPZ Project Manager at the helm, the team members participate in the sessions and begin developing planning/design proposals immediately on the first day of the Charrette. The proposals and strategies are further tested with the various decision-makers over the course of the Charrette, with leading options taken forward and achieving stakeholder "buy-in".
- **A final presentation on the last day of the Charrette.** As with the opening lecture, the media exposure and size of this event is up to the Town. All of the work produced during the Charrette will be presented and explained at this time.
- **Completion and refinement of the drawings following the Charrette.** There will be minor refinements that need to be made to the documents following the Charrette. Our fee includes a full generation of post-Charrette revisions to the planning documents, as required.



The full Work Plan incorporating the Charrette process is described in Section B of this document. Additional, general information on DPZ's Charrette methodology (including videos of a couple of DPZ Charrettes) may be viewed at <http://www.dpz.com/Charrettes/About>

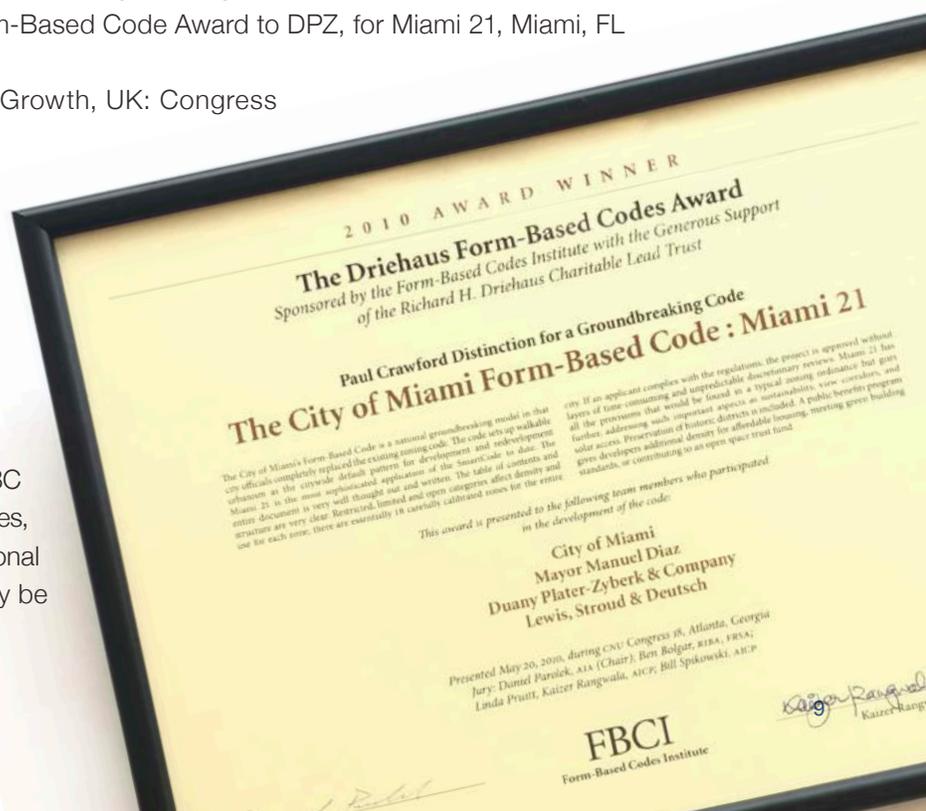
A.1. Firm Qualifications

DPZ - Selected Awards

- 2019
- Congress for the New Urbanism Charter Award, Norton Commons, Louisville, KY
- 2018
- Institute of Classical Architecture & Art (ICAA), to Elizabeth Plater-Zyberk
 - Partners for Livable Communities honors Andres Duany and Elizabeth Plater-Zyberk with the Leader for a Livable, Equitable and Sustainable America
 - Congress for the New Urbanism Charter Award, Village of Providence, Huntsville, AL
- 2017
- NAHB Best in American Living Awards (BALA) Hall of Fame Inductee: Andres Duany
- 2016
- Congress for the New Urbanism Merit Award, East End Transformation, Richmond, VA
- 2015
- Transect Codes Council (TCC) Innovation Award Winner, for Saratoga Springs, UT
 - NAHB Best in American Living Awards Community of the Year, The Village of Providence, Huntsville, AL
- 2014
- Global Human Settlements Award in Planning and Design; Global Forum on Human Settlements, for Miami 21
- 2013
- Congress for the New Urbanism Charter Award, Honorable Mention, The Scottish Sustainable Communities Initiative Charrette Series Report, Scotland, UK
- 2012
- Award of Excellence, Miami Design District Retail Street, Special Area Plan, American Planning Association Florida
 - John Nolen Medal; Congress for the New Urbanism Florida Chapter
- 2011
- National Planning Excellence Award for Best Practice for Miami 21, Miami, FL - American Planning Association
- 2010
- Charter Award for Southlands: Agricultural Urbanism, Tsawwassen, Canada: Congress for the New Urbanism
 - Charter Award for Lifelong Communities, Atlanta, Georgia: Congress for the New Urbanism
 - Richard H. Driehaus Charitable Lead Trust Form-Based Code Award to DPZ, for Miami 21, Miami, FL
- 2009
- Charter Award for the Hertfordshire Guide to Growth, UK: Congress for the New Urbanism
 - Charter Award for the SmartCode: Congress for the New Urbanism
- 2008
- Richard H. Driehaus Prize for Classical Architecture to Andres Duany and Elizabeth Plater-Zyberk

DPZ - Press

DPZ has been featured in media such as CNN, PBS, NBC News, ABC News, Time, Newsweek, The New York Times, Washington Post, The Guardian, and various professional publications. Some of the firm's press mentions may be viewed at <http://www.dpz.com/Media/Press>.



A.1. Firm Qualifications



P.O. Box 924
325 D. Street, Salida, CO 81201
422 East Main Street Ventura, CA 93001
Tel 719 539 1675
www.crabtreegroupinc.com

Crabtree Group, Inc. (CGI) is a Colorado-based multidisciplinary New Urbanist engineering firm with expertise ranging in scope from small infill and redevelopment projects to town and city plans.

Civil Engineering, Land Planning & Project Management

CGI offers a unique portfolio of services that improves schedules and cost efficiency while providing the best quality product. Our integrated services offer planning, engineering, and project management in a small effective team environment. We become your project champions and an integrated part of your team to accomplish the project goals.

- Integrated Engineering and Planning For Today's Market
- Civil Engineering
- Stormwater
- Transportation Planning and Engineering
- Project Management

Our Mission

1. To combine traditional and contemporary design and engineering techniques to create innovative civil infrastructure plans and construction documents in order to implement unique visions which expand the cannons of sustainability, livability, and lovability of place.
2. To establish a legacy of exemplary built projects that establish and enhance the firm's reputation, to inspire others to follow a similar path.

Our Work

Our projects cover a broad range of engineering, planning, and entitlement, focusing on stewardship of the natural and built environments. We live in the details. Whether designing regional infrastructure or single site stormwater, we leverage a wealth of experience in green infrastructure and historic and contemporary civil and transportation engineering techniques to save money and lighten the environmental load.

A.1. Firm Qualifications

ECONorthwest (ECON) specializes in the application of economic and financial principles and methods to the evaluation of public policies and investments. We are the Pacific Northwest's largest and most respected economic consulting firm, providing independent, insightful, and relevant analyses that strengthen policy and investment decisions. Incorporated in 1974, we have a staff of approximately 50 people; personnel have advanced degrees and decades of work experience in planning, development, economics, finance, and public policy.

ECONorthwest projects in real estate development span the range from concept development to implementation, including strategic planning, fiscal impact analysis, development feasibility analysis, disposition assistance, and public/private partnerships for development.

Our approach to development is grounded in an understanding of long-term economic trends and indicators and current real estate and market dynamics. Our staff have decades of experience in building public/private partnerships that effectively integrate multiple financing sources and lead to successful development projects.

ECONorthwest
ECONOMICS • FINANCE • PLANNING

222 SW Columbia, Suite 1600

Portland, OR 972011

Tel 503 222 6060

econw.com

A.2. Key Project Staff and Resumes



DPZ - MATTHEW J. LAMBERT CNU-A - PARTNER-IN-CHARGE

Matthew J. Lambert is a Partner at DPZ, and is a planner, urban designer, and architectural designer with over 15 years of experience that covers a broad range of project types. He has managed projects for developer, municipal, and institutional clients which include form-based codes, regulatory reform, urban infill and redevelopment, greenfield development, campus redevelopment, and architectural design. Among his project experience, Matthew has focused on regulations and form-based codes, leading code projects and providing code-related education. Lambert heads DPZ's office in Portland, Oregon, leading projects within the region and across the country. Matthew is active in the Congress for the New Urbanism (CNU), a member of the CNU's Board of Directors and a board member of the Cascadia regional CNU chapter.

Education

2005 Bachelor of
Architecture
and Computer Science,
magna cum laude,
University of Miami

Affiliations

Congress for the
New Urbanism (CNU),
Board of Directors

CNU Cascadia,
Board of Directors

Transect Codes Council,
Board Member

Montava Master Plan and Code, Fort Collins, CO

Birmingham Master Plan Update, Birmingham, MI

ADOHR Farm Redevelopment Master Plan, Camarillo, CA

Malibu Civic Center Concept Plan, Malibu, CA

Orange County, FL - Zoning Code Rewrite

Hot Springs Village, AR - Comprehensive Master Plan and Zoning Code

ABQ Central Corridor TOD Planning and Zoning Study, Albuquerque, NM

CNU Code Reform Initiative, MI - Zoning Code Reform

Reinvent Phoenix, Multiple Transit District Master Plans and SmartCode, Phoenix, AZ

Downtown Mobile, AL - Downtown Master Plan and Form-based Code

Downtown Monroe Master Plan, Monroe, LA

Uptown Dardenne Prairie, Inner City Retrofit and Form-Based Code, MO

Doña Ana County, NM - Regional Scenario Planning and Comprehensive Plan

AARP California Strategy Study, CA - Development Pattern Analysis

Atlanta Regional Commission Aging Forum and Lifelong Communities

Green Tree Master Plan, Urban Infill/New Town Plan & Form-Based Code, Vacaville, CA

Glenridge/Aria Master Plan, Urban Infill/New Village Plan & Form-Based Code, Atlanta, GA

Vista Field Redevelopment Master Plan and Regulations, Kennewick, WA

Windward Pointe Master Plan and Form-Based Code, Muskegon, MI

Presence Sts. Mary and Elizabeth, Chicago, IL - Medical Campus Redevelopment

Presence Resurrection Medical Center, Chicago, IL - Medical Campus Redevelopment

East End Revitalization, Richmond, VA - Medical-initiated Infill Redevelopment

Mississippi Renewal Forum Disaster Recovery and Renewal, 11 Gulf Coast municipalities, MS

Unified New Orleans Plan - Downtown: Disaster Recovery and Renewal, New Orleans, LA

Unified New Orleans Plan - French Quarter: Disaster Recovery and Renewal, New Orleans, LA

Unified New Orleans Plan - Gentilly: Disaster Recovery and Renewal, New Orleans, LA

Louisiana Speaks Disaster Recovery and Renewal, multiple Gulf Coast municipalities, LA

Scottish Sustainable Communities Initiative Charrette Series, Regional Visioning, Scotland,

UK: CNU Charter Award, 2013

Lifelong Communities Regional Plan, Atlanta Regional Commission, Atlanta, GA: CNU
Charter Award, 2010

Hertfordshire Guide to Growth, England: CNU Charter Award 2009

Edinburgh Garden District, Urban Extension/New Town and Code, Edinburgh, Scotland, UK

Bawabat Makkah Lands, Makkah, Saudi Arabia - Scenario Planning and Form-based Code

The SmartCode

A.2. Key Project Staff and Resumes

DPZ - GALINA TACHIEVA CNU AICP APA LEED-AP - PARTNER / SENIOR PLANNER

Galina Tachieva currently is DPZ's Managing Partner, and is a planner, urban designer, and architectural designer with more than twenty years experience in sustainable urbanism, urban redevelopment, sprawl repair, and form-based regulations and codes. She is the author of the award-winning *Sprawl Repair Manual* (Island Press) and the *SmartCode Sprawl Repair Module*. She has worked on projects across the United States, Latin America, the Caribbean, and Europe, including downtowns and urban infill, environmental conservation, and commercial, retail, institutional, and residential buildings. Managing complex projects and teams, she has led charrettes and other public processes from project initiation through implementation. A Fellow of the Congress for the New Urbanism, she has been leading its national *Sprawl Retrofit Initiative*. She is a founding member of the Council for European Urbanism (CEU), and has been a visiting lecturer and design critic at Harvard University, at the University of Miami, and at other institutions.



Montava Master Plan and Code, Fort Collins, CO
Village of Gulfstream Park Master Plan, Hallandale Beach, FL
Coral Gables Zoning Code Update, Coral Gables, FL
Downtown Form-Based Code, Bonita Springs, FL
Bonita Beach Road Land Use Study, Bonita Springs, FL
Midtown 2050 Urban District Revitalization Master Plan and Code, Omaha, NE
City of Pontiac Visioning Plan, City of Pontiac, MI
Coconut Grove Streetscape Study, Miami, FL
Plan Baton Rouge, Downtown Master Plan and Code, LA
Reinvent Phoenix, Multiple Transit District Master Plans and SmartCode, Phoenix, AZ
Downtown West Palm Beach, Downtown Master Plan and Architectural Guidelines, FL
Downtown Kendall Master Plan, Miami, FL
Downtown Fort Myers, Master Plan and Code, Fort Myers, FL
Downtown Naples/Fifth Avenue South Master Plan, Naples, FL
Downtown Sarasota Master Plan and Code, Sarasota, FL
Plan Baton Rouge, Downtown Master Plan and Code, Baton Rouge, LA
DownCity Providence, Downtown Redevelopment Master Plan and Code, Providence, RI
Midtown Bryant, Downtown Master Plan and Form-Based Code, Bryant, AR
Uptown Dardenne Prairie, Inner City Retrofit and Form-Based Code, MO
Mableton/Cobb County Community Plan and SmartCode, Mableton, GA
Buckeye Lake Regional Plan, Buckeye Lake, OH
Mississippi Renewal Forum Disaster Recovery and Renewal, 11 Gulf Coast municipalities, MS
Unified New Orleans Plan - Downtown: Disaster Recovery and Renewal, New Orleans, LA
Unified New Orleans Plan - French Quarter: Disaster Recovery and Renewal, New Orleans, LA
Unified New Orleans Plan - Gentilly: Disaster Recovery and Renewal, New Orleans, LA
Louisiana Speaks Disaster Recovery and Renewal, multiple Gulf Coast municipalities, LA
University Mall Urban Infill/Sprawl Repair Master Plan, Provo, UT
Syosset Park Town Center Mall Pre-Retrofit, Town of Oyster Bay, NY
Mashpee Commons Suburban Redevelopment Plan, Cape Cod, MA
Scottish Sustainable Communities Initiative Charrette Series, Regional Visioning, Scotland, UK: CNU Charter Award, 2013
Lifelong Communities Regional Plan, Atlanta Regional Commission, Atlanta, GA: CNU Charter Award, 2010
Hertfordshire Guide to Growth, England: CNU Charter Award 2009
The SmartCode

Education

1993 Master of Architecture in Suburb and Town Design, University of Miami
1989 MS Arch., University of Architecture and Civil Engineering, Sofia, Bulgaria

Affiliations

AICP
USGBC LEED AP
Institute for Classical Architecture and Art
American Planning Association
Congress for European Urbanism, Founding Member
Congress for New Urbanism (CNU), Fellow

Publications

2010 *Sprawl Repair Manual* (Island Press)
2015 *Retrofitting Sprawl*, Contributing Author
2014 *Ciphers*, Contributing Author
2013 *Unsprawl: Remixing Spaces as Places*, Foreword
2012 *Anonymization: The Global Proliferation of Urban Sprawl*, Contributing Author

A.2. Key Project Staff and Resumes



DPZ - F. XAVIER IGLESIAS CNU-A - PROJECT MANAGER

Xavier Iglesias is a planner and architectural designer with nearly thirty years of experience. His urban design work includes master plans and design regulations across the Transect, from rural villages to downtown revitalizations for developers, not-for-profit organizations, and municipalities. One special area of concentration has been campus design for religious and recreational institutions. Xavier leads DPZ's Healthcare Initiative, which involves campus and community visioning and urban revitalization plans for hospital systems such as Bon Secours Virginia and Presence Health.

His architectural experience includes all phases of building design, from feasibility studies and schematic design through construction documents and observation, for a variety of building types from single and multi-family residential to educational, medical and civic structures.

