

CITY OF KINGSTON PURCHASING DEPARTMENT BROWNFIELD OPPORTUNITY AREA STEP 3

CONSULTING SERVICE

MAY 22, 2014

May 22, 2014

Gregg Swanzey
Director, Economic Development & Strategy Partnership
City of Kingston
420 Broadway
Kingston, NY 12401

Re: Kingston Brownfield Opportunity Area Step 3

Dear Mr. Swanzey:

Redevelopment of the Kingston waterfront is a tremendous catalyst for the City's future. This project is an exciting opportunity to reclaim our waterfront and unlock its full potential as a distinctive destination of community, commerce, culture and habitat. Located at the intersection of the Roundout Creek and the Hudson River, the Kingston waterfront has a storied industrial past prime for remediation and reimagining. As a Rondout property owner and resident, I am deeply rooted in Kingston and believe strongly in the community and potential of this waterfront. Daniel Windsor and I are proud to submit this team that we collectively believe will develop an innovative redevelopment plan that forges design, technical expertise and community collaboration.

At every site, we begin with a rigorous effort to understand the needs of our clients, the potentials of each site and the long-term influences and opportunities provided by the specific context of surrounding conditions, services and users. We translate that information into accessible, illustrative materials that enable the most interesting and productive of working sessions – with owners, developers, multifaceted teams, agency and community participants as required. With the Step 3 BOA processes we will shepherd the best feasible ideas and implementation strategies into an actionable Final Brownfield Opportunity Area Plan.

We are planners with a twenty-five year portfolio of waterfront projects up and down the East Coast and internationally, and bring an outstanding team of urban designers and specialist consultants with whom we have worked extensively in New York State and around the Great Lakes, including key team members from our current Buffalo Outer Harbor team. Perkins+Will has recently completed the BOA Step 2 Plan for Newtown Creek in New York City and brings years of brownfield redevelopment strategy to the table.

We have compiled a unique group of experts who not only have extensive waterfront and BOA experience but also are at the forefront of innovative design, real estate, financing and habitat thinking. Perkins+Will will be managing the project, leading the design efforts and, by leveraging my local knowledge, we will champion the community engagement to ensure this is a community led project. Complementing our design efforts is Kate Orff, Principal of Scape Landscape Architecture, bringing to this project an award-winning, boldly sustainable approach to reinforce the power of the public realm, habitat and urban design. Bonnie Harken of Nautilus brings years of waterfront real estate strategy to help unlock the development potential and ensure an appropriate balance. Jones Lang LaSalle will validate our development assumptions by testing market absorption and helping develop sustainable financing models. JLL has worked in Kingston on the redevelopment of the former IBM campus, a 2.5 million-square-foot complex on a 256-acre campus and understands the local market. Our design and financial work will be backed up by extensive technical capacity through URS and Watts Engineering, who most recently completed the South Buffalo BOA Step 2 Plan together. URS, who has years of BOA and Environmental Impact Statement projects under their belt will be leading the SEQR review and reporting process while Watts will be supporting the team with civil, infrastructure and transportation engineering consulting.

The Kingston Brownfield Opportunity Area Step 3 Project offers an amazing opportunity to repurpose an area historically devoted to workingwater uses, with a reimagining of the waterfront. We would be honored to collaborate with your team to envision the right plan for the Kingston Waterfront.

Thank you for your consideration of our team.



Robin Guenther FAIA LEED AP
Principal
Perkins+Will



Daniel Windsor
Associate
Perkins+Will

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PROJECT APPROACH



Unlocking Kingston's Waterfront Potential

INTRODUCTION

The City of Kingston, New York (The City) is seeking a team of consultants to produce the most viable Redevelopment Implementation Plan for their Brownfield Opportunity Area (BOA) located along the Rondout Creek and Hudson River waterfronts. The reclamation of precious waterfronts are often an important catalyst to greater redevelopment of many postindustrial cities in the Northeast; and Kingston is no exception. The cleanup and reuse of old industrial properties for public or private purposes will allow for growth well outside the immediately affected area and can be a significant addition to the local tax and employment base. The Perkins+Will (P+W) team is very excited to have the opportunity to turn the visions set forth

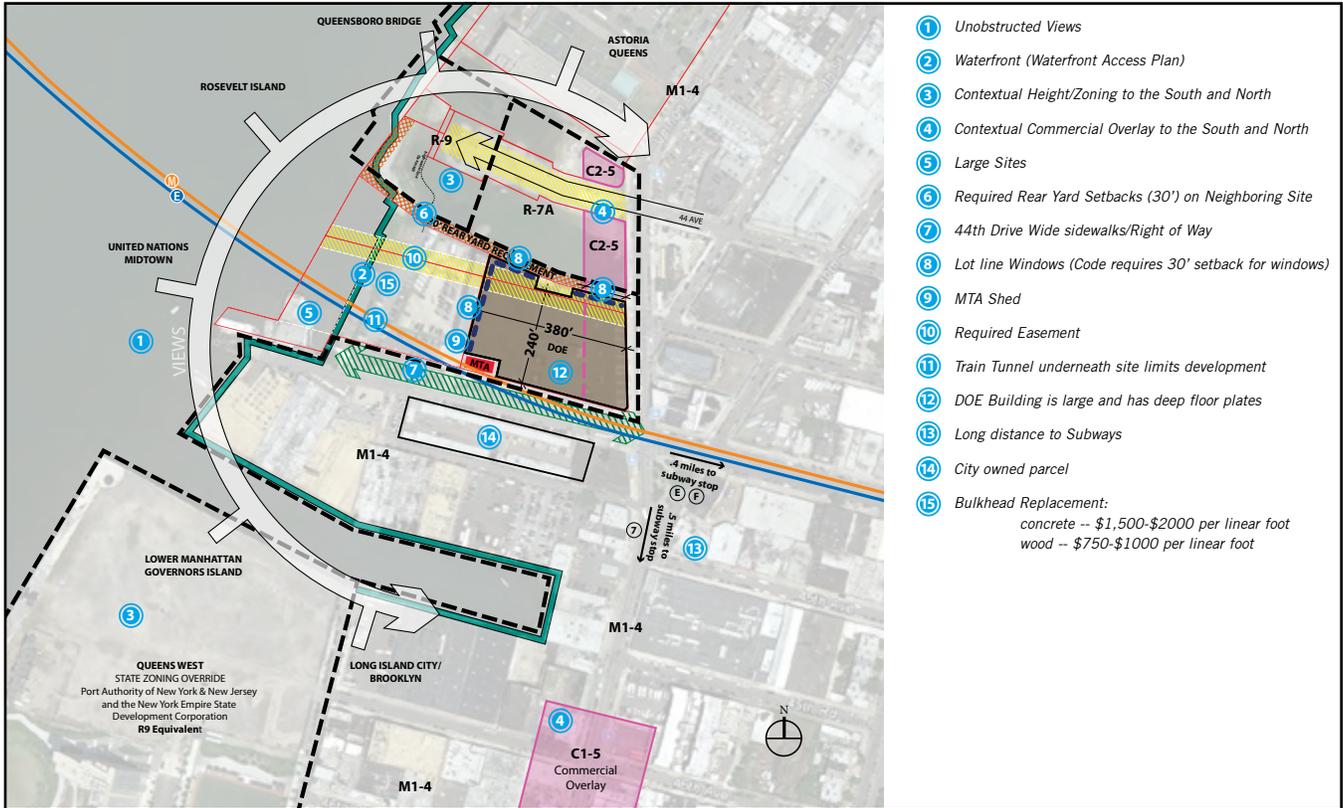
in earlier steps of the process into a fundable and implementable plan that will finally turn around an area that was identified almost 2 decades ago.

Task 1: Project Startup

Upon award the P+W team will validate the scope and schedule at the initial kick-off meeting, working with the City and the New York State (NYS) Department of State (DOS) to adjust project and contract requirements to ensure that the current documents outline a successful implementation planning process. The City and DOS will provide background information, outline goals and objectives and will work with the P+W team to define key protocols for on time delivery and decision making. The kick-off meeting will be held along with a comprehensive site visit that will

include key stakeholders which allows multiple perspectives and inputs to be shared right from project startup. The following topics, and potentially others, will be finalized at the kick-off meeting:

- Project scope;
- Study area boundary;
- Community participation and visioning process;
- Project goals and objectives;
- Existing relevant information (maps, reports, etc.);
- BOA Nomination Report;
- Access to information on past or current projects related to the NYS Brownfield Cleanup program, the Environmental Restoration Program, the Volunteer Cleanup Program, Superfund, and petroleum spills, including DEC's on-line databases, GIS maps, site



Opportunities and Constraints Diagram- NYCEDC LIC Assemblage

- summary sheets for key projects, etc.;
- Responsibilities of the participants (City, Consultant, and DOS);
- Coordination required with the Army Corps of Engineers and other agencies that study maritime and marine issues;
- Role of engineers working on flooding, storm water systems and related issues;
- Time frames and deadlines;
- New York State Environmental Quality Review Act (SEQRA) requirements;
- Expected products.

The first month after award will be used to mobilize project teams, establish protocols, set agendas and required attendees for internal City/DOS meetings and create base files of the BOA and agreed upon surrounding context. This time will also be used to review existing background information and raise questions and issues of missing or

required additional information. The P+W team will use this first month to lock in future interagency workshop and community engagement dates with the key stakeholders. It will be critical to identify who are the key stakeholders and schedule their time early to assure critical paths are set and steering the project in the effective direction. This will include identifying the stakeholders who will participate in the interagency workshops.

Duration: 1 Month

Deliverables: Approved project outline completed and distributed to scoping participants.

Task 2: Interagency Workshops

We will conduct up to six (6) interagency workshops with key stakeholders from the appropriate local, county, state and federal agencies. The number of interagency

workshops will be finalized at the kick-off meeting and key participants will be identified at that time. The interagency meetings will be held roughly every three (3) months and will be planned around other key project meetings to optimize each trip. These workshops will be critical to not only keep agencies up to date on project progress but also to allow agencies to weigh in on various government programs, services, and potential financing that could be beneficial to advancing the plan. It will be essential to establish the frequency and the dates for each of these meetings to allow enough time to schedule and plan for the proper participation.

Duration: 6 Interagency Workshop (to be approved during Task 1)

Deliverables: Workshop participation and associated preparation for the workshops.

Task 3: Community Participation

The Community and Public will be engaged early and often to ensure that this plan is a reflection of the people and businesses who will use and benefit from the revitalization of the Brownfield Opportunity Area. P+W team leader, Robin Guenther, a local resident and Historic Landmarks Preservation Member, is committed to the Kingston Community and will lead our outreach efforts. The nature of the outreach will transition from informing, listening and participation to synthesizing, supporting and presenting. This will ensure a holistic approach and a system of checks and balances to produce a community driven plan. We will build off of the existing list of the local steering committee used in the Step 1 and Step 2 BOA reports but will also seek out those voices and stakeholders who have been yet to be heard; this has been a long process so there may be many who have not been a part of the earlier stages of this planning effort.

The P+W Team proposes up to 11 steering committee meetings over the length of the contract and One (1) Public Meeting. The community participation will occur on a monthly basis through the implementation strategy period and becomes less frequent during the production of the Final BOA Plan. These meeting dates will be established in Task 1 and if these dates are required for unseen reasons to change we will provide DOS two (2) weeks advanced notice. Public participation shall include, at a minimum:

- The use of a local steering committee to guide the plan's preparation;
- The preparation, update and maintenance of a community contact list that includes the names, addresses, telephone numbers, and e-mail addresses of individuals and

organizations with a stake in the proposed action to be used on a regular basis to keep the contacts informed of progress of the plan. We propose to use a web based service, such as Mail Chimp, to organize the mailing list and create, email blast and track our list.

- The presentation/review of the draft Nomination, and review of the community's vision statement, goals and objectives, existing conditions; strategic brownfield sites, and the analysis and findings; and
- A public presentation and informational meeting on the draft implementation strategy that describes, and allows feedback on, establishing future uses and implementation techniques for revitalization.
- Our preliminary outline of community engagement strategies is as follows (to be developed with the City and DOS):
 - Steering Committee Meeting 1: An introduction to your Team. Defining the Goals. Outlining the process to come, reporting of critical findings and background information.
 - Steering Committee Meeting 2: The
- Planning Game - allows steering committee a hands on experience in planning and to move "pieces" representing projects around a "board" and highlight urban design strategies and location of strategic sites.
- Steering Committee Meeting 3: Design Team Concept Review. Allow committee to comment on early strategic moves.
- Steering Committee Meeting 4: Land Use and Economic Benefits. Special focus on economic benefits and financial trade-offs for various redevelopment scenarios.
- Steering Committee Meeting 5: Design Alternatives Iteration 1: Pre-public meeting to see full iteration of site plan alternatives.
- Public Presentation: Town Hall forum to inform the general public about the process of the BOA Step 3 and present draft implementation strategy. Allowing ample time for public commentary, break out groups and for ideas to be recorded.
- Steering Committee Meeting 6: Review of Community Commentary. Synthesis



Community Driven Planning

of public comments with all input recorded.

- Steering Committee Meeting 7: Zoning and Other Local Laws Review. Finding opportunity within the regulatory framework.
- Steering Committee Meeting 8: Design Alternatives Iteration 2: Updated alternatives. Final opportunity for steering committee to make suggestions of items to be incorporated into the implementation strategy.
- Steering Committee Meeting 9: Final Iteration - Presentation of the design alternatives and the implementation strategies. Description of upcoming GEIS and BOA Plan.
- Steering Committee Meeting 10: GEIS and BOA Plan update. Keeping the steering committee up to date on the team's process and the plan's evolution.
- Steering Committee Meeting 11: GEIS and BOA Plan update. Keeping the steering committee up to date on the team's process and the plan's evolution.

Duration: 11 Stakeholder Meetings and 1 Public Presentation (to be approved during Task 1)

Deliverables: An approved outline and summary description of the community participation plan.

Task 4: Implementation Strategy

During this Task, the P+W Team will establish specific techniques that will ensure the plan's objectives for the proposed BOA and strategic brownfield sites are achieved. This implementation strategy will include specific techniques, range of projects, local management structure, and other actions that are necessary to achieve the desired revitalization objectives. The Implementation Strategy in the proposed BOA, will include actions categorized and described in priority order to include the short-,

intermediate-, and long- term private and public actions, and investments necessary to redevelop the area or achieve the desired changes. These techniques will be evaluated against cost, schedule and the necessary regulatory framework needed to achieve them. The following sub-tasks will be used to establish these techniques:

A. Definition and Description of Future Land Use-

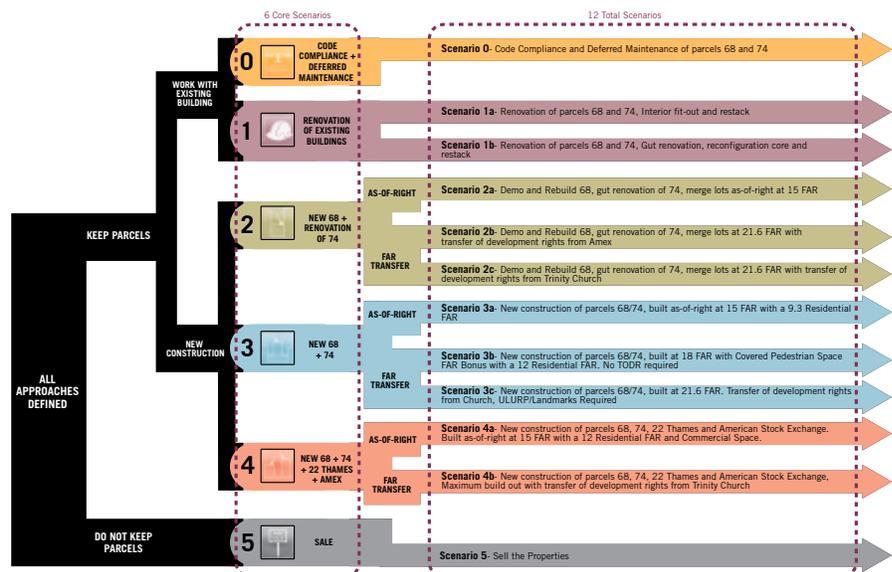
We will prepare a narrative of the most appropriate range of future land uses for the entire BOA along with individual strategic sites based on the area-wide analysis; including the economic and market trends analysis, community outreach and informational meetings, consultations with government agencies, and discussions with private-sector interests. The P+W Team will translate the proposed uses into a synthesized Land Use Map that highlights appropriate adjacencies and urban design and planning strategies. The future land uses should be characterized in terms of, including but not limited to; residential, commercial,

retail, industrial and manufacturing, parks, marine uses, dedicated open space, and cultural and institutional uses. Beyond basic land uses the P+W Team will suggest densities that are appropriate for the given context and create a critical mass necessary to reestablish the BOA as a viable commercial area of the city. The narrative will include a narrative of the range of improvements necessary to establish the future uses in terms of supporting infrastructure, utilities, transportation systems, parking lots or garages, and any other associated improvements or upgrades.

a. Reuse of Strategic Sites: Cost Benefit Scenario-

The P+W Team understands the importance of validating a concept with further analysis and a financial evaluation to fully understand how best to redevelop a site and efficiently utilize resources. Each strategic site that are of the highest priority for redevelopment will be evaluated to include:

i.-Range of most appropriate and



Redevelopment Decision Tree- Trinity Real Estate



Scenario Development Guidelines- Hudson Square

realistic land uses;

- ii.-The economic benefit (in terms of tax revenues, jobs created, and associated economic generators);
- iii.-Necessary or desired range of improvements needed to support the proposed development alternatives;
- iv.-The magnitude of overall costs for comparative purposes;
- v.-Associated issues and impacts; and;
- vi.-Overall advantages and disadvantages.

b. Design Alternatives and Illustrations for Strategic Sites-

We will develop up to three (3) site plan design alternatives for the strategic sites to demonstrate where identified end-land uses including buildings, structures, locations or point of vehicular and pedestrian ingress and egress, associated parking areas, landscaping, walkways, and site drainage could be located.

B. Land Use Implementation Techniques to Ensure Desired Land Use-

In order to ensure the desired land uses are included, the regulatory framework will need to be evaluated and modified. These techniques may include but are not limited to:

a. Zoning and Other Local Laws-

The P+W Team will create the appropriate narrative to describe the need for new, or necessary revisions to existing; zoning, site plan review and any other local laws to ensure desired land uses are included in the proposed BOA and at strategic sites.

b. New or Modifications to Existing Economic Districts or Designations-

If necessary, the P+W Team will write narratives for new, or will modify existing, districts or designations with the intention to spur investment, redevelopment, and revitalization such as Community Development Areas, Business Improvement Districts or other potential area or sub-area designations.

c. Design Standards and Guidelines-

The P+W Team will develop any necessary design standards and/or guidelines necessary to ensure that the future development and associated buildings, open space

and infrastructure are compatible with the site, adjacent land use, and overall community character.

d. Graphics and Illustrative Materials-

The P+W Team will create all necessary graphic material to convey design intent and communicate the redevelopment scenario. These may include but are not limited to plans, elevations, sections, 3d Massings with the understanding that multiple audiences will need to be able to understand the range of information included.

C. Implementation Projects-

The P+W Team will identify specific, realistic projects to revitalize the proposed BOA, including, but are not limited:

a. Construction Ready Projects-

We will identify specific projects that appear to be feasible and are likely to be implemented to revitalize the BOA that may include:

- i. Redevelopment Projects;
- ii. Transportation Improvement Projects;
- iii. Infrastructure and Utility Improvement Projects;
- iv. Public Improvement Projects;
- v. Environmental Improvement Projects.

b. Preconstruction Activities-

The P+W Team will outline the necessary processes and activities for the construction ready projects listed above. These may include, but are not limited to:

- i. Conceptual design;
- ii. Final design;
- iii. Construction documents;
- iv. Bid documents;

- v. Permitting and other approvals;
- vi. Environmental Impact Assessments and declarations;
- vii. Remedial investigations;
- viii. Action plans;
- ix. Site clean-ups;
- x. Title searches;
- xi. Land surveys;
- xii. Land acquisitions;
- xiii. Archeological investigations;
- xiv. Engineering assessments of infrastructure and buildings;
- xv. Site preparation.

c. Studies, Reports, Investigations, or Feasibility Assessments-

The P+W Team will determine studies, reports, investigations or initial feasibility assessments necessary to address any issues or to advance projects in the BOA that will assist in the expediting of preconstruction and construction activities listed earlier.

D. Local Management Structure to Implement BOA-

The P+W Team will identify the

designated agency and administrator who will be responsible for the overall management and coordination of the BOA and serve as the primary sponsor to lead and advance implementation projects. We will look at the various organizations the City could deploy and evaluate their structure to find the best fit. The appropriate agency may include, but is not limited to, Department of Economic Development or Planning, a Community Development Agency, Industrial Development Agency, Local (Re)development Corporation, or a Municipal Development Authority. The agency that takes the lead, especially if it is a newly created organization, such as a Redevelopment Authority, it would be appropriate to ensure that this agency has the authority to own and operate land and even to levy taxes in order to financially support the planned development. This type of agency is often the best type to keep designated districts such as the Kingston BOA financially viable over what could be a long development timeframe.

E. Regional, State, and Federal Actions and Programs for Implementation-

The P+W Team will coordinate with the various levels of government

and those programs necessary to achieve the specific objectives identified in the BOA. The programs may include technical assistance, financial assistance, and direct actions undertaken by an agency, such as road or park construction. These will be identified at the local, county, state and federal levels. The interagency workshops will be a valuable resource to complete this task.

F. Local Implementation Laws and Measures-

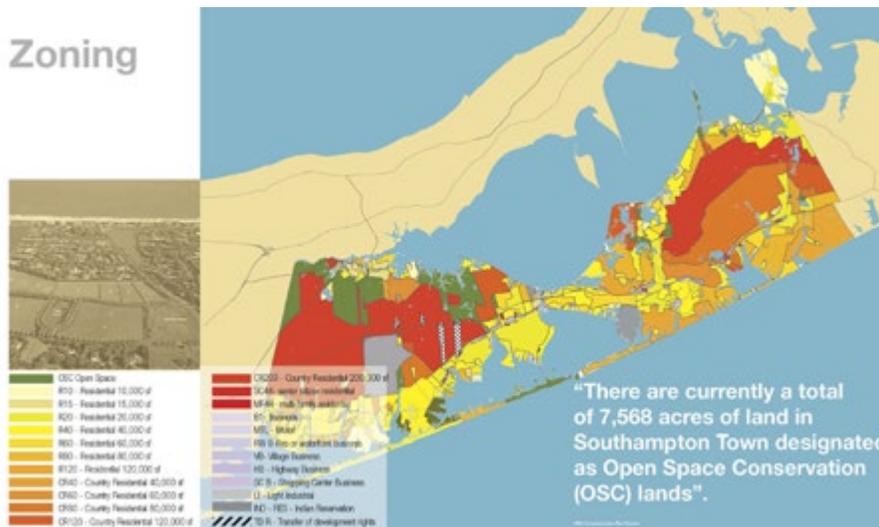
The P+W Team will create a running list of all local laws, regulations, standards, and other measures necessary for the implementation of the BOA Plan. We will work with the City and DOS for constant collaboration and review. The interagency workshops will be a valuable resource to complete this task.

G. NYS Environmental Quality Review Act Compliance-

The P+W Team will provide a narrative description of the significant steps and procedures that have been taken to comply with SEQRA while developing the BOA Plan; the designated Lead Agency and a description of the process to declare a Lead Agency, the completed environmental assessment forms, and the Determination of Significance regarding the proposed action.

Duration: 10 Months

Deliverables: Land Use Map, Strategic Sites Land Use Map, Strategic Sites Schematic Site Plan Design Layouts, Proposed Zoning Map, Conceptual drawings, Map of Implementation Projects, Implementation Strategy Narrative that satisfies GEIS requirements, list of local laws and regulation necessary for the implementation of the BOA Plan, NYS Environmental Quality Review Act Compliance Narrative.



Evaluating Regulatory Systems to understand opportunity- South Hampton

Task 5: State Environmental Quality Review.

The P+W Team has the capabilities and experience to perform the full range of State Environmental Quality Review Act (SEQRA) compliance services necessary for the Kingston Waterfront BOA Step 3 Implementation Strategy.

The P+W Team has been involved in numerous SEQRA reviews on behalf of municipalities and other public entities as well as private sector clients throughout New York State. The P+W Team capabilities range from preparation of a Negative Declaration for a small brownfield project on behalf of an industrial development agency to preparation of a Generic Environmental Impact Statement associated with large, complex (re)development projects. The SEQRA services the team can provide include preparation of environmental assessment forms (EAF); assistance during lead agency coordination; facilitation of involved agency meetings and public hearings; preparation of negative and positive declarations and public notices; preparation of scoping documents and facilitation of public scoping meetings; preparation of draft and final environmental impact statements (conventional and generic) and drafting findings statements. The team is ready to assist the City of Kingston with its SEQRA compliance needs as part of the Step 3 BOA.

Step 3 – Task 5 SEQR

For purposes of the BOA program, a Generic Environmental Impact Statement is an appropriate vehicle for SEQRA compliance and would typically be incorporated into the combined Nomination Study and Implementation Strategy. The GEIS offers several advantages for a BOA project such as setting forth specific conditions or criteria under which future actions will



Prioritizing Environmental Stewardship in the Hudson Valley

be taken. Through consultation with the NYS DOS and NYS DEC and review of the existing Step 2 Nomination Study, the team will determine the appropriate level of SEQRA compliance necessary for the Implementation Strategy phase of the project that will meet the procedural and substantive requirements of both SEQRA and the BOA program. Our team of environmental specialists in the Buffalo, New York office will conduct all of the necessary SEQRA activities necessary for the Implementation Strategy.

A. Environmental Assessment Form-

The project team will prepare Part 1 of the Full Environmental Assessment Form (EAF) on behalf of the City of Kingston. The P+W Team will use the newest (November 2013) EAF available from the NYSDEC website. Using a combination of information available in the Step 2 Nomination Study and the NYSDEC interactive form, the team will complete Part 1 in order for the City, as presumptive Lead Agency, to circulate the EAF to Involved Agencies, complete Lead Agency designation and make

a Determination of Significance.

Understanding the intent for the Step 3 to be written as a combined Implementation Strategy/Draft Generic Environmental Impact Statement, the EAF will provide enough information to lead to a Positive Declaration without attempting to justify a Negative Declaration.

B Lead Agency-

The P+W team will assist the City, as Lead Agency, with the SEQR Coordinated Review by drafting the Lead Agency solicitation letter for the City's review, use and circulation along with the Full EAF – Part 1.

C Determination of Significance / Positive Declaration-

The team will continue its support of the Coordinated Review by drafting a Determination of Significance for the City's use and filing. At this time it is presumed that the Determination of Significance will be drafted as a Positive Declaration; requiring preparation of the Generic Environmental Impact Statement (GEIS). The team will provide the client a draft for review and one round of revisions before the City issues the

Positive Declaration within 20 days of assuming Lead Agency status.

D Scoping-

Assuming a Positive Declaration and preparation of the GEIS, the project team will assist the City with public scoping. The team will first prepare a Draft Scoping Document for the City's review and one round of revision. The team will participate in one scoping session by presenting an initial outline of the Draft GEIS. The project team will facilitate the scoping session with a Power Point presentation describing the NYSDOS BOA program, the Kingston Waterfront BOA, the SEQR process (within the context of Step 3 BOA), and anticipated outline for the combined Implementation Strategy/Draft GEIS. Subsequent to the Scoping meeting, the project team will incorporate agency comments to finalize the Scoping Document and provide it to the City to issue within 60 days of the scoping session.

E Draft Generic Environmental Impact Statement-

The project team will prepare the Kingston Waterfront Step 3 BOA with the intent that a single report will

serve as a combined Implementation Strategy/Draft Generic Environmental Impact Statement (Draft GEIS). It is anticipated that most of the characterization of existing conditions (required for the Draft GEIS) will be utilized from the Step 2 Nomination Study. It is assumed that the Step 2 will be available as a WORD document. The environmental assessment efforts in Step 3 will provide the impact identification, potential mitigation actions and alternatives discussions as required by SEQR. The combined Implementation Strategy/Draft GEIS will include a reference table that links the minimum content of a Draft GEIS to the corresponding location or references in the BOA documents (Step 2 Nomination Study and Step 3 Implementation Strategy). The Draft GEIS is not a stand-alone document, but a section within the Step 3 report documenting how the combined report meets the SEQR requirements.