Education

1986 Bachelor of Architecture,
magna cum laude,
Tulane University

2004 Master of Architecture,
Tulane University

Affiliations

Florida Chapter of the CNU
Congress for the New
Urbanism (CNU), Charter &
Accredited Member

LECTURES

1997 - Present Visiting
Lecturer/ Juror University
of Miami School of
Architecture, FL

2009 Visiting Lecturer, King
Fahd University, Dhahran,
KSA

Montava Master Plan and Code, Fort Collins, CO

Downtown Form-Based Code, Bonita Springs, FL

Bonita Beach Road Land Use Study, Bonita Springs, FL

Downtown Doral Master Plan and Code, Doral, FL

Downtown Naples/Fifth Avenue South Master Plan, Naples, FL

Village of Gulfstream Park Master Plan, Hallandale Beach, FL

The Village of Windsor North Village, Vero Beach, FL

Town of Seaside Update 2012, Master Plan and Code, Ft. Walton Co., FL

ABQ Central Corridor TOD Planning and Zoning Study, Albuquerque, NM

Buckeye Lake Regional Plan, Buckeye Lake, OH

Reinvent Phoenix, Multiple Transit District Master Plans and SmartCode, Phoenix, AZ

Downtown Mobile Form Based Code, Mobile, AL

Ignite High Point, Downtown Master Plan/Urban Infill/Mall Retrofit/Campus Plan,
High Point, NC

Mississippi Renewal Forum Disaster Recovery and Renewal, 11 Gulf Coast municipalities, MS

Unified New Orleans Plan - Downtown: Disaster Recovery and Renewal, New Orleans, LA

Unified New Orleans Plan - French Quarter: Disaster Recovery and Renewal, New Orleans, LA

Unified New Orleans Plan - Gentilly: Disaster Recovery and Renewal, New Orleans, LA

Louisiana Speaks Disaster Recovery and Renewal, multiple Gulf Coast municipalities, LA

Design District Master Plan and Guidelines, Miami, FL

Coconut Grove Business Improvement District Redevelopment Action Plan, Miami, FL

Rice Village Urban Infill and Streetscape Master Plan, Houston, TX

Presence Sts Mary and Elizabeth Medical Center Master Plan - West Town Visioning,
Chicago, IL

Bon Secours Memorial Regional Medical Center Campus Master Plan, Hanover Co., VA

East End Transformation Master Plan, Richmond, VA: APA VA Award, 2011

Bon Secours St. Mary's Hospital Campus Master Plan, Richmond, VA

Bon Secours St. Francis Medical Center Campus Master Plan, Midlothian, VA

Legacy Town Center Master Plan, Plano, TX

Scottish Sustainable Communities Initiative Charrette Series, Regional Visioning, Scotland,
UK: CNU Charter Award, 2013

Lifelong Communities Regional Plan, Atlanta Regional Commission, Atlanta, GA:
CNU Charter Award, 2010

Hertfordshire Guide to Growth, England: CNU Charter Award 2009

Bawabat Makkah Lands Scenario Planning and Form-based Code, Makkah, Saudi Arabia

Good Shepherd Catholic Church, Miami, FL: AIA Miami Award of Excellence, 1996

The Village of Windsor, Vero Beach, FL

The SmartCode

A.2. Key Project Staff and Resumes

DPZ - JUDITH I. BELL AIA CNU-A LEED-AP - SENIOR PLANNER

Judith I. Bell is a planner and urban and architectural designer with fifteen years of experience in a variety of project types, from regional plans and new community master plans, urban revitalization and infill plans, and design guidelines and zoning codes. She has participated in projects in North and South America, the Caribbean, Europe and China, and she has lectured on the New Urbanism and the SmartCode. She also contributes to the firm's publications and marketing process by improving and streamlining reports, book layouts and presentation graphics. Judith is fluent in both English and Spanish, received her Bachelors and Masters degrees in Architecture from the University of Miami and is a LEED-accredited professional.



Reinvent Phoenix, Multiple Transit District Master Plans and SmartCode, Phoenix, AZ
Midtown 2050 Urban District Revitalization Master Plan and Code, Omaha, NE
Village of Gulfstream Park Master Plan, Hallandale Beach, FL
Village at Niagara on the Lake, Community Master Plan & Urban Regulations,
Niagara-on-the-Lake, Canada
Windward Pointe Master Plan and Form-Based Code, Muskegon, MI
Depoe Hills Master Plan and Code, Depoe Bay, OR
River District (East Fraserlands), Urban Infill Master Plan, Vancouver, Canada
Coral Gables Zoning Code Update, Coral Gables, FL
Miami 21, City-wide Form-Based Code/Zoning Code Overhaul, Miami, FL
Charleston Board of Architecture Review (BAR) Process, Charleston, SC
City of Pontiac Visioning Plan, City of Pontiac, MI
Porta Norte, Community Master Plan and Code, City of Panama, Panama
South Shore, Golf Course Repair Master Plan, Buffalo, NY
The Land Urban Infill Master Plan, Tulsa, OK
Bull Street, Campus Redevelopment, Community Master Plan, Form-Based Code,
Columbia, SC
New Town St. Charles, Community Master Plan and Urban Regulations, St. Charles, MO
Chapelton of Elsick, Community Master Plan and Urban Regulations, Aberdeen,
Scotland, UK
Grandhome, Community Master Plan, Aberdeen, Scotland, UK
Olowalu, Community Master Plan and Urban Regulations, Maui, HI
Alys Beach, Community Master Plan, Walton County, FL
Beachtown New Village, Community Master Plan, Galveston, TX
Palmer Trinity School, Campus Master Plan, Palmetto Bay, FL
Southlands Master Plan, Tsawwassen, British Columbia, Canada
Friday Harbour (Big Bay Point Resort), Village Master Plan and Urban Regulations, Inisfill,
Ontario, Canada
Schooner Bay, Prototypical Houses, Great Abaco Island, The Bahamas
Xi Shui Dong, Urban Infill, Wuxi, China
Marina Rio Lujan, Infill Village Plan, Tigre, Argentina
Scottish Sustainable Communities Initiative Charrette Series, Regional Visioning, Scotland,
UK: CNU Charter Award, 2013
The SmartCode

Education

2004 M. Architecture in
Urban Design, University of
Miami, FL

2003 B. Architecture, *cum
laude*, Minor in Business
Administration, University of
Miami, FL

Affiliations

Licensed Architect - Florida
State Board of Architecture
and Interior Design AR
99161

CNU-Accredited Professional,
Congress for New Urbanism
LEED Accredited Professional,
US Green Building Council

A.2. Key Project Staff and Resumes



DPZ - CHRISTOPHER RITTER CNU-A LEED-AP - SENIOR DESIGNER/ILLUSTRATOR

Chris Ritter is a planner and urban and architectural designer with more than twenty years of experience across a broad variety of project types throughout the world. Ritter's hand-drawn three-dimensional illustrations are a critical component of the DPZ project design and implementation process. His drawings emerge in parallel with the master plan, influencing the plan as well as testing it in process. His aerial renderings drawn in elaborate detail describe the urban and architectural character of a place specific to its underlying geography and culture.

Education

1999 Harvard University
Graduate School Design,
Masters of Architecture in
Urban Planning
1995 University of Miami,
Bachelors of Architecture

Montava Master Plan and Code, Fort Collins, CO
Birmingham Master Plan Update, Birmingham, MI
ADOHR Farm Redevelopment Master Plan, Camarillo, CA
Malibu Civic Center Concept Plan, Malibu, CA
Pensacola CRA Form-Based Code, Pensacola, FL
Orange County Form-Based Code, Orange County, FL
Downtown Form-Based Code, Bonita Springs, FL
Bonita Beach Road Land Use Study, Bonita Springs, FL
Downtown Doral Master Plan and Code, Doral, FL
Village of Gulfstream Park Master Plan, Hallandale Beach, FL
Perdido Key Master Plan and Code, Escambia County, FL
The Village of Windsor North Village, Vero Beach, FL
Town of Seaside Update 2012, Master Plan and Code, Ft. Walton Co., FL
Midtown 2050 Urban District Revitalization Master Plan and Code, Omaha, NE
City of Pontiac Visioning Plan, City of Pontiac, MI
Birmingham Master Plan Update, Birmingham, MI
ABQ Central Corridor TOD Planning and Zoning Study, Albuquerque, NM
Buckeye Lake Regional Plan, Buckeye Lake, OH
Reinvent Phoenix, Multiple Transit District Master Plans and SmartCode, Phoenix, AZ
Downtown Mobile Form Based Code, Mobile, AL
Downtown Monroe Master Plan, Monroe, LA
Village at Niagara on the Lake, Community Master Plan & Urban Regulations,
Niagara-on-the-Lake, Canada
Ignite High Point, Downtown Master Plan/Urban Infill/Mall Retrofit/Campus Plan,
High Point, NC
Mississippi Renewal Forum Disaster Recovery and Renewal, 11 Gulf Coast municipalities, MS
Unified New Orleans Plan - Downtown: Disaster Recovery and Renewal, New Orleans, LA
Unified New Orleans Plan - French Quarter: Disaster Recovery and Renewal, New Orleans, LA
Unified New Orleans Plan - Gentilly: Disaster Recovery and Renewal, New Orleans, LA
Louisiana Speaks Disaster Recovery and Renewal, multiple Gulf Coast municipalities, LA
Mid-City Baton Rouge Predevelopment Plan, LA
Vista Field Redevelopment Master Plan and Regulations, Kennewick, WA
Syosset Park Town Center, Town of Oyster Bay, New York
Windward Pointe Master Plan and Form-Based Code, Muskegon, MI
Scottish Sustainable Communities Initiative Charrette Series, Regional Visioning, Scotland,
UK: CNU Charter Award, 2013
Lifelong Communities Regional Plan, Atlanta Regional Commission, Atlanta, GA: CNU
Charter Award, 2010
Hertfordshire Guide to Growth, England: CNU Charter Award 2009

A.2. Key Project Staff and Resumes

DPZ - ANDREJS GALENIEKS CNU-A - PLANNER/DESIGNER

Andrejs is an urban and architectural designer, with intersectional experience in public health and planning. Primary areas of his work include visioning and planning for successful pedestrian and transit-oriented design for campuses, corridors, and towns throughout the west coast of the United States, other parts of the country, and abroad. Over the past decade, Andrejs has worked on conceptual and general master plans, architectural guidelines, regulatory codes, transportation analysis and strategy, environmental stewardship, local civic policy recommendations and their implementation, and public health and urban design strategies – via civic and public charrettes and community visioning workshops. Andrejs has presented on urban planning and health at various conferences and academic venues; has participated in related committees; and has published planning documents, proposals, and peer-reviewed papers. Helping communities to graphically envision their goals, he also is skilled in hand and digital illustration and graphic design.

Montava Master Plan and Code, Fort Collins, CO
Birmingham Master Plan Update, Birmingham, MI
ADOHR Farm Redevelopment Master Plan, Camarillo, CA
Malibu Civic Center Concept Plan, Malibu, CA
Depoe Hills Master Plan and Code, Depoe Bay, OR
VillaBurbank Mixed-Use Architectural Standards, Burbank, CA
International Boulevard TOD Corridor Plan, Oakland, CA
Town Center Master Plan and Code, San Juan Capistrano, CA
Songhua Riverfront Plan, Jilin, China
Lancaster Boulevard Streetscape Master Plan, Lancaster, CA
Pasadena City Guidelines, Pasadena, CA
Fisherville Master Plan, Memphis, TN
3rd Street Corridor Specific Plan, East Los Angeles, Los Angeles, CA
Ventura Harbor Plan, Ventura, CA
Tehachapi General Plan, Tehachapi, CA
Residence Plan at Scripps College, Claremont, CA
Scripps Master Plan, Claremont, CA
Loma Linda University Health Transportation Plan, Loma Linda, CA
The North End Master Plan, Michigan City, IN



Education

2013 Masters of Public Health,
Loma Linda University, Loma
Linda, CA

2008 Masters of Architecture,
Andrews University School
of Architecture, Berrien
Springs, MI

Previous Experience

2013-2017 Health Policy
Analyst, Loma Linda
University Health Institute
for Health Policy and
Leadership, Loma Linda, CA

2010-2012 Urban Designer,
Sargent Town Planning, Los
Angeles, CA

2008-2010 Urban Designer,
Moule & Polyzoides
Architects and Urbanists,
Pasadena, CA

Affiliations

CNU-Accredited Professional

A.2. Key Project Staff and Resumes



DPZ CAMILLE CORTES - DESIGNER

Camille Cortes is a Miami-based urban designer with a degree in Architecture and minor in Ecosystem Science Policy. She has experience working within various project phases (e.g. planning, architecture, construction) and across project types including urban design, form-based codes, and published content. Her experience covers transit-oriented developments in South Florida, including proposals for the new FEC Lines and Brightline. Camille's participation in various master planning competitions, including mixed-use/residential TOD projects and sustainable farming for megacities, demonstrates her commitment to sustainable urbanism and growing passion for developing more connected communities across the region.

Education

2018 Bachelors of Architecture,
Minor in Ecosystem Science
Policy
University of Miami, Coral
Gables, FL

2018 Certificate in Historic
Preservation University of
Miami, Coral Gables, FL

Previous Experience

2017 Consultant,
Treasure Coast Regional
Planning Council, Stuart FL
2016 Consultant,
Southeast Florida Regional
Climate Compact, Miami, FL
2013-2016 Architectural
Designer,
RCPA Builders Inc., Miami FL
Affiliations
2017-2018 AIA Committee on
the Environment Member

City of Birmingham Comprehensive Plan, Birmingham, MI
Windsor, Vero Beach, Florida
Bonita Springs Downtown Form-Based Code, Bonita Springs, FL
ADOHR Farms, Camarillo, CA
West Main Street Pensacola Master Plan/Code, Pensacola, FL
US Virgin Islands Affordable Housing Initiative, St. Croix, USVI
Hotel Los Tajibos, Santa Cruz de la Sierra, Bolivia
Palmer Trinity School, Miami, Florida
Ave Maria Law School Campus, Naples, Florida
Coral Gables Code, Coral Gables, Florida
Public Works Manual, Publication
Hendrick Farm, Old Chelsea, Canada
Village of Buckeye Lake, Ohio
Village at Niagara On The Lake, Toronto, Canada
Tomoka Village, Daytona Beach, Florida
Carlton Landing, Eufaula, Oklahoma
New Amherst, Cobourg, Ontario, Canada
Mobile Homes Initiative

A.2. Key Project Staff and Resumes

DPZ - GRAHAM JONES PLANNER / PROJECT COORDINATOR

Graham is an urban planner and certified project manager. With a career spanning more than seventeen years, Graham has worked across all sectors of planning, including national government, local municipality, and private sector consultancy. Since joining DPZ four years ago, Graham has focused on sustainable development that encompassed plans for regions, transit-oriented development, urban revitalization, infill development, new towns and settlements, and sprawl repair initiatives.

Prior to DPZ, Graham held the position of Assistant Chief Planner for the Scottish Government and was part of the senior leadership team that prepared the National Planning Framework. Applying PRINCEII* methodology Graham has managed projects through all phases of initiation, design, development, implementation, and benefits realization. He has also presented and lectured on various planning programs and contributed articles to professional journals.

Midtown Omaha Visioning Plan, Omaha, NE
City of Pontiac Downtown Revitalization, MI
Coral Gables Code Update, Coral Gables, FL
Ave Maria School of Law Campus Plan, FL
Windward Pointe, MI, Master Plan
Tomoka Village Master Plan, Daytona Beach, FL
Bonita Beach Road Study, Bonita Beach, FL
Village of Buckeye Lake Regional Plan, OH
Gulfstream Park Village, Redevelopment Master Plan, Hallandale-Aventura, FL
Porta Norte, Community Master Plan and Code, City of Panama, Panama
Chicago, IL - Presence Sts. Mary and Elizabeth, Medical Campus Redevelopment
Scottish Sustainable Communities Initiative, Scotland, UK
National Planning Framework for Scotland I, II & III
Revision of Scottish Planning Policy
ePlanning Efficient Government Program, Scotland, UK
Planning Improvement Framework for Scottish Planning Authorities and Government Agencies
Planning Advice on Water, Drainage and Flooding
Planning Advice on Contaminated Land
Environmental Impact Assessment Provision of Regulations and Guidance



Education

1999 Diploma in Town Planning, University of the Nottingham
1998 BA Honors Degree Urban Planning and Management University of the Nottingham

Affiliations

2002 Chartered Town Planner, Royal Town Planning Institute, United Kingdom
2008, 2013 Certified Project Manager, Projects in Controlled Environments (PRINCE II), United Kingdom

A.2. Key Project Staff and Resumes



Paul Crabtree, P.E., CNU-A, ASCE

Principal

Paul Crabtree is a Civil Engineer who has focused his work on the integration of sustainable urban infrastructure with New Urbanism and Smart Growth Planning. Paul is the founder and president of Crabtree Group, Inc. – a full service civil engineering firm established in 1999 with offices in CA and CO. Paul has been a faculty instructor for the Form Based Codes Institute and is a leader in the Congress for New Urbanism Rainwater Initiative, as well as an author and lecturer on sustainable infrastructure, from water to transportation. Paul is a founding member of the Transect Codes Council, the Project for Lean Urbanism, and a contributing author of Sustainable and Resilient Cities (Wiley, 2011).