As appropriate, the project team will prepare and provide the City draft portions of the BOA Section 5 (SEQR documentation) for initial review. The project team will then

prepare the combined Implementation Strategy/Draft GEIS for one round of review and revise accordingly. Upon completion of revisions, the project team will provide the City the final combined Implementation Strategy/Draft GEIS enabling the City to make a determination of completeness and issue the Notice of Completion/Public Hearing Notice. This step will begin the public review period.

F. SEQR Notices-

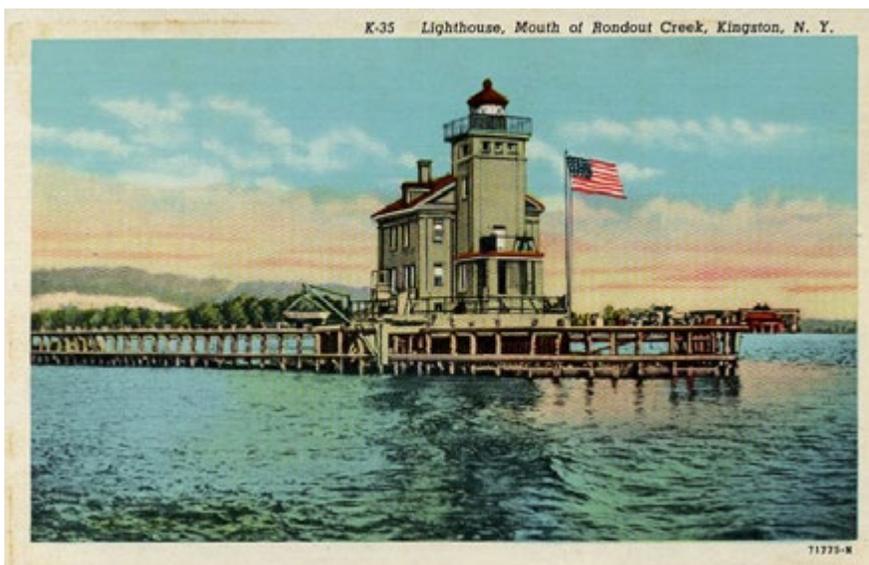
The project team will prepare and provide the City drafts for the applicable SEQR notices for the City's consideration and use in publishing and filing upon its acceptance of the Draft GEIS.

G. Final Generic Environmental Impact Statement-

The project team will support the preparation of the Final GEIS by participating on the public hearing on the Implementation Strategy/Draft GEIS and summarizing substantive comments received during the public comment period.

While it is not possible to determine the nature or volume for comments the City will receive on the combined Implementation Strategy/Draft GEIS, the project team will prepare the Final GEIS in accordance with SEQR Part 617 regulations by making minor revisions to the Draft GEIS narrative and preparing responses to substantive comments.

Since it is anticipated that there is no controversy related to the project, and that the City, NYSDOS, NYSDEC and project team will be working closely throughout the process. Therefore, a minimal amount of resources are dedicated to the Final GEIS. If multiple revisions, new subject matter or unanticipated comments are received during the public comment period, the project team will provide



Protecting the Kingston Waterfront History and Future

the City a proposed scope, cost and schedule of unanticipated additional work necessary to complete the combined Implementation Strategy/ Final GEIS.

H. Notice of Final GEIS.-

The project team will prepare and provide the City a draft of the SEQR notice of completion for the Final GEIS for the City’s consideration and use in publishing and filing.

I. SEQR Findings Statement-

In accordance with content requirements in the SEQR regulations (Part 617) the project team will prepare a draft Findings Statement for the City’s consideration and adoption.

Duration: 18 months

Deliverables: narrative describing how the requirements of the NYS Environmental Quality Review Act have been fulfilled and complied with, Part 1 of the full Environmental Assessment Form, Completed Environmental Assessment Form and letter requesting lead agency status, SEQRA Determination of Significance filled, written scope of issues to be addressed in draft GEIS, Complete DGEIS accepted as adequate for review, SEQRA notices, Complete Final GEIS

Task 6: Completion, Approval and Distribution of the BOA Plan

The synthesis of the various components will be a critical collaboration between our team, the City and DOS.

A. Draft Brownfield Opportunity Area Plan and Revised Executive Summary-

The P+W Team will prepare a draft Brownfield Opportunity Area Plan that includes the Nomination, the Implementation Strategy, and a revised Executive Summary and will reference appropriate sections of the GEIS. The revised Executive Summary shall include, in no more than fifteen (15) pages, the following:



Packaging: Newtown Creek BOA Step 2

- Project overview and description, including the study area boundary;
- The community’s vision for the study area including primary goals and objectives;
- Community participation techniques;
- Existing land use and key features;
- Economic and market trends;
- Key study area findings and redevelopment opportunities based on the analysis;
- Proposed land use for the entire study area, including strategic areas;
- Land use implementation techniques;
- Proposed projects for revitalization;
- Local management structure;
- Regional, State and Federal actions and programs for implementation.

The draft document will be reviewed by DOS and they will issue comments. We will submit five (5) copies, 3 hard copies and 2 electronic.

B.Print and Distribute Draft BOA Plan-

Upon the acceptance of the Draft BOA Plan and DGEIS by DOS, we will provide the City with 10 hard copies and 5 electronic copies for distribution to all agencies. All agencies will have 60 days to review and comment on the draft document. This 60-day review will correspond with the SEQRA review

process and draft GEIS.

C. Consultation on Comments Received-

After the 60-day review period, we will consult with the City and DOS to discuss the nature and scope of the responses to the comments received. The comments will be addressed in the Final BOA Plan and the Final GEIS, as appropriate. We will summarize the point of agreement regarding the nature of and extent of the revisions to the BOA Plan and GEIS.

Duration: 7 Months

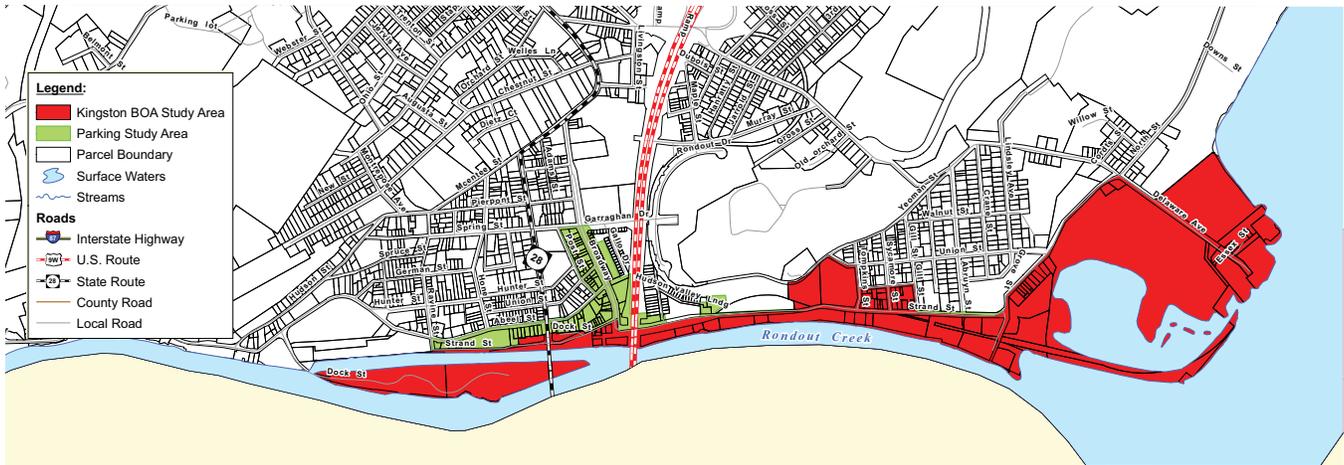
Deliverables: Draft BOA Plan, inclusive of the GEIS, revised Executive Summary, Letter summarizing points of agreement from consultation.

Task 7: Final Brownfield Opportunity Area Plan

We will finalize the BOA Plan taking into account comments received during the review period.

A. Preparation of the draft Final Brownfield Opportunity Area Plan-

We will prepare the draft Final BOA Plan which will include the Nomination, Implementation Strategy, Revised Executive Summary



Tremendous Opportunity at the Water- Step 2 BOA Nomination

and include the Final Generic Environmental Impact Statement. This draft will be submitted, along with a “redline/strikeout” version for comparison purposes, to DOS for review and comment. This will be the final draft and no further copies will be printed or distributed prior to the review and approval by DOS.

B. Designation of the Brownfield Opportunity Area-

The City will request designation of the Brownfield Opportunity Area once DOS accepts the Final BOA Plan and local adoption of the Plan. We will support the City as needed.

C. Print and Distribution BOA Plan: Upon designation of the BOA we will provide the city with 30 paper copies and 5 electronic copies of the approved document for distribution. Additional copies will be at the cost of the City and/or DOS and will be facilitated from the electronic copies.

D. Web Posting of Executive Summary-

Upon the designation of the BOA we will provide a modified Executive Summary in html or pdf format for the purposes of being posted on the DOS

website. The revised Final Executive Summary shall include, in no more than fifteen (15) pages, the following:

- Project overview and description, including the study area boundary;
- The community’s vision for the study area including primary goals and objectives;
- Community participation techniques;
- Existing land use and key features;
- Economic and market trends;
- Key study area findings and redevelopment opportunities based on the analysis;
- Proposed land use for the entire study area, including strategic areas;
- Land use implementation techniques;
- Proposed projects for revitalization;
- Local management structure;
- Regional, State and Federal actions and programs for implementation;
- Key maps and graphics supporting the narrative description.

D. Marketing Brochure-

We will produce in conjunction with private property owners, a high quality single page marketing brochure to serve as a promotional piece to build public and private support

for revitalization of the BOA. It will summarize the plan’s objectives, describe planned projects and create excitement about the planned changes. It will outline public and private sector roles, investments and responsibilities. It will include a map of the study area and illustrative renderings of key projects and improvements in the study area.

Duration: 2 Months

Deliverables: Draft final BOA Plan and Final GEIS for review, Final BOA Plan and request for designation, certified resolution adopting, copies of certified adopted local laws, Copies of Final BOA Plan, Marketing Brochure.

Task 8: Project Reporting

We will provide necessary information to support the City in its submissions for DOS semi-annual reports that will include the extent of work accomplished, any problems encountered, and any assistance needed. This may be text only or a combination of text and graphics.

Duration: life of the contract

Deliverables: Semi-Annual reports

SCHEDULE

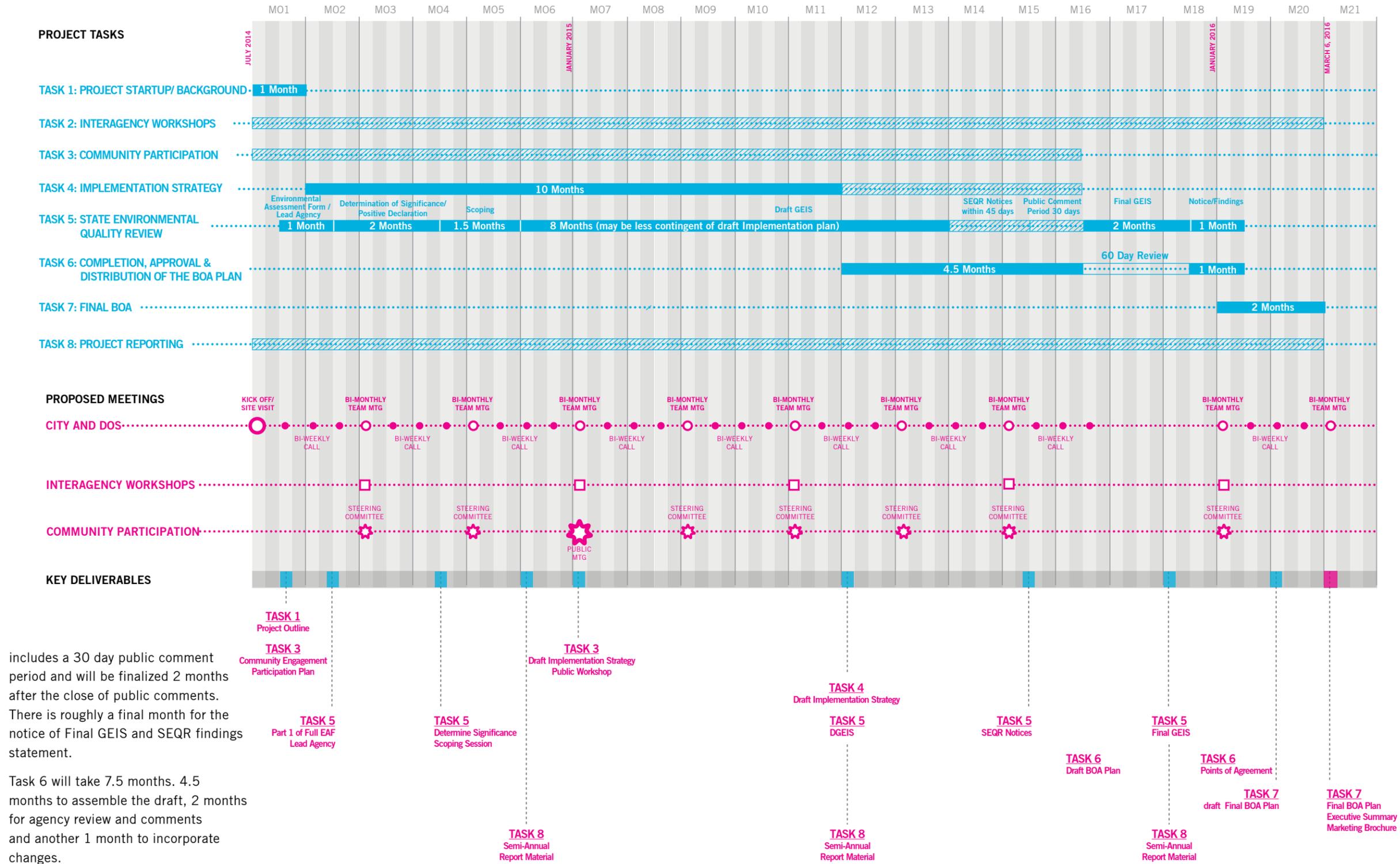
The schedule is for all Tasks to be completed within 20 months beginning July 1, 2014. It assumes all Tasks will be done by March 6, 2016. We will have meetings in person every other month and host calls every other week. This will allow us to stay on task without breaking the fee on travel.

We propose to extend Task 1 to include a substantial information gathering period where the team will evaluate existing and planned conditions and prepare the base files that will be used in future tasks. The interagency workshops will be a critical method of soliciting key feedback and to understand the various tools available for funding and facilitating the process. While this task extends the length of the project we propose to have a workshop, in person or via conference call, every four months with a break during the BOA Draft Plan Review. For a total of five (5) interagency workshops.

Likewise the community participation will be instrumental in the development of the plan. We propose to have community engagement with the steering committee every two (2) months for a total of seven (7) meetings. We will host a public meeting and presentation at the half way mark of the implementation strategy to inform the community and solicit feedback.

The Implementation strategy will take 10 months and may require updating of graphics while the SEQRA and draft plan are being developed.

Based on the extensive GEIS experience URS has we have allotted 18 months for this process. The environmental assessment form will be started within 2 weeks of the kickoff but combined with filing the lead agency this would take 1 month. The determination of significance/positive declaration will take 2 months and the scoping session will take 3 months. The draft generic environmental impact statement will take 8 months and is contingent of draft implementation plan (may be less). The SEQR notice is expected 1.5 months after that. The Final GEIS



includes a 30 day public comment period and will be finalized 2 months after the close of public comments. There is roughly a final month for the notice of Final GEIS and SEQR findings statement.

Task 6 will take 7.5 months. 4.5 months to assemble the draft, 2 months for agency review and comments and another 1 month to incorporate changes.

We have allowed for 2 months to finalize the BOA Plan and to package the document for distribution.

We will also issue quarterly project reports to keep the city and DOS up to date on issues and progress.

QUALIFICATIONS PROJECT TEAM

STAFFING PROPOSAL

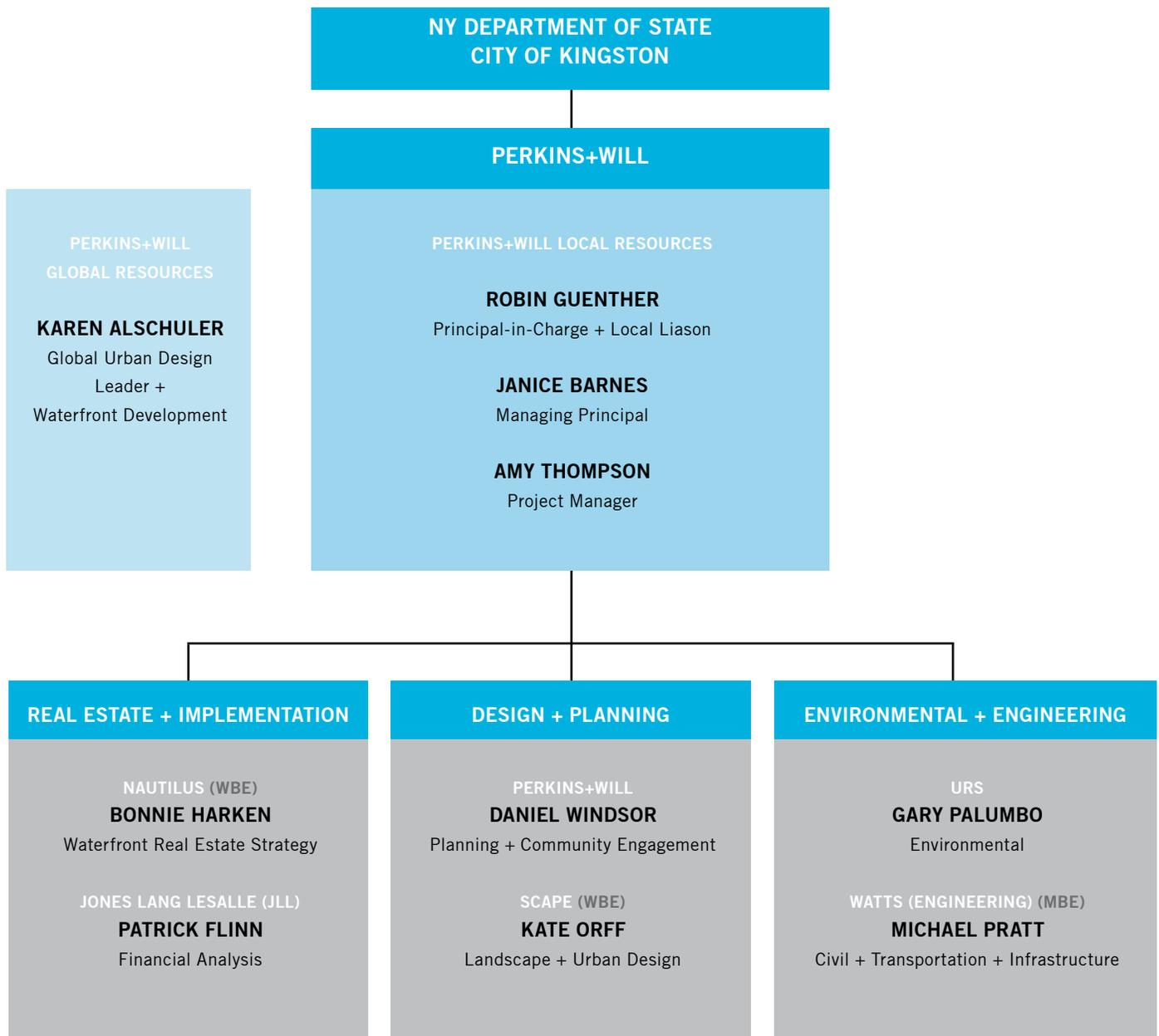
Perkins+Will has assembled a talented team, with most individuals and firms bringing years of experience working together on post-industrial waterfronts. Our MWBE and local firms are fully integrated into our approach sharing leadership in design and engineering.

Principal-in-Charge, Robin Guenther, will oversee the overall plan and champion the community engagement. Janice Barnes, the Managing Principal, will work to ensure the project stays on time and on scope. Karen Alschuler, who is the Global Discipline Leader for Urban Design at

Perkins+Will will provide focused support and collaboration, sharing her 35 years of experience in urban stewardship and the creation of civic places on waterfronts across North America.

Amy Thompson will be the day-to-day project manager and brings years of experience in brownfield redevelopment and working within complex governmental structures. Daniel Windsor, an Associate and Senior Urban Designer and Planner will lead, with Robin, the development of the plan and will coordinate the sub consultants.

ORGANIZATION CHART



PERKINS+WILL FIRM PROFILE/

We believe that design has the power to positively transform people and the planet.



AREAS OF PRACTICE

- Corporate + Commercial + Civic
- Corporate Interiors
- Healthcare
- Higher Education
- Hospitality + Mixed-Use + Residential
- K-12 Education
- Science + Technology
- Sports + Recreation
- Transportation

DISCIPLINES

- Architecture
- Branded Environments
- Interiors
- Landscape Architecture
- Planning + Strategies
- Urban Design

SAN FRANCISCO CENTERS OF EXCELLENCE

- Master Planning, Regional Planning, + Campus Planning
- Sustainable Design
- Urban Infill
- Waterfront Redevelopment
- Laboratory Planning + Design
- Research Facilities

Defined by Inspiration, Driven by Quality.

Since 1935, Perkins+Will has created innovative and award-winning designs for the world's most forward-thinking clients. We are architects, interior designers, urban designers, landscape architects, consultants, and branded environment experts who approach design from all scales and perspectives. Engaged, accessible, and collaborative, our staff of 1,500 professionals brings together high design, functional performance, and social responsibility to advance project goals. Inspired by the programs within, we design from the inside-out. We combine a deeply humanistic approach with results-driven pragmatism to create dynamic spaces for people. Research-focused and inventive, every day we reimagine how space can be used to foster stronger ties between communities, the built environment, and nature.

With over 1,000 LEED® Accredited Professionals, sustainable design and the use of healthy building materials are fundamental to our process. Our transformative designs help students learn better, patients heal faster, business teams perform stronger, and city dwellers have more meaningful daily experiences.

URBAN DESIGN /

Bold concepts, deep analysis, and a clarity for action



AREAS OF PRACTICE

District + Regional Planning
Landscape Architecture
Master Planning
Transportation-Related Planning
Urban Regeneration

SELECTED PROJECTS

Chaudiere Isles Master Plan
Ottawa, Canada

Gardiner Expressway & Lower Yonge
Toronto, Ontario, Canada

Mission Bay + Rock
San Francisco, California

Dockside Green
Victoria, British Columbia

Edmonton City Centre Airport Lands
Edmonton, Alberta

Our work enhances the best qualities of urban living, weaving together landscape architecture, transportation systems, and infrastructure to shape distinctive and magnetic places.

We are dedicated to building environments that enrich people's lives. Our work focuses on the best qualities of urban living, weaving public spaces, diverse uses, and memorable context into a distinctive pattern of place. Our multi-disciplinary team of urban designers calls upon landscape architecture, transportation systems, infrastructure, and architecture to create frameworks for distinctive and magnetic places. Successful regeneration and creation of sustainable cities demands subtle cultural, environmental, and economic responses. We constantly nourish and advance the development of new tools and innovative thinking for design and communication. Informed by our global expertise, knowledge, and resources, we craft thoughtful,

multi-layered urban designs that have shaped cities around the world. Immersed in the settings of our clients, we transform new cities, waterfronts, city centers, educational and corporate campuses, and urban districts into vibrant, sustainable communities. We envision flexible solutions that anticipate future change. We establish the vision, identify the means, and develop a framework for action, generating long-term economic, social, and environmental value for private and public clients and communities.

AN ESSENTIAL PART OF EVERYTHING WE DO

At Perkins+Will, sustainability is an essential part of everything we do. It is our philosophy to design buildings that contribute to public health while enhancing the future of our planet.



Environmental Benefits

Reduces the impacts of natural resource consumption



Economic Benefits

Improves the bottom line



Health & Safety Benefits

Enhances occupant comfort and health of occupants



Community Benefits

Minimizes strain on local infrastructures and improves quality of life

ROBIN GUENTHER, FAIA, LEED® AP

Principal



As a principal at Perkins+Will, Robin Guenther is an international leader in the conversation linking public health, regenerative design, and sustainability. In her thirty years of practice, her work has helped shape healthier, more welcoming facilities for nearly every medical institution in New York City. Robin's many accomplishments include the second LEED certified healthcare project in the world, the Discovery Center. She is the co-author of the book, Sustainable Healthcare Architecture, released in 2008, and is the principal author of the Green Guide for Health Care, the most commonly used method of tracking sustainability in healthcare spaces today.

EDUCATION

Masters of Architecture, Bachelors of Architecture, University of Michigan

REGISTRATIONS

Registered Architect: New York, New Jersey, Ohio, Virginia

National Council of Registration Boards
LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

Fellow, American Institute of Architects
AIA 2006, 2010, 2014 Guidelines for Healthcare Construction
Center for Health Design - Board Member
Health Care Without Harm (HCWH) / Healthy Building Network (HBN) Board
VA Innovative Future Building Environments for Healthcare Delivery Task Group
The Center for Health Design (CHD), Environmental Standards Council
Green Guide for Health Care (Co-Coordinator)
New York City Mayoral Advisory Committee on Sustainability
United States Green Building Council (USGBC) LEED-HC Committee
Contract Magazine - 2009 Design

AWARDS

2013 IIDA Healthcare Interior Design Awards, Best in Category - Ambulatory Care Centers, Columbia Doctors Midtown

RELEVANT EXPERIENCE

Memorial Sloan-Kettering Cancer Center
Monmouth Ambulatory Care Center
Outpatient Facility Phased Expansion and Renovation
New York, New York

Columbia University Medical Center
- ColumbiaDoctors Midtown
- Naomie Berrie Diabetes Center
- Graduate School of Dentistry
New York, New York

Kaiser Permanente
Sustainability Consulting
Global Assets

Kaiser Permanente
"Small Hospital Big Ideas Competitions" (Winner)
California

Spaulding Rehabilitation Hospital
Boston, Massachusetts

LEED for Healthcare Committee
United States Green Building Council
Washington, D.C.

Lucile Packard Children's Hospital
Hospital Expansion
Palo Alto, California

New York University Medical Center
- Planning, Faculty Practice Clinic
- Rusk Institute Pediatric Rehab Unit
- Musculoskeletal Center
New York, New York

Patrick A. Dollard Discovery Center
The Center for Discovery
Harris, New York

SUNY Upstate Medical University
Cancer Center Programming
Syracuse, New York

Mount Sinai Medical Center
- Master Plan
- Multiple Renovation Projects
- Emergency Department
Queens, New York

Maimonides Medical Center
- Master Plan
- Pediatric ICU Renovation
- NICU Renovation
- Labor & Delivery expansion
- Off-site Rehabilitative Medicine
Livingston, New Jersey

Beth Israel Medical Center
- Beatrice Renfield Center for Nurses
- Continuum Center for Health & Healing
New York, New York

Mount Sinai Medical Center
- Lauder Center for Maternity Care
- Hall Family Pediatric Diabetes & Endocrine Center
- Jaffee Food Allergy Institute
- The Zone, Interactive Pediatric
- Family Resource Center
New York, New York

ROBIN GUENTHER/

New York Presbyterian Hospital

- The Stich Building
- Jay Monahan Center for Gastrointestinal Health
- Morgan Stanley PICU
- Sol Goldman Children's Heart Center
New York, New York

Bellevue Hospital
Critical Care Pavilion
New York, New York

Betances Health Center
New York, New York

The Children's Health Fund
Harlem Children's Health Project
New York, New York

The Browning School
Various Renovation Projects
New York, New York

Columbia Presbyterian Medical Center
Irving Dermatology and Skin Cancer Center
New York, New York

Hebrew Academy of Long Beach
- High School
- Pre-School
Hewlett Bay Park, New York

Montefiore Medical Center
Ambulatory Care Satellites
Bronx, New York

MTV Corporate Headquarters
New York, New York

Promesa Systems
- Substance Abuse Rehabilitation Center
- Expansion of Adult Day Care
Bronx, New York

Settlement Health Services
Primary Care Building
New York, New York

St. John's University
Renovation of Library
Information campus
Queens, New York

SPEAKING ENGAGEMENTS

"Designing the Healthcare Facility of the Future," Pratt Center Green Health Forum, Feb 2012

"Long Term Care Trends", Moderator, World Health Design Boston, New York, July 2011

"Hospital of the Future Pre-Conference Workshop", Moderator, Clean Med, Phoenix, April 2011

"Regenerative Design and Development: Building the Relationship between People and Place," Living Future, Vancouver, April 2011

"The Red List and Beyond: the Future of Material Health," Living Future, Vancouver, April 2011

"The Future of Healthcare," Panel, AIA Houston Annual Healthcare Meeting, Houston/New York, Feb 2011

"Active Design Guidelines: Promoting Physical Activity in Building Design," Practice Greenhealth Webinar, New York, Jan 2011

"Materials Matter: Radical Transparency," Living Future Conference, May 2010

"Practical Approaches to Sustainable Healthcare," AIA New York Chapter, April 2010

"The Regenerative Hospital," Urban Land Institute, Westchester, March 2010

"Fit City - Role of Physical Activity in the Interior Environment," AIA New York Chapter, May 2010

"Radical Transparency," Panel Discussion, Living Future Conference, Seattle, May 2010

"Demystifying First Cost Green Building Premiums," CleanMed, May 2010

"The Regenerative Hospital," Architectural Institute of British Columbia, May 2010

"Aftertaste - Annual Interior Design Symposium," Parsons School of Interior Design, April 2010

"New Rules for 21st Century Healthcare," Keynote, Healthcare Design Conference, 2009

"The Regenerative Hospital - An Imperative for 21st Century Healthcare," 2nd Annual Green Hospitals Conference, Informa, Australia, May 2009

"Fit-City Charrette: Active Design Guidelines," Lecture, AIA NY Chapter, January 2009

"Designing a Regenerative Hospital," Lecture, AIA Convention, May 2008

"Sustainable Healthcare Architecture," Lecture, Chicago Architecture Foundation, May 2008

"Ecological Footprint of Healthcare." Clean Med, May 2008

"Sustainable Healthcare Architecture," H2E Webinar, February 2008

"High-Performance Healing Environments: Green Guide for Health Care," CleanMed, April 2006

"Toward Sustainable Hospitals," CleanMed, April 2006

"Curing the Green Way: Stories of Sustainable Healthcare Facilities," Green Healthcare Institutions: Health, Environment, and Economics, Institute of Medicine, January 2006

"Using LEED®-NC on Healthcare Projects: A Post Conference Training Session," Special Workshop focus on Rebuilding Sustainable Health Care in the Gulf Coast Region, Greenbuild, November 2005

JANICE BARNES, PHD, LEED® AP BD+C

Principal / Global Planning + Strategies Discipline Leader



As Principal and Global Discipline Leader for Planning and Strategies, Janice focuses on the ways in which planning enables clients to meet their business goals. With twenty-five years of design experience as well as a significant research background, Janice's work focuses on eliciting information on work practices and organizing this information to help clients make better decisions. By bringing practical experience together with empirical research, Janice recognizes the critical aspects of business processes and links these to appropriate organizational responses. Internationally recognized for her expertise in workplace and organizational strategy, Janice leads the firm's annual research on Workplace Trends. She also publishes extensively on workplace and sustainability, linking these two complementary focal areas through the lens of a high performance workplace. She leads engagements with diverse clients such as the United Nations, Champion Technologies, Medtronic, TD Financial Group and KPMG while serving on numerous editorial review boards, the Board of Urban Green in New York City, and chairing the Board of Governors at the University of Michigan College of Architecture and Urban Planning. Internally Janice leads the Workplace component of Perkins+Will's AREA Research initiative. She also teaches strategy and provides mentoring in the firm's Leadership Institute.

EDUCATION

Doctor of Philosophy in Architecture
University of Michigan
Doctoral Student Award for Outstanding Contributions to the Ph.D. Program in Architecture

Masters of Science in Architecture
University of Michigan

Master of Architecture
Tulane University

Bachelor of Architecture
University of Tennessee

REGISTRATIONS

Registered Architect: Illinois
Registered Interior Designer: Illinois
LEED® Accredited Professional

PROFESSIONAL AFFILIATIONS

Urban Land Institute
Urban Green Council - Board Member
University of Michigan, College of Architecture and Urban Planning Alumni, Board of Governors 2007-2015, Chair 2012-2015

RELEVANT EXPERIENCE

NYCEDC
390 Kent Ave Development Scenarios and Feasibility Analysis
New York, New York

500 West Madison
Pedestrian Traffic Study
Chicago, Illinois

Southwest Home Equity Assurance Program
Environmental Analysis
Chicago, Illinois

Town of New Canaan
Municipal Facilities Study
New Canaan, Connecticut

Champion Technologies
Capital Master Plan
Fresno, Texas

Amtrak Terminal Expansion*
Neighborhood Impact Study
New Orleans, Louisiana

Regional Transit Authority*
New Orleans Streetcar Expansion Master Plan
New Orleans, Louisiana

Harlem RBI
Capital Master Plan
New York, New York

KPMG

Multiple Projects:
Workplace of the Future Strategy
Change Management Strategy
United States

TD Bank Financial Group
Multiple Projects:
Enterprise Green Building Program
Environmental Plan
Project SEED
Wealth Management Standards
444 Madison
Project BLUEPRINT

United Nations
Multiple Projects:
Capital Master Plan Swing Space Analysis
Functional Programming Study
New York, New York

Thomson
Multiple Projects:
Master Space Plan
Eagan, Minnesota
Post Occupancy Evaluation
Chicago, Illinois

JANICE BARNES /

PROFESSIONAL AFFILIATIONS

(CONTINUED)

Environmental Design Research Association
/ Board Member 2001-2003, Work
Environments Network Member, Post
Occupancy Evaluation Network Member
CoreNet Global
Council for Interior Design Accreditation
(CIDA) Standards Council Member
2006-2009

**PUBLICATIONS & SPEAKING
ENGAGEMENTS**

Barnes, Janice: EDRA 44 Providence,
Workplace Invited Speaker: 1315 Pre/Post
Occupancy Evaluation: May, 2013

Barnes, Janice: Ways of Knowing in Design:
A practitioner's view of the value of our
daily activities and celebrations. Blackwell
Handbook of Interior Design, Forthcoming
Winter 2013

Barnes, Janice: Northern Ireland
Community Safety College Curriculum
Conference: Invited Participant; 21st
Century Training Academy Planning
Principles; Belfast, Northern Ireland

Barnes, Janice: Transparency @ Work,
Invited Speaker at IFMA World Workplace
Conference, San Antonio, November 2012

Barnes, Janice: Transparency@Work,
Invited Speaker at Boston Architectural
College, April, 2012

Barnes, Janice; Carolyn Roose; Keith
Perske. "Positioning Real Estate for the
New Corporate Metrics." *CoreNet Global's
The Leader*. Vol. 10, Issue 5. Sept./Oct.
2011.

Barnes, Janice. "The Future of Design:
Blue Is the New Green." *Fast Company
Co.Design*. 3 Dec 2010.

Barnes, Janice. "Pulling Together the Value
Streams for Building Retrofits." *GreenBiz.
com*. 5 August 2010.

RELEVANT EXPERIENCE

Bank of America
Multiple Projects:
1 Bank of America Center
Corporate Center Prototype and Multifloor
Analysis
Pre and Post Occupancy Evaluation
Protocol
Charlotte, North Carolina
AOL Time Warner Center
Design Planning
New York, New York

Microsoft
Campus Master Plan
Office & Community Building Planning
Fargo, North Dakota

Baylor Research Innovation Center
Visioning Workshop
Waco, Texas

National Bio and Agro Defense
Facility Visioning
Manhattan, Kansas

Desertcreat College
Campus Master Plan and Programming
Cookstown, Northern Ireland

Dallas Police Academy
Campus Master Plan & Programming
Dallas, Texas

Mecklenburg County
Master Plan
Charlotte, North Carolina

Museum of Science and Industry
Signage and Wayfinding Analysis
Chicago, Illinois

Sarasota County Government Workplace
Futures Engagement
Sarasota, Florida

Grange Mutual Insurance
Corporate Headquarters Expansion
Columbus, Ohio

Haworth Center
Design Planning
Holland, Michigan

ConEd / Exelon Real Estate Facilities
Strategy Report
Chicago, Illinois

Washtenaw County West Service Center*
New Office Location
Ann Arbor, Michigan

Desire HOPE XI*
Master Plan
New Orleans, Louisiana

Port St. Lucie Police Department*
New Police Department
Port St. Lucie, Florida

Fort Pierce City Hall*
New City Hall
Fort Pierce, Florida

Volusia County*
New Emergency Operations Center
Volusia County, Florida

KAREN B. ALSCHULER, FAICP, LEED® AP

Global Urban Design Discipline Leader



Over the last 35 years, Karen Alschuler has tackled some of the most interesting and urgent of urban issues. At SOM for 17 years, as director of planning and urban design for SMWM from 1991 to 2008, and now as the leader of Perkins+Will's global Urban Design discipline, she has become known for projects which define the new generation of urban waterfronts, set design parameters for transformation of large urban districts and provide for expanded cultural and educational facilities. They embrace urban stewardship and the creation of civic places which welcome a diverse population and apply Alschuler's "Planning Game" techniques to achieve true urban engagement.

EDUCATION

Master of City + Regional Planning
University of CA, Berkeley

Bachelor of Arts, Brown University

REGISTRATIONS

Licensed Planner, New Jersey
Licence# 33LI00486900

PROFESSIONAL AFFILIATIONS

American Planning Association

Fellow, American Institute of Certified Planners, 2004

Commercial Real Estate Women, Boston, NY, San Francisco, Elected President

Leader, Urban Land Institute, Lambda Alpha

Bay Conservation Development Commission, Design Review Board, 1992-present

AWARDS & HONORS

San Francisco Business Times, 2011
Northern California Real Estate Women of Influence Honoree

Mission Rock / Seawall Lot 337 — AIA California Council, Merit Award, 2011; AIA San Francisco, Honor Award, 2010

Panama Pacifico, Clinton Climate Initiative
AIA San Francisco, Merit Award, 2010

Treasure Island Design + Development Concept — AIA National, Honor Award for Regional and Urban Design, 2009; AIA Honor Award for Regional and Urban Design, 2007

RELEVANT EXPERIENCE

Future of the Gardiner Expressway

Urban Design Study & Environmental Analysis
City of Toronto /

Waterfront Toronto Corporation
Toronto, Ontario

Lower Yonge Waterfront
Urban Design Guidelines + Master Plan
City of Toronto
Toronto, Ontario

Forest City Enterprises
East Baltimore Development Plan
The Yards at Southeast Federal Centre
Baltimore, Maryland

NY Economic Development Commission
Red Hook Piers Urban Design + Planning
New York, NY

Panama Pacifico Town Centre Development
Clinton Climate Initiative
Masterplan + Guidelines
London + Regional Panama

Mission Rock - Seawall Lot 337
San Francisco Giants/
Mission Rock Development
San Francisco, California

City of Concord Reuse Plan
Concord Naval Weapons Station
Concord, CA

City of Concord
Downtown Specific Plan
Transit-Oriented-Development
Concord, CA

Station Park Green
EBL+S Development Corporation
Transit-Oriented Development
Specific Plan + Design Guidelines
San Mateo, CA

University of California, San Francisco
Long Range Development Plan
San Francisco, California

Catellus Development Corporation
Mission Bay Urban Planning + Design
San Francisco, CA

Port of San Francisco
San Francisco Waterfront Plan,
Design and Production
San Francisco, CA

Hunters Point Shipyard
Port of San Francisco
San Francisco, California

Treasure Island Community Development
Development Plan & Design Guidelines
San Francisco, CA

Presidio Trust Implementation Planning
Presidio of San Francisco
Letterman Hospital
San Francisco, CA

Fremont/Warm Springs Community Plan
Fremont, California

Bay Area Toll Authority (BATA)
Gateway Park
Bay Bridge Eastspan Touchdown
Oakland, CA

KAREN B. ALSCHULER /

RELEVANT EXPERIENCE (CONT)

City of Sacramento

Sacramento Intermodal Transit
and Urban Design Plans
Sacramento, CA

Massachusetts Turnpile Authority
Boston Central Artery
Corridor Master Plan
Boston, MA

New York University
NYU Plans 2031
New York, NY

Brown University Strategic Master Plan:
Growth Strategy Urban Campus in the
Jewelry District
Providence, RI

San Francisco Redevelopment Agency
Transbay Area 20/20 Concept Plan
San Francisco, CA

District of Columbia Office of Planning
Poplar Point Target Area Plan Anacostia
Waterfront Initiative
Washington, D.C.

Central Station Development Corporation
Chicago Gateway Master Plan
Chicago, IL

St. Louis Development Corporation
St. Louis Downtown Core + Riverfront
District Master Plan
St. Louis, MS

Metropolitan Transportation Commission
Transbay Terminal Improvement Plan
San Francisco, CA

Land Use + Transportation Elements
Oakland General Plan
Oakland, CA

Harvard University
Harvard Futures—Scenarios for Growth
Cambridge, MA

SELECTED PROFESSIONAL ACTIVITIES

APA Transit Oriented Design Faculty, New
Orleans + Chicago, 2008

Contributor, Planning and Urban Design
Standards, APA/Wiley and Sons, 2008

Contributor, ICMA Green Book, 2008

“Edge of the Bay: Design,
Environment, Regulation,”
UC Berkeley panel, October 2006

“The Competitions Craze: They Definitely
Create Buzz, But Can Competitions Deliver
Lasting Plans?” Planning, October 2004

Advisory Board, APA Urban Planning
and Design Standards, Summer 2003 to
present

National Panelist, Boston Harbor
Conference, Boston, MA, 1998

Member, Bay Bridge Design Task Force,
Engineering and Design Advisory Panel,
1997

“Transit and Development: St. Louis
Metrolink,” Urban Land, April 1997

Lambda Alpha International, Honorary Land
Economics Society, Elected to membership
Golden Gate Chapter, 1996-present

ULI Inner City Task Force/Panel Review:
New York City, Governors Island, 1996,
St. Louis Metrolink, 1995, Long Beach
Boulevard Corridor, 1993

“Getting There on Long Beach Boulevard,”
Urban Land, May 1994

Jury Chair, “Electric Vehicle and
the American Community”, Design
Competition, 1993

Member, Commercial Real Estate Women,
1992-present

AWARDS & HONORS (CONT)

San Francisco Business Times, 2011
Northern California Real Estate Women of
Influence Honoree

Mission Bay Plan—AIA Honor Award
for Regional and Urban Design, 2004

Hunters Point Shipyard — Honor Award,
American Society of Landscape Architects,
2000

St. Louis Downtown Core + Riverfront
Plan — Honor Award, American Society
of Landscape Architects, 2000

“Central Artery Corridor Master Plan;
Places for People” Urban Land, September
2001 Juror, Gerald D. Hines Prize, first
national urban design competition for
students, 2003

Girl Scouts of Northern California, 2012
Forever Green Award Recipient

AMY A. THOMPSON, AICP, LEED® GREEN ASSOCIATE

Project Manager



Amy Thompson is a project manager in Perkins+Will's Washington, DC office. She has more than ten years of project management experience and specializes in large-scale master planning projects. Her experience includes land-use planning, community development, and urban revitalization with private and government clients including the General Services Administration, the Department of Homeland Security agencies, the U.S. Citizenship and Immigration Service, the Federal Protective Service, the Department of Interior, the Department of Defense (including the Army, Army Corps of Engineers, Navy, and Air Force), and the Department of Housing and Urban Development. She is committed to sustainable urban design and has researched energy innovations occurring around the world to discover local applications.

EDUCATION

Master of Urban Planning, New York University, 2002

Bachelor of Arts, Art History, Pennsylvania State University, 1997

REGISTRATIONS

American Institute of Certified Planners (AICP)

LEED Green Associate

Security Clearance

PROFESSIONAL AFFILIATIONS

American Planning Association

RELEVANT EXPERIENCE

Government/Reuse Planning

General Services Administration²

Urban Agenda Projects

Nationwide

Brownfield experience:

Supported the General Services Administration, Public Buildings Service, Office of Property Disposal's Brownfield Redevelopment Initiative from 1998 – 2005. Supported the project with a team that visited all 39 Pilot Project cities in the US in order to expedite the disposal and reuse and underutilized federal property. The team also supported GSA with their Army Ammunition Plant disposal program; these were larger federal installations that tended to have their reuse affected by both actual and perceived environmental contamination. This program was part of a Memorandum of Understanding among the GSA, EPA and HUD to enable faster disposal and reuse of federal property.

Project Management Experience:

Acted as the PM for the project during the timeframe of the support to the Brownfield Project. This consisted of monthly reporting and management for a team of over 15 staff. Kept track and recorded the scheduling, deliverables and spending for the project team.

DC Housing Authority

Barry Farms New Communities Initiatives
Washington, DC

Perkins+Will is the master planner for the A&R Development and the Preservation of Affordable Housing team that was awarded the Barry Farm redevelopment project in the Anacostia neighborhood of Washington, DC. The new Barry Farm will consist of public housing units, affordable units, market rate units and new retail, jobs and transportation infrastructure. The new community will be designed to contribute to the positive growth and development of the neighborhood and its residents.

District of Columbia

Walter Reed Army Medical Center
Reuse Plan and Small Area Plan
Washington, DC

Perkins+Will lead the master planning effort to transform 66 acres of the 110-acre Walter Reed Army Medical Center former campus into a lively, sustainable, mixed-use development. The parcel was determined surplus federal property by the Base Closure and Realignment Commission (BRAC), requiring the DC Local Redevelopment Authority (LRA) create a long-term reuse plan for the property. The plan recommended adaptive reuse of 550,000 SF of historic buildings, development of approximately 2.55 million SF of new buildings, a clear vehicular and

AMY A. THOMPSON /

pedestrian plan (including the extension of 13th Street south, to the front of the original hospital built in 1908), and green open spaces for a total of 3.1 million SF.

District of Columbia
 Department of the Environment (DDOE)
 Climate Change Adaptation Plan
 Washington, DC
Serving as Project Manager for the AREA Research/Perkins+Will Team supporting the DDOE in the creation of a Climate Change Adaption Plan for 2030.

General Services Administration²
 Office of Property Disposal
 Army Ammunition Plants Disposal and Reuse Project
 Multiple Locations
Supported the Office of Property Disposal in the Preparation of an EIS for the Sunflower Army Ammunition Plant. Assisted in the public outreach portion of the EIS for the Black Rock Desert EIS.

Department of Defense²
 Air Force Base of the Future
 Multiple Locations

Department of Defense²
 Air Force Historic Housing
 Omaha, NE

Department of Defense²
 Cultural Resources Program
 Office of the Secretary of Defense
 Multiple Locations

Department of Defense¹
 U.S. Army Corps of Engineers
 Fort Belvoir Master Plan BRAC Support, Site Selection, Interior Programming, and Restacking
 Fort Belvoir, VA

United States Secret Service
 Program of Requirements
 Workplace Strategy Services
 Washington, DC

Corporation for Community & National Service
 Space Planning Study
 Washington, DC

Corporate + Commercial + Civic
 A&R Companies
 Capitol Gateway Marketplace
 Washington, DC

Confidential Fortune 200 Client
 Corporate East Coast Campus Master Plan
 East Coast, U.S.

Jumiera Gardens¹
 Master Plan
 Dubai, UAE

Detroit Works Project¹
 Redevelopment
 Detroit, MI

While an employee of:
 1. Skidmore, Owings & Merrill LLP
 2. Booz Allen Hamilton

AWARDS & HONORS

National Capital Area Chapter of the American Planning Association Bi-annual Awards, Award for Outstanding Neighborhood or Small Area Plan, Walter Reed Army Medical Center Campus Master Plan, Nov. 2012

DANIEL WINDSOR, AICP, PP, LEED® AP BD+C

Associate | Senior Urban Designer + Planner



Daniel Windsor is an urban designer and certified planner for Perkins+Will's New York Office. An Associate and LEED Accredited Professional, Mr. Windsor is committed to expanding sustainable ideas into the public realm and across larger scales. His portfolio contains countless projects across the world varying in scale and urban context. His interests in City Design, large scale Mixed-Use, Transportation Planning and Campus Master Planning outline his passion for complex evolving urban systems. By identifying a framework based on good city design and sound sustainable planning principles, Mr. Windsor strives to create enduring places of beauty that transform our everyday lives. As a planner Mr. Windsor has worked with both public and private clients undertaking zoning analysis and planning exercises to maximize potential for developers and agencies in New York and abroad.

EDUCATION

Masters of Science in Architecture and Urban Design
Columbia University

Bachelors of Architecture
University of Southern California, Los Angeles

REGISTRATIONS

LEED Accredited Professional
American Institute of Certified Planners
Licensed Professional Planner (PP) of NJ

PROFESSIONAL AFFILIATIONS

Member, American Planning Association
Young Leader, Urban Land Institute
Society for College and University Planning (SCUP)

RELEVANT EXPERIENCE

NYCEDC
390 Kent Ave Development Scenarios and Feasibility Analysis
New York, New York

NYCEDC
Seward Park Development Proposals Zoning Compliance Review
New York, New York

NYCEDC
College Point Auto-Industry Redevelopment
New York, New York

NYCEDC
Water Street Visioning, Urban Realm Study
New York, New York

NYCEDC
Long Island City Assemblage
Queens, New York

Education Construction Fund
School Site RFP, Zoning Analysis
New York, New York

Columbia University, Manhattanville
Site 17 Zoning + Feasibility Study
New York, New York

Columbia University On-Call Zoning Analysis
New York, New York

Waterfront Toronto Lower Yonge Urban Design Guidelines
Toronto, Canada

Trinity Church
Trinity Zoning Study and Redevelopment Scenarios
New York, New York

Osong BioValley Systems Plan
Osong, Korea

Newtown Creek Brownfield Opportunity Area
Newtown Creek Alliance / GMDC / Riverkeeper
Brooklyn & Queens, New York

Spofford Juvenile Center and LEED Neighborhood Development
Bronx, New York

Osong BioValley Systems Plan
Osong, Korea

City of Providence Downtown and Knowledge District Plan
Providence, Rhode Island

Masdar High Tech Korean Quarter Sustainability and Master Plan
Abu Dhabi, UAE

NYCEDC*
New Stapleton Waterfront Park
Staten Island, New York

NYCEDC*
Queens Plaza Bicycle + Pedestrian Improvement Project
Queens, New York

RELEVANT EXPERIENCE (CONTINUED)

Columbia University* Manhattanville Master Plan and Rezoning New York, New York	NY Port Authority, LaGuardia Airport* Central Terminal Feasibility Study Queens, New York
Columbia University* Medical Campus Feasibility Study New York, New York	Delta Airlines* Delta JFK Terminal Expansion and Pedestrian Connector Queens, New York
Samsung Bromex Competition New media district designed with innovative environmental master planning Goyang, South Korea	Rand Corporation The Arc: A Formal Structure for a Palestinian State Palestine
National University Singapore* University Town Master Plan Singapore	Tourism Development and Investment Company (TDIC)* Saadiyat Island Cultural District Master Plan Abu Dhabi, UAE
City of Newark* Newark-Living Downtown Plan Newark, New Jersey	Naza TTDI* KL Metropolis Kuala Lumpur, Malaysia
City of Newark* Broad Street Station Redevelopment Plan Newark, New Jersey	Lotte* Busan Waterfront Busan, South Korea
Anacostia Waterfront Corporation* Poplar Point Redevelopment Plan Washington, D.C.	Shanghai Rainbow Investment Corporation* Hongqiao Integrated Transportation Hub Area Master Plan Hongqiao, China
Bahrain Bay Development Corporation Multiple Projects: Bahrain Bay Master Plan + Design* Bahrain Bay Public Space Design Guidelines* Bahrain Bay II Master Plan* Bahrain Bay, Bahrain	ShiJiaZhuang Municipal Planning Bureau* Shijiazhuang Riverfront New Area Master Plan Shijiazhuang, China
The University of Puerto Rico* Rio Piedras Campus Master Plan Rio Piedras, Puerto Rico	Ajmera Group* Wadala Master Plan Mumbai, India
LCOR* Hoboken Terminal and Yard Redevelopment Plan Hoboken, New Jersey	Godrej Properties* Godrej Garden City Master Plan and Boulevard Design Ahmedabad, India
United States Air Force* Academy Arnold Hall Master Plan and Feasibility Study Colorado Springs, Colorado	<i>*Completed prior to joining Perkins+Will</i>

NAUTILUS WATERFRONT REAL ESTATE STRATEGY

Nautilus International Development Consulting

Nautilus International Development Consulting is dedicated to making cities great places to live, work, and enjoy.

Firm Profile

Who we are

Nautilus International is a group of professional consultants with cross-disciplinary expertise in urban design, architecture, real estate development, and planning. As a small, flexible, and international organization, Nautilus excels in providing innovative urban strategies and world-class development plans to clients throughout the United States and abroad. Our special strength is in the sustainable development of urban waterfronts.

What we do

We are experts in translating the dynamics of new urban markets into successful development concepts and helping to manage the complex process of developing good ideas into reality.

Our clients

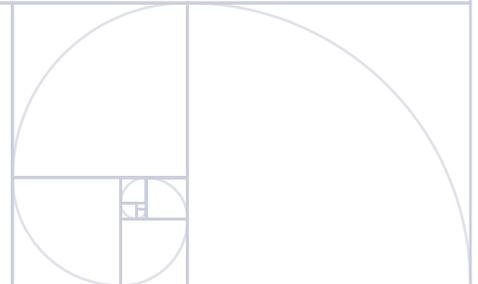
Nautilus International works with leaders who enjoy the challenge of combining innovative approaches with effective management of the development process. Our track record with real estate developers, businesses, investors, government agencies, and development authorities shows this. We work best with clients who need to get things done.

How we work with you

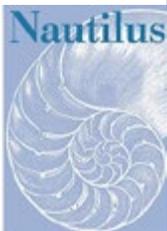
Nautilus begins by understanding your business strategies, financial objectives, and immediate needs. We then identify the professional resources and processes required for successful results, and tailor a program to that end. New options, added insights, and knowledgeable recommendations position you to make the most informed choices.

Nautilus prizes design excellence and places respect for the cultural, natural, and historic resources of each site at the heart of our approach. We work to combine the best local methods and materials with the best international practices, and are committed to our clients' achieving world-class results.

For more information, please visit our website:
www.nautilus-international.com



Our core business is consulting with people whose real estate developments have the potential to transform cities through waterfront redevelopment, downtown revitalization, and the revival of urban neighborhoods.



Nautilus International Development Consulting, Inc.

784 Columbus Ave., #5E
New York, NY 10025
212.866.2532
212.864.3835 fax

Bonnie A. Harken, AIA - President

Resumé

Bonnie Harken leads the consulting services of Nautilus International Development Consulting. She provides strategic planning and specializes in combining profitable development with high-quality urban design. Her clients benefit by the multi-dimensional perspective she brings to their projects and by her skill in solving complex problems.

Ms. Harken is an internationally-recognized expert in sustainable waterfront revitalization and downtown development, speaking and publishing widely. Her extensive experience over 30 years has helped shape many successful developments throughout the world, including the US, Brazil, China, and the Netherlands. Ms. Harken consults for top private developers, corporations, & public agencies about strategies for planning and implementing sustainable urban solutions.

Selected Recent Work

Water & Green Growth, International Case Studies & Framework for Action - Phases 1 & 2

CLIENTS: World Water Council in partnership with the Republic of Korea's Government (MLTM, PCGG, & K-water)
 The concept of "green growth" has arisen out of rapid urbanization & economic development, and its environmental impacts. This project addresses questions about why the protection and management of water is important, what role it plays in sustainable development, and how to enhance that role. Nautilus helped analyze the role of water in green growth, summarized 26 case studies, produced in-depth research reports on five exemplary case studies, and developed a policy framework to support implementation.

Great Rivers Partnership II: Global Priority Business Plan for 8 Great River Basins, Managing Editor

CLIENT: The Nature Conservancy
 Challenges are being presented to the long-term viability of the world's major rivers and their basins, which provide freshwater for half of the world's people, a majority of agricultural crops, crucial transportation, low-carbon hydropower, and a rich diversity of nature. The Great Rivers Partnership brings together diverse partners and best science to advance integrated river basin management (IRBM). As Managing Editor, Nautilus coordinated profiles for eight priority basins around the world (including Yangtze, Mississippi and Tapajós) and helped prepare funding proposals for \$200M to build partnerships, mobilize resources and implement projects that advance freshwater sustainability.