Selected Project Experience

Alison Viejo Mall Redevelopment, with DPZ, employing advanced green infrastructure systems and cost estimating for the mall redevelopment for the City of Aliso Viejo. 2017 Reference: Omar Dadabhoy, Planning Director
Odadabhoy@cityofalisoviejo.com

Shalotte, NC Town Center Redevelopment, with DPZ. Sustainable infrastructure for redevelopment of the Town Center. 2017 Reference: Walt Eccard, Mayor
weccard@atmc.net

University of Redlands Transit Village, May 2017 to PT. Sustainable green infrastructure master planning. Reference: Jordan Henk, U of Redlands Director of Planning
Jordan_Henk@redlands.edu

ReInvent Phoenix; 2014. With DPZ and Placemakers and CNT. Transit Oriented Development planning and coding for 5 neighborhoods surrounding new light rail stations in Phoenix, AZ. Analyzed existing infrastructure conditions and strategies and tactics, facilitated stakeholder meetings, developed green infrastructure street retrofit plans, developed Eco-District plans and cost estimates for the Gateway District. Lyssa Hall, former Neighborhood Planner, City of Phoenix.
lysistratacloud@gmail.com

Oak Tree Village Specific Plan, May 2016 to PT. Sustainable green infrastructure master planning and Specific Plan for greenfield TND. Reference: Jay Schlosser, Dir of Community Development, City of Tehachapi, CA
jschlosser@tehachapicityhall.com

Tigard Triangle Redevelopment Smart Code, Tigard, Oregon. 2015 with DPZ and Placemakers. Analyzed existing conditions and strategies and tactics for redevelopment around new transit; facilitated stakeholder meetings, developed lean infrastructure strategy and plan. Kenny Asher, Tigard Dir of Comm Dev.
KennyA@tigard-or.gov

Vista Field Redevelopment, Kennewick, WA. for Port of Kennewick, redevelopment of airport into a village center, integrating lean green infrastructure systems and adaptive reuse of runways and taxiways. Reference: Larry Peterson, Director of Planning, Port of Kennewick.
lpeterson@portofkennewick.org

15,000-unit new town in Cebu, Philippines with DPZ and Aboitizland, employing sustainable green infrastructure. Reference: senen@dpz.com

Ojai Active Transportation Planning, Mar 2015 to PT. Grant support, master planning and preliminary engineering for 3 miles of Caltrans corridors in City of Ojai. Reference: Greg Grant, PW Director
grant@ojaicity.org

EDUCATION

B.S Civil Engineering, 1978
Washington University in Saint Louis, MO
B.A. Physics, 1976
Hamline University in Saint Paul, MN

CERTIFICATES

Professional Engineer (Civil) International,
Washington, California, Colorado, Utah,
New Mexico, Massachusetts, Oklahoma,
West Virginia, Tennessee, Minnesota,
Arizona, North Carolina, Florida.
Registered File with NCEES, for facilitated
registration in all states
NCI Charrette Planner and Manager
Congress for New Urbanism (CNU-A)

PROFESSIONAL MEMBERSHIPS

National Society of Professional Engineers
American Society of Civil Engineers
Congress for the New Urbanism
SmartCode and SmartCode Pro
Form-Based Codes 301
Ten Year Tenure as Planning
Commissioner
Founding Member Transect Codes Council

PROFESSIONAL EXPERIENCE

Crabtree Group, Inc.
(1999-Present) President
Homestead Village Inc.
(1996-1998) Development Manager
Civil Land Consultant, Inc.
(1993-1996) Senior Project Manager
Warner Engineering
(1989-1993) Project Manager
Golden Era Productions
(1984-1989) Owner's Representative
Hydro-Air Engineering
(1978-1979) Design Engineer

A.2. Key Project Staff and Resumes

Bill Hussey EIT Project Engineer

Bill Hussey is a registered Engineer in Training (EIT) with experience in site and infrastructure design including subdivisions, site plans, and airport projects.

Selected Project Experience

2018 Poncha Springs, Colorado: Poncha Town Center (in progress) Civil design for subdivision including grocery/hardware store commercial site plan

2018 Poncha Springs, Colorado: Quarry Station Subdivision Civil design

2018 Salida, Colorado: Aquatic Center Pickleball/Tennis Design and Construction Management for courts and site work

2018 Buena Vista, Colorado: Block 41 Infrastructure Design of street, water, and sewer extensions

2018 Salida, Colorado: Westerner Motel Reconstruction (in progress) Site layout and grading plan

2017 Salida School District Bus Barn Site Grading Plan

2017 Town of Poncha Springs: Municipal Water Storage Tank, Trunk Main, Well & Treatment Project Trunk Main design and construction management

2017 Salida, Colorado: BlueJay Apartments Site layout and grading plan.

2017 Telluride Regional Airport: Apron Reconstruction and Drainage Improvements Design and construction management

2016 Spanish Peaks Airfield, Walsenburg, Colorado: West Connector Taxiways, Ramp, and Beacon Design and construction management

2015 Huntington Tri-State Regional Airport, West Virginia: Taxiway Reconstruction Construction Management



EDUCATION

B.S. Civil Engineering - 2014
University of Wisconsin-Madison

CERTIFICATES

Engineer in Training (EIT), Colorado

PROFESSIONAL EXPERIENCE

Crabtree Group, Inc.
(2017-Present) Project Engineer
Kimley-Horn & Associates, Inc.
(2015-2017) Project Engineer

A.2. Key Project Staff and Resumes



Tyler Bump, Project Director

M.U.R.P., University of Colorado Denver, College of Architecture
B.S. Human Services, Metropolitan State University of Denver

Tyler Bump is a Project Director at ECONorthwest with a professional focus on the intersection of land use planning and real estate investment that advances equitable housing, economic development, and sustainable development goals. Tyler was part of the lead staff team on the City of Portland 2035 Comprehensive Plan and has worked on various projects to implement Comprehensive Plan policies. Recent projects that advance equitable development outcomes include the Mixed-Use Zones project and Density Bonus Assessment, the Central City 2035 Plan and FAR Bonus and Transfer Study, the Inclusionary Housing Zoning Code Project, and a citywide social equity investment strategy. Tyler has spent the last 15 years working with communities across the Mountain West and the West Coast including significant work with communities along the Front Range.

Representative Projects

Tyler Bump has served as Project Director on the following projects, unless otherwise noted:

- **Seattle Affordable Middle Income Housing Advisory Council—Seattle, WA (ongoing).** ECONorthwest is currently evaluating policy options and conducting development feasibility analysis to provide recommendations to revise existing housing development tools that will advance goals of creating more middle-income housing in the City of Seattle. This policy and development feasibility analysis is focused on evaluating potential changes to development standards, funding and finance strategies, and regulatory and process improvements. The project will conclude with a strategic report outlining the most appropriate recommendations and policy options for the Mayor to consider in support of incentivizing and encouraging more housing that is affordable to middle income Seattle households.
- **Development Feasibility and Highest and Best Use Analysis, Private Sector Developer —Multnomah County, OR (2019).** ECONorthwest conducted a development feasibility analysis on behalf of a private sector developer for a large masterplan site in Multnomah County. ECONorthwest provided a highest and best use analysis that reflects the current market and sub-market dynamics consistent with plan district and development standards unique to this site. The feasibility analysis included a mix of medium density multi-family apartments, medium density mixed-use development, cottage housing, and single family residential.
- **Development Feasibility and Highest and Best Use Analysis — Private Sector Developer, Madera County, CA (2019).** ECONorthwest conducted a development feasibility analysis on behalf of a private sector client for a 10 acre site in the Fresno Region. ECONorthwest provided a highest and best use analysis that reflects the current market dynamics in the Fresno and Madera County markets. The site analysis integrated unique site challenges including transportation access and topography challenges as well as unique opportunities such as proximity to regional amenities and a large regional employer. ECONorthwest recommended a multi-family residential development program that will soon be under construction.

PRE-ECONORTHWEST EXPERIENCE

- **City of Portland Bureau of Planning and Sustainability—Portland, OR (2011-2019).** As a Senior Economic Planner, Tyler served as staff expert on real estate analysis, development feasibility, growth analysis and economic development planning for all long-range planning projects and policy development.
- **Strategic Economics, Analyst—Berkeley, CA (2009-2011).** As an analyst, Tyler conducted national research as the economic partner of the Center for Transit Oriented Development for HUD, EPA, DOT, and the Sustainable Communities Partnership. Tyler contributed to reports including Brownfields to Greenfields: Efficient Development for Station Area Planning, Transit and Regional Economic Development, and Value Capture Mechanisms for TOD. Tyler consulted to local governments on station area planning efforts in Santa Clara County, Los Angeles, Portland, Denver, and Minneapolis.
- **Progressive Urban Management Associates—Denver, CO (2007–2009).** As a Planning Assistant, Tyler conducted downtown planning efforts for small to mid-size cities across the United States. Conduct business district planning efforts, transit feasibility and development feasibility analyses, transit-oriented development planning, business improvement district (BID) formation and renewal, and urban design and placemaking planning for pedestrian friendly business districts.

Select Presentations

- 2018 Mayors Innovation Project – Equitable Economic Development
- 2018 Housing Land Advocates – Emerging Regulatory Issues and Strategies
- 2017 ULI Northwest – Economics of Inclusionary Development
- 2016 Collegiate Schools of Planning – Urban Manufacturing in Central City Industrial Districts

Erik Bagwell, Project Manager

M.S. Urban Policy Analysis and Management, The New School
B.A. Political Science, University Of New Mexico



Erik joined ECONorthwest as a Project Manager in 2019. He specializes in affordable housing development, real-estate finance, and policy analysis, and applies these skills across an array of economic, real estate and urban development projects. Prior to joining ECONorthwest, Erik worked in the Credit & Underwriting team for the New York City Department of Housing Preservation and Development, specializing in financial feasibility analyses, pro forma analysis, cash flow modeling, and gap financing, for rent-restricted, multifamily affordable housing development. Prior work experience includes public finance and economic consulting for industry associations.

Representative Projects

Erik Bagwell has served as Project Manager on the following projects, unless otherwise noted:

- **Coarsegold Market Analysis—Coarsegold, CA (2019—Ongoing).** Conducting feasibility analysis of two-story multifamily development of 150 units total with a mix of 1, 2 and 3 bedrooms on a 12 acre mostly vacant site.
- **Hillside Master Plan for Housing—Oregon City, OR (2018—Ongoing).** Providing analytic support through market analysis and input-output modeling of three development scenarios for the Housing Authority of Clackamas County.
- **Molbaks Master Plan—Woodinville, WA (2018—Ongoing).** Producing the market and financial feasibility analyses for a 20-acre site master plan in downtown Woodinville.

Erik Bagwell has served as Project Associate on the following:

- **Wood Village Dog Track Highest and Best—Wood Village, OR (2019—Ongoing).** Providing a highest and best use analysis for a 30-acre site, with a specific focus on the potential for the property owner to leverage opportunity zones.

SELECT PRE-ECONORTHWEST EXPERIENCE

- **NYC Housing Preservation and Development—New York, NY (2019).** Evaluated and approved all loans and discretionary tax benefits provided by the agency, comprising more than 150 projects and 20,000 units per year, to ensure the integrity of financial underwriting, appropriate levels of assistance, and compliance with agency policies. Conducted project feasibility analyses to assess viability in pre-development and to reduce overall project risk. Built financial models to evaluate new cross-agency initiatives, e.g. leveraging underutilized City parcels to develop affordable housing alongside other services, specifically purpose-built homeless shelters with an overarching continuum of care. Project managed a Year 15 repositioning of a cluster site, comprised of 16 buildings and 197 units in Harlem.
- **Citizens Budget Commission—New York, NY (2016).** Monitored all City financial matters related to housing and economic development and conducted financial plan presentations and produced research and reports for the Board of Trustees. Board of Trustees had an interest in fully understanding the spending priorities of the current Mayoral administration. Analyzed historical financial plan documents and illustrated where funds were allocated from fiscal year 2014 to 2020. Produced a detailed report entitled, “Where is the Money Going? Mayor de Blasio’s Spending Priorities”
- **NYC Office of Management and Budget: Transportation Unit—New York, NY (2016).** As supervising analyst provided oversight on the Taxi and Limousine Commission’s \$55 million expense budget and \$1 billion in NYC operating subsidies paid to the Metropolitan Transportation Authority (MTA). MTA invoiced the City quarterly for operating subsidies but had no established method for verifying billing accuracy. Created an Excel model to estimate the amounts that the City should pay by quarter, calendar year and City fiscal year. Compared estimates to the MTA Deloitte audited financials for accuracy and used the model to vet invoice discrepancies.
- **NYC Office of Management and Budget: Housing & Economic Development Unit—New York, NY (2015).** Oversaw the Department of City Planning’s expense budget and the Brooklyn Navy Yard’s and the Economic Development Corporation’s capital budgets. Evaluated agency policy proposals, funding requests, budget modification requests to ensure feasibility of potential cost savings, efficiencies and affordability of programmatic enhancements. Proposed to expand the East River Ferry system and increase the City subsidy offered an exponential risk to the City budget. Estimated the long-term debt service of the expansion and the potential City liability if ridership projections fell short.

Select Publications

Author, “Don’t Ferry Public Money to Those Who Need it Least” Crain’s New York Business, September 25, 2016

Co-Author, “Taxing the Poor: Measuring the Regressivity of Excise Taxes” Western Economic Association. International, June 2010

Affiliations

National Development Council—Housing Development Finance Professional

A.2. Key Project Staff and Resumes



Angelica True, Research Analyst
B.A. Economics/English, Lewis & Clark College

Angelica began as a Research Analyst at ECONorthwest in May of 2018. She provides data support for various projects in Education and Social Policy and in Urban Systems. Angelica contributes to research, analysis, and the writing of reports and technical memorandums for projects. Her work includes data analysis for various educational non-profits and organizations across the country, in addition to analysis of demographic and economic data for housing needs and economic market analyses. She graduated summa cum laude and Phi Beta Kappa from Lewis & Clark College with a degree in Economics and English in May of 2018.

Representative Projects

Angelica True has served as a Research Analyst on the following projects, unless otherwise noted:

- Playworks Retrospective Evaluation—Portland, OR (2018–Ongoing). Creating an analysis file and conducting regression analysis of Oregon K12 student-level data as part of a two-site evaluation of Playworks, a non-profit that promotes “safe and healthy play” as a means to foster social, emotional, and academic development in children.
- North Carolina Postsecondary Analysis—Statewide, NC (2018–Ongoing). Providing data and analytical support for a statewide postsecondary attainment goal-setting process for myFutureNC.
- McMinnville Housing Needs Analysis—McMinnville, OR (2018–Ongoing). Analyzing demographic and housing market trends to develop a housing needs analysis for the City of McMinnville. Providing necessary support to create a buildable lands inventory, a housing strategy, and an updated Comprehensive Plan Housing Element for the City.
- Data Support for All Hands Raised—Multnomah County, OR (2017). Analyzed data from Oregon Department of Education, National Student Clearinghouse, and other sources to support the reporting and analysis needs of the All Hands Raised collaborative. This Multnomah County collaborative is part of the national StriveTogether Cradle to Career Network and “aligns the community’s efforts to make positive change for children, youth and young adults.”
- College Futures Foundation Modeling—Statewide, CA (2017). Assisted in calibrating a scenario model to aid strategy development and implementation for California’s College Futures Foundation. CFF’s goal was to increase the rate of bachelor’s degree completion by CA students who are low-income and underrepresented in higher education.
- AVID ROI—Portland, OR (2017). Provided data support to estimate AVID’s return on investment by comparing educational outcomes (e.g., net improvement in high school graduation or postsecondary enrollment) to the cost of providing the program.

A.2. Key Project Staff and Resumes

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A.3. Ability to Meet Milestones and Deliverables Within Budget



Regarding the DPZ team's ability to meet milestones and deliverables within budget, our strategy and practice in this regard stem from our experience with other similar projects, and from an office methodology which is geared to providing a high level of service to a limited client base.

DPZ has chosen to remain a small firm in order to maintain complete control over quality of our work. With the continued success of our projects, we have fairly consistently received more offers of employment that our 25-person firm can handle, and we have responded by selecting only those projects that best exemplify our professional objectives. We only taken on a project when we believe that there exists an opportunity for us to make a significant contribution and an opportunity for us to learn as well as to teach.

When DPZ chooses to work on a specific project, we dedicate the majority of our resources to that project in anticipation of finishing it quickly. We typically take on only one major new design project each month, and most of the significant work is completed during the intense, time- and cost-efficient multi-disciplinary Charrette as described in this proposal document.

Apart from the above, DPZ's quality assurance, schedule maintenance, and risk management strategies include those listed on the facing page.

A.3. Ability to Meet Milestones and Deliverables Within Budget

A compressed but intense collaborative effort for each project

As noted in other sections of this proposal document, DPZ's public design workshop/Charrette is the most significant factor in our effective and timely provision of services. DPZ works collaboratively with early and frequent interaction with project stakeholders; all interested parties must be involved from the beginning. The Charrette process brings the key stakeholders together in a series of joint work sessions, presentations, and meetings. Because participants see their ideas as they develop into a synthesized plan, they come to care more about the results.