Southwest Brooklyn Waterfront Study, Netherlands & New York Strategic Planning, Best Practices & Pilot Projects

CLIENT: The Port Authority of New York & New Jersey
 CO-SPONSORS: City & Port of Rotterdam, ESDC, Government of the Netherlands, NWP, and Stadshavens Rotterdam.
 During this time of urgent global economic and environmental challenges, a central question facing many port cities is how to combine economic development with environmental sustainability. Nautilus has played multiple roles as the PANYNJ's prime consultant for 6 miles of waterfront in SW Brooklyn from organizing an international exchange of best practices to creating a unifying vision through a highly productive interagency planning process on economic development, waterfront uses, infrastructure investments, environmental sustainability, and climate change. As part of this multi-year study, Nautilus is leading pilot projects on environmental sustainability that are currently underway.

HONORS + AWARDS

- Member of New York City Mayor's Waterfront Management Advisory Board, 2010 to present
- American Institute of Architects, National Honors Award for Collaborative and Professional Achievement for Post-Sandy Initiative, NY Chapter, 2014
- American Planning Association, NY Metro Chapter, Awards for meritorious service to the profession, 2002 and 2011
- United Nations Speaker on climate change, "Year of Change: New Prospects for America at the UN," UNA-USA Conference at UN headquarters, 2009
- American Planning Association, NY Metro Chapter, Meritorious Achievement Awards & Leadership in City and Regional Planning for leadership of New York New Visions, 2002 & 2003
- American Institute of Architects, National Honors Award for Collaborative Achievement for founding New York New Visions, 2003
- Shanghai North Bund Development Leading Group, 1st Place in International Competition for 700-acre North Bund Waterfront Planning and Design, 2002
- General Motors, Worldwide Facilities Group, Certificate of Recognition for corporate campuses, 1998-99
- General Motors, President's Council Award for SE Michigan Strategic Facilities Plan, 1997



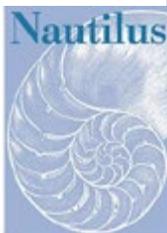
EDUCATION

- Master of Architecture, Columbia University, Graduate School of Architecture and Planning, 1978
- Advanced Training Real Estate Finance, New York University, Real Estate Institute
- Environmental Design, Parsons School of Design, 1972-74
- Bachelor Of Arts, New York University, College of Arts & Sciences, Philosophy, 1972

PROFESSIONAL REGISTRATIONS

- Registered Architect, New York, 1981

Nautilus International Development Consulting, Inc.



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Marcia M. Brewster - Senior Consultant

Resumé

Marcia Brewster adds a wealth of international experience and organizational expertise to the consulting services of Nautilus International Development Consulting. She has been an active advocate of sustainable development, particularly as it relates to water resources policy, and has organized numerous high profile events and outreach programs to educate the public and bring together fellow professionals to raise awareness, build support, and generate funding for numerous policies and projects related to natural resources and energy. Brewster's clients benefit by the depth and range of her work and her extensive knowledge of the cultural and economic implications of waterfront development strategies in the United States and abroad.

Selected Recent Work

Water & Green Growth, International Case Studies & Framework for Action - Phases 1 & 2

CLIENTS: World Water Council in partnership with the Republic of Korea's Government (MLTM, PCGG, & K-water)

The concept of "green growth" has arisen out of rapid urbanization & economic development, and its environmental impacts. This project addresses questions about why the protection and management of water is important, what role it plays in sustainable development, and how to enhance that role. Nautilus helped analyze the role of water in green growth, summarized 26 case studies, produced in-depth research reports on five exemplary case studies, and developed a policy framework to support implementation.

Great Rivers Partnership II: Global Priority Business Plan for 8 Great River Basins, Managing Editor

CLIENT: The Nature Conservancy

Challenges are being presented to the long-term viability of the world's major rivers and their basins, which provide freshwater for half of the world's people, a majority of agricultural crops, crucial transportation, low-carbon hydropower, and a rich diversity of nature. The Great Rivers Partnership brings together diverse partners and best science to advance integrated river basin management (IRBM). As Managing Editor, Nautilus coordinated profiles for eight priority basins around the world (including Yangtze, Mississippi and Tapajós) and helped prepare funding proposals for \$200M to build partnerships, mobilize resources and implement projects that advance freshwater sustainability.

Brooklyn-Rotterdam Waterfront, Netherlands & New York Strategic Planning & Best Practices

CLIENT: The Port Authority of New York & New Jersey

CO-SPONSORS: City & Port of Rotterdam, ESDC, Government of the Netherlands, NWP, and Stadshavens Rotterdam.

During this time of urgent global economic and environmental challenges, a central question facing many port cities is how to combine economic development with environmental sustainability. Nautilus led a highly productive interagency planning process and managed a large international team, who exchanged multi-disciplinary waterfront expertise on economic development, waterfront uses, infrastructure investments, environmental sustainability, and climate change. Case studies included 6 miles of waterfront in SW Brooklyn and 4,000 acres in Rotterdam. The Exchange resulted in a Collaboration Agreement to work on cross-Atlantic pilot projects and an investment strategy supporting clean/green technologies.

RECENT PUBLICATIONS + RESEARCH STUDIES

Over 35 technical and other publications including:

"Water Management in Gujarat State, India: Mix of Policy and Infrastructure Initiatives Result in Green Growth," World Water Council, 2014

"Ebro River Basin, Spain: Sound Water Planning Supports Green Growth," World Water Council, 2014

"A Gender Perspective on Water Resources and Sanitation" (with others), Wagadu, 2006

"Social and Economic Aspects of Disaster Reduction" (with others), Know Risk, 2005

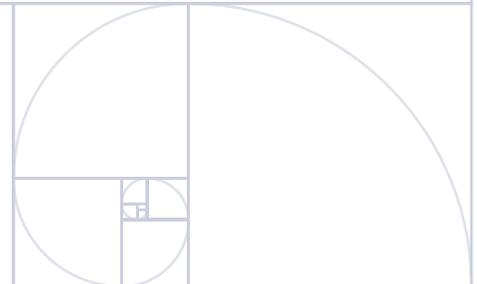
"International Year of Freshwater, 2003: Activities, Cooperation and Lessons learned", The Basis of Civilization - Water Science?, 2004

"Transboundary Water Resources", Report of the Expert Group meeting on Strategic Issues Concerning Transboundary Water Resources, 1996

"Water Resources in Small Island Countries: An Overview", Water Resources Management Techniques for Small Island Countries, 1992

"Experiences in Water Resources Management in Asia and the Pacific" (with C. Ertuna), Land and Water Management in Afro-Asian Countries, 1991

"Economic Aspects of Water Quality Management: An Overview", Criteria for and Approaches to Water Quality Management in Developing Countries, 1991



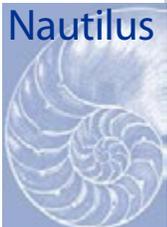
EDUCATION

Master of Science in the Foreign Service, Concentration in Development Economics, Georgetown University

Bachelor of Arts in International Relations, University of Wisconsin at Madison

Nautilus International Development Consulting, Inc.

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New York, NY 10001
212.244.3662
212.243.1921 fax



JONES LANG LASALLE INC FINANCIAL ANALYSIS

Service Expertise and Capabilities

JLL provides a broad range of real estate-related services to occupiers, owners and investors. For each client assignment, the firm assembles a team of experts from appropriate capabilities that delivers integrated services built on professional expertise, relevant experience, and market insight, foresight and knowledge. JLL constantly reassesses its service platform to remain responsive to and current on client needs, changes in the real estate business, and evolutions in the use of technology and space.

JLL's real estate services include:

- Tenant representation
- Agency leasing
- Consulting
- Energy and sustainability services
- Project and development management/construction
- Property management
- Capital markets and investment sales
- Corporate solutions
- Corporate finance
- Facilities management / outsourcing
- Investment management
- Value recovery and receivership services
- Real estate investment banking/merchant banking
- Valuations
- Hotel advisory

Jones Lang LaSalle – Public Institutions

Our People. Jones Lang LaSalle's Public Institutions team, with more than 110 real estate professionals, has a solid track record of assisting public sector clients with their real estate needs. The Public Institutions team is composed of individuals with backgrounds in real estate finance, project management, development and construction, facility management, engineering, public policy and urban planning.

Our Services. Our Public Institutions practice has a dedicated team of public sector specialists with access to our firm's network of resources and specialty practices. We combine public and private sector best practices and experience to deliver a full range of integrated real estate solutions and financial advisory services focused on the unique needs and missions of public sector organizations. Our areas of expertise include: real estate strategy; market/economic analysis; financial feasibility analysis; highest and best use studies; master planning and land use analysis; complex, large-scale, mixed-used development; enhanced use leasing; lease acquisitions; property disposals; sustainability advisory; transit-oriented development; developer solicitation and project marketing; deal structuring; negotiations; transaction closure; portfolio and asset management; project management, portfolio and facilities diagnostic assessment, and public-private partnerships.

Our Unique Understanding of the Public Sector. With numerous former public sector employees on our staff, we have a deep understanding of the differences between the public and private sector. Specifically, we understand the long-term perspective required by public sector work, the importance and inherent financial value of the public good, the need to protect the public interests and taxpayer dollars, transparency requirements and political realities that face many of our public sector clients.



Patrick Flinn

MANAGING DIRECTOR
PUBLIC INSTITUTIONS

Current Responsibilities

Patrick Flinn is a managing director in JLL's Public Institutions group in New York City. As the Public Institutions lead for the Northeast region, he guides the firm's delivery of innovative real estate solutions to local, state, national and international public sector organizations. Current projects include On-Call Real Estate Advisor to the Port Authority of New York & New Jersey as well as the New Jersey Economic Development Authority, leading the New Jersey Institute of Technology's efforts in its Gateway Development project in Newark, NJ and advising the Paterson, NJ Board of Education on innovative deal structures for new school facilities.

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Experience

Prior to joining Jones Lang LaSalle, Mr. Flinn was Assistant Director in the Real Estate Services Department at the Port Authority of New York and New Jersey.

While at the Port Authority, he was responsible for several waterfront development projects throughout the Port District including:

- Queens West Development, a 73-acre public-private partnership between the Port Authority, the State of New York, the City of New York and private developers that included 2,600 units of housing, 120,000 sf of retail space, a public school and ten acres of waterfront park.
- Hoboken Waterfront Development, a public-private partnership between the Port Authority, the City of Hoboken NJ and private developers which redeveloped a former port facility into 1.4 million sf of office space, a 265 key boutique hotel, 520 housing units and over 5 acres of parks.
- He also managed the real estate team responsible for the purchase of the former DOD Marine Ocean Terminal – Bayonne, in Bayonne New Jersey, a 130 acre port terminal originally constructed in the 1930's. The \$240M purchase was part of an overall Port planning process to prepare for Post Panamax container ships.

Mr. Flinn also led a team that was responsible for innovative public private projects, including the \$180 million redevelopment of the George Washington Bridge Bus Station, negotiations on the development of 1.2 million sf of air space above the Port Authority Bus Terminal into a Class A office building, the repositioning of 60,000 sf of retail space in midtown Manhattan and a variety of smaller, inventive projects that sought to optimize value on the agencies' real estate assets through public-private partnerships.

Mr. Flinn also formerly served as a commercial loan officer at Midlantic National Bank, overseeing a portfolio of real estate and real estate related loans.

Education and Affiliations

Mr. Flinn earned a B.S. in business administration with a concentration in finance from Montclair University. He also participated in Harvard's Kennedy School of Government Executive Education program. He is a licensed real estate salesperson in the State of New York.



Emily Crutcher

ASSOCIATE
JONES LANG LASALLE

Current Responsibilities

Ms. Crutcher is an Associate in the Public Institutions group based in New York City. Her responsibilities include analyzing the financial and strategic viability of real estate development projects, delivering insightful market reports, providing risk-adjusted real estate investment strategies, and conducting comprehensive portfolio analyses to a wide range of public sector clients across the Northeast region. Current projects include On Call Real Estate Advisor to the New Jersey Economic Development Authority and working with the New Jersey Institute of Technology for their Gateway Development project in Newark, New Jersey.

Qualifications and Relevant Work Experience

From 2007 to 2012, Ms. Crutcher worked in Jones Lang LaSalle's Dubai office servicing clients across the Middle East and Africa. Ms. Crutcher's diverse experience enabled her to provide government agencies, private developers, High Net Worth Individuals and investors with innovative real estate solutions. She provided a wide range of services to clients including development advisory, investment strategy, market reports, and valuations.

Examples of Similar Work

- **Shopping Center Build-Operate-Transfer (BOT):** Advised the Municipality of Abu Dhabi on the re-development of community retail centers across six prime sites and structured the Build-Operate-Transfer models.
- **Workplace Strategy Study:** Advised one of the largest banks in Oman on the optimal space requirement and configuration for the development of a new headquarter building.
- **Valuation & Land Sales Phasing Strategy:** Advised on the valuation of and sales phasing for nearly 400 land parcels within Knowledge Economic City, a mixed use community in Madinah, Saudi Arabia in preparation for the initial public offering of the real estate company.
- **Highest & Best Use Analysis:** Provided real estate market due diligence and a highest and best use analysis for a 6.0 million sq ft plot of land in Kampala, Uganda to inform a private equity firm's investment strategy.

Education and Affiliations

Ms. Crutcher earned her Bachelor of Arts degree at Duke University. Emily also completed a summer program in Urban Planning at the Harvard Graduate School of Design. She is a member of International Council of Shopping Centers and Urban Land Institute.

SCAPE LANDSCAPE + URBAN DESIGN

FIRM PROFILE

SCAPE / LANDSCAPE ARCHITECTURE PLLC is a dynamic, leading-edge landscape architecture and urban design studio based in New York City. We are committed to the innovative, creative design and construction of the joint urban-natural environment. Our goal is to create and organize dialogue about the built environment, to refine the definition of the public sector to include natural processes and wildlife habitat, and to cultivate an ethos of civic participation. The studio is comprised of a range of professionals with expertise in horticulture, landscape architecture, urban design, and planning. We work across and in-between disciplines of science and design to merge design expertise with plant ecology, forest ecology, and hydrology, towards a synthetic, sustainable approach to the design and management of the urban landscape.

Our approach is to understand and enhance connections between ecological systems and public infrastructures to create dynamic environments in concert with long-term, phased strategies for their implementation. We have a particular expertise in bridging concept and construction, and have developed a reputation for large scale conceptual landscape strategy alongside the design and material detailing of landscape elements. SCAPE is able to take on the largest landscape architecture jobs and bring them in on-time and on budget. We achieve this through the utilization of innovative technology, sound tracking methods and a dedication to creating projects that are efficient while remaining aesthetically pleasing. SCAPE pursues each project rigorously, utilizing GIS and mapping solutions to gain an understanding of the surrounding area which informs the design throughout the project. SCAPE is fully capable of working in a myriad of different design software, being able to integrate RevIT, AutoCAD, and Adobe Creative Suite to create a seamless integration with both client and sub-consultants.

Current projects include Master Plans for Columbia University and New York Presbyterian Hospital, including campus-wide streetscape and open space network, as well as outdoor space for the DREAM Charter School in East Harlem. We have vast experience in the creation of landscapes on structure including work at the First Avenue Water Plaza, Austin Nichols Warehouse, and the Battery Park City Community Center terraces. We are also engaged in creating a comprehensive Master Plan and streetscape development for Town Branch Commons in Lexington Kentucky, Storm Resiliency research, planning and design for SIRR in New York City and the development of Blake Hobbs Park in Harlem as well as many city projects such as libraries and cultural centers.

CERTIFICATIONS

WBE Certified: NYS, NYC, PANYNJ, SCA
DBE Certified: NY, VA

SCAPE / LANDSCAPE ARCHITECTURE PLLC
277 BROADWAY SUITE 1606 NEW YORK NY 10007
T 212 462 2628 F 212 462 4164
SCAPESTUDIO.COM



KATE ORFF Partner

Kate is the founder and design director of SCAPE. She has designed landscapes for prominent institutions and private clients that have been published nationally and internationally. With a background in environmental science, the political and social sciences, and fine arts, she merges ecology and strong form to create rich, bio-diverse, textured landscapes that magnify the relationship between people and place. She lectures widely in the U.S. and abroad on the topic of urban landscape and new paradigms of thinking, collaborating and designing for the anthropocene era. Kate also teaches interdisciplinary seminars and design studios at Columbia University.

REGISTRATION

Landscape Architect, NY, CT, NJ, SC, KY
CLARB Certified

PRACTICE

SCAPE / LANDSCAPE ARCHITECTURE PLLC, New York, NY, Founder and Partner, 2004-present
Waterworks, Minneapolis, MN
Town Branch Commons, Lexington, KY
SIRR Coastal Protection Plan, New York, NY
Rebuild by Design, HUD, NY/NJ
Buffalo Niagara Medical Campus Streetscape, Buffalo, NY
adAPT Microhousing, New York, NY
Harlem RBI DREAM Charter School, Harlem, NY
Battery Park City Community Center, New York, NY
Blue Wall Environmental Center, Cleveland, SC
Ford Calumet Environmental Center, Calumet, IL
103rd Community Garden and Park, Harlem, New York
Oyster-Tecture, Gowanus Bay Pilot Project, Brooklyn, NY
PAVE Academy, Brooklyn, NY
Safari 7 Exhibition, Studio-X, New York, NY

Office for Metropolitan Architecture, New York, NY, Rotterdam, NL, Hong Kong, 1996, 2000-2003
Hargreaves Associates, San Francisco, CA, 1998-2000

EDUCATION

Harvard University, Graduate School of Design, Cambridge, MA
Master of Landscape Architecture, 1997

The University of Virginia. College of Arts and Sciences, Charlottesville, VA
Bachelor of Arts in Political and Social Thought w/Distinction, 1993

LECTURES

The 2010 International TED Women Conference; The 2010 Better World By Design International Conference; The New York Botanical Garden Portfolio Series; The 2010 Million Trees NYC Green Infrastructure Symposium; US Green Building Council; 2008 Green Build National Expo; Endowed Lectures at Harvard, Yale, Ohio State, Penn State, Iowa State; Invited lectures at The Cooper Union, University of Toronto, Columbia, Princeton, The Morgan Library, The Museum of the City of NY.

AWARDS

National Academician, National Academy 2013; 2012 USA Artist Fellow; Zumtobel Group Award for Sustainability and Humanity in the Built Environment; Architectural League of New York "Emerging Voice" 2012; Azure Magazine "Front Runner," 25 Young Designers Leading the Pack, 2010; MoMA Rising Currents Team Leader,

PUBLICATIONS

Co-Author of Petrochemical America (Aperture, 2012), Co-editor of Gateway: Visions for an Urban National Park (Princeton, 2011).



ELENA BRESCIA Partner

Elena is the managing partner and technical lead at SCAPE. During her 20 years of practice, Elena has designed and built landscapes across a variety of scales—from private residences to large-scale public projects. With a focus on the built work of the firm, Elena plays a crucial role in advancing ideas through the design process and into built form. Her ability to integrate the design intent with the constructed form and process strengthens the design philosophy and execution of projects. The focus on seamless movement from schematic through to documentation and construction results in well-constructed and detailed projects.

REGISTRATION

Landscape Architect: NY, IL, TX, VA
CLARB Certified

PRACTICE

SCAPE / LANDSCAPE ARCHITECTURE PLLC, New York, NY / Partner 2007 / 2005-present
Harlem RBI Dream School, Harlem, NY
Blake Hobbs Park, Harlem, NY
103rd Street Community Garden, New York, NY
New York Presbyterian Hospital Master Plan, New York, NY
Heschel School Green Roof Playground, New York, NY
Battery Park City Community Center, New York, NY
Glen Oaks Branch Library, Queens, NY
Cornell-Milstein Hall, Ithaca, NY
Center for Agriculture and Natural Resources, SUNY Cobleskill, Cobleskill, NY
Buffalo Niagara Medical Campus Streetscape, Buffalo, NY

Rogers Marvel Architects, PLLC, New York, NY / 2003-2005

Edmund D. Hollander Landscape Architect Design, P.C., New York, NY / 1998-2002

Abel Bainnson Butz, New York, NY / 1996-97

Quennell Rothschild Associates, New York, NY / 1993-95

The Office of William B. Kuhl, New York, NY / 1989-90

Metropolitan Museum of Art, New York, NY / Textile Conservator / 1986-1989

EDUCATION

University of Pennsylvania, Graduate School of Fine Arts, Philadelphia, PA,
Master of Landscape Architecture / 1993,
ASLA Award / Certificate of Honor / 1993, Teaching Fellow, Construction Design
Fordham University, Fordham College, The Bronx, NY
Bachelor of Arts in Art History / 1985,
Sophocles Papanicolaou Award for Excellence in Art History and Studio Art

SERVICE

Fine Arts Federation of New York / President / 2010-current
New York State Council of Landscape Architects / 2005-2006
Re-envisioning Peter Cooper Park, The Cooper Union / Nov 2004
New York New Visions Coalition of Design Professionals / 2001-2007
ASLANY Chapter Representative; Member of Executive Committee
Principles for the Rebuilding of Lower Manhattan, February 2002
American Society of Landscape Architects, New York Chapter / 2000 – 2006
Jury Member, 2007 Chapter Awards; Executive Committee; Newsletter editor, *Terrain*

URS ENVIRONMENTAL + GEIS



URS Corporation. URS Corporation is a fully integrated engineering, construction and technical services organization with the capabilities to support every stage of the project life cycle. The Company offers a full range of program management; planning, design and engineering; systems engineering and technical assistance; construction and construction management; operations and maintenance; management and operations; information technology; and decommissioning and closure services.

We provide these services for the U.S. federal government, national governments of other countries, state and local government agencies in the United States and internationally, and multinational corporations. URS has more than 50,000 employees in a network of offices in nearly 50 countries. The Company's business is focused on five key market sectors: Federal, Oil and Gas, Infrastructure, Power, and Industrial.

URS also has fully staffed local offices with trained and qualified professionals, who work closely with their clients in completing assignments expeditiously and cost effectively. Our local offices are known for their "hometown" service, and we pride ourselves on our ability to provide the personalized attention that our clients deserve.

URS has more than 120 professionals and technicians in our Buffalo, New York office with expertise in every major facet of engineering and environmental investigation. Our strong local presence, in downtown Buffalo since 1972, allows us to provide our clients personnel with the required expertise and experience, as well as knowledge of regional issues and regulations. When necessary, URS has direct access to a national network of practitioners specializing in a variety of disciplines. Because of our large pool of professional resources, URS is able to provide our clients with highly specialized services at competitive prices.



Gary M. Palumbo, AICP

Project Manager / Senior Planner

Overview

Mr. Palumbo is a Senior Planner with experience in environmental permitting and land-use planning. His expertise includes land use planning, zoning, and environmental review, including NYS Environmental Quality Review (SEQR) compliance. He has extensive experience providing consulting services to public agencies; coordinating projects through the environmental review and permitting process; and administering local land use regulations. Long-range planning projects have included master plans, zoning amendments, strategic plans, feasibility studies, and power sector permitting. Mr. Palumbo has served as a Project Manager responsible for projects involving municipal planning, environmental permitting and commercial/ industrial development.

Years of Experience

With URS: 8+ Years

With Other Firms & Agencies: 22
Years

Education

Masters in Regional Planning/
Pennsylvania State University/ 1990

Bachelor of Arts in Geography/
Urban Studies/ State University of
New York, Potsdam/ 1980

Registration/Certification

American Institute of Certified
Planners (AICP), 1993

URS Certified Project Manager,
2011

Professional

Societies/Affiliates

American Institute of Certified
Planners (AICP), since 1993

Western New York Section Officer
American Planning Association
2000-2007, 2010

Upstate NY Chapter Board
American Planning Association,
2003-2005, 2007-2010

Amherst Traffic Safety Board
1997-2001, 2011-2013

Amherst Zoning Board of Appeals,
Present

Project Specific Experience

South Buffalo Brownfield Opportunity Area – Nomination Study, Buffalo, NY (2008): Senior Environmental Planner; participated on the Inventory & Analysis, Public Participation and State Environmental Quality Review (SEQR) tasks for the South Buffalo BOA Nomination Study. URS partnered with Urban Strategies of Toronto to prepare the Nomination Study and Draft Environmental Impact Statement (DEIS) for the 1,800 acre study area. URS' role included public participation, inventory and analysis, environmental assessment and SEQR coordinated review and scoping.

Town of Tonawanda, Comprehensive Plan/GEIS Update (on-going): Project Manager/Senior Planner; Leading the preparation of a complete review and update to the Town's master plan. The Comprehensive Plan Update incorporates results of strategic planning efforts completed since 2005, into a combined Master Plan/GEIS.

Niagara Airport Commercial Park – Shovel Ready Certification, Town of Niagara, Niagara County, NY (2011): Project Manager and Senior Planner for Conceptual Site Plan and Draft Generic Environmental Impact Statement for 216 acre development site. Assessment issues included traffic impact study, Phase 1 ESA, cultural resources, water and sewer, and wetlands delineation. Shovel ready certification was granted in 2012.

Chautauqua County Landfill - Phase IV Lateral Expansion, Ellery, NY (2012): Senior Environmental Planner; Lead Author on Draft Supplemental Environmental Impact Statement for the 60+ acre lateral expansion of landfill.

City of Buffalo, Legacy Park, Buffalo NY (2012): Senior Planner responsible for preparing the State Environmental Quality Review documents, on behalf of City of Buffalo, to support the proposed development of a park consisting of athletic fields, field house, parking, landscaping and utilities.



Thomas Butler

Project Manager/EIS/SEQRA Specialist

Overview

Mr. Butler is the Manager of the Planning and Utilities Group. Mr. Butler is responsible for managing complex projects involving preparing State Environmental Quality Review Act (SEQRA) and National Environmental Policy Act (NEPA) documents. Mr. Butler also specializes in zoning application documentations and development of draft and final environmental impact statements for both private and public clients. He is also responsible for coordinating environmental permit applications for the firm's public and private. As a Planning Consultant, he has extensive knowledge of the SEQRA and the National Environmental Policy Act (NEPA), and significant experience with local, state, and federal regulatory issues.

Years of Experience

Year Began With URS: 2001
With Other Firms: 23 Years

Education

Environmental Science/ SUNY at Buffalo/ 1987 – 1992

Computer Sciences/ Niagara County Community College/ 1976-78

Project Specific Experience

Shovel Ready Certification Application, Town of Niagara, NY: Project director for the development of an application to the NYS ESDC/GORR for certification of a 240 acre parcel of land directly adjacent to the Niagara Falls International Airport. Work involved preparing a DGEIS which will implement the pre-permitting process.

Peace Bridge Expansion Project, Buffalo, NY: SEQRA/NEPA Specialist responsible for content and accuracy determinations on documents developed for the Environmental Review Process on behalf of the City of Buffalo. The detailed review of issues involved in the expansion plans for the Peace Bridge included: air quality, land use changes, noise and light pollution, environmental justice, cultural resource effects, aesthetics, and economic impacts.

North America Center Industrial Park, West Seneca, NY: Project Manager for the environmental analysis for the preparation of an Environmental Impact Statement for the 530-acre industrial park complex in West Seneca, New York.

Buffalo and Erie County Botanical Gardens, Lackawanna, NY: SEQRA Specialist retained to assess the regulatory requirements and SEQRA compliance procedures required for the implementation of a 10 year rehabilitation plan for the facility. Work involved implementation of a Generic Environmental Impact Statement to establish development standards, thresholds, and conditions for development in and around a National Register structure within part of the Olmsted Park System.

Ecogen, LLC Wind Power Project, Steuben and Yates Counties, New York: Involved in the technical writing, research and analysis regarding the preparation of a Draft and Final Generic Environmental Impact Statement for a proposed 53-turbine wind power project.

WATTS ENGINEERING CIVIL + INFRASTRUCTURE

Expertise

Watts is a licensed professional corporation and all tasks performed by the firm will be managed by and under the direction of a licensed engineer or architect, and we will assign Project Managers who have experience on similar projects or tasks.

In recent years Watts has emerged as one of the region's leading civil and transportation design firms, handling the engineering for some of the more high-profile projects in the area, including: Canal Side Public Canal Environments – structural engineering, The Center for Excellence in Bioinformatics on the Buffalo-Niagara Medical Campus – civil engineering; the U.S. Federal Courthouse Building in downtown Buffalo (for the U.S. General Services Administration)- civil engineering; Reconstruction of Fillmore Avenue from N. Parade Street to East Utica Street, and the Michigan Avenue Street Enhancement project in Buffalo.

Watts' environmental expertise includes Storm Water Design, Storm Water Pollution Prevention Plan (SWPPP) preparation and Permitting; assistance with State Environmental Quality Review Act application forms; Preliminary Site Assessments/Phase I Environmental Site Screenings; Indoor Air Quality Assessments and Investigations; Multi-media Sampling; Feasibility Studies and Remedial Alternative Analysis; Remedial Design; Demolition Plans, Specifications and Cost Estimates; Regulatory Compliance Audits; and Environmental Inspection Services.