The team conducts the real work of analysis, design, and planning during a public workshop in a transparent process. The work accomplished during a multi-day workshop would typically take months to complete. This time compression facilitates creative problem solving by accelerating decision-making, reducing unconstructive negotiation tactics, and encouraging people to "think outside of the box."

Use of short feedback loops

During the Charrette, design ideas are presented to participants within a few hours of development. Quick stakeholder reviews correct misunderstandings early and build trust in the process, apart from consistently moving the planning proposals forward in a compressed timeframe.

A multidisciplinary project team

DPZ always operates as a "virtual", multidisciplinary firm, collaborating with affiliate firms, a large network of professionals apart from the local municipal staff in the various places we work. DPZ grafts on to local experts; we partner with local firms and individuals, for transference of method (from DPZ to local counterparts), as well as transfer of local knowledge and culture (from local experts to DPZ). A multi-disciplinary team method results in decisions that are realistic every step of the way. The cross-functional process eliminates the need for rework because the design work continually reflects the wisdom of each specialty. Every decision point can be fully informed by each relevant discipline.

Frequent and open communications between the Town and DPZ

Open lines of communication between the Town and DPZ ensure that any problems or unexpected turns are addressed quickly.

Integration of design and planning

Lasting agreement is based on a fully informed dialogue, which can only be accomplished by looking at the details and the big picture concurrently. Design is a powerful tool for establishing a shared vision. Drawings illustrate the complexity of the problem and move people towards agreement on specifics and not just broad goals.

Working onsite

DPZ works onsite to foster the team's understanding of local values and traditions, and provides the necessary easy access to stakeholders and information.

A.4. Company Resources

Per the Town's Addendum to the RFP (Addendum #1), this subsection describes the team members that will be dedicated to this project. Biographies for key project staff are provided in Section A.2 Key Project Staff and Resumes. Their respective percentages of their time that will be allocated to this project are listed below.

	Percent of Time*
DPZ	
Matthew J. Lambert	19%
Galina Tachieva	28%
F. Xavier Iglesias	24%
Judith I. Bell	21%
Christopher Ritter	41%
Andrejs Galenieks	36%
Camille Cortes	27%
Graham I. Jones	27%
CGI	
Paul Crabtree	18%
Bill Hussey	7%
ECONW	
Tyler Bump	11%
Eric Bagwell	24%
Angelica True	15%

* The percentages of time are calculated by the individual man-hours listed in the spreadsheets in Section C of this proposal divided by the week-hours of each team member's participation (i.e. only those weeks that the team member is actually expending man-hours on the project). For CGI and ECONW, the duration of their involvement would be smaller than DPZ's. This being said, as stated in the prior section, DPZ typically takes on only one major new design project each month, and most of the significant work is completed during the intense, time- and cost-efficient multi-disciplinary Charrette described herein, during which the team works over 8 hours per day.

B. EXPERIENCE/DELIVERABLES



Playa Vista, California



DownCity Providence, Rhode Island

B.1. Explanation of Project and Methodology

Key Project Assumptions

There are several components to the successful preparation of the Overlay District Master Plan and associated documents for the proposed Four Corners development, ranging from clear communication of goals, to the skills and expertise of the team striving to meet those goals, to the approach taken in preparing the plan, and to simply finding the right fit between the Town's project team/project stakeholders and the design team.

DPZ is dedicated to the idea of an urbanism for the social and ecological benefits that can accrue. Reiterating our statement in the prior section of this proposal, we believe great places add to the sum of human happiness. But that isn't worth much unless these places and projects are built — and that they are only built within the realities and constraints of the market.

Our clients would say, to their pleasant surprise, that we are very flexible and responsive with regards to understanding their circumstances of market, finance, permitting, and management. We demonstrate a sensitivity to our clients' needs to balance design vision and placemaking, implementability, and economic viability.

DPZ is experienced in producing master plans for town centers, mixed use districts, and downtowns; we not only are highly skilled but also have established ourselves as a firm on the cutting edge of planning and urban design innovations. We are creative and efficient in our planning and analysis processes; this is clearly evidenced in our Charrette process (described in the prior section of this document), in which the plan proposals can be immediately analyzed, critiqued, and revised within compressed work cycles.

Our proposed Four Corners Overlay District Master Plan will embody the Town of Erie's — and the pertinent developers' — development goals and, as appropriate, the community at large. The Master Plan will consider the envisaged mix of uses and densities in balance with the overall efficacy of the Plan in fostering connectivity, walkability, and neighborhood vibrancy and identity, through placement and design of the elements of the built environment.

Our proposed project Work Plan and schedule estimate an 24-week work period. As described in the prior section of this submission, we are confident that we can complete the scope/work product requirements in a timely and comprehensive manner within this proposed timeframe. Working closely with the Town's project team and other decision-makers, DPZ will guide this process from the analysis of the existing documents and conditions to the successful completion of the Master Plan and supporting documents, as described in this proposal.

Ultimately, DPZers sincerely believe we have the opportunity to create places where society and nature thrive with great diversity and complexity. We find our work to be terribly meaningful as well as enjoyable, and that is why we do what we do.

B.1. Explanation of Project and Methodology

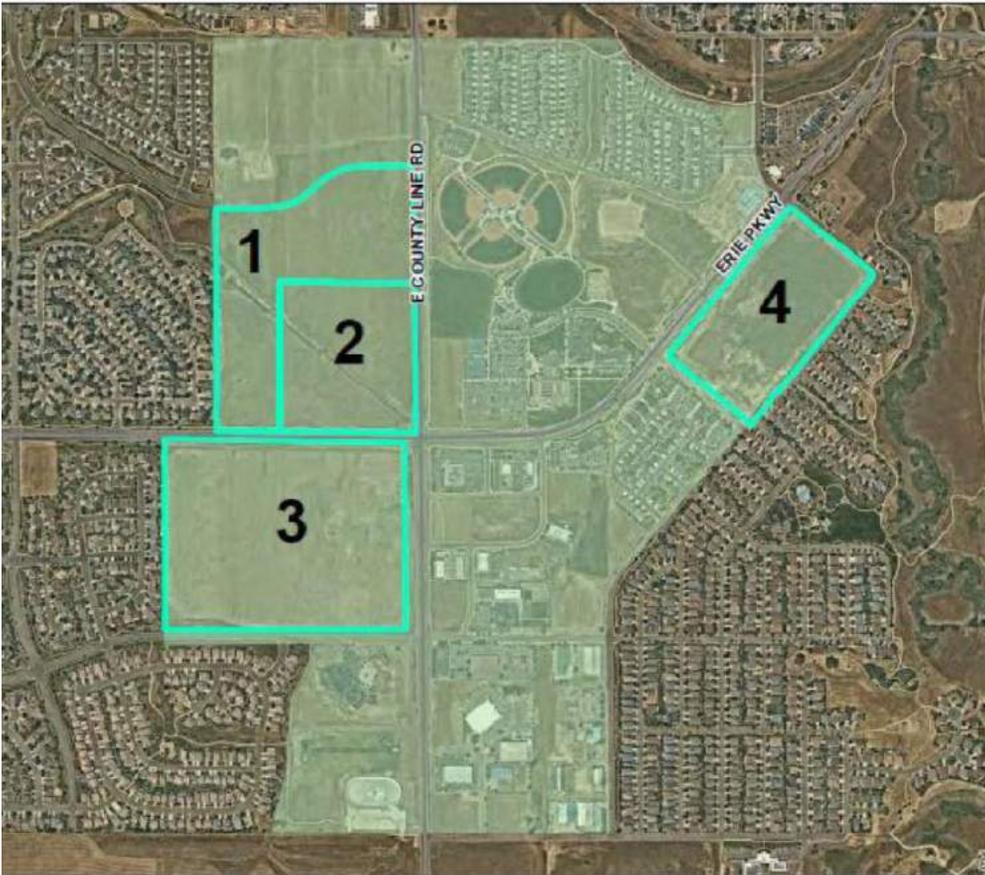
DPZ's key assumptions – as they influence the scope and the preparation of our proposal – are described below.

- The Four Corners development is envisioned to become a vibrant, sustainable, mixed use urban center on E County Line Road and Erie Parkway. As the name suggests, the aggregated parcels comprising Four Corners occupy all four quadrants at this intersection. The Four Corners area is the geographic center of the Town; the Historic Old Town lies to the northeast. Physical, visual, and programmatic connections between Old Town and Four Corners would be explored; the Downtown Redevelopment Framework Plan should be recognized and referenced as appropriate.
- The entire acreage comprising Four Corners total approximately 390 acres, though the areas under planning consideration comprise 115.08 acres distributed across four individual parcels. The 390-acre planning area is proposed to be examined in their entirety towards creating a component of continuity between uses and design; some of the study area has been developed, but it is our understanding that the four parcels are in early stages of sketch plan by private developers.

Thus, DPZ considers the four identified parcels to be the main area of planning focus/intervention; this being said, we assume the Town desires to ensure that the entire 390-acre Four Corners works cohesively (e.g. uses and connectivity) and an overall framework should be considered when contemplating future

PARCEL	LOCATION	LAND AREA (ACRES)	PROPOSED DEVELOPMENT PROGRAM
1 "RANCHWOOD"	NW Quadrant	28.54 Acres	Multifamily Residential and Commercial uses with common areas, pocket parks, landscape buffers, access, etc.
2 "REGENCY"	NW Quadrant	20.34 Acres	Provisional plan only for traffic planning purposes. The Town considers this area "up for grabs" from a planning perspective.
3 "FOUR CORNERS"/ FOUNDRY BUILDERS	SW Quadrant	45.1 Acres	A prior sketch plan depicted Single Family Detached Residential, "Modern Homes" Residential*, Multifamily Residential, and Commercial uses. The sketch plan has lapsed, and its entire use is to be reevaluated. The only confirmed element would be the commercial development in the SE corner. <i>* a higher density single family detached type yet to be fully defined</i>
4 "ERIE COMMONS"	To the East on Erie Parkway	21.1 Acres	A since-outdated plan depicted six commercial pads on Erie Parkway. The parcel is zoned Commercial, though rezoning is envisioned to accommodate Residential uses.

B.1. Explanation of Project and Methodology



(Left) Diagram showing the whole 390-acre Four Corners Town Center site (all areas in green), and the focus areas for planning and design (Parcels 1, 2, 3, and 4). (Provided by the Town of Erie via the RFP.)

uses of the four subject parcels. A summary table of our understanding of the development parameters for the four parcels is provided on the prior page.

- It is DPZ's understanding that the four parcels presently are owned by private developers in various stages of the planning process. Parcels 1 and 4 are in their initial sketch plan process, but we assume that the Town intends to evaluate existing zoning and developer proposals, and provide recommendations for updates/modifications. We understand that the developer of Parcel 1 currently is in discussions with the owner of the parcel to its immediate north. None of the plans have been approved. DPZ assumes that our scope would be premised on the various developers' programs (i.e. development mix and quanta) for these parcels, as the basis of the preparation of one or more alternate plans for each.
- There are other existing uses in the Four Corners area – e.g. Walgreens, Burger King, the Shell station – that may or may not be in play. Assuming the Town envisions a more urban, mixed use, and walkable Four Corners, these uses – having suburban pad configurations at the core of the Four Corners area (e.g. Walgreens occupies one of the actual Four Corners) – are not aligned with that vision. This being said, the traffic volumes and respective character of Erie Parkway, of County Line Road, and of other nearby thoroughfares need to be vetted more thoroughly as part of this planning process to verify the extent to which these streets could be urbanized.
- From our initial review of the Town's economic profile, the increasingly widening gap between the population/number of households and housing supply is

B.1. Explanation of Project and Methodology

(Below) Events/activities at a typical DPZ Charrette:

- 1 Topical team work sessions with project decision-makers
- 2 Periodic interactive planning and design reviews
- 3 Continuous and concurrent planning and design
- 4 Final presentation



notable. From empirical observation, the majority of residential development in Erie seems to be in the form of Single Family Detached dwellings.

It is our understanding that – in consultation with the Town's Board of Trustees – the Town might consider the greater provision of Multifamily and Missing Middle housing towards narrowing this gap. Similarly, the statistics on Retail (Commercial) Leakage and gap reduction opportunities are significant and present great opportunities towards creating a truly vibrant, mixed use Town Center. Previously prepared ESRI information notwithstanding, we have assumed that the Town is willing and able to commission a market study to determine details of the capacity for additional residential and commercial uses in Four Corners.

- It is DPZ's understanding that undermining (from abandoned coal mines from long ago) took place in Parcels 1, 2, and 3 with mitigation requirements, along with stormwater requirements. We also noted gas well setbacks, and culvert setbacks on at least two of the five parcels. No formal studies have been completed beyond initial engineering analyses.
- Similarly, it is DPZ's understanding that flooding and stormwater management are significant issues for Erie and Boulder County at large. The integration of Light Imprint strategies – which DPZ pioneered – into the development proposals for Four Corners would be of utmost importance.
- DPZ envisions that the planning and design of Four Corners will entail the use of pre-emptive Sprawl Repair techniques – also pioneered by DPZ – towards creating a true mixed use town center from the prevailing suburban development patterns and aligned with market demands.
- In addition to the economic data referenced above, DPZ assumes that the Town shall be responsible for – and shall provide the consultant team with – information and guidance on other technical considerations (e.g. transportation, infrastructure/utility capacity, environmental issues, etc.) that might influence the contemplated development.
- In line with the previous item, we assume that the Town will provide DPZ with complete, up-to-date, and accurate project base materials (please see Stage 1 described in more detail later in this section).
- Last but not least, the development of the Four Corners Master Plan and associated documents is proposed to be undertaken in part via a Charrette with the participation of the Town leadership and staff, the pertinent developers, the DPZ team, and – as appropriate/required – other existing/potential development partners, other local decision-makers, and local citizens, as organized by the Town. This Charrette is envisioned to occur over 6 or 7 days (excluding travel) at an in-Town venue insofar as possible. As stated in the RFP, the Charrette will build upon the Town-hosted Urban Land Institute Technical Advisory Panel (TAP) to be held on July 11-12 2019, focusing on the study area. DPZ's community participation process will build off that engagement and “dovetail the TAP recommendations into the master planning process”. More detailed information on DPZ Charrettes was provided in Section A of this submission document.

B.1. Explanation of Project and Methodology

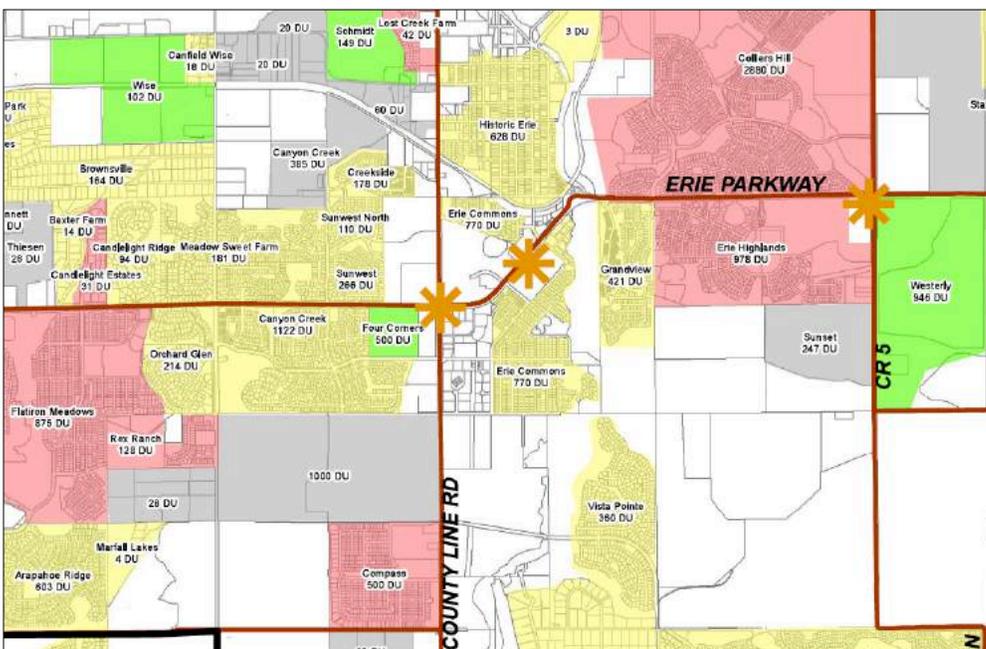
Understanding of Key Issues vis-a-vis Aspects of Town Center Planning and Design

DPZ is the premier expert in the area of insightful, traditional, sustainable planning for urban centers, and in the most successful concepts and mechanisms for developing vibrant and authentic mixed use communities. Successful planning and urban design efforts will grow from an understanding of the following broad concepts and ideas:

A Lively, Livable Town Center for Erie

DPZ's planning and design philosophy is the platform of **New Urbanism**, a movement promoting mixed-use, traditional neighborhood planning over segregated-use suburban sprawl. We have been longtime advocates of urban growth through compact, pedestrian-oriented communities that continue to shape policy and have recently influenced new sustainability codes. As noted above, Four Corners lies at the geographic center of Erie, and also provides the opportunity for enhancing physical and/or visual linkages with the other neighborhoods and the community at large, as well as – being at the intersection of two major transportation corridors – enhancing the local sense of place.

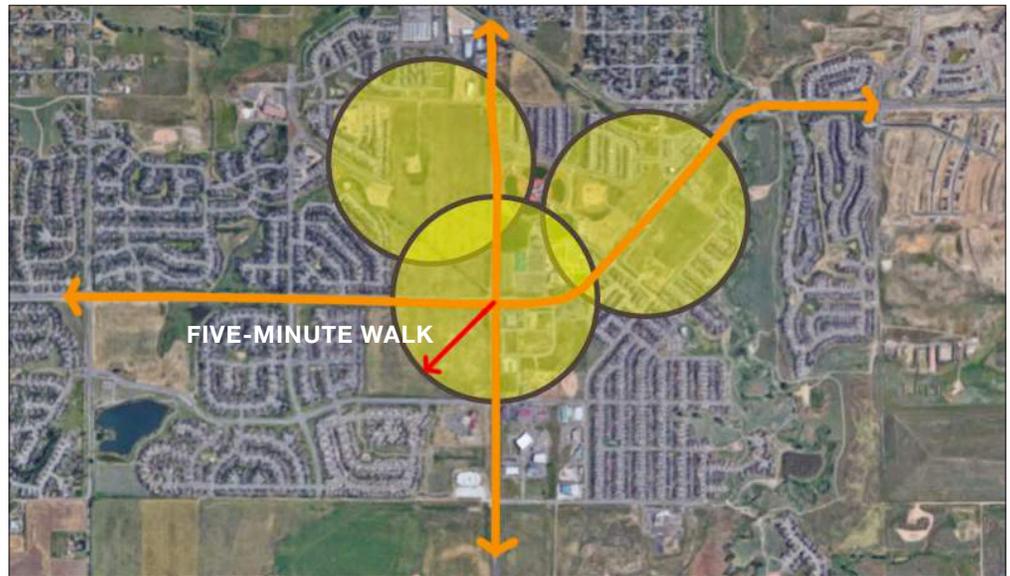
The Four Corners Master Plan presents the opportunity to comprehensively examine physical, functional, and visual connectivity across the quadrants framing this intersection. Similarly, the proposed new development should optimize connections with the Old Town, surrounding neighborhoods, and adjacent/nearby community amenities (e.g. Erie Community Center and Park, Boulder Valley Velodrome, Lehigh Park) and open spaces/natural amenities (e.g. Coal Creek to the east). The propitious location of the project site creates a great opportunity and flexibility to provide Town Center users and visitors convenient access to these local assets within walking distance.



(Left) Excerpt from Residential Development Conditions 2019 Map, Town of Erie, CO

B.1. Explanation of Project and Methodology

(Right) This diagram shows the notional pedestrian sheds overlaid on the Four Corners Town Center area. The circles show 5-minute walks from each center to the edge, representing the size of a complete, walkable neighborhood. One such shed notionally could be centered at the actual intersection of Erie Parkway and County Line Road, forming the core Town Center. The remaining areas are organized as other nodes and/or supporting neighborhoods.



Moreover, at about 390 acres, the overall size of the Four Corners development suggests its structuring as **two or three interconnected, complete, mixed use, walkable neighborhoods**. As defined under New Urbanism, a neighborhood comprises some 125 acres, which is the area covered by a circle with a quarter-mile radius (i.e. a 5-minute walk). Planning and sociology studies have shown that a quarter-mile is the maximum distance a typical person will walk for his/her basic daily needs before driving. As such, a truly sustainable and walkable community is one structured in neighborhood increments of this size, with a modicum of basic daily needs and/or amenities provided within each neighborhood. The challenge for Four Corners is (a) planning the town center with a rational neighborhood structure and a balance of uses while (b) acknowledging the distinct parcels that comprise it and (c) complying insofar as possible with the respective developers' desired program.

Market-Real Plans and Strategies

Reviewing market opportunities and the competitive position of Four Corners, especially with respect to other nearby developments and imminent trends (e.g. closing the aforementioned gap between population growth and housing supply, including the need to rebalance local housing stock with more Multifamily and **Missing Middle** housing; mitigating Retail (Commercial) Leakage via this town center development (i.e. increased commercial/retail square footage), which in turn is expected to be supported by the underserved residential neighborhoods in the immediate vicinity) is integral to formulating the Four Corners Master Plan.

DPZ expects the Town's market research team (in-house or a third-party consultant as discussed above) to provide a detailed development program as the basis for the Overlay District Master Plan. Concurrently, there are global trends in housing that we anticipate to be relevant to the Four Corners development; demographic trends – more young adults with increased purchasing power, as well as a growing cohort of urban lifestyle-loving seniors; relocators and visitors from Denver and

B.1. Explanation of Project and Methodology

Boulder – create a demand for more diverse housing options in urbanizing suburban nodes. The additional commercial uses also are anticipated to support and balance the increased housing supply. The strategic location of the Four Corners development helps to justify the desired urban densification. The success of the development in part will be dependent on the provision of authentic diversity in the housing offerings, in conjunction with a desired authentic diversity in resident demographics, and towards optimizing the locational opportunities described above.

Form-based planning and design (of which DPZ is the premier expert) will help ensure cohesion in form and character among the various building types, and compatibility of the proposed housing with the desired Four Corners character. There should be a concerted effort to create connectivity between variegated housing forms. Often in the transition areas between different housing types of more conventional mixed housing development (e.g. the suburban residential developments surrounding the Four Corners area), there are clumsy and abrupt juxtapositions, or, conversely, under-utilized space.

Housing over/adjacent to commercial space is another way of promoting housing mix. Doing so also provides a larger client/customer base for business owners in the Four Corners development. As a diverse 21st century neighborhood, the Four Corners development could (and should) employ more innovative multifamily arrangements to better accommodate a variety of housing sizes and types. While the exact density figures are to be confirmed, DPZ is able to offer for the Town's – and the various developers' – consideration a range of innovative residential building types that achieve the desired densities at lower building heights and with better resultant urbanism.

Working with the Town's market experts, DPZ will review the proposed uses, development mix, and development intensities, translating market projections into a Master Plan for Four Corners' resilient growth. Overall, the Plan should eschew conventional patterns of development and optimize the opportunity to create a traditional, vibrant new center for Erie. As stated previously, DPZ will incorporate its **Sprawl Repair** techniques to preempt Four Corners being developed to sprawl.

DPZ also will consider a framework for successional planning, prioritizing steps of action and initiatives/catalytic projects for short, mid, and long-term implementation – i.e. break down the large task of town center development and outline an incremental approach to the design and economics of Four Corners (Note: While the scope of work in a sense is already

CONVENTIONAL SUBURBAN DEVELOPMENT



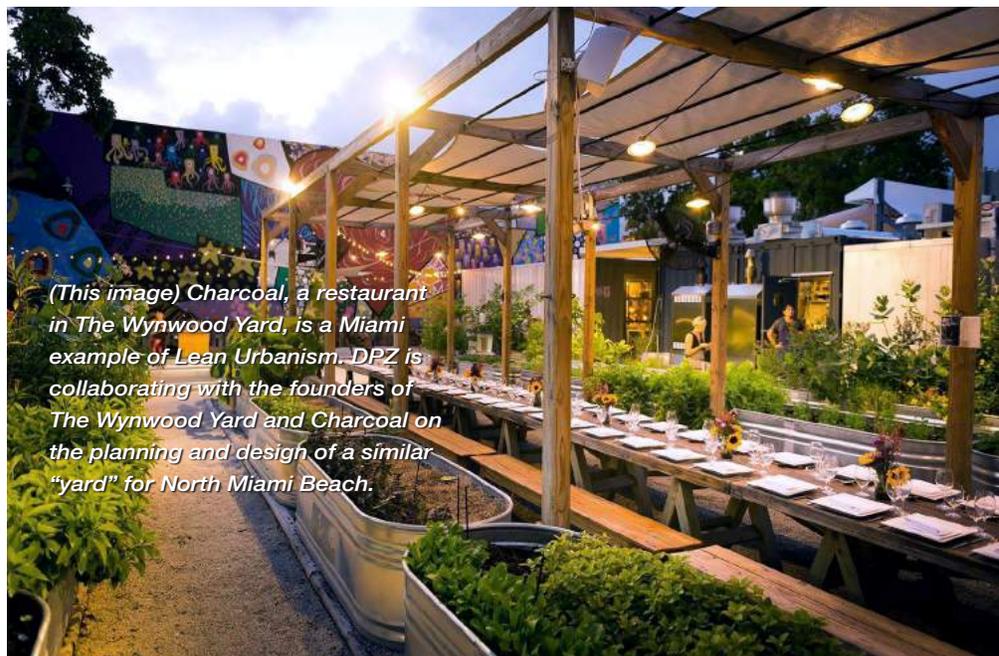
TRADITIONAL NEIGHBORHOOD DEVELOPMENT



"Conventional Suburban Development (CSD) versus Traditional Neighborhood Development (TND) excerpts from DPZ's Sprawl Repair Manual, contrasting a typical, sprawl-oriented shopping center at a crossroads site with a walkable, mixed use town center at an identical location.

The CSD illustration (Top) shows how thoroughfares and parking lots dominate the public realm.

The TND illustration (Bottom) shows how the mixed use, walkable urban fabric and placemaking (e.g. usable public spaces) take precedence.



(This image) Charcoal, a restaurant in The Wynwood Yard, is a Miami example of Lean Urbanism. DPZ is collaborating with the founders of The Wynwood Yard and Charcoal on the planning and design of a similar "yard" for North Miami Beach.

B.1. Explanation of Project and Methodology

structured in increments [given there are 5 separate parcels to plan], in addition to coordinating proposals for each parcel as stated above, the timing for development the parcels may vary from one to the other, and Four Corners is more likely to be developed incrementally). The tools and methods of DPZ's [Lean Urbanism](#) initiative help avoid practices that demand building at once to succeed. Smaller, more flexible steps can help better weather market shifts.

The Highest Quality Public Realm

Master planning efforts for Four Corners must also help create memorable and beautiful open space areas and facilities. Insofar as possible, enhancement and creation of linkages, and access to in-development and nearby open spaces are encouraged, towards the creation of a varied network of public spaces and amenities. Existing open space areas, amenities, and features – for example, and as mentioned earlier, Erie Community Center and Park, Boulder Valley Velodrome, Lehigh Park, Coal Creek – shall be incorporated into the new open space network catalyzed by the Four Corners development.

(Below) DPZ's plan for Rosemary Beach locates the Town Center at the intersection of CR-30A and the town's Main Street. This is integrated with an explicitly expressed open space network of various types and sizes that provide relief to the density of the Town Center as well as green linkages for circulation and orientation for residents and visitors alike.

Identifying the principal destinations within the Four Corners development as well as to other destinations outwith town center (e.g. the Old Town) will help determine the principal trajectories between them that should put in motion [logical green linkages among the major open spaces](#), along with commercial sub-nodes and civic/community facilities. Such open space linkages can then reinforce vehicular, cycling, and pedestrian connectivity across the proposed development, as well as to/from the surrounding network. They also provide a sequence of orientation points and trajectories, enhancing the identity and legibility of Four Corners. Subsequently, connections between these spaces, including streets, must also be acknowledged



as elements of the public realm (this is discussed in more detail in the following subsection).

Planning for the town center’s network of squares, parks, streets, and other open spaces and community facilities should therefore recognize their utilitarian/recreational function together with their “placemaking” potential. Public parks, spaces, and structures must therefore be thought of as **gathering places as well as settings for the interpretation of Four Corners’ identity and the desired community culture; stages for community events and activities; and bridges linking this new urban node to other surrounding neighborhoods.**



(Above) Generous sidewalks, active ground-floor uses, and amenities such as awnings and street trees help establish more complete, human-scaled, walkable streets, and a better public realm overall, as seen at DPZ's Legacy Town Center in Plano, TX.

An Efficient, Safe, Comfortable Pedestrian Environment and Transportation Network

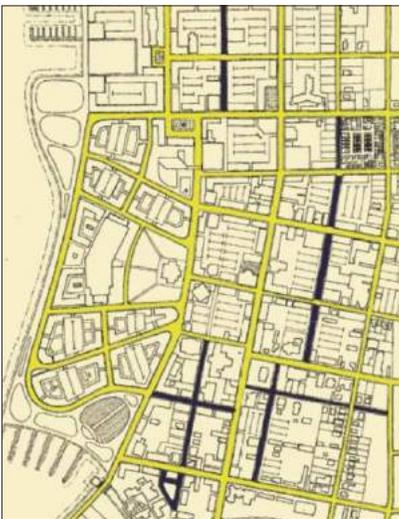
Connecting places and destinations; promoting pedestrian activity and public transit (e.g. JUMP bus lines and Via Mobility); providing ample and convenient parking; and ensuring local and regional accessibility are critical to the success of the Four Corners development.

Often, density is blamed for traffic congestion and all the associated inconveniences. However, this is true only when uses are segregated and the places where people live are separated from the places where people need to go. In mixed use communities, most of the daily necessities are within walking distance, eliminating or greatly shortening vehicular trips.

The Master Plan, insofar as possible, should be prepared on the basis of an **urban block structure**, with moderately sized streetblocks and an interconnected street grid. This being said, interfaces among the various modes of circulation, including pedestrian movement and bicycle use, present significant challenges to an efficient, safe and equitable circulation network that is pleasantly walkable and/or bikeable and should be planned with care. Emergent opportunities for examination include the enhancement of the Four Corners arrival/departure experience, and the introduction of a system of thoroughfare standards for Complete Streets that permit good connectivity using various modes of circulation. Improvements to thoroughfare design are strongly integrated with improvements to Town streetscapes and the overall open space network.

The **Complete Streets** approach for the Four Corners Master Plan will include strategies for introducing and/or enhancing green infrastructure stormwater management, vehicular lanes, intersection designs, curb radii and details, traffic calming

B.1. Explanation of Project and Methodology



Diagrams from DPZ's Downtown Lake Charles (LA) Master Plan Report

(Top) This pedestrian analysis of the frontages in the downtown shows a rating of pedestrian experience based on comprehensive observation using a frontage rating system: yellow denotes the best frontages and the good ones, the orange denotes the acceptable, and the blue denotes the poor ones, which are unlikely to be willingly used by pedestrians.

(Bottom) Derived from the pedestrian analysis, this diagram shows the proposed allocation of A streets in yellow and B streets in blue. The Code and Regulating Plan for Downtown Lake Charles encourages the A streets to be supported by best-quality frontages. The B streets allow the allocation of poor frontages which are inevitable.

and control, streetscaping and pedestrian amenities, bicycle lanes and facilities, parking lanes, access management, lighting, crosswalks, and accessibility standards among others. We recognize that Complete Streets do not always look, or function, the same. All address pedestrian safety needs and comfort levels; some include designated bicycle facilities; some must accommodate large vehicles to serve as heavy vehicle routes; and all must be appropriately designed for prudent volumes and speeds of auto traffic that respect and support the surrounding land use context. Our multimodal street design approach thus will examine both transportation infrastructure and building patterns along routes proposed for the various modes. Making the transition from transit to travel on foot or bike is critical to connect the destinations within the Four Corners town center and the area at large, while minimizing traffic volumes and parking demands.

As thoroughfares not only facilitate mobility but also create the character of the public realm, DPZ utilizes a method of prioritizing thoroughfare networks – streets within the Town Center may be designated as either Primary (A) or Secondary (B). The **A/B street technique** designates the more vehicular-oriented thoroughfares, where the pedestrian experience is of lesser quality, as secondary, or B streets. The streets of excellent pedestrian quality are designated as primary (A streets), and are required by code to maintain higher design/development standards (such as continuous, safe and interesting building frontage). This technique will allow for the inclusion of parking drives and access to parking structures/lots, and other necessary elements of urban life, while preserving a vibrant pedestrian network and accounting for gradual capital improvements. Prioritization of streets within the Town Center may also include identification of designs of the highest priority thoroughfares, as well as front street and side street differentiations.

Last but not least, careful consideration of parking requirements for Four Corners must be undertaken in tandem with planning for the access and circulation of motor vehicles, and **the application of form-based codes to development sites**; with the likely redevelopment of the surface parking lots, strategies will be developed for accommodating the increased parking demand. Parking management strategies should also be developed to minimize the impact of parking on people-oriented urban places within Four Corners, and to assist in maximizing the use of spaces and making informed decisions about the location, scale, and design quality of any proposed parking resources (e.g. employing shared parking ratios for compatible, alternating-peak uses such as “main street”/town center retail and community facilities).

Sustainable, Contextual Planning and Urban Design

The proposed Four Corners development provides the opportunity to introduce, incorporate, and enhance green development/sustainability strategies within a comprehensive approach to traditional community design. As stated in our Prospectus, DPZ's projects promote sustainable design through the incorporation of New Urban planning principles. In addition, DPZ's master plans also integrate contextual, sustainable infrastructure planning and design.