Watts has expertise in performing projects where environmental review under the State Environmental Quality Review Act (SEQRA) and the National Environmental Policy Act (NEPA) is required. For projects that have been classified under laws governed by SEQRA and NEPA as Non-Type II, Type II, and Class II/III, we have been tasked with the preparation of the social, economic, and environmental components of the project.

For the past 10 years, Watts has also been conducting hazardous waste/contaminated materials assessments and investigations under a term agreement with the New York State Department of Transportation (NYSDOT). We have worked on over 100 assignments involving hundreds of individual parcels and have prepared scores of work plans, field sampling plans, health and safety plans, investigation reports, feasibility studies and cost estimates.

Watts' role in the South Buffalo Step 2 Brownfield Opportunity Area project was to study transportation and utilities that service the area and to provide planners with capacities and improvement strategies. The transportation inventory included evaluation of traffic volumes and condition of highways, local streets, and multi-use trails. The utility inventory and analysis identified the necessary infrastructure improvements for sanitary sewers, waterlines, storm drainage, and power need to stimulate investment and promote re-vitalization.



Michael B. Pratt, P.E.

Principal

EDUCATION

B.S., Civil Engineering, State University of New York at Buffalo

B.S. in Forestry (Forest Engineering), SUNY Environmental Science and Forestry at Syracuse University

PROFESSIONAL LICENSES

Professional Engineer, New York, Indiana

PROFESSIONAL EXPERIENCE

36 years

SUMMARY OF EXPERIENCE

Mr. Pratt provides civil and structural engineering services with expertise in site development, building design, storm water models and permitting, wastewater collection and treatment, bridges, highway design, water supply and distribution, solid waste disposal facilities, and SEQR. Mr. Pratt's project experience includes:

Brownfield Opportunity Area Project , Buffalo, NY -

The Buffalo Brownfield Opportunity Area is an 1800 acre site in South Buffalo ranging from the Buffalo River south to the City line and from Hopkins Street on the east to NY Route 5 to the west. The purpose is to study the site, prepare a development plan, and conduct SEQR for public acceptance of the future re-development plan. Watts studied transportation and utilities that service the area and provided planners with capacities and improvement strategies. Watts participated in the steering committee meetings and visioning sessions conducted with interested community members, City Department personnel, and the general public. Mr. Pratt was the Project Manager for Watts' effort and was responsible for coordinating the transportation and site utility work with the other project team members as well as attending the public meetings.

Kingston Armory Addition, Kingston, NY- Watts provided civil, site electrical, site lighting, Storm Water Pollution Prevention Plan (SWPPP), construction documents and construction support services for the \$6M, 36,000 SF addition to the Kingston Armory Readiness Center. This project was completed for the New York State Division of Military and Naval Affairs and managed by the Office of General Services. Mr. Pratt was the Project Manager.

Former Buffalo Color Site-Retaining Wall Repairs, Buffalo, NY - The former Buffalo Color site was being remediated and the retaining walls along the

Buffalo River were in poor condition. Watts performed detailed structural inspection of approximately 400 LF of concrete and steel sheeted bulkhead along the Buffalo River. We prepared construction documents for the repair and renovation that were submitted to regulatory agencies for approval. Coordination with the US Army Corps of Engineers dredging and River restoration project as well as working around submerged communications cables changed the project to partial removals and installation of steel bulkheads. Mr. Pratt was the project manager responsible for quality control and attending client meetings.

South Buffalo Brownfield Opportunity Area Step 3 Coordinator, Implementation Strategy, and Final Brownfield Opportunity Area Plan, Contract

Number: 2013-A, Buffalo, NY - The Buffalo Urban Development Corporation (BUDC), in partnership with the City of Buffalo, and the New York State Department of State sponsored the preparation of the South Buffalo Brownfield Opportunity Area ("SBBOA") Step 3 Implementation Strategy and Document. The purpose of the Step 3 BOA was to prepare detailed plans that will be used to ensure the SBBOA Nomination Document objectives are achieved. The project will culminate with the preparation of the Final Brownfield Opportunity Area Plan which will consist of the Nomination Document (already completed); the Step 3 Implementation Strategy Document; and a revised Executive Summary. Watts is the team member responsible for civil engineering for site drainage and assisting with a green infrastructure grant application for a 70 acre portion of the Riverbend parcel. Mr. Pratt was the project manager responsible for quality control reviews of the plans, reports and calculations.



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WATTS Architecture & Engineering

Alan G. Matricardi, P.E., P.L.S.

Senior Civil Engineer

EDUCATION

B.S., Forest Engineering, Oregon State University

A.A.S, Forest Technology, NYS Ranger School, SUNY College of Environmental Science and Forestry

PROFESSIONAL LICENSES

Professional Engineer, New York, License No. 73632

PROFESSIONAL EXPERIENCE

36 years

SUMMARY OF EXPERIENCE

Mr. Matricardi has extensive experience as a project engineer on civil engineering projects. He has a broad background in the industry as an engineer, engineering technician, project surveyor and survey party chief. His engineering experience includes highway design, water supply engineering, wastewater engineering, storm water management and drainage engineering, regulatory review and permitting, municipal engineering and planning, site design and planning for highway, floodplain hydrology and hydraulic analysis, commercial, industrial, institutional and residential land development projects. His project experience includes:

Brownfield Opportunity Area Project , Buffalo, NY -

The ±1,800 acre site is in South Buffalo ranging from the Buffalo River south to the City line and from Hopkins Street on the east to NY Route 5 to the west. The purpose is to study the site, prepare a development plan, and conduct SEQR for public acceptance of the future re-development plan. Watts studied transportation and utilities that service the area and provided planners with capacities and improvement strategies. Watts participated in the steering committee meetings and visioning sessions conducted with interested community members, City Department personnel, and the general public. Mr. Matricardi performed research and analysis of existing utility systems for their locations, sizes and capacities to serve the study area. Mr. Matricardi also prepared narrative summaries and graphic exhibits of the existing utility systems.

Kingston Armory Readiness Center Addition,

Kingston, NY - The \$6 million, 36,000 SF addition was completed for the New York State Division of Military and Naval Affairs and was managed by the New York State Office of General Services. Construction drawings were prepared, and specifications, a Storm Water Pollution Prevention Plan (SWPPP), and construction support services were provided. Mr. Matricardi was the Project Engineer responsible for the civil engineering

aspects of the project.

SUNY College at Oswego, Rice Creek Field Station, SUCF Project No. 10350, Oswego, NY -

Watts provided civil engineering design, construction documents, permitting and construction administration support services for the State University Construction Fund to replace the environmental education and research facility at the SUNY Oswego Rice Creek Field Station. Watts evaluated alternatives with the owner and project architect, and designed the demolition of existing facilities, site design, new on-site waste water treatment and disposal system, site utilities and stormwater management facilities for the project. The construction included partial reconstruction of the 3,000 foot long access drive. The Field Station's remote location adjacent to a state-regulated wetland required wetlands permitting to be advanced by Watts. The total value of the construction was approximately \$5.5 million. The project was designed for LEED Silver certification which is pending. Mr. Matricardi was responsible for project management and engineering design.

Utility Assessment at the Richardson Olmsted Complex, Buffalo, NY -

The Richardson Olmsted Complex comprises the historic building and site elements of the Buffalo Psychiatric Center campus that were designed and built in the late 19th century by period architect H.H. Richardson and landscape architect Frederick Law Olmsted. The buildings and ±42 acre site are a National Historic Landmark. Watts conducted an assessment of the existing utility systems and to master plan and design the necessary utility upgrades and replacements to serve the Complex for future redevelopment. Watts prepared a detailed assessment for the sanitary sewers, waterlines, gas, power, telecommunications, and storm sewers. Mr. Matricardi led the research and analysis phase as well as the design phase and preparation of the construction documents.



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WATTS Architecture & Engineering 51

Kristopher J. Winkler, P.E.

Civil Engineer

EDUCATION

B.S., Civil Engineering, State University of New York at Buffalo

PROFESSIONAL LICENSES

Professional Engineer, New York, License No. 084011-1

PROFESSIONAL CERTIFICATIONS

Storm Water Management Practices: Planning, Selection and Design Training | C3-SSPC-Deleading of Industrial Structures | C1-SSPC-Coating Fundamentals | SPDES Phase II Construction Requirements Training, NYSTA

PROFESSIONAL EXPERIENCE

15 years

SUMMARY OF EXPERIENCE

Mr. Winkler has 15 years of civil engineering experience and has been involved with many projects throughout the western NY region. He has expertise in building structures, stormwater collection & treatment, site grading, site utilities, roads, culverts, traffic, waterlines, and sanitary sewers. He has site design experience on College Campuses, K-12 schools, Health Care Facilities, and Municipal Facilities. Mr. Winkler also has NYS Department of Transportation and NYS Thruway Authority construction inspection experience on highway reconstruction projects with bridge structural steel repairs, retaining walls, mill and overlay pavement, drainage, slope stabilization, and utilities.

Former Buffalo Color Site-Retaining Wall Repairs,

Buffalo, NY - The former Buffalo Color site was being remediated and the retaining walls along the Buffalo River were in poor condition. Watts performed detailed structural inspection of approximately 400 LF of concrete and steel sheeted bulkhead along the Buffalo River. We prepared construction documents for the repair and renovation that were submitted to regulatory agencies for approval. Coordination with the US Army Corps of Engineers dredging and River restoration project as well as working around submerged communications cables changed the project to partial removals and installation of steel bulkheads. Mr. Winkler was the structural/civil engineer responsible for designing concrete wall repairs, wall removals, steel sheet piling and bracing, developing construction drawings and specifications, coordination with the geotechnical engineer and addressing NYSDEC comments.

Wilkeson Pointe (Parcel OH) Architectural & Engineering Services Contract Number: 091911OH DESIGN, Buffalo, NY – ECHDC

developed Wilkeson Pointe, a 21-acre site on an Outer Harbor parcel in the City of Buffalo. The project provides new mixed recreational use opportunities that are unique on Buffalo's waterfront. Improvements and amenities include, boat docking, a beach, shoreline stabilizations, rain gardens, meadow areas, land form sculptures, comfort station, gazebo, recreational trails, roadway, and a parking lot. Watts' civil and electrical scope included recreational trails, parking facilities, roadway, site utilities, drainage, site lighting, and construction cost estimating. Mr. Winkler was the Project Manager and Civil Engineer for the project. He was responsible for preparing design construction drawings for approximately 3,500 feet of paved shared-use recreational paths, paved walking paths, parking and roadway areas, grading, rain gardens, site utilities, water service, storm and sanitary sewers, site demolition, site layout and construction support services.

Alfred University Ceramics Facilities Master Plan,

Alfred, NY – A 10-year Facilities Master Plan was developed for the New York State College of Ceramics at Alfred University. The Facilities Master Plan provides criteria and guidelines for campus facilities development that supports academic mission and strategic plan. Watts provided mechanical, electrical, plumbing and fire protection facilities evaluation, civil and structural building evaluation, and a traffic study. Mr. Winkler was the Civil/Structural Engineer for the project providing narratives and exhibits for the master plan. Engineering work included assessment of conditions and recommendations for future planning for site utilities including: storm drainage, sanitary sewer, communications, electric, gas, and steam.



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WATTS Architecture & Engineering

Virginia L. Ursitti, Q.E.P.

Senior Environmental Scientist

EDUCATION

Bachelor of Arts, Environmental Studies and Anthropology, State University of New York at Geneseo

PROFESSIONAL CERTIFICATIONS

Qualified Environmental Professional

OSHA 40-Hour HAZWOPER

PROFESSIONAL EXPERIENCE

25 years

SUMMARY OF EXPERIENCE

Ms. Ursitti has been providing environmental consulting services for over 25 years, ranging from hazardous waste site assessments and remediation to wetland delineation and mitigation. She manages and conducts NEPA and SEQR assessments documenting social, economic, and environmental consequences of projects with requirements ranging from checklists to Environmental Impact Statements. Ms. Ursitti identifies required environmental approvals, prepares permit applications, and facilitates regulatory agency reviews and approvals, which routinely include Section 401/401, Section 10, NYS ECL Articles 15 and 24, and Stormwater Pollution Prevention Plans and NOIs for the NYS SPDES general permit for stormwater discharges from construction. Example projects are:

Outer Harbor Access: Replacement for the S. Michigan Ave Bridge, Buffalo, NY

– Watts is completing environmental studies for the Environmental Impact Statement for a connection of the Buffalo Inner and Outer Harbors. Work is being completed for Erie Canal Harbor Development Corporation (ECHDC). Environmental assessments are being conducted for wetlands, surface and groundwater impacts; coastal zone management; hazardous waste/contaminated materials; asbestos; energy, air quality, and noise impacts; and the identification of permitting requirements and preparation of supporting documentation. Ms. Ursitti is the Environmental Scientist responsible for the Coastal consistency determination; wetlands, surface water quality, and navigable waters assessments; and associated permitting requirements.

LaSalle Waterfront Park Master Plan, City of Niagara Falls, NY

– Watts performed an ecological assessment at the LaSalle Waterfront Park site located on the Niagara River shoreline. Watts developed the scope of services as a sub-consultant supporting the preparation of a Park Master Plan for the City of Niagara Falls. Watts provided

baseline documentation of existing conditions by completing an inventory of ecological resources and problems in the area and assessed the onsite terrestrial and aquatic habitat values. Recommendations were provided for the proposed park's site development within the valuable aquatic and avian ecology of the Niagara River, and for future habitat restoration projects. As Project Manager, Ms. Ursitti developed the scope of services and conducted the ecological/aquatic assessment.

Robert Moses Parkway South Segment, Niagara Falls State Park, D003553, Niagara Falls, NY

– Watts is providing environmental and engineering services for the removal of the Robert Moses Parkway-South Segment from the historic Niagara Falls State Park including: Project Scoping, Preliminary Design/Environmental Impact Statement, and Final Design of the new Riverway and landscaping based on the original Olmsted-Vaux design. The Project Scoping Report documented the development of alternatives to reclaim parkland from the 1960s-era highway and interchange with the goal of improving local access and creating opportunity for enhanced recreational, cultural, and natural habitat functions. The DR/EIS culminated in an Olmsted-influenced design plan to remove the highway and replace it with a new entrance, roadway, paths, trails, and landscaping. Watts provided environmental assessment services including: habitat/ecology, surface/groundwater, wetlands, contaminated materials, air/noise/energy, and construction impacts. Watts is now providing Final Design services including a Phase II ESA subsurface investigation and evaluation of water quality in addition to preparing construction plans for: the bridge demolition; work zone traffic control, utilities, signs and pavement marking, stormwater management, and pumps for a new fishing pond. Ms. Ursitti is the Project Manager and Senior Environmental Scientist responsible for Watts' portion for all stages of work.



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WATTS Architecture & Engineering **53**

PREVIOUS EXPERIENCE



NEWTOWN CREEK ALLIANCE / GMDC / RIVERKEEPER NEWTOWN CREEK BROWNFIELD OPPORTUNITY AREA – STEP 2



LOCATION Brooklyn and Queens, New York
COMPLETION DATE 2012
SIZE 596 acres

AWARDS

2012 SARA NY Award of Excellence
 for Conceptual or Theoretical Projects
 Category

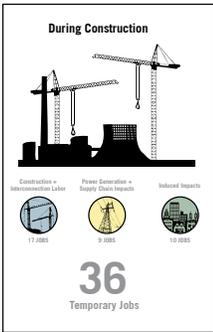
2012 World Architecture News Urban
 Design Award, Longlisted for Urban Design
 Category

Located across the East River from Midtown Manhattan and forming the border between the boroughs of Brooklyn and Queens, the 596 acres of Newtown Creek is best characterized as the location of one of the United States largest oil spills. Thirty million gallons of oil, twice the size of the Exxon Valdez spill, including a myriad of other toxins most notably manufactured dyes were spilled into the aquifer over the course of Newtown Creek’s industrial past. Since being discovered in the early 1980’s, the spill continues to be pumped out of the aquifer. The Creek, proximate to 8 million dwellers, was recently listed as part of the federal Superfund program (2010).

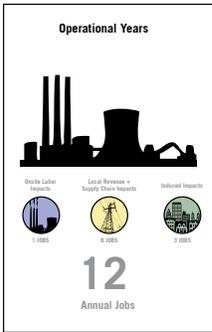
The idea to identify a new eco-system in which one’s waste is another’s benefit was tested for this opportunity. The goal was to see if industrial and infrastructural by-products long associated with the pollution of our rivers, streams and creeks could instead be the fuel for our city’s 21st Century economy.

The concept of a brownfield opportunity assessment plan endeavored to unlock the tremendous potential over an expansive brownfield site. The systematic decline of the overall area was evaluated to identify key stressors that contributed to the decline and to understand the significant cultural and economic advances that may have

NEWTOWN CREEK BROWNFIELD OPPORTUNITY AREA - URBAN DESIGN & MASTER PLAN /



+



= 48
NET JOBS



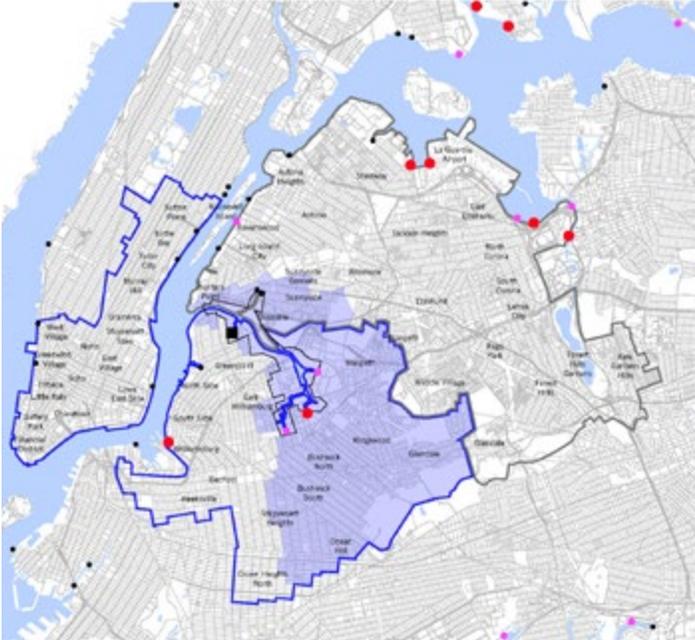
Economic Growth and Job Creation

Population density, 1 dot = 25 people

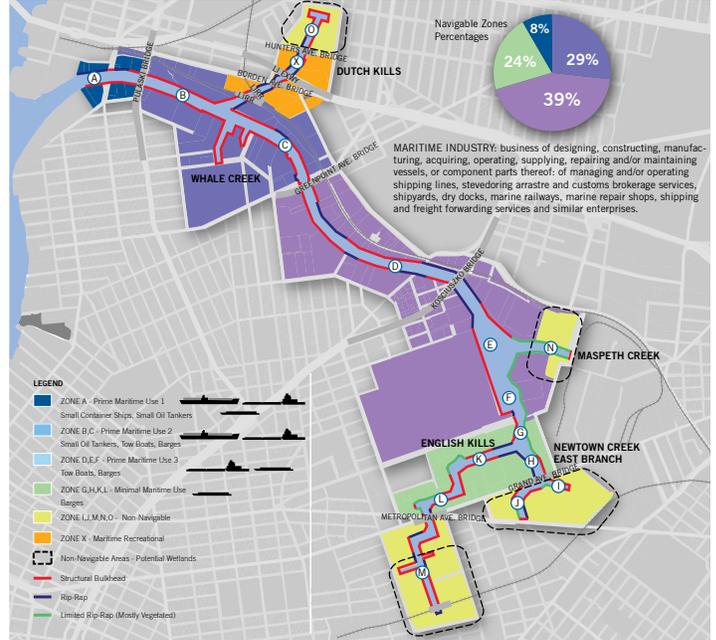
left behind traces of past industrial processes. This evaluation provided the foundation for solving the complexities of Newtown Creek. Physical constraints and opportunities were categorized while existing businesses within specific Sub-Areas were identified. The scale of the plan was broken down into discrete intervention zones. Within the Sub-Areas, waste to benefit cycles were identified and linked back to the benefits of place, the Creek and the larger eco-system of the City.

Building upon the tenets of industrial ecology, the solution proposed did not seek to transform the area into another ‘city beautiful’ waterfront community but rather build upon the Creek’s

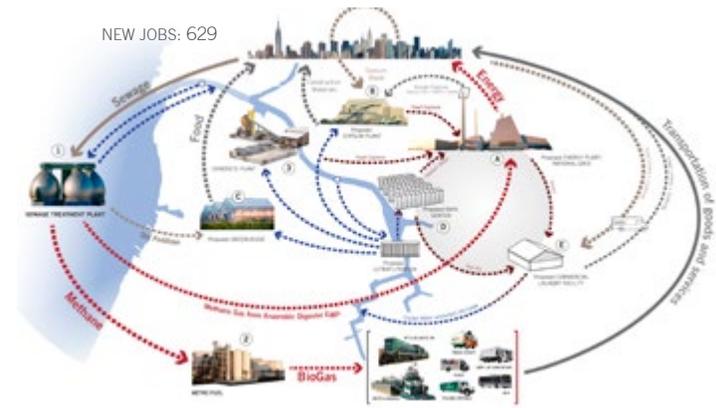
unique industrial past. Weaving social, environmental and economic criteria a system based approach created a model development for 21st century urban industrial eco-system.



NEWTOWN CREEK WPCP SERVICE AREA AND NEWTOWN CREEK WATERSHED



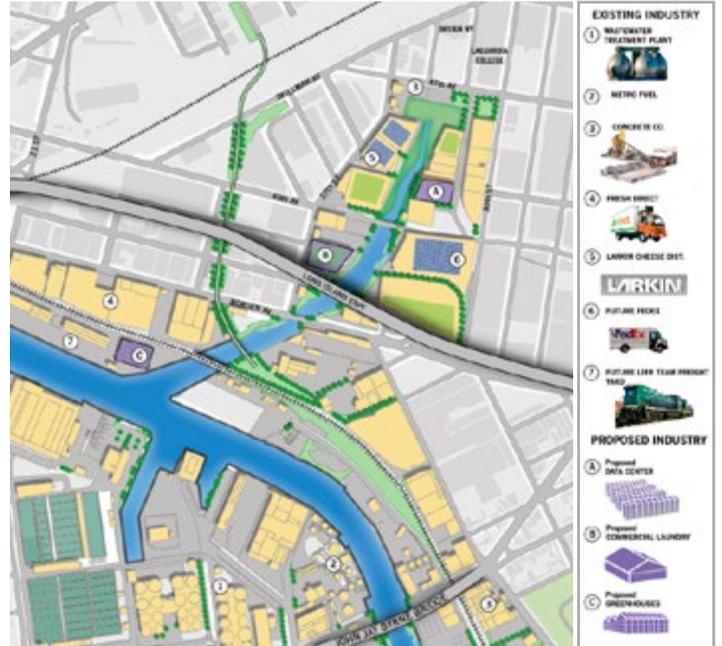
MARITIME INDUSTRY



HISTORIC TIMELINE



FRAMEWORK OPPORTUNITIES AREAS



SUB-AREA 1: DUTCH KILLS, QUEENS



THE CENTRAL CREEK IN BROOKLYN IS ENVISAGED AS A LOCUS FOR SUSTAINABLE MARITIME INDUSTRY.

PROVIDENCE DOWNTOWN KNOWLEDGE DISTRICT PLAN

Providence, Rhode Island



BROWN UNIVERSITY, 1795



PROVIDENCE INDUSTRIAL WATERWAYS, 1955



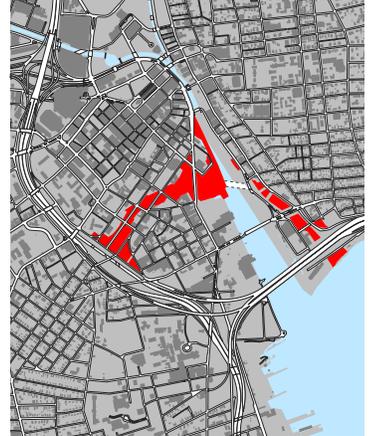
PROVIDENCE HOSPITAL SITE, 1857



I-195 CONSTRUCTION DIVIDES DOWNTOWN AND INDUSTRIAL NEIGHBORHOODS, 1958



WHEN COMPLETED THE I-195 RESTRICTED DOWNTOWN FROM FUTURE GROWTH, 1983



THE REMOVAL OF THE I-195 PRESENTS TREMENDOUS OPPORTUNITY TO STITCH TOGETHER THE EXISTING FABRIC, 2012



NEW PEDESTRIAN ORIENTED STREETS, DISTINCT DESTINATIONS AND EXCITING NEW DEVELOPMENT STITCH TOGETHER PREVIOUSLY SEGMENTED FABRIC

The vision behind the Downtown Providence Knowledge District is vital to the future of Providence's Knowledge Economy Initiative, a regional effort led by the Greater Providence Chamber of Commerce and the Providence Foundation to bring talent to the region, boost productivity, create wealth, and drive development.

Providence is a city endowed with world-renowned institutions of higher learning, regional centers of healthcare and research and a strong creative class of artists and entrepreneurs. These unique characteristics are the corner stone of establishing a viable knowledge-based economy; Providence's Knowledge District will support the existing institutional networks as well as become an economic engine for growth and an attractive place to live, work and visit.

In addition to these attributes, a truly transformational opportunity has presented itself with the relocation of a section to the I-195 highway connector. This relocation has unlocked approximately 23 acres of land prime for new development that has the potential to physically and economically stitch back together the Jewelry District and Downcity. One of the many goals for this vision document and the framework plan (Framework Plan) is to integrate the existing diverse lot and block structures with an aspirational vision and in effect attract investment which drives long term growth for the entire city of Providence.

The district vision will be captured by the physicality of discreet neighborhoods and will equally take into account a reflection of the entire city as a backdrop. The Knowledge District will capture several neighborhoods in Providence's Downtown district, including the Jewelry District and the area around Rhode Island Hospital. The District is loosely recognized as Pine Street to the northwest, the Providence River to the northeast, Public Street to the south, and Prairie Street to the west. These boundaries reflect the economic reality of Providence, in that hospitals are the largest employers, and therefore we have included both Rhode Island Hospital and Women and Infants Hospital in order to capture a truer cross section of the functioning city.

Today, it is commonly understood that 21st century cities require a diversity of economic engines in order to drive the vitality necessary to support urban communities. This thinking stems from recent hard times for urban centers built on 19th century singularly focused industrial uses which have exposed them to severe economic fluctuations. For urban districts, long-term resilience comes from mixed use environments that offer a variety of opportunities and attractions. And therefore, it is imperative that the vision for the future of Providence and more specifically the Providence Knowledge District captures the key characteristics to ensure a multi-purpose, multi-faceted, diverse urban center.

The process of this study began with a set of guiding principles, which were developed, reviewed, and vetted in stakeholder meetings and community meetings. An in-depth analysis of the existing conditions examined patterns of streets, buildings, circulation, uses, demographics, and geography to understand the character of the city, and the opportunities it offers. Drawing on a study of global and local precedents, a set of urban design concepts were developed

for the neighborhoods, or sub-districts, high lighting a particular set of opportunities. These six concepts framed the tone and character of each sub-district. The concepts led to the development of the Framework Plan, a set of design rules that will help actualize each concept. The Framework Plan describes planning strategies such as pedestrian circulation, vehicular circulation and parking, of open space and views, of new building development, and the massing and uses of that new development. The Framework Plan for the Knowledge District will serve as a guideline for future development, new zoning regulations, and areas for further investigation. This plan strives to inspire the vision and passions that will be required from the leaders of Providence. And to focus their investment in the social, economic and infrastructural fabric necessary to realize not a single plan but rather a multitude of possibilities for the future of the district and the city of Providence.