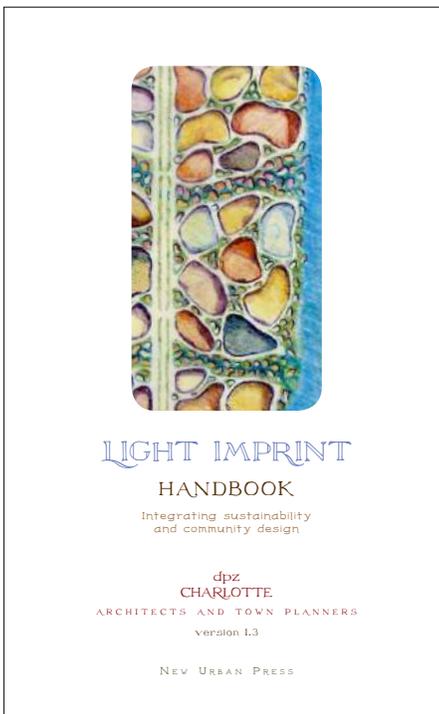
B.1. Explanation of Project and Methodology

Where applicable, optimizing light and ventilation, and conservation and enhancement of natural areas should be incorporated into site planning and design parameters, setting the green building goals for Four Corners. Last but not least, and as stated earlier, it is our understanding that flooding and stormwater management are significant issues for Erie and Boulder County at large. DPZ proposes the integration of our **Light Imprint** strategies for stormwater management into development proposals for Four Corners.

DPZ's sustainable development strategies comprise not just those pertaining to environmental and energy issues, but equally important, those concerning land use, cultural, architectural, and construction considerations as well. DPZ communities are designed within context, using forms and materials that are appropriate to the specific developmental, environmental, and aesthetic conditions of the locality. A significant aspect of our work is our innovative use of **planning regulations, tailored to the individual project, and addressing local architectural traditions and building techniques**. Among the goals for the Four Corners Master Plan would be to ensure that planning proposals are responsive most especially to the cultural foundation of the community, and thus are authentic and sustainable.

This is especially crucial to a growth and implementation strategy for Four Corners that is to occur over a period of time or that potentially involves municipal coordination. Providing all users – the Town and the developers – with easy-to-interpret regulating plans, standards, and graphic guidelines assures that the vision is met with an equivalent measure of “bricks and mortar” and sets the tone for the development of Four Corners well into the future.

Excerpts from DPZ's Light Imprint Handbook (Cover shown on the Left) (Middle) Suburban developments employ conventional engineering with excessive and costly infrastructure. This example shows oversized, out-of-context rain gardens and an expensive, high-maintenance grate skimmer box. (Right) Infrastructure in TNDs can be functional, inexpensive, and beautiful all at once. For example, planting strip trenches such as those in Portland, OR are a more environmentally sustainable means for managing stormwater in urban spaces.





Habersham, South Carolina

B.1. Explanation of Project and Methodology

Proposed Work Plan

DPZ has prepared a proposed Work Plan that outlines the approach to, and schedule for, completing the Four Corners Overlay District Master Plan and associated documents. The schedule includes general timeframes and milestone deliverable dates that would be refined with the Town of Erie as needed.

The Work Plan – which incorporates the Charrette process described earlier – estimates a provisional project timeline of some 24 or so weeks from Project Initiation to the completion of the Final Master Plan Report. The Work Plan does not include the process/time pertaining to the approval of the Four Corners Overlay District Master Plan by Town officials and/or other agencies. The proposed schedule also has not accounted for national holidays, and may be adjusted once the start date has been confirmed.

DPZ's proposed Work Plan comprises the following main Tasks:

- Task 1 Project Initiation**
- Task 2 Development Diagnostics and Market Study; Pre-Charrette Tasks and Preparations**
- Task 3 Milestone Task: Four Corners Master Plan Charrette**
- Task 4 Milestone Deliverable: Draft Four Corners Master Plan Report**
- Task 5 Milestone Deliverable: Final Four Corners Master Plan Report**

Details for each task, along with sub-tasks, are provided below.

Task 1 Project Initiation (Weeks 1 - 6)

1.1 Project Initiation Team Work Session and Site Tour (Week 1): The DPZ team will conduct a Project Initiation meeting with the Town Project team, other identified decision-makers, and other invited participants (e.g. the developers/land owners of the subject parcels within Four Corners) at the Town Hall or some other suitable venue to discuss the Project history, prior planning efforts, and other technical studies; to discuss an overview/general analysis of area, current zoning, and entitlements; and to review and comment on the development program, elements mix, proximities, and market demand.

The work session shall also include the clarification of Project goals and objectives; a review the Project design approach and guiding principles; a discussion of any needed refinements the scope of work and schedule; and the establishment of management and communication protocols.

Last but not least, the Initiation meeting will include a review of the available Project base information (including those prepared by the Town, the developers, and/or the Town's/the developers' third-party consultants), and the subsequent identification of data gaps to be remediated. A Project Site Tour also will be conducted as part of the Project Initiation.

B.1. Explanation of Project and Methodology

Deliverables:

Finalized Project Work Plan and Schedule

Finalized Goals and Objectives. Process, and Deliverables

(Below, Top to Bottom)
Sample Pre-Charrette base mapping
and analyses from DPZ's West Haven
TOD (CT) Master Plan:

- 1 Existing zoning
- 2 Existing surface parking and underutilized land
- 3 Existing open space network



1.2 Base Plan Information, Data Gathering, and Review (Weeks 2 - 6): The DPZ team will work with the Town and developers/owners of the subject parcels (and as appropriate, other pertinent entities) to identify relevant planning studies, reports, and development proposals (e.g. prior/current plans by the various pertinent developers, the Town's Downtown Redevelopment Framework Plan, and any other prior/current master plan studies and reports), policy documents (e.g. The Town's Zoning Map and regulations), and potential research data for use in the master planning process.

DPZ will review these studies and plans, the local ordinances and codes, and any other applicable documents. DPZ, with assistance and provision from the Town and developers/parcel owners, will also begin collating the base plan information (maps, surveys, and other baseline data) needed for the physical planning and design.

The items below are among the other materials and data the DPZ team will collate and format, with assistance from the Town/developers/parcel owners:

- Base maps (GIS/CAD), aerial photography, eye-level site photos, and other pertinent digital survey information at the regional and local scales, of the Four Corners site/s and the surrounding context;
- Four Corners' current regulatory context: land use regulations, municipal policies, and other regulations affecting the town center development and its environs;
- Civil works/utilities data, impact assessments, and other studies for the site and its context; proposed municipal capital improvements and civic infrastructure projects;
- Other reports and datasets pertinent to Four Corners and prepared as part of previous planning efforts, as well as documentation of local and regional precedents of development; and
- Other approved development plans and proposed capital improvements in pertinent neighboring areas.

*(Note: The DPZ team will rely on the completeness and accuracy of the Project base information available to date. The DPZ team shall not be responsible for updating and/or correcting such information, or updating and/or correcting documents produced from the same. A full, itemized list of Project information/base materials that DPZ typically requires for its planning and design work shall be provided upon contract award.)

Deliverables:

Finalized Project Base Information/Materials

Task 2 Development Diagnostics and Market Study; Pre-Charrette Tasks and Preparations (Weeks 3 - 8)

B.1. Explanation of Project and Methodology

2004 PROVIDENCE CHARRETTE REPORT



PROPOSED: A combination of new and renovated buildings breathe life into a formalized square, while redirected traffic patterns address the needs of both motorists and pedestrians.

LASALLE SQUARE



OBSERVATION: LaSalle Square is a notable junction and public gathering space that serves many Downcity primary attractions and must be treated accordingly.

RECOMMENDATION: Transform the existing intersection into a cohesive ensemble that defines an elegant and refined LaSalle Square.

Of the many specific proposals generated during the charrette, one of the most crucial to Providence's initial redevelopment push is the reconfiguration of LaSalle Square. Located at the intersection of Broadway and Empire Streets, this critical junction is at the northwest corner of Downcity and is the receiving point of a considerable amount of automobile traffic. This is often a source of delay and frustration for drivers and fear and discomfort for pedestrians. However, surrounded by the Dunkin' Donuts Center, the old Public Safety complex, Blue Cross/Blue Shield (BCBS) headquarters and Trinity Rep. Theater, this intersection has the potential to attract substantial pedestrian activity, both day and night and to become an animated and vibrant feature of Downcity. The pedestrian quality of this square is a fundamental component of the effort to connect the Dunkin' Donuts Center and the Convention Center to the rest of Downcity and to connect a revitalized Downcity to Federal Hill and the west side neighborhoods.

TRANSFORMING AN INTERSECTION TO A SQUARE

The key to this transformation lies in converting the public space from an intersection to a square. By rerouting traffic around a formalized LaSalle Square, vehicular congestion can be alleviated while providing for a more interesting and comfortable pedestrian experience. Furthermore, remarkably little in the way of construction is needed to effect this transformation. Rather, creative collaboration would be required between the city of Providence and BCBS in order to arrive at a mutually beneficial arrangement.

With more than 3,000 employees, BCBS is Providence's largest single Downcity employer, and it is looking to expand. The company's offices are currently dispersed throughout several buildings in Downcity, but the limits of growth that can be accommodated in its current facilities are reached. This is precisely where the city is in position to help. While the underutilized (and probably expensive to maintain) semi-circular plaza



EXISTING: An intrepid pedestrian embarks on the long journey across the Broadway/Empire intersection.

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CONNECTING AND COMPLETING DOWNCITY




A facade for the aging Dunkin' Donuts Center will provide the necessary urban wall at the north side of LaSalle Square. This lining slides past the BCBS headquarters to reach out to the Convention Center and links it seamlessly to the life of the square.

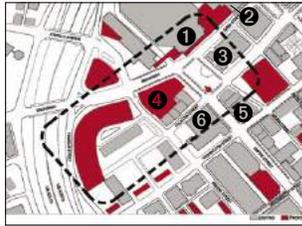
in front of the BCBS headquarters is insufficient for viable development, the city owns various properties that would provide good locations for additional office space.

PUBLIC/PRIVATE PARTNERSHIPS ARE KEY TO REVITALIZATION

At the final charrette presentation at the Baltimore Hotel, Andrius Durny proposed a land swap between BCBS and the city of Providence as a way to meet their respective needs. According to this plan, BCBS would trade the private semicircular plaza for one of four Downcity sites that could be developed to provide the company with the office space it requires. These sites are described in detail in this report and include

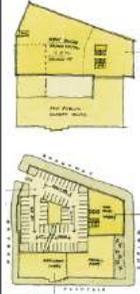


Aerial view of LaSalle Square area.



Proposed are improvements to: 1. Dunkin' Donuts Center; 2. Convention Center; 3. Blue Cross/Blue Shield; 4. Old Public Safety Complex; 5. Trinity Repertory Theater; 6. Public Library.

are likely to begin immediately on the square once its initial transformation has made the surrounding parcels more attractive as redevelopment opportunities. By collaborating in this effort, BCBS and the city of Providence will reinforce the long and mutually beneficial relationship they have experienced and provide a model of public/private collaboration for others who look to play a significant role in the future of Providence.

OLD PUBLIC SAFETY COMPLEX
By maneuvering Broadway into the newly formed square, this block reclaims enough area along its northern edge to accommodate a surprising amount of parking. Happily, this proposal allows for the meritorious portions of the existing historic building to be preserved while maximizing development to the site's full potential.

PAGE 9

2.1 Milestone Deliverable: Development Diagnostics and Market Study (Weeks 3 - 8): In undertaking the work described below, DPZ proposes a clarifying approach where development aspects of the Four Corners Overlay District Master Plan – Land Use and Urban Design; Policy; Transportation and Parking; and Civil Works/Utility Infrastructure – are examined and updated using a rigorous structure comprising three elements: (1) Observations, (2) Discussions, and (3) Recommendations. This structure permits a clear presentation of facts and ideas, and engenders realistic, implementable proposals. The consistent structure also serves to seamlessly integrate the aforementioned categories as assessed by the several disciplines responsible for the various aspects of the Downtown Master Plan update. This structure has been successfully used in many of DPZ's planning studies, including but not limited to the Louisiana Speaks (Hurricane Katrina recovery plans for various individual municipalities); the Reignite High Point (NC) Master Plan; and the Downtown Mobile (AL) Master Plan and Code, among others. The structure is particularly effective for assessing and updating prior master plans; DPZ employed this structure even to our own update of our prior master plan for DownCity Providence (RI).

(Above) Sample pages from DPZ's DownCity Providence (RI) Master Plan update report. The Implementation Plan comprised over a dozen Specific Interventions (catalyst projects), each of which was examined and presented in detail, from baseline observation/assessment, in-depth discussion of development issues and recommendations for planning interventions/solutions.

Following the collection and analysis of background materials under Task 1, an assessment of parking and infrastructure conditions will be undertaken, and key elements of current plans and policy documents (e.g. current and proposed land use and zoning patterns, zoning district boundaries, transitional zoning, lot consolidation

B.1. Explanation of Project and Methodology

etc.) will be identified. Existing conditions will thus be documented, and an outline of the goals and potential areas of adjustment will be developed.

In addition to the above Development Diagnostics, the DPZ team shall prepare a Market Study for Four Corners. The development challenges facing Four Corners will include not only creating vibrant, livable neighborhoods in form, but also directing and leveraging that growth and its resulting income into economically efficient development, while still maintaining coordinating Four Corners' envisioned character (especially given the multiple land owners/developers). At its core, meeting these varied challenges is a function of economics. Any previous economic and market assessments shall be reviewed and tested against prior and new proposals for the Four Corners Master Plan. The market assessment and recommendations will consider the findings and proposals prepared as part of any previous studies and development plans; these recommendations will then be tested using fair share and induced demand real estate modeling analysis. The output will be a Market Study and Project/Development Program – an economic/real estate analysis of Four Corners and its market context, identifying the current or anticipated residential, commercial, and business/office markets at or near the Project site. For residential, this typically includes an anticipated unit absorption per year, and the average and or mix of housing types and sizes existing near the site and anticipated for absorption. For commercial and office markets this typically includes the area in square meters desired for these uses on site or near the site as well as an anticipated absorption considering the development of the subject site. For office uses, this may also include a breakdown by the type of office space and for retail uses, it may recommend specific types of retail to serve the market. The Program is also anticipated to include information on the proposed densities and square footages for each use; residential types and number of units per type; proposed sale prices; type and number of other amenities (e.g. civic and public uses and spaces).

Deliverables:

Development Diagnostics (possibly with preliminary Recommendations)

Market Study

2.2 Pre-Charrette Preparations (Weeks 3 - 8): Prior to the Charrette, DPZ will work with the Town and developers on a draft Charrette schedule and an annotated Charrette agenda. The Pre-Charrette preparations shall also include the logistical planning for the Charrette. These aspects include but are not limited to arranging travel, accommodations, and local transportation for DPZ team members; finalizing the set up of the Charrette studio; and coordinating other Charrette requirements such as Charrette meals, Charrette supplies, etc.

DPZ will develop a Charrette schedule to meet the needs of the Town and developers/parcel owners in the service of the Project, including determining necessary meetings and presentations. We expect to have two (2) Pre-Charrette coordination meetings (telecon and/or webconference) with the Town and developer team.

Deliverables:
Charrette Schedule and Annotated
Agenda
Charrette Logistics

**Task 3 Milestone Task: Four Corners
Master Plan Charrette (Weeks
9 - 10; Note: The Charrette
is proposed to comprise 6
- 7 days, excluding travel,
straddling two weeks and
inclusive of a weekend.)**

The Charrette would be held at a local studio space (i.e. we assume this could be provided by the Town or by the developers in or close to the Four Corners Town Center area, where the DPZ team, the Town and developers team, other consultants (e.g. the Town's/the developers' third-party consultants), and other local stakeholders (e.g other development partners, local members of the community [by invitation]), assemble for the period of the workshop. The DPZ team will set up a working office, complete with drafting equipment and supplies, computers, and other office equipment.

Planning/design goals and proposals for the Four Corners development will be prepared and refined, addressing recommended/preferred uses, mix, and development intensity; building footprints, height, form, and design character; and streetscape and public space design and enhancements.

On the first day of the Charrette, a thorough briefing on site data and project planning/design parameters will be provided by the Town, developers, and/or the Town's/the developers' third party consultants. The first afternoon/evening may include a DPZ presentation on the New Urbanism/Smart Growth as it pertains to mixed use town centers and urban infill, and to the specific conditions of, and opportunities offered by, Four Corners.

The DPZ team immediately produces a number of concept options for the Master Plan and associated documents, quickly moving forward to the preferred Plan, as vetted by the Town and developer team, assessed by other decision-makers/stakeholders, and completed by the end of the Charrette. Within the span of the Charrette, the concept options are constantly tested and revised/refined (i.e. in relation to other workstreams and technical criteria such as economics, infrastructure, etc.; it is not unusual for several rounds of concept options to be developed at the Charrette).

Through our experience, we have determined the elements and techniques necessary to deliver the most feasible and sustainable town center Master Plans. Most if not all of the work products described in the next pages are to



(Above) Events/activities at a typical DPZ Charrette:

- 1 Topical team work sessions with project decision-makers
- 2 Periodic interactive planning and design reviews
- 3 Continuous and concurrent planning and design
- 4 Final presentation

B.1. Explanation of Project and Methodology

(All Images Below) At a DPZ Charrette, the DPZ team immediately begins exploring Master Plan Concept Options (Four Small Images), testing ideas in real time against technical considerations and client/stakeholder feedback, funneling towards a preferred plan configuration (Large Image). The Concept Options shown on the facing page were developed as part of DPZ's West Haven TOD (CT) Master Plan (an urban infill site similar to the Four Corners Town Center site); all Concept Options are developed to a substantial level of detail to allow meaningful evaluation and comparison.



be produced at the Charrette, either in draft or in final form.

Illustrative Documents

- a series of **Four Corners Plan Concept Options** and a **Recommended Four Corners Overlay District Illustrative Master Plan***, hand-drawn to scale and rendered in color, which shall depict recommendations for the disposition of the Four Corners development, and which at a broad level, will address land uses; general locations for private and public tracts; surface infrastructure, access and circulation; proposed massing and form; the schematic delineation of other design features and the surrounding context;
 - * *Derived from the Concept Options*
- a set of **Illustrative Detail Plans**, (5 to 6 no.*), hand-drawn to scale and rendered in color, showing the ideal build-out of key portions of the Recommended Four Corners Overlay District Illustrative Master Plan;
 - * *Including one for each of the four parcels; concept options per parcel are anticipated to be developed as part of the Plan Concept Options above*
- **Perspective Drawings/3D Renderings**, by hand and/or computer-generated (5 to 7 no.*), rendered in color, showing typical thoroughfares, parks, greens, squares, plazas, and/or other locations. Revisions to the Perspective Drawings after the Charrette shall be considered Additional Services;
 - * *Including one for each of the four parcels*
- A **Parking Plan** for Four Corners that identifies all current public and private

parking in the town center and lays out a plan and map that identifies how Four Corners parking will be addressed within five years;

- **Diagrams** such as:
 - Project vicinity and location
 - the existing urban structure and development context
 - the concept of neighborhood planning
 - civic buildings and civic spaces
 - the private lots/land parcels
 - the open space network
 - the vehicular network (circulation [roads and servicing])
 - the proposed development phasing;
- **Schematic Prototypical Building Floor Plans and Elevations**, at a scale appropriate for the building types, based upon a mutually agreed architectural syntax; and
- **Initial Yield Calculations and Other Take-Offs/Plan Metrics** for the Recommended Overlay District Illustrative Master Plan.

Regulatory Documents

- a **Regulating Plan** keyed to the Urban Regulations and the Street Sections. This plan regulates the land use, building use, and density of the various building types that occur in the Overlay District Master Plan;
- **Thoroughfare Standards** specifying the various street designs within the public rights-of-way shown in the Regulating Plan;
- **Urban Regulations** specifying each lot/building type in terms of use, setbacks, heights, ancillary elements, parking, retail frontage, building entrances and encroachments, function per floor, signage, storefront specifications, and any special requirements; and
- **Architectural Standards** describing desired building design in terms of materials and configurations.



*(All Images Above)
Two of several Perspective Drawings
prepared as part of the
West Haven TOD study*

These Regulatory Documents are essential elements to the effective implementation of the Four Corners Overlay District Master Plan, and ensure that the Master Plan is a living

B.1. Explanation of Project and Methodology

DPZ will compile the documents and recommendations developed thereat (along with the Pre-Charrette analyses conducted under Task 2), and deliver the [Draft Four Corners Master Plan Report \(“Draft Report”\)](#) to the Town and developers. Information therein will include drafts of the work products described above. The Draft Report will also include a summary of the Charrette process, including the evaluation of the Plan Concept Options. The Draft Report shall be in Adobe PDF format with a hardcopy provided to the Town and developers.

4.2 Draft Four Corners Master Plan Report Review with the Town and Developers (Weeks 17 - 20): The Town and developers will review the Draft Report and will provide coordinated and aggregated comments to DPZ.

We would prefer one copy with all comments, which will be incorporated into the Final Master Plan Report. (This review is envisioned to include an in-person coordination meeting/review between the Town, the developers, and DPZ on Week 20.)

Deliverables:

[\(From DPZ\) Draft Four Corners Town Center Master Plan Report \(6 printed copies and one PDF copy\)](#)
[\(From the Town and developers\) One set of aggregated comments on the Draft Report](#)

Task 5 Milestone Deliverable: Final Four Corners Master Plan Report (Weeks 21 - 24)

DPZ will use reasonable efforts to incorporate the Town’s/ the developers’ requested changes in the [Final Four Corners Master Plan Report \(“Final Report”\)](#). DPZ will complete the Final Report and deliver the same to the Town and developers within four weeks after receipt of comments by and from the Town and developers on the Draft Report.

In addition to the above, DPZ, at the request of the Town, is able to make up to two (2) follow-up presentations to the Town of Erie. The dates for the presentations are to be mutually agreed between DPZ and the Town.

Deliverable:

[Final Master Plan Report \(6 printed copies and one PDF copy\)](#)

Project Start Date and Schedule

DPZ Charrettes (Task 3) are scheduled on a ‘first-come, first-served’ basis. Assuming the Town is able to select and appoint a consultant by mid-July 2019, per the above proposed Work Plan, the timing for Task 3/the Charrette would be in early September 2019. At the time of proposal preparation, DPZ’s calendar permits a Charrette at that anticipated date.

We would need to execute a contract and receive the retainer stated in Section C of this proposal document in order to commence the work and reserve the slot for the Charrette.

Other Notes:

Additional Services can be provided through individual task orders. Excluded but potential Additional Services by DPZ may comprise, but are not limited to, the following:

- *Additional visits to Erie, CO or other location for meetings with and/or presentations to the Town, the developers, or others (Professional services fee of \$1,200 to \$2,000 per day per person; reimbursable expenses excluded)*
- *Major revision to DPZ’s Master Plan documents beyond the one round contemplated herein, that would require alterations to a significant portion of the deliverables*

In addition to previously stated exclusions, also excluded from DPZ’s services are the following:

- *Preparation of additional technical project and site information including but not limited to base mapping, program development, transportation/traffic assessment, environmental assessment, infrastructure assessment, and the like*
- *Calculations of development impact on schools, detailed plans of individual buildings*
- *Services of other consultants such as local architects, engineers, a land use attorney, a public relations consultant, etc.*
- *Leading the approvals process nor assembling the required documents*
- *Preparation of building construction documents*



Vickery Village, Georgia

B.2. Examples of Successful Projects That Demonstrate Project Approach and Format

Examples of Successful Projects That Demonstrate Project Approach and Format

The following pages offer a selection of DPZ projects with lessons pertaining to mixed use downtown/town center development and urban infill, and thus would be relevant to the proposed Four Corners development. This being said, it is DPZ's belief that each project is different and requires a tailored approach to create a sense of place that is unique and responsive to the local context and to the aspirations of the citizenry – a worthy goal for any community.

Sample projects included herein comprise the following:

- Bonita Beach Road Land Use Study
- Legacy Town Center
- Downtown Birmingham Master Plan

A web link to each project's report deliverable also is provided in the summary box on each project spread. A zip file containing these and a few other sample documents also have been uploaded to the Town's weblink: <https://erieco.sharefile.com/share/upload/r69a13a6e3e644888>. DPZ of course may provide other sample projects if required by the Town.

DPZ has completed master plans for numerous downtowns, town centers, and village centers. Some of these include:

(Top Left) Downtown West Palm Beach, FL;

(Top Right) Mashpee Commons, MA;

(Bottom Left) Prospect New Town, CO; and

(Bottom Right) Bradburn Village, CO



B.2. Examples of Successful Projects That Demonstrate Project Approach and Format

BONITA BEACH ROAD LAND USE STUDY

Location / Size

Bonita Springs, FL / 950 acres

Project / Client Type

Master Plan

Date / Status

2017 / Study Completed

Public Involvement

Public Charrettes / Review

Weblink to Report

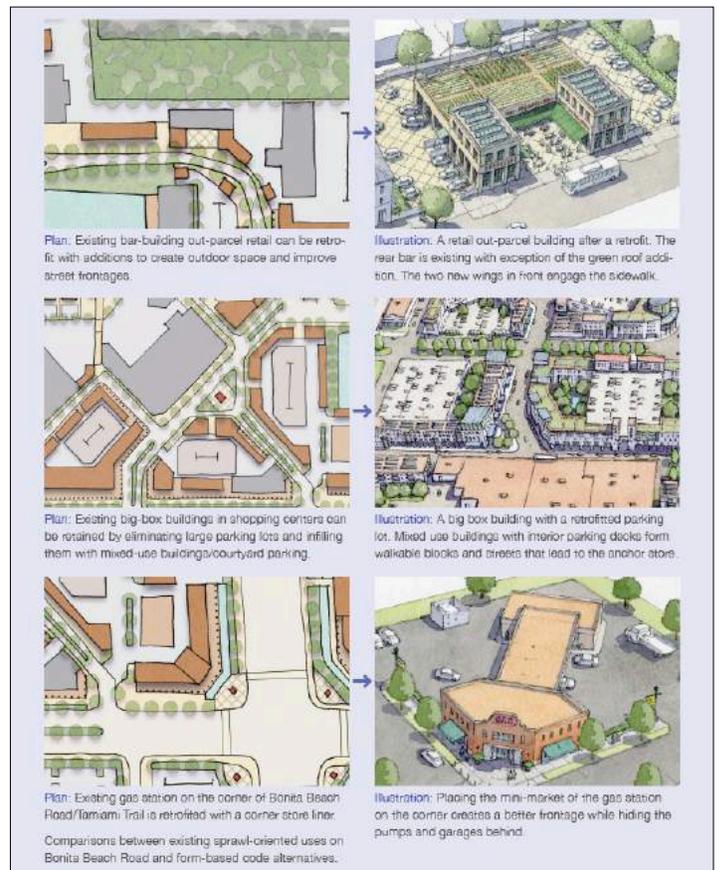
https://dpz.egnyte.com/dl/HIMkBNL7Ka/1733-Vol-1_Parts1-4_Combined.pdf



The Bonita Beach Road Land Use Study was a land use visioning exercise to propose strategies to make Bonita Springs's key east-west thoroughfare into a less traffic-congested and more welcoming "majestic gateway". The DPZ vision plan built on several prior traffic studies by identifying a number of problematic intersections with segregated uses and disconnected parking lots and provided design solutions to transform them into more integrated, mixed-use, pedestrian-friendly and multimodal nodes. Providing both short-term and long-range interventions, the overriding goal of the study was to keep traffic off of BBR by making the thoroughfare network surrounding each of these nodes more robust.

The DPZ report also illustrated the need for the City to engage the other agents of change in the area, such as the two neighboring counties, to encourage development patterns that increase regional mobility and connectivity, and help reduce vulnerability to climate change/natural disasters.

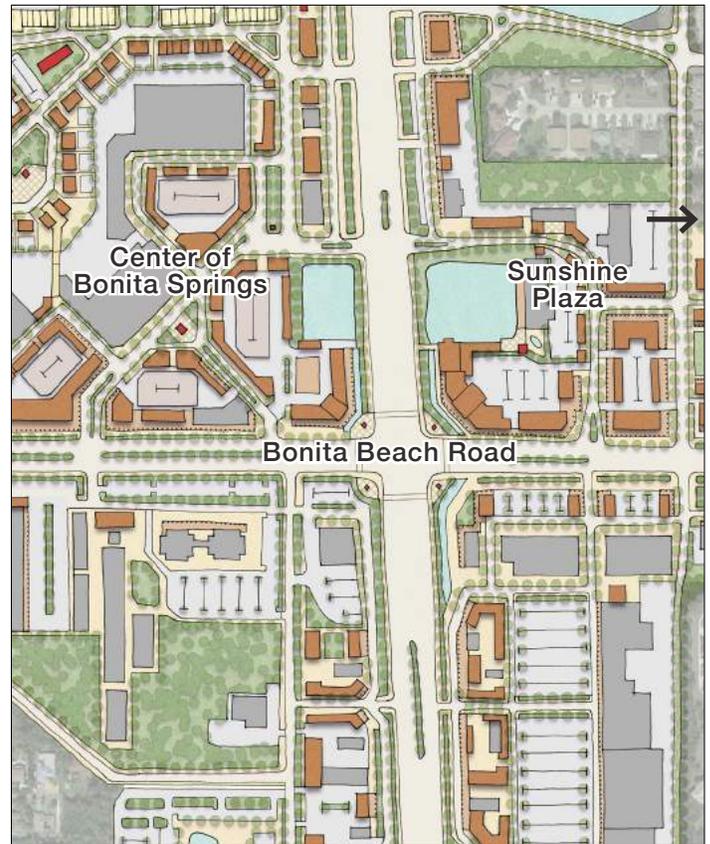
The visioning study inspired the City to retain DPZ to assist in reviewing development proposals along BBR to ensure adherence to the new vision. The City also selected DPZ to produce a Form-Based Code for the downtown.



B.2. Examples of Successful Projects That Demonstrate Project Approach and Format



Existing



Proposed



B.2. Examples of Successful Projects That Demonstrate Project Approach and Format

LEGACY TOWN CENTER

Location / Size

Plano, TX / 150 Acres

Project / Client Type

Office Park Retrofit / Private

Date / Status

1998 / Built

Public Involvement

N/A

Weblink to Report

[https://dpz.egnyte.com/dl/](https://dpz.egnyte.com/dl/EbtqXoqYYn/9808-Booklet.pdf_)

[EbtqXoqYYn/9808-Booklet.pdf_](https://dpz.egnyte.com/dl/EbtqXoqYYn/9808-Booklet.pdf_)



Comprising primarily multi-acre parcels of office land use, Legacy Park houses the world headquarters of such corporations as EDS, JC Penney, Dr Pepper and Frito-Lay. The town center includes a 400-room convention hotel; 500,000 square feet of retail and entertainment space; 2,400 units of multi-family housing; and a minimum of 3.5 million square feet of additional office space.

The project has been successful in enhancing the quality of life for the Legacy Town Center tenants and their employees. The campus population is approaching 30,000 and is planned to expand to 100,000 people. The new town center will offer the workers the convenience of shopping, dining, and living within a short distance of their workplace, in a lively, pedestrian-friendly environment.

A 3-acre park will provide space for outdoor concerts and recreation. Parking can easily be accommodated by surface parking lots or future parking structures hidden within the interiors of the large blocks.

Legacy Town Center is designed to function as the center for the surrounding suburban areas. Its location along the North Dallas Tollway - a major highway connecting to the downtown area that could one day feature a light rail line - makes it ideally positioned to serve the region at large.



B.2. Examples of Successful Projects That Demonstrate Project Approach and Format



B.2. Examples of Successful Projects That Demonstrate Project Approach and Format

DOWNTOWN BIRMINGHAM MASTER PLAN

Location / Size

City of Birmingham, MI

Project / Client Type

Master Plan (including an Implementation Plan)

Date / Status

1996, 2014 / Complete

Public Involvement

Public meetings, municipal and public input/review

Weblink to Report

https://dpz.egnyte.com/dl/Jzfg3cKySX/9525-Downtown_Birmingham_2016_Booklet_Small.pdf



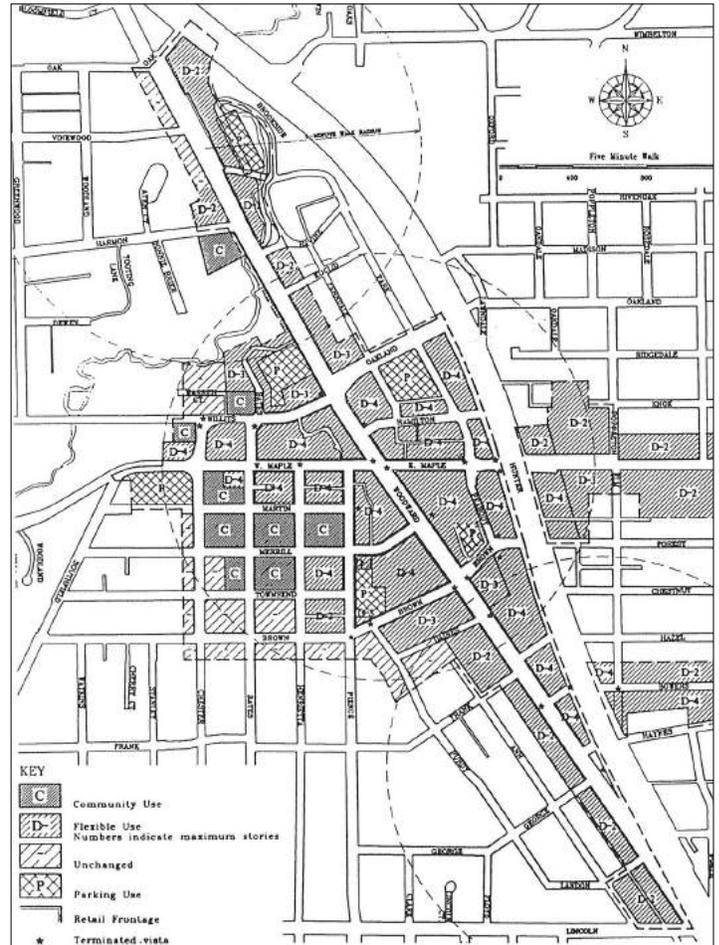
During a week long charrette DPZ, together with local consultants, collaborated with the City of Birmingham to plan Downtown Birmingham to 2016. Benefiting from effective community engagement during the process the adopted plan served as a strategic guide though the next two decades of the City's development.