Client: Providence Department of Planning and Development

Completion Date: 2012

Size: 62 acres

Team:

Cristina Zancani – Urban Design / GIS Specialist

Philip Palmgren – Urban Design Leader

Peter Syrett – Urban Design

Reference:

Robert Azar,

City of Providence, Dept. of Planning and Development
400 Westminster Street
Providence, RI 02903

p. 410.351.4300 x524

e. Razar@providenceri.com



DESIGN CONCEPTS

- REINFORCE INSTITUTIONAL AND PUBLIC RELATIONSHIPS
- GATHER COMMUNITY INPUT
- ESTABLISH AWARENESS
- RIVERWALK EXPANSION
- GREEN LINKS
- BRING NEIGHBORHOOD GROUPS TO THE WATER



COMMUNITY STRATEGIES



DEVELOPMENT STRATEGY

- PREPARE LAND + SITES
- ESTABLISH DEVELOPMENT PARTNERS
- IDENTIFY KEY DEVELOPMENT CATALYST SITES
- CREATE A WATERFRONT DESTINATION PARK
- GREEN KEY CORRIDORS ENHANCING THE PEDESTRIAN EXPERIENCE
- CREATE CLEAR PEDESTRIAN AND VEHICULAR ACCESS ACROSS I-95

- DISTRICT CORES
- FABRIC STITCH
- HEALTH SCIENCE CAMPUS
- I-95 GATEWAYS



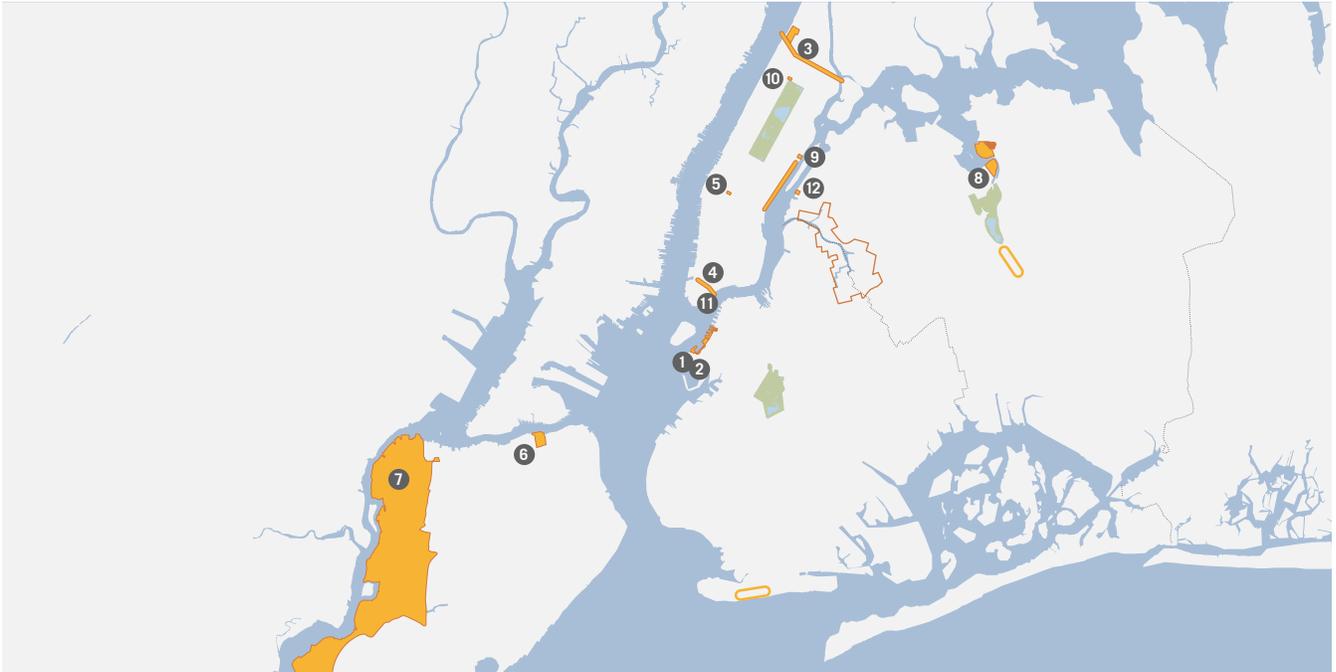
- BLENDED EDGES
- CRITICAL MASS
- EXTEND RELATIONSHIP NETWORK



- BEGIN TO DEVELOP GREEN CORRIDORS
- DENSIFY NEIGHBORHOOD CORES
- EXPAND HOSPITAL CAMPUS
- CREATE ICONIC GATEWAY TOWERS ALONG I-95
- DEFINE THE MARKET

- INFILL REMAINING SITES
- MAXIMIZE DEVELOPMENT VALUE WITH ESTABLISHED MARKETS
- CREATE TRANSITIONAL DEVELOPMENT TO TRANSCEND SCALES

NYC ECONOMIC DEVELOPMENT CORPORATION URBAN DESIGN ON-CALL ADVISORY SERVICES



Selected NYCEDC Projects

LOCATION New York, New York

COMPLETION DATE On-Going

SELECTED PROJECTS

- 1 NYC NYCEDC Brooklyn Piers 7-12
- 2 Pier 11 Warehouse Architectural Study
- 3 125th Street River-to-River Corridor Study
- 4 Fulton-Nassau Crossroads Design Guidelines & Implementation
- 5 Moynihan Station Circulation Modeling, Design, and Visualization
- 6 Snug Harbor Cultural Center
- 7 West Shore Land Use + Transportation Study
- 8 Willet's Point Redevelopment Plan
- 9 Upper East Side Mixed-Use Healthcare Facility
- 10 Central Park NW Mixed-Use Residential
- 11 Water Street Visioning + Ground Floor Analysis
- 12 Long Island City Assemblage Study

Perkins+Will has been competitively awarded the opportunity as on-call advisors to New York Economic Development Corporation for Urban Design and Planning Services. Our services support NYCEDC's mandate to make the City stronger in a regional, national and global context. NYCEDC is the City's primary engine for economic development charged with leveraging the City's assets to drive real estate development, create jobs and improve quality of life.

This is our fourth consecutive 2-year term advising the NYCEDC. On the on-call tasks, we leverage our public, private, and institutional experience in design and real-estate development to help NYCEDC define, design, evaluate and communicate to stakeholders, the development opportunities in the City. Our design and development

consultancy is especially valuable in the early stages of development, where the vision, development potential and character needs a buy-in from a wide audience. We are currently working on Seward Park Proposal Review, where we are evaluating multiple development proposals for 1.65 million square feet of development along 6 acres of underutilize land in Manhattan. We are evaluating the Urban Design merit and zoning compliance. Also in the Lower Manhattan, Perkins+Will is helping envision an iconic post-Sandy skyline concept that will create a new sense of community and reinforce the lights are back on in Lower Manhattan.



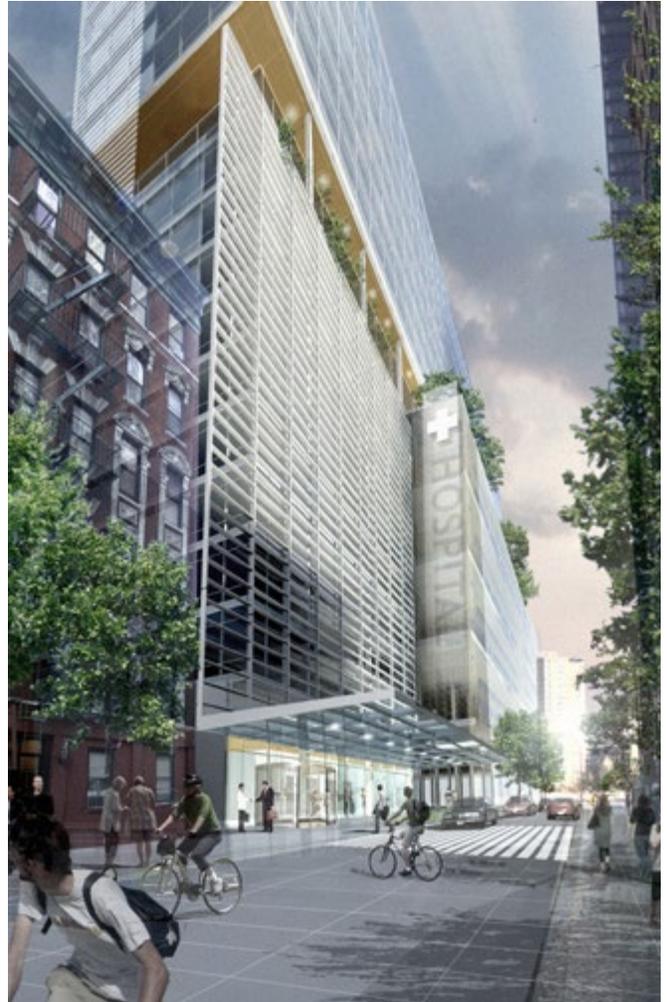
COORDINATED LOWER MANHATTAN SKYLINE LIGHTING CONCEPT



LIC WATERFRONT REDEVELOPMENT SCENARIO



BROOKLYN PIERS 7-12 MASTER PLAN



74TH STREET HOSPITAL

CHAUDIÈRE ISLAND MASTER PLAN

WINDMILL DEVELOPMENT GROUP, LTD



LOCATION Ottawa, Canada

COMPLETION DATE On-going

CONSTRUCTION COST N/A

SIZE 38 acres; 3 million sf mixed use new development

***See enclosed printed copy and digital document of this project included in the CD**

Located on the Ottawa River, the project site presents an opportunity to reinvent a heritage-rich, industrial space into a vibrant, world-class, sustainable, pedestrian oriented, mixed-use community. Through residential, commercial and communal developments, the Chaudière and Wright Islands can be reanimated to bring new life and energy to this once bustling heart of industry.

The harmonious integration of modern sustainable infrastructure into the heritage fabric of the Isles will provide the people of Ottawa and Gatineau with a new way to experience and appreciate the natural splendor of the Ottawa River.

The project is intended to be a world-class, sustainable community that combines the best of urbanity integrated with the waterfront and is based on the following eight development principles:

- Celebrate Heritage
- Connect the capital
- Healthy Living
- Ecological Systems
- Vibrant Waterfront
- Complete Communities
- Incubate Innovation
- Create & Enhance Views

CHAUDIÈRE ISLAND MASTER PLAN /



DISTRICT OF COLUMBIA FORMER WALTER REED ARMY MEDICAL CENTER REUSE PLAN



LOCATION Washington, DC
COMPLETION DATE 2014 (est.)
CONSTRUCTION COST \$700–750 million (est.)
SIZE 3.05 million square feet total
 550,000 SF renovations
 2.55 million SF new development
 67.5 acres

AWARDS
 2012, Award for Outstanding Neighborhood or Small Area Plan, National Capital Area Chapter of the American Planning Association Bi-Annual Awards

Perkins+Will is leading the master planning effort to transform 66 acres of the 110-acre Walter Reed Army Medical Center former campus into a lively, sustainable, mixed-use development. The parcel was determined surplus federal property by the Base Closure and Realignment Commission (BRAC), requiring the DC Local Redevelopment Authority (LRA) create a long-term reuse plan for the property. The joint planning process, a Reuse Plan and a Small Area Plan, includes:

- Existing and future conditions studies (landscape, transportation, historic preservation, real estate, demographic, and market projections)

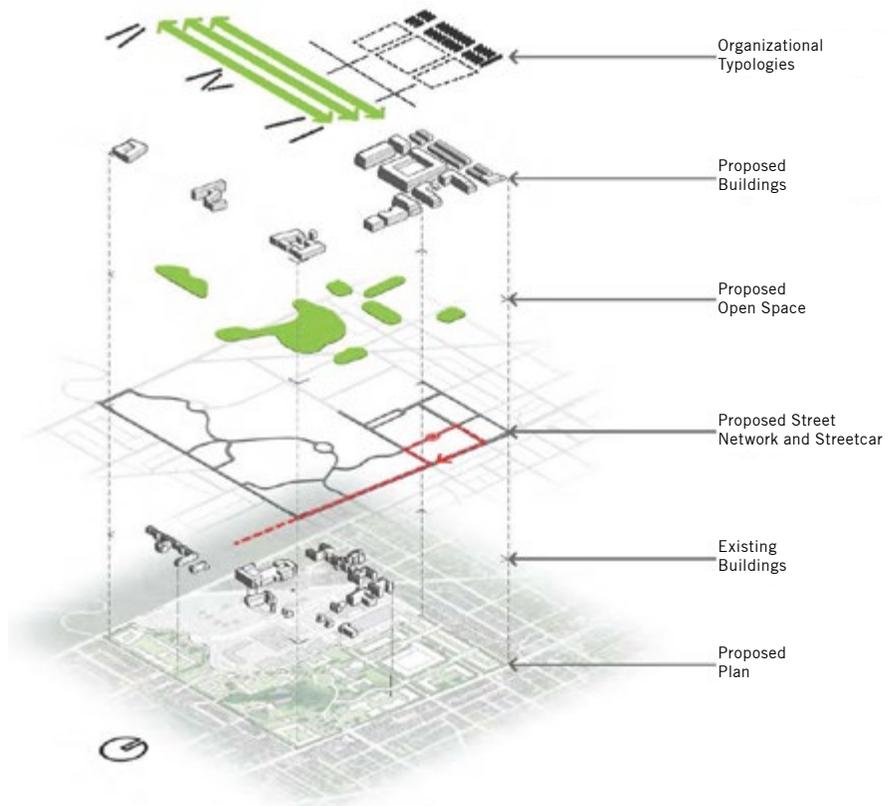
- Multiple community goal-setting meetings (including personal electronic polling to obtain instant feedback)
- Briefing to Historic Preservation Review Board
- Test-fits for building heights and density
- Extending streets and spatial patterns related to surrounding neighborhoods

The plan recommends adaptive reuse of 550,000 SF of historic buildings, development of approximately 2.55 million SF of new buildings, a clear vehicular and pedestrian plan (including the extension of 13th Street south, to the front of the original hospital built in 1908), and green open spaces for a total of 3.1 million SF.



Proposed uses include retail, office space, and mixed-income residential units through town homes, a town center, an academic presence for educational and healthcare purposes, and creative arts areas within the site. The plan also proposes space for homeless assistance providers who serve families and veterans, two charter schools, a fire station, and an ambulatory care center. Sustainable design is a key component, with the goal of becoming one of the first eco-districts in the District of Columbia.

The LRA unanimously approved the Reuse Plan and the DC Council approved the Reuse Plan and the Small Area Plan. The new plan will create jobs and additional revenue for DC, as well as provide an integrated community through the proposed mixed-use neighborhood on the cherished Walter Reed site.



Top left: Illustrative Plan

Top middle: Building Reuse Plan

Top right: Planning Principle, Integrating the City

Right: Redevelopment Framework, Elements of the Plan

GARDINER EXPRESSWAY URBAN DESIGN STUDY & EA + LOWER YONGE DESIGN GUIDELINES

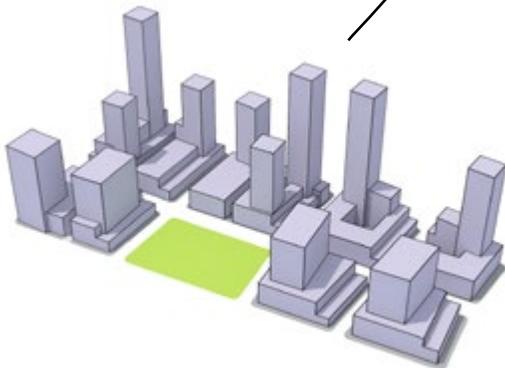


LOCATION Toronto, Ontario, Canada
COMPLETION DATE Ongoing
CONSTRUCTION COST NA
GARDINER STUDY AREA 250 acres
LOWER YONGE STUDY AREA 22 acres

The integrated urban design study and environmental assessment, for the Gardiner Expressway and adjacent lands, evaluates alternatives for maintaining, replacing, or removing a 1.5-mile elevated highway and the resulting integrated visions for the Toronto waterfront. The Lower Yonge Precinct is at the heart of this transforming Central Waterfront of Toronto. Perkins+Will, working with Waterfront Toronto and the City of Toronto, is leading an urban design and transportation team to guide the transformation of the precinct as it evolves in the coming years. The precinct is a catalyst in the comprehensive regeneration of the waterfront— acting as the link between downtown and the waterfront. To ensure a balance of new intensity of development that promotes a vibrant precinct while respecting the waterfront context the urban design guidelines articulate a safe, comfortable, pleasant public realm; and an appropriately

scaled and engaging built form framework. The principles and guidelines framework offer an opportunity to provide continuity of urban form through scale, a mix of uses, and an appropriate land use intensity; and actively contribute to the connected and energetic urban waterfront environment that makes Toronto a beautiful and amenitized global city of the 21st century.

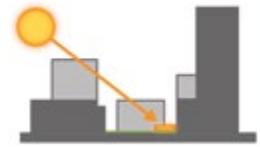
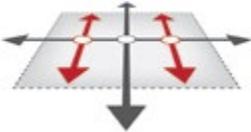
The project involves studying various development scenarios to understand value creation and to evaluate their impact on the public-realm such that it ensures a welcoming and vibrant urban experience. This unique and integrated approach, combining social, economic, and environmental parameters, is intended to ensure that good urban design objectives remain at the heart of the study and that an urban environment characterized by design excellence results from this effort.



STUDY OF POTENTIAL DEVELOPMENT SCENARIO

GARDINER EXPRESSWAY /

DETERMINING THE RIGHT GOALS & GUIDING PRINCIPLES



WORKING COLLABORATIVELY WITH THE STAKEHOLDERS



ENGAGING THE COMMUNITY



STITCHING TOGETHER NEIGHBORHOODS DIVIDED BY INFRASTRUCTURAL BARRIER



Southwest Brooklyn Waterfront Study: Framework Plan & Implementation Strategy

Cities around the world are facing the question of how to redevelop outdated port areas, especially in light of urgent global financial and environmental challenges. Under the leadership of The Port Authority of New York & New Jersey (PANYNJ), an exciting multi-year planning and implementation process on six miles of SW Brooklyn waterfront has been underway based on interagency cooperation and international best practices.

SW Brooklyn's waterfront is brimming with opportunities. A passenger cruise terminal was recently completed; major new regional parks are under construction; and upgraded transportation links are being planned. The PANYNJ has been working to harmonize different efforts into a shared framework to help realize the area's potential to contribute to the economic prosperity and environmental sustainability of the surrounding metropolitan area and wider region.

The PANYNJ's vision is grounded in a "Green Tech Brooklyn" positioned to meet emerging opportunities and growing future needs for green energy, clean recycling, and climate-resilient technologies. This economic future can be achieved with thriving maritime businesses and innovative industries, cutting edge educational institutions, updated infrastructure, and a revitalized waterfront.

Strategic Planning

Waterfront Revitalization

International Best Practices

Client: The Port Authority of New York & New Jersey

Location: Red Hook & Sunset Park, Brooklyn, NY (from Brooklyn Bridge Park to Owls Head Park)

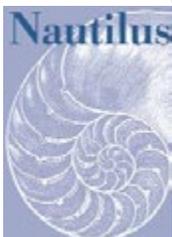
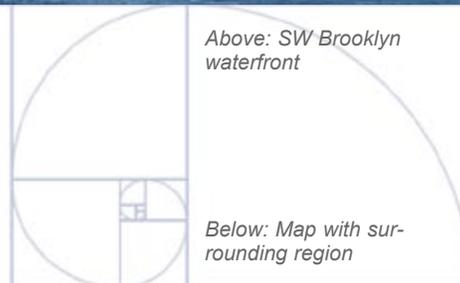
Size: 6+ miles of waterfront

Date: 2009 - present



Our Services:

Nautilus has worked as the PANYNJ's consultant since the beginning of the project, playing multiple roles from organizing an exchange of international best practices and creating a unifying vision and implementation strategy to helping secure funding and using it effectively. Nautilus has built goodwill and generated a positive dialogue between the client and a wide range of elected officials, public agencies, local business leaders, and community stakeholders. Nautilus is now leading the pilot projects on economic development and environmental sustainability that are currently underway.



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Dredged Materials & Climate Change Pilot Project: Technology, Applications & Demonstration Project - Phase 1

Both active and inactive port areas are facing increased risks from climate change in terms of rising sea levels, more frequent and severe storms, and increasing water/air temperatures. The Port Authority of New York & New Jersey (PANYNJ) is exploring the beneficial reuse of dredged materials in SW Brooklyn's port areas in ways that are both environmentally sustainable and proactive about climate change.

During the first phase, this pilot project is aimed at 1) analyzing state-of-the-art technologies for the reuse of dredged materials, 2) evaluating a range of possible applications that could help address climate change, and 3) proposing a future demonstration project on SW Brooklyn's waterfront.

By combining visionary thinking with engineering realities, this pilot will support the application of innovative reuse of dredged materials to help mitigate the new challenges presented by climate change and support sustainable redevelopment.

Our Services:

Nautilus has worked as the PANYNJ's consultant since the beginning of their SW Brooklyn Waterfront Study in 2009, playing multiple roles from organizing an exchange of international best practices and creating a unifying vision and implementation strategy, to helping secure funding and using it effectively. Nautilus has built goodwill and generated a positive dialogue between the PANYNJ and a wide range of elected officials, public agencies, local business leaders, and community stakeholders. Nautilus is now leading the consulting team, coordinating the Project Advisory Group and assisting the team in communicating the pilot's progress and results to the public.

Client: The Port Authority of New York & New Jersey

Location: SW Brooklyn Waterfront, Brooklyn, NY

Size: 6+ miles of waterfront

Date: 2011 - present

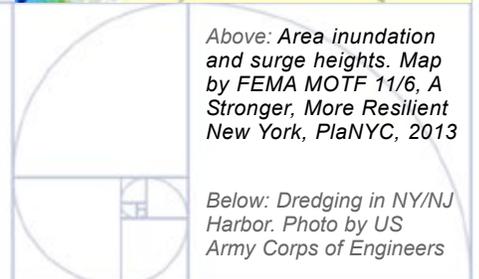
**Waterfront Research
& Innovation**

Public Policy

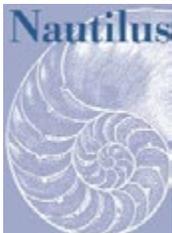
Climate Change



Above: Area inundation and surge heights. Map by FEMA MOTF 11/6, A Stronger, More Resilient New York, PlaNYC, 2013



Below: Dredging in NY/NJ Harbor. Photo by US Army Corps of Engineers



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Take Me to the River:

Transportation Plan

For decades the Hudson River has been cut off from this neighborhood by a series of natural and man-made barriers. The transportation plan for Take Me to the River was inspired by a community's drive to connect its economic corridor and residential neighborhoods with its cultural landmarks and waterfront parks. When implemented, the transportation plan will dramatically increase public access to the waterfront by creating a multi-modal network of circulation for pedestrians, cyclists, and motorists to move more easily between Broadway and the River – and back – strengthening connections between a wide array of historic, open space, and cultural resources.

Less than three months after completion of this plan, implementation was already underway by key stakeholders. A private owner renovated over 600' of historic bluestone sidewalk, and the Community Development Corporation and a local non-profit organization applied for expansion of an important park into an adjacent, underutilized street.

Our Services:

Nautilus led a team of 10 firms and provided planning, urban design, community participation, and project management services in-house. We helped build consensus by managing the community-based planning process, which involved meetings with individual stakeholders, a public open house, and ongoing meetings with a working group of over 25 local organizations, public agencies, businesses, and residents. We integrated this transportation planning with parallel projects for streetscape guidelines and cultural planning, building on Nautilus' comprehensive Concept Plan developed in 2004-2005 with DWLA+UD that strengthened upland connections and improved environmental quality.

Clients: City of New York, Manhattan Borough President and State of New York, Dept. of State, Division of Coastal Resources

Funding: Environmental Protection Fund, Local Waterfront Revitalization Program

Size: 22-Blocks (60+ acres)

Location: West Harlem and Washington Heights, New York (135-157th Streets from Broadway to Riverside Drive)

Master Planning

Waterfront Access

Consensus Building

Key recommendations include:

pedestrian improvements
- installing new sidewalks

bicycle access
- constructing a network of new routes

public transportation
- accelerating service and maintenance

parking
- expediting installation of Muni-meters

vehicular access
- increasing safety & calming traffic.



Above: Pedestrians on Broadway

Left: Existing bicycle access

Below: Proposed bicycle access improvements



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Take Me to the River:

Cultural Plan

Like many waterfront areas, Take Me to the River's community is rich in historic and cultural assets. But these lacked visibility and, as a result, attracted low visitorship. In particular, the historic museum complex of Audubon Terrace – home to the Hispanic Society of America, Boricua College, American Academy of Arts and Sciences, and Church of Our Lady of Esperanza – concentrates multiple resources. The plan calls for a cultural hub centered on Audubon Terrace that ripples throughout West Harlem and southern Washington Heights; it includes urban design improvements, public art guidelines, and support for historic assets, as well as a marketing theme and communications plan. When implemented, the cultural plan will dramatically increase the visibility and sustainability of these cultural treasures, and strengthen connections between a wide diversity of historic, open space, and cultural resources for both local residents and visitors. Within months of completing the plan, a local residents' association had already begun to use Audubon Terrace for two well-attended community-based events.

Our Services:

Nautilus led a team of 10 firms and provided planning, urban design, community participation, and project management services in-house. We helped build consensus by managing the community-based planning process, which included meetings with individual stakeholders, a public open house, and ongoing meetings with a working group of over 25 local organizations, public agencies, businesses, and residents. This cultural planning is integrated with parallel projects for streetscape guidelines and transportation planning, building on Nautilus' comprehensive Concept Plan developed in 2004-2005 with DWLA+UD.

Clients: City of New York, Manhattan Borough President and State of New York, Department of State, Division of Coastal Resources

Funding: Environmental Protection Fund, Local Waterfront Revitalization Program

Size: 22-Blocks (60+ acres)

Location: West Harlem & Washington Heights, New York (135-157 Sts from Broadway to Riverside Dr.)

Date: 2008

Waterfront Planning

Cultural & Economic Development

Consensus Building

Key recommendations include:

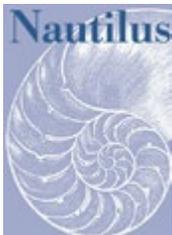
- creating a "museum district" surrounding Audubon Terrace that transforms it into an integral part of the urban fabric and community,
- establishing an organizational nucleus of cultural stakeholders,
- adding landscaping and other elements to restore a sense of place and to honor the legacy of the famous naturalist, John James Audubon, and his historic estate.



Above: View of Audubon Terrace from 155th Street and Broadway.



Below: Special event on 155th Street adjacent to Audubon Terrace. Rendering by H3.



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Passaic Riverfront:

Conceptual Plan for Waterside Activities

Once the heart and soul of Newark's pre- and post-Industrialized past, the Passaic River has been ignored for decades and become a "non-entity" to residents and workers. However, a renewed interest in reclaiming the city's waterfront for public use has spurred a considerable amount of investment. The River's assets include a major regional rail station, proximity to the business district and a thriving residential neighborhood, construction of a continuous walkway, and the redevelopment of the waterfront on the opposite side.

Our services:

Working with all the stakeholders along 2 miles of downtown, Nautilus was instrumental in creating common agreement that placing a "String of Pearls" - a variety of lively and interesting experiences along the riverfront linked by a continuous walkway - will create shared access and benefits.

Nautilus designed a conceptual plan that maximizes the use of the riverfront for public activities and profitable development, giving each "pearl" an important and complementary role. This plan and coordinated programming for the waterside activities has achieved widespread support, from government to business owners and local residents.

Development Framework Planning

Consensus Building

Location: Newark, NJ

Client: Edison Properties, LLC

Sub-Consultants:

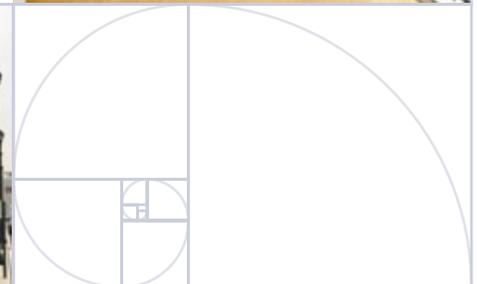
The Waterfront Center
Han-Padron Associates

Dates: 2004 - 2005

View from walkway to Town Dock



Riverfront walkway under construction



"String of Pearls" concept plan



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SE Federal Center: Evaluation of Development Proposals

Proposal Evaluation

The SE Federal Center offers a unique opportunity for the private sector to collaborate with the public to develop this 55-acre, federally owned land. GSA envisions transforming the industrial and military site into a “vibrant, urban, mixed-use waterfront destination” and their RFP called for uses ranging from private residential, office, and retail to public parks, cultural uses, and a waterfront park.

The SE Federal Center forms part of a larger Anacostia Waterfront Initiative to revitalize 16 miles of river frontage and is targeted in the National Capital Planning Commission’s long-range plan for the Capital as a primary growth area extending southward from the Capitol Building.

Our services:

Nautilus assisted the GSA by providing a detailed technical evaluation of the shortlisted proposals for a master developer for the SE Federal Center site to inform their selection of a single preferred developer.

Location: Washington, DC

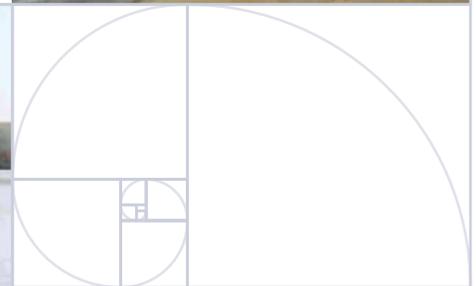
Client: General Services Administration

Dates: 2004

Adaptive Reuse



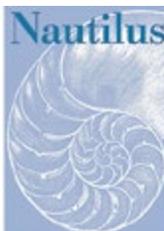
Future Waterfront Park, Anacostia River



Preservation of Historic Structures

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Skidmore, Owings & Merrill

Moynihan Station

Redevelopment Plan

Manhattan, New York



Situation

- Moynihan Station Development Corporation (“MSDC”), in collaboration with the The Port Authority of New York and New Jersey (“Port Authority”), is overseeing the redevelopment of the James A. Farley Post Office Building (“Farley Building”) and the Annex Building into Moynihan Station, a new Manhattan intercity passenger rail station for Amtrak.
- The transformation of the Farley Building into the Moynihan Station has been split into three phases, as described below:
 - Phase 1
 - Double the width of the existing West End Concourse of Penn Station to serve eight additional sets of train tracks to be used by Amtrak, NJ Transit and Long Island Rail Road passengers
 - New entrances in the Farley Building at 31st and 33rd streets and Eighth Avenue to the West End Concourse
 - Phase 2
 - Improvements will be made to the corridor connecting Penn Station and the West End Concourse and develop a new intercity train hall in the Farley Building for Amtrak
 - Phase 3
 - Develop a mixed use project of approximately 900,000 SF to complement the train station.
- Skidmore, Owings & Merrill (SOM), which has been working on behalf of MSDC on this Transit Oriented Development (TOD), engaged Jones Lang LaSalle in Q2 2013, to provide development advisory services for Phase 3, including comprehensive market research, financial feasibility analysis, and strategic development advice.

Initiatives

- *Market Analyses:* The team conducted an in-depth assessment of the office, retail, and hospitality asset classes in Manhattan and in the Moynihan Station sub-market, highlighting the supply, demand, prevailing market trends, leasing indicators and sales indicators.

- *National and International Benchmarking:* Leveraging Jones Lang LaSalle's international platform, the team collected information and key performance indicators (KPI) for ten train stations across the world ranging from St. Pancras International Station, (London, UK), to Tokyo Station (Tokyo, JA). Moreover, as Jones Lang LaSalle manages the retail component at several stations around the country, including Grand Central Terminal, we were able to gather research on US-based KPIs. This benchmarking of TOD projects served to highlight international best practices in a national and international context.
- *Concept Planning:* Armed with the market dynamics, demand forecasts and the benchmarking study, Jones Lang LaSalle hosted several workshops with MSDC, Port Authority, SOM and Amtrak to formulate and finalize development concepts, including a development brief and product mix.
- *Financial Assessment:* We are also providing a detailed financial assessment for the proposed use concepts to ascertain and test financial viability. This analysis includes scenario and sensitivity testing.

Results

- Jones Lang LaSalle's scope for Phase 3 is ongoing.
- Based upon our data and analysis, we provided recommendations for market-driven development concepts and detailed merchandising plans.
- The project pro forma model and outputs will serve as the basis for guiding the terms to be negotiated between MSDC and potential private sector developers.

For more information, contact:

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Brick City Development Corporation

Focus Zone Economic Impact and Retail Analyses

Newark, NJ



Situation

Newark, NJ has six universities serving approximately 60,000 students, faculty and staff located in its downtown district. Although Newark has tremendous assets and institutions, its downtown and areas surrounding these six colleges are sparsely populated after 6:00 p.m. Brick City Development Corporation (BCDC), which is the business development agency of the City of Newark, NJ, launched an initiative, Downtown 24/7 and College Town, to revitalize the downtown core area around several of the universities. BCDC seeks to create a college town and active street fronts, which will have a concentrated mix of bookstores, coffee shops, bars, theaters, restaurants with outdoor seating, galleries, trendy, boutique retail shops alongside national retailers and abundant affordable housing for students, professors and recent graduates.

BCDC has held meetings with community stakeholders and conducted best practice research. Based on their findings, they created a 1.25-square-mile “Focus Zone” that currently consists of eight projects under construction and nine projects in the pipeline. BCDC is now working with key stakeholders to add 3,000 residential units and bring more desirable retail goods and services to the zone within the next five years.

To demonstrate the viability of the Focus Zone to potential developers, retailers, funding sources and legislative leaders, BCDC engaged Jones Lang LaSalle to conduct an Economic Impact Analysis and Retail Analysis.

Initiatives

- Estimated the population and demographic characteristics within the Focus Zone from 2012 to 2018
- Analyzed direct and indirect fiscal impacts to the City of Newark and the State of New Jersey
- Projected the spending power within the catchment area and estimated changes in consumer spending patterns
- Conducted a gap analysis to determine where demand and excess capacity exist

Results

The City of Newark and BCDC will use the analysis as a basis for negotiating tax incentives for Newark with legislators in Trenton, New Jersey.

Long Island University
Brooklyn Campus
Public-Private Partnership
Brooklyn, New York City, New York



Situation

- In Q2 2013, a developer approached Long Island University (LIU) with a proposal for the development of a mixed use project to be sited both on and immediately adjacent to LIU's downtown Brooklyn campus.
- The proposed development is likely to be extremely complex, requiring upzoning through the Uniform Land Use Review Procedure ("ULURP") and transferring air rights. LIU engaged Jones Lang LaSalle to evaluate the developer's proposal and assist in structuring a public-private partnership.

Initiatives

- *Proposal Analysis:* We reviewed the offer from the prospective developer and provided an assessment of the terms of the development deal and structure, and where appropriate, recommendations of alternative deal structures which would better achieve LIU's objectives.
- *Deal Structure:* We prepared a framework for the potential development agreement terms, including recommendations on the appropriate milestones and penalties associated with the developer's performance.
- *Asset Valuation:* Jones Lang LaSalle procured the services of an appraisal firm to conduct a valuation of LIU's assets.

Results

- Based upon our analysis and recommendations, LIU decided that the existing offer did meet all of the objectives of the University. Therefore, LIU has decided to pursue a different strategy.
- LIU determined they would seek to unlock the additional development potential Jones Lang LaSalle identified. In Q2 2014, the University anticipates releasing a Request for Proposals for a PPP on the subject site in order to reach a wider development community.

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WATER WORKS

MINNEAPOLIS, MN

History, ecology and recreation are integrated to form a signature riverfront park that uniquely embraces its Minneapolis context. The complexities of the site require a nuanced and balanced approach to expressing the past, accommodating present uses and anticipating future needs. Water has literally shaped the natural and manmade landscapes here and the park design is equally inspired by the historic, water powered milling infrastructure upon which Minneapolis was built and the local bluff geology that formed the St. Anthony Falls. The proposal is a composite of three distinct zones, each defined by an interpretation of historic resources, expression of native ecology and geology and resolves extant circulation conflicts. Along with a strategic use of architecture, occupiable, terraced bluffs make critical topographic connections within the park and beyond to its surroundings. These unique features coalesce to structure a park that could only exist in Minneapolis.



Process sketch

Architect: Rogers Partners



Public meeting



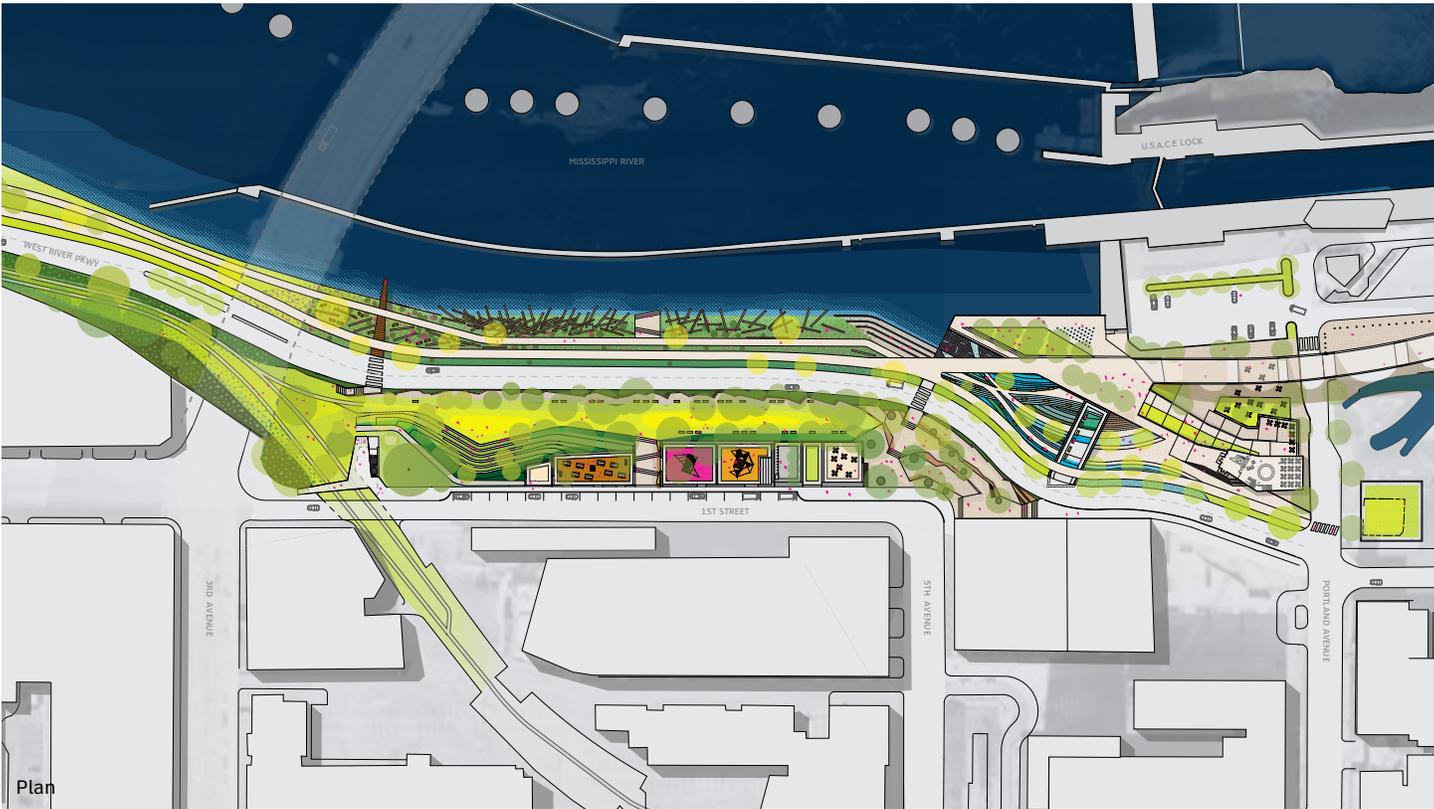
Stakeholder meeting



Bird's eye from Mill City Museum



Year-round trails



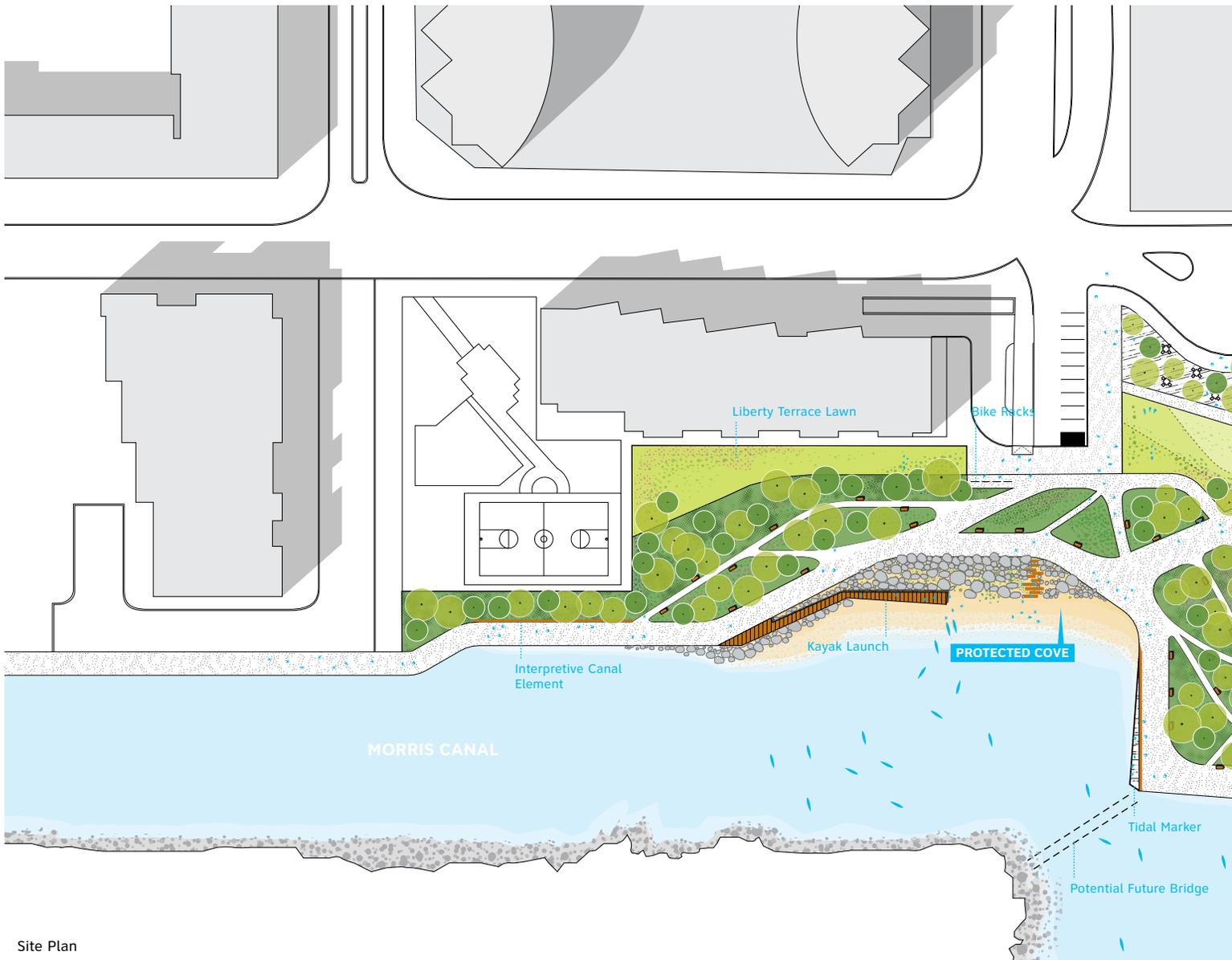
Plan

DMAVA PARK AND SHORELINE STABILIZATION

JERSEY CITY, NJ

SCAPE collaborated with Langan Engineering on this signature new waterfront park along the Hudson River on the New Jersey shore, with 'get-downs,' open lawns and micro gardens on higher ground. The project presents an exciting challenge to merge environmental, historical and recreational issues into a vibrant, waterfront park on the Hudson River. The role of New Jersey the Hudson River in the early making of America is a compelling

story, epitomized in the movement of goods and cargo from canal boats to ships on the Morris Canal's Little Basin and the historic migrations of people through nearby Ellis Island and the Statue of Liberty. Our sensitive preservation approach, strong landscape design, and ecologically-based engineering interpret and magnify this history. Of further importance to the project was to gain an understanding of the historic nature of the DMAVA waterfront and to consider the historic connectiveness between different aspects of the area. Employing a sensitive and engaging design approach, SCAPE created a landscape plan that interwove ecologically-based engineering and landscape design to create a series of restive trails and places for visitors and native New Yorkers.



Site Plan

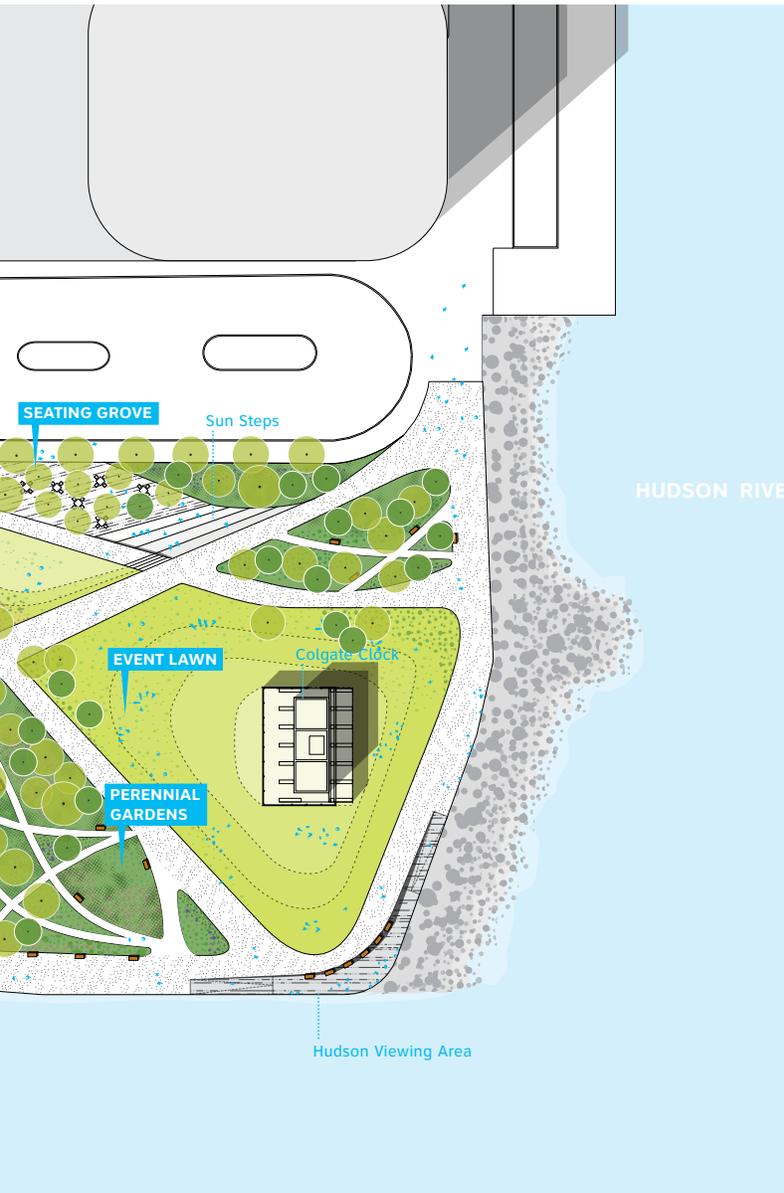
DMAVA PARK AND SHORELINE STABILIZATION



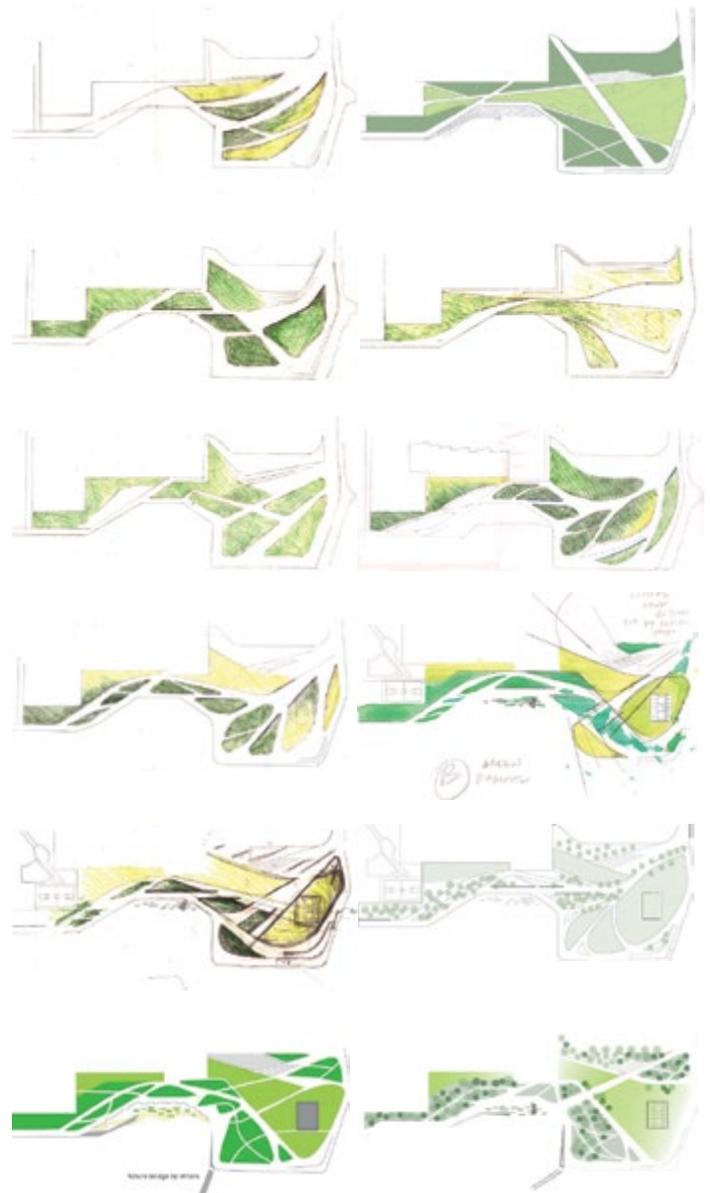
Bird's Eye View of Park Context



Public Presentation



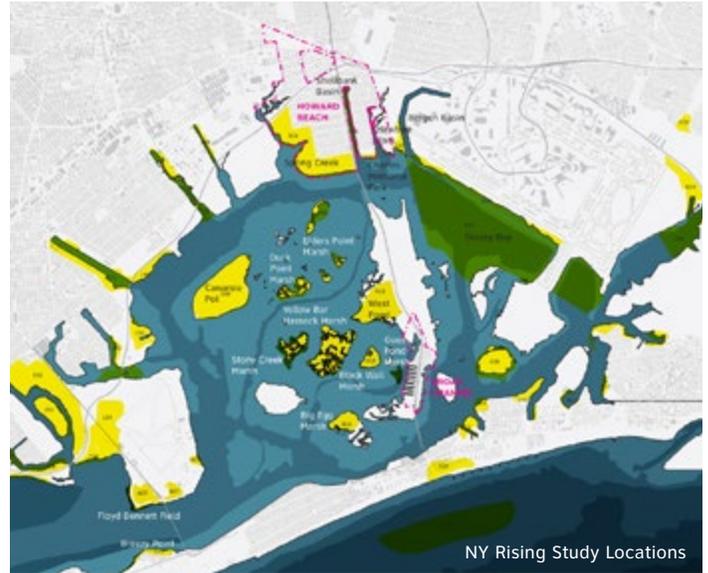
Progression of Site Plan



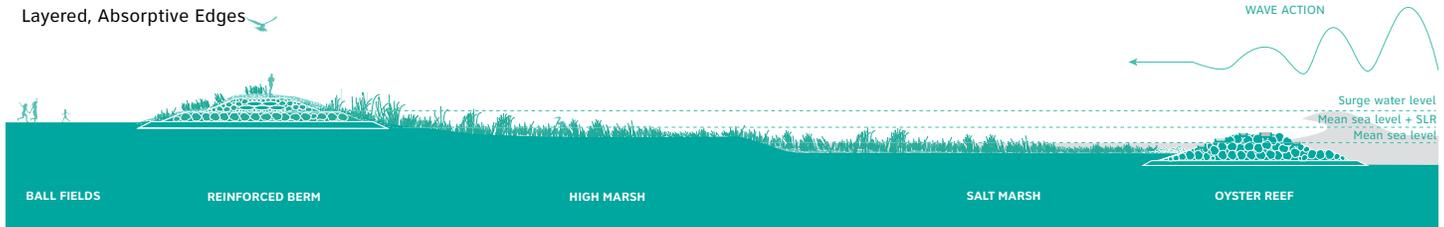
NY RISING COMMUNITY RECONSTRUCTION PLAN

HOWARD BEACH & BROAD CHANNEL, NY

As part of a New York state initiative to respond to storm damage from Hurricane Sandy, SCAPE, with HR&A and Parsons Brinckerhoff, developed a series of strategies for rebuilding resilient communities in the Howard Beach and Broad Channel, Queens neighborhoods. The community reconstruction plans included cost and feasibility studies for a pair of tide gates and a berm at Howard Beach, and salt marsh restoration, berm construction, and oyster reefs at Broad Channel/Sunset Cove. The tide gates and the berm would connect with protection features in the New York State Department of Environmental Conservation's (NYS DEC) lower Spring Creek project and U.S. Army Corps of Engineers' (USACE) Hawtree Point project. Through fieldwork and community meetings, the study, coupled with the NYS DEC and USACE projects, would create a comprehensive flood protection strategy that would include the placement of berms in the upland perimeter to provide shoreline protection, ensuring greater resiliency to coastal flooding, and the effects of climate change.



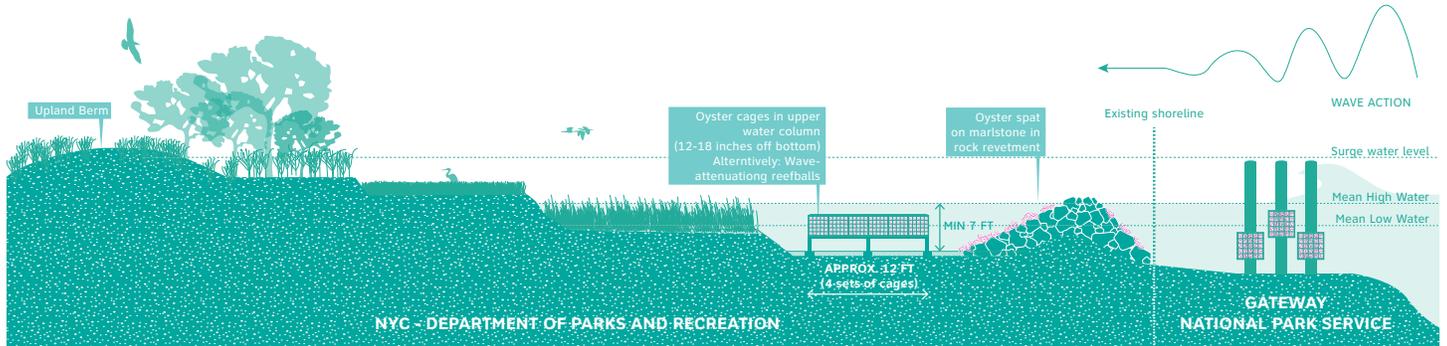
Layered, Absorptive Edges



NY RISING COMMUNITY RECONSTRUCTION PLAN



Wave Attenuation and Habitat Creation



South Buffalo Brownfield Opportunity Area

Project Description

Location

Buffalo, New York

Client

City of Buffalo, Office of Strategic Planning

John Fell, Community Planner
920 City Hall
65 Niagara Square
Buffalo, NY 14202
(716) 851-4533

Project Value

\$192,000

Project Duration

2007 – 2010

In partnership with Urban Strategies of Toronto, Canada, RCL Co. of Washington D.C. and Watts Engineers of Buffalo, URS was selected by the City of Buffalo Office of Strategic Planning to prepare a Nomination Study (Step 2) for the South Buffalo Brownfield Opportunity Area (BOA), an 1,800 acre site along the Buffalo River corridor adjacent to NYS Route 5 and Lake Erie. A large portion of this massive brownfield site was formerly occupied by heavy industry including Republic Steel and Hanna Furnace Corporation and is the largest BOA in New York State. Approximately half of the land is now vacant with some parcels remediated and other parcels containing various levels of contamination. Tiff Nature Preserve, the largest urban nature preserve in the United States, and South Park and the Buffalo & Erie County Botanical Gardens, listed on the National Register of Historic Places, are also located within the BOA.



URS led the inventory and analysis and SEQR portions of the Nomination Study that included development of descriptive profiles and associated mapping of existing conditions, opportunities, and reuse potential for properties located in the proposed BOA.

URS led the State Environmental Quality Review Act (SEQR) Coordination process on behalf of the City of Buffalo Common Council as Lead Agency for the project. The SEQR process included a public scoping component to support future completion of a Generic Environmental Impact Statement.