At the request of the City Commission and Planning Board, Andrés Duany returned to Birmingham in 2014, to review the Birmingham 2016 Plan's implementation. Over the course of three days, DPZ and consultant Bob Gibbs held meetings with authorities, stakeholders, developers, and residents.

Responding to concerns, DPZ shared observations, made recommendations, and emphasized the need to plan for the next generation. Opportunities which were identified included:

- Improved streetscape, infrastructure and civic spaces.
- Review and, when necessary, expand the parking
- Library Plaza Improvements.
- Targeted interventions to activate the Shain Park area.
- Complete the Booth Park Connector.
- A highway link connecting northeast and northwest.
- Transform 555 Building into a new landmark gateway.

In 2019, DPZ was re-engaged by the City to update the Master Plan for the entire City of Birmingham.



B.2. Examples of Successful Projects That Demonstrate Project Approach and Format



B.3. List of Clients for Whom Similar Work Has Been Done

List of Clients for Whom Similar Work Has Been Done

DPZ is pleased to provide below a list of clients for whom we have done work similar in scope to that contemplated in the RFP. As required by the RFP, the list includes each client's contact name and phone number.

1. **Project:** Bonita Beach Road Land Use Study
Contact: Arleen M. Hunter AICP, City Manager
Organization: City of Bonita Springs, Florida
Address: 9101 Bonita Beach Road, Bonita Springs, FL 34135
Telephone: 239 949 6262

2. **Project:** Legacy Town Center
Contact: Art Lomenick, Principal
Organization: The Integral Group
Address: 191 Peachtree Street NE Suite 4100 Atlanta, GA 30303
Telephone: 404 224 1865

3. **Project:** Downtown Birmingham Master Plan
Contact: Mark Nickita, Former Mayor (presently Commissioner)
Organization: City of Birmingham, Michigan
Address: 151 Martin Street, Birmingham, MI 48012
Telephone: 313 963 6687 Ext. 2

4. **Project:** Mashpee Commons
Contact: Arnold B. "Buff" Chace, Jr., Managing Partner
Organization: Cornish Associates
Address: 46 Aborn Street, 4th Floor, Providence, RI 02903
Telephone: 401 421 0254

5. **Project:** Legacy Town Center
Contact: Art Lomenick, Principal
Organization: The Integral Group
Address: 191 Peachtree Street NE Suite 4100 Atlanta, GA 30303
Telephone: 404 224 1865

DPZ of course may provide other client references if required by the Town.

C. FEES



The Town Center at Rosemary Beach, Walton County, FL

C.1. A Not-to-exceed Fee for Each Phase of the Project

Proposed Not-to-Exceed Fee by Project Task (Phase)

The DPZ team is pleased to submit, for the Town of Erie's consideration, our proposed fee and fee structure by Project Task (Phase) to undertake the scope described in the preceding section.

The proposed fee – comprising those for DPZ, CGI, and ECONW – is **U.S. Dollars Three Hundred Fifty Three Thousand Eighty (\$353,080.00)**, excluding expenses, to be structured as follows:

- \$49,512 as a non-refundable retainer, covering Task 1 Project Initiation and a portion of Task 2 Development Diagnostics and Market Study; Pre-Charrette Tasks and Preparations, due upon signing of the Agreement;
- \$58,123 due upon completion of Task 2 Development Diagnostics and Market Study; Pre-Charrette Tasks and Preparations;
- \$155,870 due upon completion of Task 3 Milestone Task: Four Corners Master Plan Charrette, due on the last day of the Charrette;
- \$67,125 due upon submission of the Draft Four Corners Master Plan Report under Task 4; and
- \$22,450 due upon submission of the Final Four Corners Master Plan Report under Task 5.

As noted above, the proposed fee above is that for DPZ, CGI, and ECONW. They do not include any cost for third-party consultants retained by the Town nor the developers, your agents nor your partners, nor expenses for items arranged by the Town nor by the developers. Detailed tables of man-hour allocation and dollar value for time per Task (Phase) of the scope of work, per team member firm, are provided on pages 59 - 61.

(Right)
*The Town Center at DPZ's Westhaven,
Franklin, TN*



C.2.Man-hour Allocation and Dollar Value of the Time for Each Phase of the Scope of Work

DPZ - Man-hour Allocation and Dollar Value of the Time for Each Phase of the Scope of Work

TASKS	Hourly Rates (2019 - 2020)												SUB-TOTALS				
	MATTHEW J. LAMBERT Partner-in-Charge		GALINA TACHIEVA Senior Planner		F. XAVIER IGLESIAS Project Manager		JUDITH L BELL Senior Designer		CHRISTOPHER RITTER Senior Designer/Illustrator		ANDREJS GALENIKS Planner/Designer		CAMILLE CORTES Designer		GRAHAM I. JONES Planner		
	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	
Task 1																	
Project Initiation (Weeks 1 - 6)																	
1.1 Project Initiation Team Work Session and Site Tour	16	\$5,200.00	0	\$0.00	16	\$4,400.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$9,600.00
1.2 Base Plan Information, Data Gathering, and Review	16	\$5,200.00	0	\$0.00	16	\$4,400.00	16	\$3,600.00	0	\$0.00	0	\$0.00	24	\$2,880.00	24	\$2,400.00	\$16,480.00
Task 2																	
Development Diagnostics and Market Study, Pre-Charrette Tasks and Preparations (Weeks 3 - 8)																	
2.1 Milestone Deliverable: Development Diagnostics and Market Study	16	\$5,200.00	0	\$0.00	24	\$6,600.00	24	\$5,400.00	0	\$0.00	0	\$0.00	24	\$2,880.00	24	\$2,400.00	\$22,480.00
2.2 Pre-Charrette Preparations	8	\$2,800.00	0	\$0.00	20	\$5,500.00	0	\$0.00	0	\$0.00	0	\$0.00	20	\$2,400.00	20	\$2,000.00	\$12,500.00
Task 3																	
Milestone Task: Four Corners Master Plan Charrette (Weeks 9 - 10)	70	\$22,750.00	70	\$21,000.00	70	\$19,250.00	90	\$20,250.00	100	\$20,000.00	100	\$12,000.00	101	\$12,120.00	101	\$10,100.00	\$137,470.00
Task 4																	
Milestone Deliverable: Draft Four Corners Master Plan Report (Weeks 11 - 20)																	
4.1 Draft Four Corners Master Plan Report Preparation and Submission	20	\$6,500.00	16	\$4,800.00	40	\$11,000.00	48	\$10,800.00	32	\$6,400.00	16	\$1,920.00	60	\$7,200.00	60	\$6,000.00	\$54,620.00
4.2 Draft Four Corners Master Plan Report Review with the Town and Developers	16	\$5,200.00	0	\$0.00	8	\$2,200.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$7,400.00
Task 5																	
Milestone Deliverable: Final Four Corners Master Plan Report (Weeks 21 - 24)	16	\$5,200.00	0	\$0.00	32	\$9,800.00	18	\$4,050.00	0	\$0.00	0	\$0.00	20	\$2,400.00	20	\$2,000.00	\$22,450.00
TOTALS	178	\$7,950.00	86	\$25,800.00	226	\$62,150.00	196	\$44,100.00	132	\$26,400.00	116	\$13,920.00	249	\$29,880.00	249	\$24,900.00	\$285,000.00

C.2.Man-hour Allocation and Dollar Value of the Time for Each Phase of the Scope of Work

CGI - Man-hour Allocation and Dollar Value of the Time for Each Phase of the Scope of Work

TASKS	PAUL CRADTREE		BILL HUSSEY																SUB-TOTALS			
	Principal, PE		Project Engineer (IT)																			
Hourly Rates (2019 - 2020)																						
		\$225.00		\$110.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00						
		Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	
Task 1	Project Initiation (Weeks 1 - 6)																					
1.1	Project Initiation Team Work Session and Site Tour		16	\$3,600.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
1.2	Base Plan Information, Data Gathering, and Review		16	\$3,600.00	16	\$1,760.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Task 2	Development Diagnostics and Market Study: Pre-Charrette Tasks and Preparations (Weeks 3 - 8)																					
2.1	Milestone Deliverable: Development Diagnostics and Market Study		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
2.2	Pre-Charrette Preparations		8	\$1,800.00	8	\$880.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Task 3	Milestone Task: Four Corners Master Plan Charrette (Weeks 9 - 10)																					
			64	\$14,400.00	8	\$880.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Task 4	Milestone Deliverable: Draft Four Corners Master Plan Report (Weeks 11 - 20)																					
4.1	Draft Four Corners Master Plan Report Preparation and Submission		8	\$1,800.00	8	\$880.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
4.2	Draft Four Corners Master Plan Report Review with the Town and Developers		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Task 5	Milestone Deliverable: Final Four Corners Master Plan Report (Weeks 21 - 24)																					
			0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
TOTALS			112	\$25,200.00	40	\$4,400.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00

Note: Some hour entries have been rounded.

C.2.Man-hour Allocation and Dollar Value of the Time for Each Phase of the Scope of Work

ECONW - Man-hour Allocation and Dollar Value of the Time for Each Phase of the Scope of Work

TASKS	TYLER BUMP		ERIK BAGWELL		ANGELICA TRUE		Hourly Rates 2019-2020		SUB-TOTALS						
	Project Director		Project Manager		Research Analyst										
	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee					
		\$195.00		\$145.00		\$85.00		\$0.00		\$0.00					
Task 1	Project Initiation (Weeks 1 - 6)														
1.1	12	\$2,340.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$2,340.00
1.2	10	\$1,950.00	28	\$4,060.00	38	\$3,230.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$9,240.00
Task 2	Development/Diagnostics and Market Study; Pre-Charrette Tasks and Preparations (Weeks 3 - 8)														
2.1	23	\$4,485.00	80	\$11,600.00	30	\$2,550.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$18,635.00
2.2	6	\$1,170.00	6	\$870.00	8	\$680.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$2,720.00
Task 3	Milestone Task: Four Corners Master Plan Charrette (Weeks 9 - 10)														
	16	\$3,120.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$3,120.00
Task 4	Milestone Deliverable: Draft Four Corners Master Plan Report (Weeks 11 - 20)														
4.1	5	\$875.00	10	\$1,450.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$2,425.00
4.2	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$0.00
Task 5	Milestone Deliverable - Final Four Corners Master Plan Report (Weeks 21 - 24)														
	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$0.00
TOTALS	72	\$14,040.00	124	\$17,980.00	76	\$6,460.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	\$38,480.00

Note: Some hour entries have been rounded.

C.3. Anticipated Expenses Items

Anticipated Reimbursable Expense Items

Reimbursable expenses will be in addition to the above fees and include, as appropriate, the costs of airfare and other transportation, accommodations, meals, postage, delivery, market data purchase, reprographics, and other costs incurred by DPZ, CGI, and ECONW in our service to the Town and/or the developers. An estimate of these expenses, comprising U.S. Dollars Twenty Six Thousand Nine Hundred Twenty (\$26,920.00), is provided below.

Estimate of Reimbursable Expenses

REIMBURSABLE EXPENSES	ESTIMATE (USD)
Travel and Associated Costs (includes Transportation, Meals, and Lodging)	
Project Initiation	1,900.00
Charrette	19,500.00
Town Project Team Meeting and Draft Report Review	920.00
Post-Charrette Presentations	1,900.00
Charrette Studio, Equipment, and Supplies	
Charrette Studio Space Rental	0.00
Charrette Studio Furniture Rental (included with Studio Space)	0.00
Charrette Audio Visual Equipment Rental (included with Studio Space)	0.00
Charrette Videography	0.00
Charrette Reprographics	500.00
Charrette Studio Drafting and Office Supplies	1,200.00
Charrette Studio Equipment (e.g. Printer/Copier, Plotter, etc.)	0.00
Other Costs (Market Data, Reprographics, Production, Etc.)	1,000.00
TOTAL	\$26,920.00

The expenses as calculated and presented above are a “best estimate” of costs; as the Town would acknowledge, airfares, hotel rates, etc. tend to fluctuate significantly, and the expenses have been prepared referring to prevailing rates at the time of preparation of the estimate. In preparing this estimate, DPZ also has assumed – as noted above – that certain Charrette-related logistics and their associated costs (if any) are to be provided by/shouldered by the Town, the developers, and/or other local stakeholders. Such items that we assume the Town/local community would provide directly include, but are not limited to, the Charrette studio space (i.e. at a suitable local office/workspace, in an empty storefront, or other similar space which then Town and/or the developers might already control) and other meeting spaces as required; office/studio furniture and equipment (e.g. worktables and chairs, reprographic equipment, A/V equipment, local Internet connection, etc. – which the Town and/or the developers might already own), Charrette videography, etc.

Expenses may further be reduced should the Town and/or local businesses also have the ability to provide other related services and products (e.g. hotel rooms; meals for the team while in Erie, etc.) either comp’d or at discounted rates.

C.4. Overall Project Cost

Overall Project Cost

Summarizing the figures provided in Sections C.1, C.2, and C.3, the overall Project cost – as tabulated below – comprises U.S. Dollars Three Hundred Eighty Thousand (\$380,000.00).

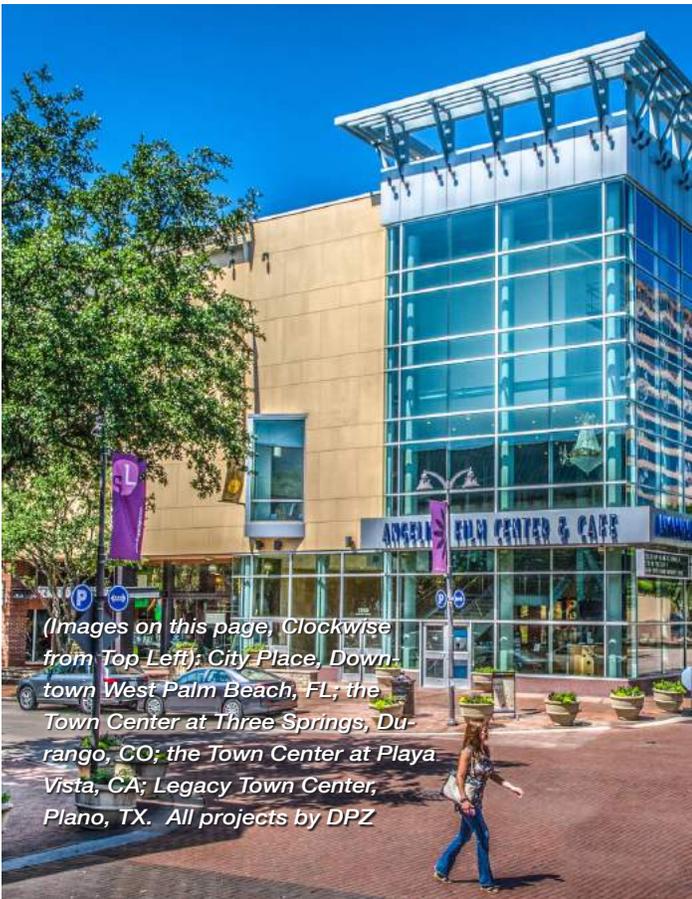
	US\$
• Proposed Professional Services Fee	353,080.00
• Estimated Reimbursable Expenses	26,920.00
TOTAL	\$380,000.00

Additional deliverables that are one-time products, such as physical scale models, or finite services, such as branding/marketing, the production of a project video/ brochure, and/or other additional Project material, are to be priced on a case-by-case, hourly, or lump sum basis; the cost for these are not included in our fee proposal above.

DPZ would be happy to discuss our fee and expenses proposal vis-a-vis the proposed scope and deliverables with the Town and developers, e.g. explore opportunities for refining/modifying portions of the proposal to arrive at a lower cost if desired, should we be selected to undertake the work.

*(Below)
The Town Center at DPZ's Seaside,
Santa Rosa Beach, FL*





(Images on this page, Clockwise from Top Left): City Place, Downtown West Palm Beach, FL; the Town Center at Three Springs, Durango, CO; the Town Center at Playa Vista, CA; Legacy Town Center, Plano, TX. All projects by DPZ

APPENDIX



The Town Center at Prospect, Longmont, Colorado

Acknowledgment of Receipt of Addendum #1

The DPZ team acknowledges receipt of Addendum #1 to the RFP, issued by the Town on June 17, 2019. Per the Town's instructions, we consider the addendum to be part of the pre-qualification package as if originally included.

Statement of Compliance with the American with Disabilities Act of 1990

DPZ CoDESIGN, LLC is pleased to confirm our compliance with and agreement to continue to comply with, and assure that any subcontractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 USC 1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.



Pop-Up Shops at Norton Commons, Kentucky



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