The descriptive profiles include existing land use and zoning designations, brownfield, abandoned and vacant sites, strategic sites, land ownership patterns, parks and open space, historic and archeologically significant areas, rail and navigable waterways, and natural resources; all of which were written to serve as the GEIS characterization of the existing environmental setting.



Town of Grand Island Local Waterfront Revitalization Program (LWRP) and Supplemental GEIS

Project Description

Working closely with the Town of Grand Island, URS Corporation successfully completed the update of the Town of Grand Island Local Waterfront Revitalization Program (LWRP). URS staff and the Town Engineer worked directly with the New York State Department of State, Division of Coastal Resources (NYSDOS) in order to create the final document and Supplemental Generic Environmental Impact Statement meeting the NYSDOS's stringent program standards.

Location

Town of Grand Island, New York

Services

Local Waterfront Revitalization Program
Supplemental Generic Environmental Impact Statement

Client

Town of Grand Island
Department of Engineering
2255 Baseline Road
Grand Island, NY 14072
(716) 773-9628

Project Value

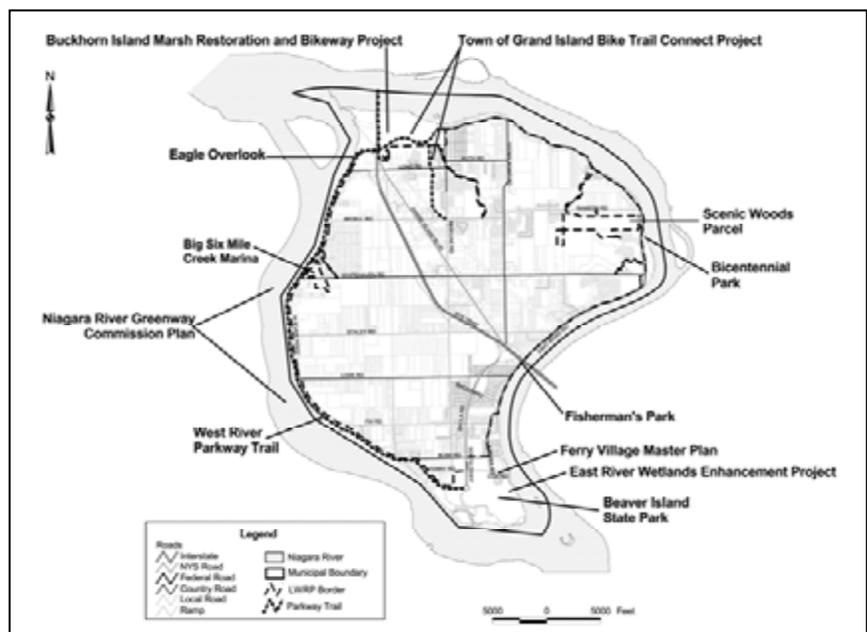
\$55,000

Project Duration

Completed July 2006

The LWRP provides the Town a comprehensive land and water use plan focused on the Town's shore and immediate upland areas. It provides an inventory of land uses and natural resources, a set of policies and recommended projects to support those policies. URS also assisted the Town in completing a set of plan and zoning revisions supported by the LWRP recommendations. With adoption of the LWRP, the Town of Grand Island now has a Waterfront Consistency Review Law authorizing review of local actions to ensure that projects within the delineated coastal area are consistent with the policies set out in the LWRP.

The LWRP was produced in three separate documents. The Draft LWRP was combined with the Draft Supplemental Generic Environmental Impact Statement. URS prepared revisions to text and maps based upon the NYSDOS staff review. The Final LWRP report incorporated responses to comments received from the NYSDOS staff and numerous agencies through the "60-Day Review". URS also prepared the Final SGEIS Statement. The Final SGEIS documented public and agency comment, the Town's responses, and revisions to the maps and text.



Buffalo, New York

Brownfield Opportunity Area Project

Owner City of Buffalo

Completion Date 2009

Construction Cost N/A

- Services
- Utility and Stormwater Inventory and Analysis
 - Transportation Inventory and Analysis



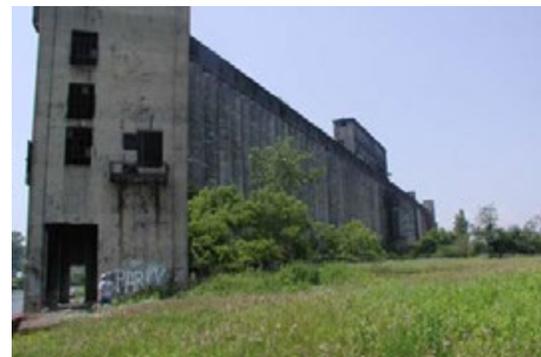
The Buffalo Brownfield Opportunity Area is an 1800 acre site in South Buffalo ranging from the Buffalo River south to the City line and from Hopkins Street on the east to NY Route 5 to the west. The purpose is to study the site, prepare a development plan, and conduct SEQR for public acceptance of the future re-development plan.

The utility inventory and analysis identified the necessary infrastructure improvements for sanitary sewers, waterlines, storm drainage, and power need to stimulate investment and promote re-vitalization. The majority of the interior vacant lands will require new utility extensions from the surrounding systems.

Watts' role was to study transportation and utilities that service the area and to provide planners with capacities and improvement strategies. Urban Strategies, Inc. is the prime planning professional leading the team with URS providing brownfield remediation expertise and RCL Co. providing economic development expertise.

Watts participated in the steering committee meetings and visioning sessions conducted with interested community members, City Department personnel, and the general public. We prepared presentation materials and participated in the public discussions to help develop a vision for re-development over the next 25 years.

The transportation inventory included evaluation of traffic volumes and condition of highways, local streets, and multi-use trails. The evaluation included NY Route 5, access from the I-190 at Bailey Avenue, US Rte 62, City streets, and the proposed Tiff Street Arterial by-pass to the I-190. Recommendations were made to improve the bicycle trail network and establishing multi-use trails connecting South Park to the Tiff Farm Nature Preserve and the Lake Erie waterfront.



Excellence in all we do.

WATTS Architecture & Engineering

Buffalo, New York

City of Buffalo Zoning/Land-use Regulations Update

Owner City of Buffalo

Completion Date 2012

Construction Cost N/A

Services

- Civil Engineering
- Environmental Investigations



Watts assisted Camiros with the development of a Citywide Land Use Plan, development of a zoning/land use regulations update and assistance for the implementation and adoption of the above-mentioned items, including required activities under the State Environmental Quality Review Act ("SEQRA").

The Buffalo Comprehensive Plan provides the fundamental planning and land use guidance for the redevelopment of the City. Closely related to developing a citywide land use plan is the need to analyze the transportation infrastructure that connects the various neighborhoods and places within the City and region.

Watts assisted Camiros with the review and planning of proposed future activities for three major Brownfields areas including the Buffalo River, Buffalo Harbor and Tonawanda opportunity areas. We gathered sanitary sewer, waterline, storm sewer, natural gas, and power information for the BOA areas. This was an effort to provide some guidance for re-development of these areas and to inventory the strengths of these sites from a civil engineering perspective.



Excellence in all we do.

WATTS Architecture & Engineering

Buffalo, New York

Wilkeson Pointe, Outer Harbor Parcel Architectural & Engineering Services

Owner Erie Canal Harbor Development Corp.

Completion Date 2013

Construction Cost \$3,500,000

Services

- Civil Engineering
- Electrical Engineering



Erie Canal Harbor Development Corp. developed Wilkeson Pointe, an Outer Harbor Parcel which is an approximate 21 acre site on the Buffalo Outer Harbor in the City of Buffalo. The site is located next to the Times Beach Nature Preserve, and was a former New York Power Authority parcel that was utilized to store the Lake Erie-Niagara River ice boom. The development is named after former Buffalo Mayor Samuel Wilkeson who had been in charge of the construction of the outer harbor in the late 1820s.

The project included a mixed use development with recreational opportunities, boat dock for water taxi, a beach, sand volley ball courts, scenic overlooks, parking lot, shoreline stabilizations, rain gardens, meadow areas, land form sculptures, wind sculptures, comfort station, gazebo, foot bridges, recreational trails, decorative site lighting, and roadway. Six acres of the land was cleared and capped to make shovel ready for future mixed-use development.

The project design and construction was performed at an accelerated schedule as design started in January, 2012 and recent ribbon cutting in May, 2013.

Watts' civil and electrical design scope included recreational trails, parking facilities, roadway, site utilities, drainage, grading, earth work, site lighting, and construction cost estimating. Watts assisted design team with site demolition, naturalization playgrounds, shoreline improvements, plantings, fencing, site feature selection and layout; as well as SWPPP preparation. Watts also performed construction support and construction inspection services.



A major design goal was to create a unique attraction that would draw people to the waterfront, while staying within project budget. The new park has received great interest as evident from walkers, joggers and cars that are emerging since the recent opening.



Excellence in all we do.

WATTS Architecture & Engineering

Kingston, New York

Kingston Armory Addition

Owner New York State Office of General Services

Completion Date 2007

Construction Cost \$6,000,000

Services

- Civil Engineering
- Site Lighting
- Stormwater Pollution Prevention Plan (SWP3)



The Kingston Armory Readiness Center expansion project was a \$6 million, 36,000 SF addition for the New York State Division of Military and Naval Affairs that was managed by the Office of General Services.

Watts provided professional engineering services for civil, site electrical, and site lighting by preparing construction drawings, specifications, a Stormwater Pollution Prevention Plan (SWPPP), and construction support services.

The project disturbed approximately seven acres on the existing armory site.



Excellence in all we do.

WATTS Architecture & Engineering

PROPOSAL FEE

TEAM FEE

Kingston Waterfront BOA	Perkins+Will Team Fee						
	Perkins+Will	Nautilus	JLL	Scape	URS	Watts	Total Per Task
	\$	\$	\$	\$	\$	\$	\$
Task 1- Project Startup	\$9,340	\$14,440	\$10,400	\$7,000			\$41,180
Task 2- Interagency Workshops	\$6,860	\$5,060		\$6,800			\$18,720
Task 3- Community Participation	\$12,190	\$8,320		\$6,800			\$27,310
Task 4: Implementation Strategy	\$43,430	\$26,240	\$49,000	\$19,350		\$36,152	\$174,172
Task 5: State Environmental Quality Review	\$6,310				\$73,942	\$6,024	\$86,276
Task 6: Completion, Approval and Distribution of the BOA Plan	\$11,880			\$11,800			\$23,680
Task 7: Final Brownfield Opportunity Area Plan	\$13,410			\$11,800			\$25,210
Task 8: Project Reporting	\$2,720						\$2,720
TOTAL per consultant	\$106,140	\$54,060	\$59,400	\$63,550	\$73,942	\$42,176	\$399,268
WBE		14%		16%			29%
MBE						11%	11%
						Expenses	\$30,236
						TOTAL	\$429,504

PERKINS+WILL FEE BREAKDOWN

Kingston Waterfront BOA -Step 3	Perkins+Will					Hours	Task Total
	Principal 1	Principal 2	Project Manager	Senior Planner	Junior Planner		
	\$295	\$295	\$195	\$160	\$110		
Task 1: Project Startup							
Task 1.A: Project Scoping Session	5	5	8	8	0	26	\$5,790
Task 1.B: Project Outline	0	0	10	10	0	20	\$3,550
<i>Subtotal</i>						46	\$9,340
Task 2: Interagency Workshops							
Attendance at Workshops	2	2	16	16	0	36	\$6,860
<i>Subtotal</i>						36	\$6,860
Task 3: Community Preparation							
Task 3.A: Preparation & Attendance at Community Meetings	4	4	10	30	28	76	\$12,190
<i>Subtotal</i>						76	\$12,190
Task 4.A: Implementation Strategy							
Task 4.A: Definition and Description of Future Land Uses for all Sites	8	6	8	18	10	50	\$9,670
Task 4.A.2: Design Alternatives and Illustrations for Strategic Sites	8	6	8	26	20	68	\$12,050
<i>Subtotal</i>						118	\$21,720
Task 4.B: Land Use Implementation Techniques to Ensure Desired Land Uses Materialize							
Task 4.B.1: Zoning and other local laws	1	1	5	16	0	30	\$4,125
Task 4.B.2: New or Modifications to Existing Economic Districts or Designations	1	1	5	16	0	30	\$4,125
Task 4.B.3: Design Standards and Guidelines	0	0	4	8	5	17	\$2,610
Task 4.B.4: Graphics and Illustrative Materials	0	0	4	16	12	32	\$4,660
<i>Subtotal</i>						109	\$15,520
Task 4.C: Implementation Projects							
Task 4.D: Local Management Structure to Implement BOA	2	2	2	8	0	14	\$2,850
Task 4.E: Regional, State and Federal Actions and Programs for Implementation	0	0	2	8	0	10	\$1,670
Task 4.F: Local Implementation Laws and Measures	0	0	2	8	0	10	\$1,670
<i>Subtotal</i>						34	\$6,190
Task 5: State Environmental Quality Review							
Task 5.F.1 Preparation of Notice of Complete Draft GEIS	1	5	20	4	0	30	\$6,310
<i>Subtotal</i>						30	\$6,310
Task 6: Completion, Approval and Distribution of the BOA Plan							
Task 6.A: Draft Brownfield Opportunity Area Plan and Revised Executive Summary	5	3	16	16	30	70	\$11,340
Task 4.B: Print and Distribute Draft BOA Plan	0	0	0	2	2	4	\$540
<i>Subtotal</i>						74	\$11,880
Task 7: Final Brownfield Opportunity Area Plan							
Task 7.A: Preparation of the draft Final Brownfield Opportunity Area Plan	5	3	5	16	16	45	\$7,655
Task 7.B: Designation of the Brownfield Opportunity Area	0	0	8	8	8	24	\$3,720
Task 7.C: Print and Distribute BOA Plan	0	0	0	2	2	4	\$540
Task 7.D: Web Posting of Executive Summary	0	0	0	0	2	2	\$220
Task 7.E: Marketing Brochure	0	0	1	4	4	9	\$1,275
<i>Subtotal</i>						84	\$13,410
Task 8: Project Reporting							
Task 8 Semi-Annual Reports	1	1	6	6	0	14	\$2,720
<i>Subtotal</i>						14	\$2,720
Subtotals	43	39	140	246	139	645	\$106,140

Printing \$5,000
 Travel \$20,000

Total \$131,140

NAUTILUS FEE BREAKDOWN

Task 1	Project Startup	Staff Name	Billing Rate	Hours	Total
1.1 Background Research & Review of Existing Reference Documents		Harken	\$280	12	\$ 3,360
		Brewster	\$160	4	\$ 640
		Hewes	\$140	16	\$ 2,240
		Harken	\$280	12	\$ 3,360
		Brewster	\$160	12	\$ 1,920
		Hewes	\$140	16	\$ 2,240
		Jr. Consultant	\$100	8	\$ 800
Incls - Project Scoping Session with City & DOS , 1 Site Visit, 1 P+W Team Meeting					
Expense Summary					
Graphic and Reproductions					
Travel and Lodging - 4 roundtrips to Kingston					\$ 120
Subtotal					\$ 14,560
Task 2	Interagency Workshops	Staff Name	Billing Rate	Hours	Total
Workshop Participation & Preparation (2 Workshops)		Harken	\$280	8	\$ 2,240
		Brewster	\$160	8	\$ 1,280
		Hewes	\$140		\$ -
		Jr. Consultant	\$100	16	\$ 1,600
Includes - 2 Interagency Workshops, 2 P+W Team Meetings					
Expense Summary					
Graphic and Reproductions					
Travel and Lodging - 2 roundtrips to Kingston					\$ 60
Subtotal					\$ 5,120
Task 3	Community Participation	Staff Name	Billing Rate	Hours	Total
Steering Committee Meetings (2 Meetings)		Harken	\$280	8	\$ 2,240
		Brewster	\$160		\$ -
		Hewes	\$140	16	\$ 2,240
		Jr. Consultant	\$100	16	\$ 1,600
		Harken	\$280	8	\$ 2,240
Public Presentation & Informational Meeting					
Includes - 2 Steering Committee Meetings, 2 P+W Team Meetings					
Expense Summary					
Graphic and Reproductions					
Travel and Lodging - 2 roundtrips to Kingston					\$ 60
Subtotal					\$ 8,380
Task 4	Implementation Strategy	Staff Name	Billing Rate	Hours	Total
4.A Future Land Uses & Reuse of Strategic Sites (Design Alternatives & Illustrations - not included)		Harken	\$280	4	\$ 1,120
4.B Land Use Implementation Techniques Zoning & Other Local Laws Economic Districts or Designations Design Standards & Guidelines		Harken	\$280	4	\$ 1,120
		Harken	\$280	4	\$ 1,120
		Harken	\$280	16	\$ 4,480
		Brewster	\$160		\$ -
		Hewes	\$140	24	\$ 3,360
		Jr. Consultant	\$100	40	\$ 4,000
Graphics & Illustrative Materials - not included)					
4.C (Implementation Projects - not included)					
4.D Local Management Structure to Implement BOA		Harken	\$280	16	\$ 4,480
		Brewster	\$160	20	\$ 3,200
		Hewes	\$140	24	\$ 3,360
4.E (Regional, State, and Federal Actions and Programs for Implementation - not included)					
4.F (Local Implementation Laws - not included)					
4.G (NYS Environmental Quality Review Act Compliance - not included)					
Includes - 2 P+W Team Meetings					
Expense Summary					
Graphic and Reproductions					\$ 300
Travel and Lodging					
Subtotal					\$ 26,540
TOTAL - ALL TASKS					\$ 54,600

NOTE: Tasks 5, 6, 7 and 8 are not included

Optional Tasks - To be provided at our hourly rates	Staff Name	Billing Rate	Hours	Total
Public Presentations				\$ -
Coordination Meetings with other agencies				\$ -
Meetings with local organizations & stakeholders				\$ -
User Surveys				\$ -
Best Practices Research & Precedents				\$ -

JLL FEE BREAKDOWN

Estimated Hours By Staff Position					
Position	Patrick Flinn, Managing Director	Reggie Ross, VP	Emily Crutcher, Associate	Other	
Billing Rate	\$500.00	\$300.00	\$250.00	\$0.00	Cost
Task 1 Project Start-Up					
A. Project Scoping Session with Selected Consultant	8	8	16	0	
Sub-Total	8	8	16	0	\$10,400.00
A. Definition & Description of Future Land Uses for all Sites					
A. Definition & Description of Future Land Uses for all Sites	20	40	40	0	
B. Land Use Implementation Techniques to Ensure Desired Land Uses Materialize					
B. Land Use Implementation Techniques to Ensure Desired Land Uses Materialize	8	0	16	0	
C. Implementation Projects					
C. Implementation Projects	8	0	20	0	
Sub-Total	36	40	76	0	\$49,000.00
Total Hours	44	48	92	0	
Total Labor Cost	\$22,000.00	\$14,400.00	\$23,000.00	\$0.00	\$59,400.00
Reimbursable Expenses:	Quantity (trips)		Cost Each	Total	
Train Travel (8 trips @ \$100 per ticket)	8	0	\$100.000	\$800.00	
Lodging & Per Diem	0	0	\$200.00	\$0.00	
				\$0.00	
				\$0.00	
				\$0.00	
				\$0.00	
Total Reimbursable Expenses:					\$800.00
Grand Total:					\$60,200.00

URS FEE BREAKDOWN

Kingston Waterfront BOA - Task 5 - SEQR	URS - BUFFALO									Hours	Task Total
	PIC / PE	Planning Group Manager / QA/QC	Project Manager / Sr. Planner		Project Planner / Project Engineer		GIS Technician	Admin. / Clerical			
	\$150	\$134	\$99	\$1	\$72	\$1	\$65	\$50	\$1		
Task 5.A: Environmental Assessment Form										54	\$4,388
Task 5.A Preparation Environmental Assessment Form	1	1	16		30		4	2		54	\$4,388
										0	\$0
Task 5.B: Lead Agency										7	\$536
Task 5.B Preparation of Lead Agency Solicitation Letter			2		4			1		7	\$536
										0	\$0
Task 5.C: Determination of Significance										45	\$4,122
Task 5.C: Preparation of Positive Declaration		1	32		10			2		45	\$4,122
										0	\$0
Task 5.D: Scoping										140	\$12,534
Task B.D.1 Draft Scoping Document	1	2	36		16			2		57	\$5,234
Task 5.D.2 Scoping Session (preparation and attendance)			30		12			2		44	\$3,934
Task 5.D.3 Final Scoping Document		1	20		16			2		39	\$3,366
Task 5.D - Watts										0	\$0
Task 5.E: Draft Generic Environmental Impact Statement										305	\$26,564
Task 5.E.1 Preparation of preliminary Draft GEIS sections	1	4	110		60		8	8		191	\$16,816
Task 5.E.2 Revisions of preliminary Draft GEIS		2	60		40		4	8		114	\$9,748
Task 5 - Watts										0	\$0
										0	\$0
Task 5.F: SEQR Notices										7	\$630
Task 5.F.1 Preparation of Notice of Complete Draft GEIS		1	2					1		4	\$382
Task 5.F.2 Preparation of Public Hearing Notice			2					1		3	\$248
										0	\$0
Task 5.G: Final Generic Environmental Impact Statement										241	\$21,006
Task 5.G.1 preparation and participation at Public Hearing			30		12					42	\$3,834
Task 5.G.2 Summary of Comments from Public Comment Period			16		24			2		42	\$3,412
Task 5.G.3 Preparation of Final GEIS	1	2	60		32			6		101	\$8,962
Task 5.G.3 Review and Revisions - Final GEIS			30		24			2		56	\$4,798
Task 5.G - Watts										0	\$0
Task 5.H: Notice of Complete Final GEIS										6	\$580
Task 5.H Preparation of Notice of Complete		1	4					1		6	\$580
										0	\$0
Task 5.I SEQR Findings Statement										39	\$3,582
Task 5.I Preparation of Findings Statement		1	28		8			2		39	\$3,582
										0	\$0
	4	16	478	0	288	0	16	42	0	844	
	\$600	\$2,144	\$47,322	\$0	\$20,736	\$0	\$1,040	\$2,100	\$0		\$73,942

	Fee	Expenses	Subtotal
URS	\$73,942	\$750	\$74,692

WATTS FEE BREAKDOWN

Estimated Hours By Staff Position					
Position	Civil Engineer VII	Civil Engineer VI	Engineer IV	Environmental Scientist	
Billing Rate	\$155.00	\$118.00	\$98.00	\$94.00	Cost
Task 4 Implementation Strategy					
A. Definition & Description of Future Land Uses for all Sites	16	32	32	24	
B. Land Use Implementation Techniques to Ensure Desired Land Uses Materialize	8	24	24		
C. Implementation Projects	24	40	60	40	
Sub-Total	48	96	116	64	\$36,152.00
Task 5 State Environmental Quality Review					
GEIS Support	8	8	20	20	
Sub-Total	8	8	20	20	\$6,024.00
Total Hours	56	104	136	84	
Total Labor Cost	\$8,680.00	\$12,272.00	\$13,328.00	\$7,896.00	\$42,176.00
Reimbursable Expenses:	Quantity		Cost Each	Total	
Mileage (1 trip @ 700 miles)	700		\$0.565	\$395.50	
Lodging & Per Diem	3		\$200.00	\$600.00	
				\$0.00	
				\$0.00	
				\$0.00	
Total Reimbursable Expenses:					\$995.50
Grand Total:					\$43,171.50

PROPOSAL FORMS

RFP#: CK-EDSP-2014-001
BROWNFIELD OPPORTUNITY AREA STEP 3
REQUEST FOR PROPOSALS

Information Sheet

NAME OF PROPOSER: Perkins+Will

ADDRESS: 215 Park Avenue South, 4th Floor

New York, NY 10003

TYPE OF ENTITY: Corp. Partnership _____ Individual _____
LLC _____

If a non publicly owned Corporation: NAME OF CORPORATION: Perkins & Will Architects, P.C.

List Principal Stockholders (holding over 5% of outstanding shares) _____
Jean Mah, Daniel Moore

LIST OFFICERS: Robert W. Goodwin

LIST DIRECTORS: Robert W. Goodwin, Jean Mah

DATE OF ORGANIZATION: July 17, 1992

If a partnership:

PARTNERS: n/a

NAME OF PARTNERSHIP: n/a

DATE OF ORGANIZATION: n/a

* If the business is conducted under an assumed name, a copy of the certificate required to be filed under the New York General Business Law must be attached.

RFP#: CK-EDSP-2014-001
BROWNFIELD OPPORTUNITY AREA STEP 3
REQUEST FOR PROPOSALS

Reference Sheet

All Proposers shall be required to complete this form providing three (3) references of past performance. References should involve projects and/or service situations of similar size and scope to this RFP. References must have had dealings with the proposer within the last thirty-six (36) months. The City reserves the right to contact any or all of the references supplied for an evaluation of past performance in order to establish the responsibility of the proposer before the actual award of the RFP and/or contract. Completion of the reference form is required.

PROPOSER'S NAME: Perkins+Will

DATE FILED: May 22, 2014

Proposer's Address: 215 Park Avenue South, 4th Floor, New York, NY 10003

Reference's Name: Trinity Wall Street

Address: 74 Trinity Place, New York, New York 10006

Telephone: p. 212.698.2576 Contact Person: Peter Genet

Reference's Name: New York City Economic Development Corporation

Address: 110 William St, New York, NY 1003

Telephone: p. 212.618.5765 Contact Person: Kate Van Tassel

Reference's Name: Walter Reed Local Redevelopment Authority

Address: 1350 Pennsylvania Avenue NW Suite 317, Washington, DC 20004

Telephone: p. 202.615.2029 Contact Person: Martine Combal

RFP#: CK-EDSP-2014-001
BROWNFIELD OPPORTUNITY AREA STEP 3
REQUEST FOR PROPOSALS

Affidavit of Non-Collusion

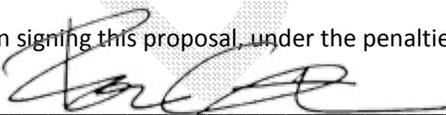
NAME OF RESPONDER: Perkins+Will
BUSINESS ADDRESS: 215 Park Avenue South, 4th Floor, New York, NY 10003

I hereby attest that I am the person responsible within my firm for the final decision as to the prices(s) and amount of this proposal or, if not, that I have written authorization, enclosed herewith, from that person to make the statements set out below on his or her behalf and on behalf of my firm.

I further attest that:

1. The price(s) and amount of this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition with any other contractor, responder or potential responder.
2. Neither the price(s), nor the amount of this proposal, have been disclosed to any other firm or person who is a responder or potential responder on this project, and will not be so disclosed prior to proposal opening.
3. No attempt has been made or will be made to solicit, cause or induce any firm or person to refrain from responding to this RFP, or to submit a proposal higher than the proposal of this firm, or any intentionally high or non-competitive proposal or other form of complementary proposal.
4. The proposal of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from any firm or person to submit a complementary proposal.
5. My firm has not offered or entered into a subcontract or agreement regarding the purchase of materials or services from any other firm or person, or offered, promised or paid cash or anything of value to any firm or person, whether in connection with this or any other project, in consideration for an agreement or promise by an firm or person to refrain from responding to this RFP or to submit a complementary proposal on this project.
6. My firm has not accepted or been promised any subcontract or agreement regarding the sale of materials or services to any firm or person, and has not been promised or paid cash or anything of value by any firm or person, whether in connection with this or any project, in consideration for my firm's submitting a complementary proposal, or agreeing to do so, on this project.
7. I have made a diligent inquiry of all members, officers, employees, and agents of my firm with responsibilities relating to the preparation, approval or submission of my firm's proposal on this project and have been advised by each of them that he or she has not participated in any communication, consultation, discussion, agreement, collusion, act or other conduct inconsistent with any of the statements and representations made in this affidavit.
8. By submission of this proposal, I certify that I have read, am familiar with, and will comply with any and all segments of these specifications.

The person signing this proposal, under the penalties of perjury, affirms the truth thereof.



Signature & Company Position

Robin Guenther, Principal

Print Name & Company Position

Perkins+Will

Company Name

5/ 21/ 2014

Date Signed

36-3856261

Federal I.D. Number

IDEAS+ BUILDINGS

We hold a common philosophy and a standard of excellence; our firm shares expertise across twenty-four offices globally. This inclusive strategy focuses us on our clients, our communities, and our vision, which is as compelling today as it was at the firm's inception: to craft ideas and buildings that honor the broader goals of society.